



NEAR EAST UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
BUSINESS ADMINISTRATION PROGRAMME

**ASSESSMENT OF IMPACT OF NEPOTISM & CRONY
CAPITALISM ON EFFICIENCY OF PUBLIC
HEALTHCARE SERVICES IN PUBLIC INSTITUTIONS
IN CONNECTION WITH BUSINESS ADMINISTRATION**

MUSTAFA YAVUZ

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SERVICES IN PUBLIC INSTITUTIONS IN CONNECTION WITH
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THESIS SUPERVISOR
PROF.DR. NERMIN GURHAN

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ACCEPTANCE AND APPROVAL

“Assessment of Impact of Nepotism and Crony Capitalism on Public Healthcare Services in connection with Business Administration” prepared by **Mustafa YAVUZ** was found successful as a result of the Dissertation, held on/12/2020, and accepted as a Doctorate Thesis by our Jury Members.

JURY MEMBERS

.....
Prof. Dr. Nermin GURHAN (Supervisor)

Tokat Gaziosmanpasa University Faculty of Health Sciences

.....
Prof. Dr. Serife Zihni EYUPOGLU

Near East University, Faculty Of Economics and Administrative Sciences
Department of Business Administration

.....
Prof. Dr. Mustafa SAGSAN

Near East University, Faculty Of Economics and Administrative Sciences
Department of Knowledge Management

.....
Prof. Dr. Abdulkadir ISIK

Bursa Technical Universit Faculty of Humanities and Social
SciencesDepartment of Psychology

.....
Assoc.Prof. Dr. Behiye Tuzel CAVUSOGLU

Near East University, Faculty Of Economics and Administrative Sciences
Department of Economics

.....
Prof. Dr. Hüsnü Can BAŞER

Director of the Institute of Graduate Studies

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ABSTRACT

ASSESSMENT OF IMPACT OF NEPOTISM & CRONY CAPITALISM ON EFFICIENCY OF PUBLIC HEALTHCARE SERVICES IN CONNECTION WITH BUSINESS ADMINISTRATION

Although some sources discuss favoritism, which is considered in the organizations from the viewpoint of permanence of the organization instead of employees' job satisfaction and has virtually become an institutionalized structure, from its positive aspects such as indoctrination of the favored person with high loyalty and performance, low resignation rates, more stable relations with the employer, and faster decision-making in the organization, mostly its negative aspects are emphasized, and the studies made reveal these negative aspects. These negative aspects take effect on both the employee and the organization, and it is known that particularly the managerial activities are impeded in the organizations where the employees are selected without paying any regard to the qualities required by the job. One of the basic reasons of assigning family members, relatives, acquaintances, friends to certain positions, the managerial positions most notably, is to value, in the relations, trust above expertise. Favoritism is implemented in the organizations in different types such as nepotism, cronyism, patronage, and clientelism. The body of literature on these favoritism types specifies, in a definitional way, that nepotism covers relatives, cronyism covers acquaintances and friends, patronage covers political and religious supporters, and clientelism covers the electorate from the political point of view. The job satisfaction, on the other hand, while it is a multidimensional concept, is generally an individual's negative or positive attitude towards their job. This multidimensional concept is affected by numerous different factors naturally. The job satisfaction, which is affected by the factors such as the nature of the job, the payments to be made to employee, promotion opportunities, the features of the job, the nature of the management, and the friendship relations, affects in turn the organizational efficiency.

This study measures the impact of nepotism and crony capitalism, which are taken as the variables, on the labor productivity in the corporate public organizations. The study has been conducted by applying the socio-demographic information questionnaire and the nepotism and job satisfaction scales on the sample group selected from among the volunteers above 18 years of age among the healthcare workers who work for Bursa Provincial Directorate of Health. Consequently;

Keywords: Nepotism, Crony capitalism, Job satisfaction, Healthcare services, Efficiency, Business management

ÖZ

NEPOTİZM VE KRONİ KAPİTALİZMİN KAMUDA SAĞLIK HİZMETLERİNİN VERİMLİLİĞİ ÜZERİNE ETKİSİNİN İŞLETME YÖNETİMİ AÇISINDAN DEĞERLENDİRİLMESİ

Örgütlerde, çalışanların iş tatmini açısından değil de örgütün devamlılığı açısından değerlendirilen ve neredeyse kurumsallaşmış bir yapı haline gelen kayırmacılık, bazı kaynaklarda, kayırılan kişiye yüksek sadakat ve performans aşılması, işten ayrılma oranlarının düşük olması, işverenle kurulan ilişkilerin daha istikrarlı yürütülmesi, örgüt içinde kararların hızlı alınması gibi olumlu yönleriyle ele alınsa da çoğunlukla olumsuz yönleri üzerinde durulmakta ve yapılan çalışmalarla da bu olumsuz yönleri ortaya konmaktadır. Bu olumsuz yönler, hem çalışan hem de örgüt üzerinde etkilerini göstermekte, işin gerektirdiği nitelikler dikkate alınmadan yapılan işgören seçimlerinin olduğu örgütlerde, özellikle yönetim faaliyetlerinin aksadığı bilinmektedir. Yönetim kadroları başta olmak üzere, bazı kadrolara, aile üyesi, akraba, tanıdık ya da eş dost gibi yakınların getirilmesinin temel nedenlerinden biri, ilişkilerde, güvenin, uzmanlıktan daha üstte tutulmasıdır. Kayırmacılık, örgütlerde, nepotizm, kronizm, patronaj ve klientelizm gibi farklı türlerde uygulamaya geçirmektedir. Bu kayırmacılık türlerinden nepotizmin akrabaları kapsadığı, kronizmin eş dost ve tanıdıkları kapsadığı, patronajın siyasi ve dini yandaşları kapsadığı ve klientelizmin de siyasal açıdan seçmen kesimlerini kapsadığı alan yazında tanımsal olarak yer bulmuştur. İş tatmini ise, çok boyutlu bir kavram olmakla birlikte, genel olarak, kişinin işine karşı geliştirdiği olumlu veya olumsuz tutumdur. Çok yönlü olan bu kavram, doğal olarak çok farklı faktörlerin de etkisi altındadır. İşin niteliği, çalışana yapılacak ödemeler, terfi olanakları, işin taşıdığı nitelikler, yönetimin niteliği, arkadaşlık ilişkileri gibi faktörlerden etkilenen iş tatmini, örgütsel verimliliği de etkilemektedir.

Bu çalışma değişken olarak alınan nepotizm ve ahbap çavuş kapitalizmi anlamına gelen kroni kapitalizmin, kurumsal kamu örgütlerindeki iş verimliliğine etkisini ölçmek üzere yürütülmüştür. Araştırma, Bursa İl Sağlık Müdürlüğüne bağlı olarak çalışan sağlık çalışanlarının, 18 yaş üzeri ve

gönüllü olanlar arasından seçilen örneklem grubuna, sosyo- demografik bilgi edinme formu, nepotizm ve iş tatmini ölçeklerinin uygulanması ile elde edilmiştir. Sonuç olarak,

Anahtar kelimeler: Nepotizm, Kroni kapitalizm, İş tatmini, Sağlık hizmetleri, Verimlilik, İşletme yönetimi

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ABBREVIATIONS

- USA:** United States of America
- Max:** Maximum Value
- Min:** Minimum Value
- OECD:** Organization for Economic Cooperation and Development
- PDL:** Personnel Distribution List

CHAPTER 1

INRODUCTION

1.1. Problem Status

Favoritism (nepotism), which is also an important problem of the public bureaucracy; in the public sector, it appears more in the decision making process. Organizational favoritism is; In appointments and promotions to public positions, it means giving priority to relatives (nepotism) or acquaintance-friend-friend (cronyism) relationships or groups emerging on a political / religious basis (Büte, 2011 ve Özkanan, 2014). The nepotism, which is seen in different forms from country to country, entered the bureaucracy in 1828 for the first time in the recruitment of civil servants. Secretariatism and nepotism in the public sector; on this date, we can say that the favoritism (or loot) system implemented by General Jackson, which was victorious in the presidential election in the USA, started to take place in practice.

The favoritism; although the harmful effects of countries on their economic, social and political development are clearly known, unfortunately it continues in many countries. Especially with the saying "It is important who you know, not what you know" is widely used among the people, it suggests that strong connections and nepotism can be widespread in human relations. Health professionals; satisfaction, well-being and education play a vital role in the performance of healthcare services. In order for this welfare to occur, the workload of the employees must first be reduced. In order to reduce workload; it is possible to distribute the newly appointed personnel and those who are currently working but somehow close to the management level

according to the need and rationally to the institution and related units. Considering the practice, for example, in any seizure or intensive unit of any hospital with low share of revolving funds (such as emergency room, intensive care, etc.), the chief physician, hospital manager, health manager, etc. personnel with a connection at the management level, such as, are not employed. The personnel who are not assigned here are assigned to units that require relatively less performance and workload compared to the relevant units. While the number of personnel is swelling in those units, and the number of personnel in the seizure and intensive units is low, the seizure and overtime conversions in the weekly and monthly task lists are planned over the personnel with few numbers. Sometimes it can be the opposite. Namely; those who have a connection with the management (such as political, national, kinship, etc.) are assigned to the relevant units of a hospital with a very high monthly revolving share and a good performance-based surcharge. When we look at the PDC (Personnel Distribution Table) in public hospitals in our country, it can be seen that although the required number of personnel for each unit has been planned in advance, PDC has not been observed to a great extent. This kind of favoritism is more; the appointments are made according to the PDC by using the temporary appointment initiative of the relevant administrators, both by the old personnel who have left a certain period in the service year, and by the central administration, who are appointed to the provincial order. As it is understood from here, the effects of nepotism and cronyism are seen quite intensely, not only in promoting and managing appointments, but also in routine assignments within the institution.

The small number of health professionals in Turkey attract attention. According to OECD (Organisation For Economic Co-Operation And Development, the number of physicians per 1000 people was 1.83, while the number of nurses was 1.93. Turkey is located in the last row for OECD countries according to these figures (OECD, Health at a Glance 2017). The low number of staff increases the current workload and the sense of burnout in employees (Dugani, 2018). In addition to the scarcity of staff in healthcare professionals, the lack of wages and imbalances among employees, working

hours, legal problems in the healthcare system, education quality, personal rights issues and violence to recently increasing healthcare workers are other important issues to be questioned. It is reported that all of these disadvantages not only reduce job satisfaction and well-being in healthcare workers but also cause an increase in physical and mental illnesses (Demoss, 2004). It is a challenging situation in the eyes of healthcare workers who are already struggling with many negativities, as the perception of justice has recently increased with the perception of justice. In a study conducted in Turkey in the police force, it is suggested that the main problems in the system are caused by nepotism and favoritism (Mutlu, 2000).

Again in a study conducted in the private sector workers in 2011, a negative relationship was found between nepotism, favoritism and cronyism and organizational trust in workers (Keles, Özkan, vd., 2011).

There are many studies on nepotism. However, these studies were generally carried out in private sectors and there are very few studies in public institutions. It is also spoken in public institutions and organizations of Turkey that nepotism is also considered one of the the greatest and defended area in health sector. There are many problematic nepotism types in this field such as administrative and academic staffing, appointment announcements and methods, assignments that compel current conditions. No studies evaluating nepotism in the health sector have been encountered in our country. For this reason, this study will make important contributions to the literature in terms of revealing the perceptions of healthcare professionals towards nepotism.

1.2 Aim of the Study

The aims of this study are;

1. Determining the socio-demographic characteristics of the participants.
2. Determining whether the participants were exposed to and exposing to favoritism.
3. Determination of participants' total score of Nepotism scale and sub-dimension scores.

4. Determination of participants' total score of Job satisfaction scale and sub-dimension scores.
5. Comparison of participants' socio-demographic characteristics and total scores of nepotism scale and sub-dimension scores
6. Comparison of participants' socio-demographic characteristics and total scores of job satisfaction scale and sub-dimension scores
7. Comparison of participants' nepotism scale scores and job satisfaction scale scores
8. Regression analysis of the participants based on their nepotism scale scores
9. Regression analysis of the participants based on their job satisfaction scale scores
10. Hypothesis analysis of the study

1.3. Importance of the Study

It is reported that clientelism practices, which are mostly encountered in family businesses and are the subject of research, also continue to exist in the public sphere. This study is important because it enriches the studies carried out in the public sphere and contributes to the literature, as well as the studies mostly to describe the situation in family companies.

Since nepotism in family businesses has some organizational benefits, management and human resources tend to facilitate this situation. For this reason, it has been easier to measure the effect of nepotism in these organizations on employees outside of the family, because the employees got used to this situation partially and developed their expectations in this direction. In the public sphere, employees are afraid to talk even among themselves on these issues in order to avoid legal and administrative sanctions. This study is important for shedding light on a scientific reality on a topic that is difficult to talk about.

Moreover, public officials expect they will be appointed with a purely justice and merit system because legal notices indicate this. For this reason, they try to meet certain criteria, for example to increase their academic education, to

improve their competence with certificate programs and to succeed in compulsory exams. However, they realize that the truth is not like that. This study is important in terms of shedding light on the reflections of an issue encountered as a problem with both legal and ethical dimensions to the public sphere, and how the failure of employees' expectations affect their thoughts and perceptions.

Although the effects of nepotism have positive results in family businesses in some respects, it decreases the productivity of the organization due to its negative aspects and job satisfaction in the public sphere and contradicts with the understanding of equal rights. This situation is important in terms of evaluating the return of this negative effect to management activities as well as affecting the work efficiency of the organization.

In organizations, chronism is expressed as nepotism based on the principles of acquaintances instead of merit and equality principles in the employment of employees (Erdem et al., 2013: 55). Chronism can affect organizational functionality through organizational performance.

1.4. Scope of the Study

This research was conducted between November 1, 2017 and March 1, 2018, and covers healthcare professionals such as physicians, nurses, dentists, midwives, health officers, dieticians, pharmacists, audiometrists, audiologists, social workers, and psychologists working in public hospitals affiliated to Bursa Provincial Health Directorate, who are over the age of 18 and volunteering to participate in the study. Between November 1, 2017 and March 1, 2018, among the healthcare professionals affiliated to the health directorate, those who did not volunteer to participate in the study, those who stayed away from the institution for at least 3 months due to reasons such as maternity leave, unpaid leave, sick leave due to the delegation report, military service leave, temporary assignments and those who were on temporary duty in the institution were excluded.

1.5. Limitations of the Study

The research is limited to the dates of November 1, 2017 - March 1, 2018 in terms of time.

The research is spatially limited to healthcare professionals working in public hospitals affiliated to Bursa Provincial Health Directorate.

The results obtained in this study are limited by the perceptions of the employees working in the public hospitals in Bursa about institutionalization and nepotism in the hospitals they are in.

The research is limited to volunteer participants aged 18 and over, selected by random sampling method to represent the population.

The adequacy of the information gathering tools developed for the research and the statistical techniques used in data processing are limited to the answers given by individuals. It is possible to increase the generalizability of the findings and results in this research with the studies carried out on a more comprehensive sample.

1.6. Hypotheses and Sub-Hypotheses of the Study

1.6.1. Basic Hypothesis of the Study

Is there a significant relationship between the practices of nepotism and capitalism and the efficiency of health services in public institutions? This question constitutes the basic hypothesis of this study.

1.6.2. Sub Hypotheses of the Study

What are the socio-demographic characteristics of the participants?

What are the rates of participants' exposure to nepotism and chronic capitalism by others in their business lives?

What are the rates of the participants exposing others to the practices of nepotism and capitalism in their business life?

What are the total nepotism scale scores of the participants?

What are the nepotism scale sub-dimension scores of the participants?

What are the total job satisfaction scale scores of the participants?

What are the job satisfaction scale sub-dimension scores of the participants?

Is there a significant relationship between the socio-demographic characteristics of the participants and their total nepotism scale scores?

Is there a significant relationship between the socio-demographic characteristics of the participants and their nepotism scale sub-dimension scores?

Is there a significant relationship between the socio-demographic characteristics of the participants and their total job satisfaction scale scores ?

Is there a significant relationship between the socio-demographic characteristics of the participants and their job satisfaction scale sub-dimension scores?

Is there a significant relationship between the participants' total nepotism scale score and the total job satisfaction scale score?

Is there a significant relationship between the total sub-dimension scores of the nepotism scale and the job satisfaction scale of the participants?

Is there a significant relationship between the nepotism scale sub-dimension scores of the participants and the job satisfaction scale sub-dimension scores?

What is the impact of nepotism and capitalism on the efficiency of healthcare services in public institutions for business management?

1.7. Definitions

Nepotism

Nepotism, literally, is derived from the Latin word 'nepos', and it is one of the types of nepotism commonly encountered in organizational businesses from yesterday to today. Nepotism type of favoritism includes relatives. One of the

main reasons for nepotism is that it instinctively exists among humans and even among animals such as ants and bees according to some biologists, and is displayed as a natural social behavior in the historical process. Another reason is that, in organizational relationships, the emphasis placed on trust is more important than the emphasis on competence and people can trust their relatives more easily. Nepotism, which has some benefits especially in family businesses, has been praised by Below (2003), and has been considered a contributor to the success of many organizations. However, nepotism, praised by some authors such as Below, was expressed as a factor and a problem that negatively affects job satisfaction when evaluated not in terms of business management but in terms of employees (Asunakutlu, Avci, 2010: 96-98).

Chroni capitalism

Chronism is derived from the word 'crony' used by Cambridge University students in the 17th century to express long-term close friendship among themselves, and it is used in Turkish with the meaning of favoritism of friends and acquaintances. Chronism is defined as "favoring and privileged treatment of some people, regardless of their abilities and skills, especially thanks to their relatives, friends and the like". That is, it is the type in which favoritism is shaped within the framework of crony-friend relationships (Erdem, Çeribaş, Karataş, 2013: 56).

Healthcare Services

With the opening of the Turkish Grand National Assembly, the Ministry of Health of the Republic of Turkey was established with the law no. 3, which entered into force on May 3, 1920. The Ministry of Health first determined the priorities of health services, aimed at increasing the gains in the field of health and distributing the resources according to the determined criteria. In 1961, the law no. 224 on socialization of health services aimed to provide the health services regulated in 1963 in a continuous, widespread and integrated manner to meet the needs of the people through the ministry of health. In addition, the regular and balanced distribution of healthcare personnel is mentioned. For these purposes, central and provincial organizations were

established. With the health transformation program announced to the public in December 2003, it was aimed to organize health services in an effective, efficient and equitable manner. The obligation to apply the principle of merit in the selection of personnel who will carry out these services is determined by law. Merit aims to realize the principles of public services by ensuring that the personnel who will perform public services are selected in the best way. The principle of merit is the legal principle that orders the selection of the most suitable and competent person in the selection of personnel to perform public services. The two basic norms of the principle of merit in Turkish law are Articles 70 and 657 of the Civil Servants Law. The public service consists of continuous and regular activities carried out by the state and other public entities or private persons under their supervision in order to meet the needs of the society. It is accepted that all public services should have the characteristics of continuity, equality, variability, and free of charge. The attitudes and behaviors of public personnel are indirectly affected by the criteria they are subjected to when they are appointed. Regardless of the qualifications required by the aforementioned qualifications, a public official who is appointed to the post by nepotism will not be able to fulfill the special requirements of the staff he is appointed to. This situation will cause disruption in the service that needs to be obtained from that staff (Çavmak, Çavmak, 2017: 49-52; Diler, 2018: 6-8-13).

Job Satisfaction

Job satisfaction is a concept that expresses the positive or negative attitude of a person towards his/her job, and it is a concept related to organizational characteristics, personal characteristics and characteristics of the job structure. According to Esen (2007), job satisfaction is the financial income obtained from the work and the satisfaction provided by creating a product and colleagues that the worker enjoys working with. The concept of job satisfaction has a complex structure and it affects and is affected by many factors. Organizational efficiency is one of the factors that it affects. In business life, the fact that people put their connections with relatives or acquaintances instead of their own efforts and abilities in achieving certain positions or ranks shows the weakness of those who use these connections

and results in negative effects such as job loss and failure for the organization (Asunakutlu, Avci, 2010: 98).

Efficiency

Regardless of the difference of the type of production or whether the system type is political or economic or social, definition of efficiency can be expressed as increasing the quality of the product and service obtained, protecting the environment and natural structure, providing the best living and working conditions to the employees and increasing the amount of production per unit input. Productivity is the relationship between the quantity and quality of the product or service produced and the resources used to produce them. Overall, efficiency is a measure of how close an organization can meet certain criteria. For businesses, productivity is important in terms of showing the success and profitability of the business and for business management. The importance of measuring efficiency in terms of business management stems from its being an effective control tool. In this context, business managers are expected to have a good command of both economic and technical issues (Kara, Seyhan, 2016: 163-165).

Business Management

The word management generally means administration. Management can be divided as a general definition covering all human activities and a specific definition covering business activities. In general, management is "the sum of the activities and efforts of ensuring the cooperation of people and directing them towards a goal." On the other hand, business management can be defined as "the act of managing or administering the resources of the enterprises established for an economic purpose, consisting of monetary, mechanical and labor, in an optimum manner". In order to speak of the existence of the management, first of all, the existence of people who cooperate among them is required. This cooperation should proceed towards a specific goal. Regardless of the institution or organization, the steps required in the execution of the management function are similar. Therefore, management is a universal process (Yenisu, Şahin, Öztekkeli, 2019: 515-516).

CHAPTER 2

CONCEPTUAL FRAMEWORK AND CORRESPONDING STUDIES

It is an inevitable fact that favoritism is everywhere in the world and where there are people. Apart from the research, many theoretical studies have been found on this subject recently and nowadays research has started to be included.

Nepotism and chronism, which are defined over many different relationship networks, have been considered as "nepotism in the employment of public officials or other organization employees based on the principles of merit and equality, rather than on the basis of friendly relations" (Erdem). et al., 2013: 55).

Nepotism is common in family businesses among organizations and in the service sector among sectors. Therefore, in the literature, it can be said that family businesses and service sector constitute the most studied area in terms of nepotism. (Erdem et al., 2013: 173, Araslı & Tümer, 2008: 1238, Altındağ, 2014: 99)

When the literature is examined, a large part of the studies on nepotism are about family businesses (İyiiişleroğlu, 2006; Özler et al., 2007; Asunakutlu & Avcı, 2010; Büte & Tekarslan, 2010; Keleş et al., 2011; Karacaoğlu & Yörük, 2012) (Erol and Boylu, 2014: 67).

Nepotism, which we encounter in many areas; organizational and managerial meaning, prioritizing kinship (nepotism) or familiar-friendly (cronyism) relations or political or religious-based groups in appointments and

promotions to public positions, directing public resources to favor political and voter segments). We can say that nepotism is a distorted and unwanted form of relationship established around close relationship networks. It is an understanding that leaves merit-based evaluations to the background, especially in promotions and assignments at management levels. A perception that merit-based appointments and assignments have been made in some parts of the public in our country recently has been tried to be given to the public. However, in practice, the application; is seen that it has been resulted in terms of having conditions rather than being in compliance with merit. So; in an institution where there are two candidates for a management, another employee who has more working time and experience related to the unit he / she works with, also provides the education criteria related to the authority he / she desires, and another candidate who only provides the education criteria and formal criteria in the regulation, due to nepotism or crony capitalism. If it can come to the fore with its social capital, it can also have the authority, authority and authority. According to the degree of closeness and type, nepotism is of a different type. We can see them in relatives favoritism, nepotism, cronyism, political nepotism (partisanship), nepotism and favoritism towards the power and voters (clientelism), etc. We can classify favoritism under two main groups as nepotism and political nepotism. We can group the favoritism in itself as Nepotism, Cronyism, Tribalism and Citizenship, and political nepotism as patronage Boscism, Clientalism and Service Favoritism.

2.1. Favoritism

Nepotism has existed in every place and location where there have always been people, and it continues to exist. Favoritism was blamed for the financial crisis in Asia in 1997. As of this date, an increase has started in the articles on the subject. At the same time, sayings about some nepotism, which is still in use today, have been used. "You must have an uncle behind you" "No if you do not have an uncle" "Don't you have any acquaintance" "If you don't have anyone, you are screwed" "If you have an acquaintance, it's easy" "noone can be employed if you will not" and we have encountered, and even use, many expressions like this. These idioms are now accepted and

naturalized by the society and have the same meaning for everyone (Dağlı et al 2010; Aytaç 2010).

Favoritism is one of the important problems of the public sector and is mostly used in decision making process. Especially in public institutions and organizations, it has been used and used in raising people who are unfairly more than just the principles of allegiance culture, apart from the principles of equity (Aydın (2012); Sadozi et al., 2012).

Individual relationships involving nepotism are a vertical and hierarchical relationship, and there are two sides, who are favored and favored. The favored person is grateful, loyalty, allegiance, gift etc. and tries to reinforce his favor by behaving in a way. Thus, both sides benefit from this relationship. In countries where nepotism is dominant, merit will be sought in these institutions to seek familiar, relative, peer, hometown, political connection, etc. in order to enter public institutions and organizations. Rather than important criteria such as need and availability in the distribution of public services, voting for the politician, etc. support, material and moral support to the party will gain importance (Eryılmaz, 2006; İlhan and Aytaç, 2010).

2.1.1. Types of Favoritism

By the degree of closeness and type (family favoritism; nepotism, co-nepotism; cronyism, political nepotism; partisanism, service nepotism; clientalism) nepotism is diversified (Aközer 2003; Özler and Büyükarıslan 2011).

According to Heper, the phenomenon of the state leads to the emergence of a certain political culture and these are; It is "arapism" or "socialist orientation". Arapism, namely benefice, is a system of distributing state resources to a friend. It replaces the merit system (Heper, 2006). The common and first examples of clientalism are primarily "Indian tribalism" in Mexico, which has recently ended. While expressing violence based on violence between villagers and buyers who want to sell their Indian tribal chiefs' products, the "dervishes" seen in Senegal performed similar activities,

agricultural tools and gifts were given to local clergymen and teachers in exchange for votes. In the Philippines, they are called “bossism” and they have powers such as granting concessions, contracts, and franchises on the bosses’ local government officials and local funds. Today, we can say that it has become reusable (Brinkerhoff et al. 2002).

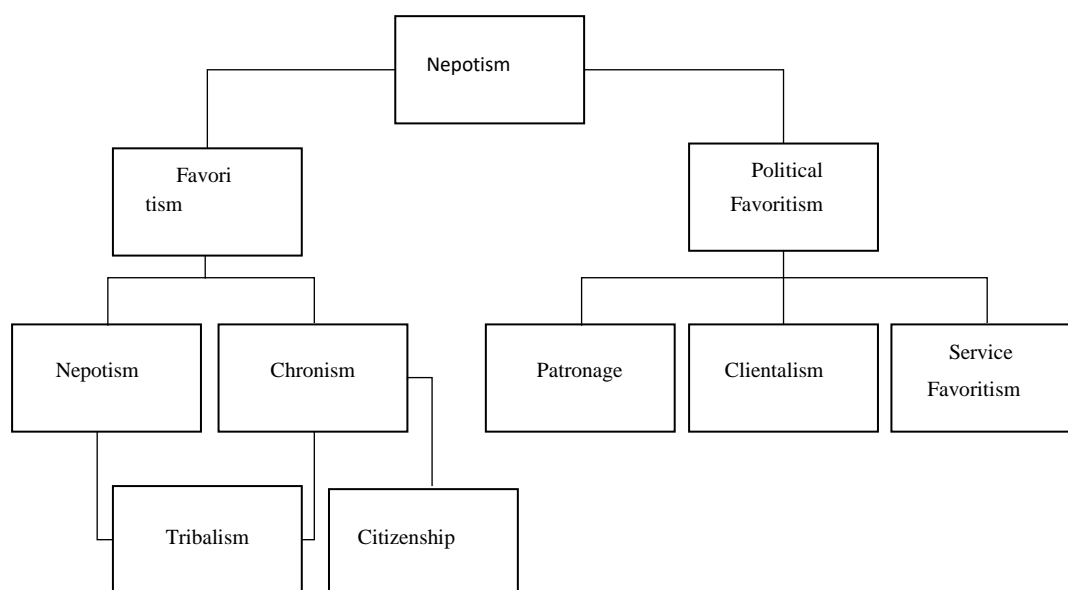


Figure 1. Today favoritism is basically grouped as per scheme.

It is an inevitable fact that the existence and maintenance of pure family and intricate kinship relations hinders economic development. At the same time, those who do not trust anyone else who trust their family and their relatives alone cannot establish voluntary civil relations. Ethical values are prioritized and held superior in these individuals, who have established a sense of domestic assistance and self-interest. This facilitates and makes nepotism effective (Fukuyama, 2000). In institutions where success and talent are not considered, job loss and failure are often inevitable (Asunakutlu, 2009).

Another important result of nepotism policies and practices is the brain drain from underdeveloped countries to developed countries. This situation means that the society cannot develop economically by losing its intellectual assets. This will lead to a decrease in the intellectual capital of society and indirectly a decrease in their competitiveness. Employees' perception of justice

decreases and leads to a decrease in their performance. Inequality and motivation among those received in return for the contribution made will affect motivation and thus will result in job search and quit in institutions and organizations where they will feel more important and valuable. In Turkey, we can say that the inclusion of nepotistic practices widely seen as among the causes of brain drain (Happy 2000; Ilhan and Erdem, 2010). While some employees have a job separation, some employees may prefer to be in close contact with the people who have kinship with management and kinship in order to be promoted, promoted and appreciated. It is called "Tribalism" (Pope, 2000; Keleş et al., 2011; Loewe, 2007).

Some people's talents are privileged, favored and protected, not because of their success, but because of their closeness to people at key positions and key locations. In nepotism, only individuals from the family are protected and protected, while in cronyism, they are protected and protected by fellow pals. The concept of "quanxi", which is the relationship in Eastern culture, means the long-term relationship that the parties are bound to, whether the parties have compulsory family ties to each other and should be privileged and prioritized by other individuals (KhatriandTsang, 2003). In other words, it means corruption and it is a situation that can cause the disappearance of large conglomerates. In cronyism, it is a structure in which tenders are tried to be included in this circle as well as a close friend circle. In a way, cronyism also involves nursing (Özsemerci, 2002; Aytaç, 2010). Citizenship is a culture of solidarity among people from the same province / district / village. People who leave their hometowns and go to different places are the ones they can communicate with most easily after their families. The search for self-support comes from the basic feeling of trust, and therefore, it generally feels in the environments where it is the first time that it attempts to search for individuals close to it (Özkiraz and Acungil, 2012; Yılmaz, 2008). Generally, lending to each other continues in line with the principle of not sticking the foreigner in situations such as helping with weddings, funerals and establishing business partnerships. This shows that nursing is nepotism / collectivism (Asunakutlu and Safran, 2005).

Political favoritism, another dimension of nepotism, can also be called political bias or partisanship. Rather, it is more common in institutions that carry out local public services, and is seen in our country as well as anywhere in the world. Although laws and regulations have been enacted, sanctions are not fully implemented (Sakal, 2002; Kartal & Demirhan, 2009). It is observed that political favoritism has been reduced to the lowest rank, depending on the lack of merit principle in establishing the closeness of power and opposition and bringing the person brought to the administration.

Parties that came to power in the political process dismiss the senior bureaucrats working in public institutions and organizations, and appoint new bureaucrats with their participation in all factors such as political nepotism-nepotism-cronyism, and this can become quite common. This situation is encountered in the literature with the name "patronage". In this case, it causes a system in which unskilled persons are appointed. It causes unfair tax management and regulatory law, which can reduce the quality and effectiveness of its services and activities and cause waste of public resources (Özsemerci, 2002; Hamilton, 2002). "Bossism" is used as the equivalent of patronage concept. The reason for using the term "boss" for the Minister-Undersecretary etc. in Turkish is also used as the equivalent of "boss".

Instead of improving the quality of goods and services of the public institutions and organizations, such as tenders and privatizations, it can be distributed to its own friends and friends by means of tenders and privatizations (Keefer, 2007). The principle of "state-of-the-artism" dominates the "state-of-the-art" approach, which is of course favored by this situation, of course, being protected from the risk that is brought by this situation, and the man develops in nepotism (İlhan and Aytaç, 2010).

Those who have provided some form of nepotism by taking their relatives to work, then continue these nepotism as nepotism in service. Those who have brought him to work with nepotism to fulfill the public service continue to be unfair and illegal. Service nepotism, which is very common especially during the election periods, may be in the form of the staff not working for the

elections at all (Benk & Karabulut, 2010; Andvig et al. 2001). After the elections, the parties that came to power perform service favoritism by providing more services to the regions with the highest number of votes. In fact, we can go a little further and encounter some acts such as the stronghold of the party and to act. In budget allocation, transferring the entire budget to its election areas can be used to continue the election activities and to punish the regions where we could not get other votes, leaving the service unattended.

2.1.2. Nepotism in Organizations

The forms of nepotism encountered in organizations are generally seen as practices that are criticized due to their violation of professional rules, accepted as unprofessional practices and thus evoke negative thoughts (Gustafsson and Norgren, 2014: 4).

In the literature, nepotism encountered in organizations is called “nepotism” when it includes relatives, “chronism” when it includes peers and acquaintances, “patronage” when it includes political or religious advocacy, and “clientalism” when it includes political voters (Aközer, 2003: 16-17).

2.1.3. Relative Favorism (Nepotism)

When we look at the concept, Nepotism; it is derived from the words ‘nepos’ and ‘nephew’ which means ‘nephew – cousin’ in Latin. It can also be defined as the chaste sergeant relationship (being in close friendship with mutual interests), which we often use or encounter as terminology. In other words, it is called nepotism that people who do not have any qualities such as skills, abilities, abilities, training, success, or who do not have the qualities and qualities required by the job, only based on kinship relations are called nepotism (Çarıkçı, Özkul et al 2009; Araslı, Bavik et al., 2006, Aslan, Çınar 2010).

“Kin Selection” or “relative favoritism”; according to some biologists, is a natural instinct that exists in animals. Biological / ecological approaches in the social sciences accept that nepotism is in the rational behavior class.

According to this situation, nepotism is accepted as a real chosen behavior, not arbitrary, emotional or instinctive (Özler, Özler and Gümüştekin 2006; Özkanan & Erdem, 2014).

Nepotism, which has taken place in every period throughout history, is common in areas such as politics, family businesses and service sector.

2.1.4. Favoritism and Cronyism

Favoritism and Cronyism are that some people are treated differently, that is, favoritism, not only because of their abilities and superiorities, but only because of their close relationship with people at key points. The root of the word comes from the word “crony”, which means “long-term close friendship” that Cambridge University students used among themselves in the 17th century.

My favorite, which is not much different from nepotism, is; not only because of someone’s abilities and any superiority, but because of their affinity with only people at key points, they are treated differently and specially, that is, favored (Khatri and Tsang, 2003). In another saying; it is appointed to a public office based on principles such as friendship, best friendship and nursing. The person favored here and we come across due to many different reasons such as being in the same hometown, in the same school, being in the same social group / groups, which are called as friends, not family and relatives. When dealing with large size in Western sources, Turkey is discussed in the public domain. In other words, “*Crony Capitalism*” means corruption (Özkanan & Erdem, 2014).

2.1.5. Tribalism

It is a form of solidarity between people in the same province-district or village. We can include the region more broadly. For those who move away from their birthplace, the reference point where they can communicate most comfortably after their family will be the hometown-national who has migrated to the city before. Solidarity between them; mostly reinforces and realizes issues, such as borrowing and lending, aid and coexistence at weddings and funerals, etc. At the same time, while citizenship is used in finding a job,

giving a job, it can also cause polarization and violence practices (Karpaz, 2003; Yılmaz 2008; Özkiraz & Acungil, 2012).

The reflection of the behavior of tribalism on the society is seen as the priority of the individual who has a certain authority, whose origin is different from the region where he lives, favoring the person belonging to the same geographical region or the same tribe in the business environment or social environment more than other individuals. In this ethnocentric based clientelistic behavior, the individual will consider his own culture and the region he comes from as superior and dominant over others and prefer to work with those from himself by putting his own culture in the center. In such a case, it will not be expected to observe the merit criteria, as a result of this situation, it will be seen that employees who are not from their own culture are exposed to mobbing, which is a type of discrimination based on emotional violence. (Baş, 2019:12)

2.2 Cronyism

It is the privileged treatment of old and new political relatives for reasons such as political preference. In this way, in political nepotism, bureaucrats who are active within their own political party and those who vote for and support their political parties are rewarded. Especially senior bureaucrats favor people who stand close to their political parties and assist them in their appointment to public office.

2.3 Political Favoritism / Political Bias (Partisanship)

It is called to gain unfair advantage by acting privileged in various ways to the Voters, who support themselves financially and morally as a result of coming to power, by political parties. Although it is a situation that can be encountered everywhere and in all countries of the world, it is seen more intensely in the institutions and organizations carrying out local public services. In the table emerging after the elections, there are changes in the positions and authorities of the public officials working at different levels. It is inevitable that corruption will emerge as a result of the politicization of the public in some way (Özsemerci and Sakal, 2002).

2.3.1 Patronage

After the political parties came to power; it is sometimes common for the senior bureaucrats working in public institutions and organizations to dismiss people and individuals they know on the basis of factors such as political advocacy, ideology, nepotism and cronyism. This situation is called patronage in the sources. While the principles of merit should be applied in appointments, in the patronage system, contrary to this situation, transactions are not carried out under the influence of political authority and allegiance is used instead of merit. The most common party is patronage. Patronage is used as the equivalent of the concept 'Boss' concept in public institutions in Turkey; the aim of politicians to use the term "boss" for the minister or undersecretary in their daily speech is to emphasize the power expressed by the word "boss" in Turkish (Hamilton, Özkanan & Erdem, 2002).

2.3.2 Clientalism

Clientalism; instead of improving the quality of public and commodity services, we can say that the resources available in the public and the wealth that will generate great returns are distributed to the circle of friends and political supporters by means of tenders and privatizations (Keefer, 2007; Sayarı, 2011).

In our country; clientalism has a strong influence on shaping, developing and organizing party politics. In particular, in the ancient years in tribes and similar formations in Indian tribes and in different regions and cultures like these, the relations between the chief, the chieftain, the boss, and the political parties effectively open the way for the functioning of clientalism.

For example; political powers or ambitious political structures that aspire to power and their representatives have offered individual or collective benefits to voters and their leaders to reclaim for years (especially tribal leaders, religious leaders, respectable and well-established families, etc.) by bosses (such as tribal leaders, religious leaders, considerable and well-established

families, etc.) in the Eastern and Southeastern Anatolia region, partly in the Black Sea region.

2.3.3 Service Favoritism

We can say that the officer who performs public service favors his relatives unfairly and illegally. It can be seen more clearly, especially before and after the elections. After the elections, the ruling party is accepted as the stronghold of the provincial-district-neighborhood-village parties, and the places that give a lot of support are provided, while the places that give the least votes are under the wrath of the ruling parties and receive no support and allowance (Özsemerci, 2002; Özkanan & Erdem, 2012).

An important concept destroyed in favoritism is merit. There is no merit in the place of nepotism and more biathic culture is required. The principle of merit has emerged over a long period of time and has formed the basis of all personnel systems, and an order has been achieved by destroying negative systems such as political nepotism and nepotism.

Merit (“*Meritocracy*” “competence”, “qualification”, “convenience” and “merit”) The concept that means deserving something, being capable / worthy, is the work of “The Rise of Meritocracy”, which was first written in 1958. On the basis of achievements such as scientific-professional abilities, etc., in all working conditions, such as displacements, advances and upgrades, dismissals or dismissals, who are to be appointed, on the basis of achievements such as scientific and professional skills, objectively, within the framework of legal rules. The basic principles are equality-competition-classification-assurance-fair-equal wages-law compliance for everyone's work.

In the merit system; sufficient experience, education, or both of the person chosen for any position are sought. Never factors such as religion-color-gender-marital status-political thought-old age etc. are considered. There is no arbitrary change in the positions of civil servants in the merit system (Eryılmaz, 2006; Hasanoğlu, 2007; Abdullah, 2011).

Spoils (*Spoils System*), the opposite of the Merit system is the spoils system. The Turkish equivalent is "loot system", "favoritism system" or "loot system". When the political power changed in the past, the method of replacing all public officials from top to bottom has been reduced relatively today. Today, more limited appointments are made for political purposes. These assignments use terms such as "patronage" and "favoritism".

Family business is when the first and second generation family members come together to form a business and call it a family business. In other words, it is the businesses that are managed by one of the family members who ensure the establishment of the business in an effort to ensure the livelihood of the family or to prevent the dissolution of the assets (İyişleroğlu, 2006:5; Erdem, Ceyalan and Saylan, 2013).

Family businesses are not "economic capital intensive" but "social capital intensive" (Sirmon et al., 2003: 342).

Organization is the individuals that make up the organization that is the main one in the organization that we encounter with many definitions. Social behavior of individuals and individuals is different, looking for people whose desires and wishes are close to each other in line with their parties, is an important factor in forming groups. The group is small or large groups of people who interact with each other, psychologically aware of each other's existence and perceive themselves as a group (Eren, 2010). "The organization is a community of people who come together to realize a common goal or goals, and are in unity of decision and action.

Organizational Commitment: Employees in any organization identify themselves with the organization based on a sense of trust, loyalty and loyalty (Karahan & Yılmaz, 2014).

Organizational Silence: Employees; in order to avoid confrontation with the people they work in the business environment, not to be excluded by employees, not to be a complainant, to have problems in relations with friends and management, the organizational structure can remain silent due

to the effect of moral rules or fear of losing his job. It is also seen that when the employees see pressure or any sanction, they remain silent instead of expressing and sharing their thoughts, and employees who start to think that their thoughts are worthless, prefer the silence due to the position of the person who cannot speak even though they know the truth.

Positive Discrimination: Positive Discrimination; considering that all the people in the society do not live under equal conditions, it is defined as giving support to certain groups and supporting them (Turkish Language Society, 2010) We can say that positive discrimination is an intermediate step used in the process aiming for equal opportunities.

Job Satisfaction (Motivation): If a general definition is made, the workplace of the employees and their satisfaction with the work. Or it is the comforting feeling that the individual tries to get from the community work environment (from the management-unit from his colleagues) and strives (Büte, 2011).

2.3.4 Efficiency of Public Services

Historical Background

Favoritism, which differs from country to country; It began to take place for the first time by the application of favoritism or, in other words, pillage, which was officially implemented by General Jackson, who won the US presidential election in 1828. The net framework of favoritism, which is used in various ways today, is used by showing changes within a wide frame that could not be drawn (Özkanan and Erdem, 2014).

“Nepotism is a form of government like a monarchy or a dynasty, and this system of government has its benefits and drawbacks - as with any system. Although there are nepotist tendencies in every culture, the rules, traditions, symbols and naturally practices that determine this field of behavior differ. In this context, differences can be seen between American nepotism, Italian and Turkish nepotism. For example, in the Ottoman Empire, there was a relatively institutionalized period of reign, which included nepotism and competition, when the brother who was the most successful in areas such as rulership, talent, courage and wisdom was enthroned (Özler, Özler and Gümüştekin, 2007: 438)

When we look at our country, political favoritism has had an effect in almost every period, has maintained its effect and still has intense effect.

In this context, the views put forward by Şerif Mardin (1994: 219-238) on the transformation of the economic code in Turkey are important in terms of understanding the source of nepotism in Turkey today. In the Ottoman Empire, capital and property were not the result of economic success but rather the social status (the elite class acting as a civil servant). (Özler, Özler and Gümüştekin, 2007:446)

Reasons for Emergence of Favoritism

Favoritism is a situation that occurs when a privileged attitude towards some employees with whom the person or persons who are in the position of Manager and in status are socially connected without considering the general efficiency of the organization and the employees. Especially in our country, it has been developed and developed in institutions and organizations that have not been fully modernized and where tribal and tribal structures are dominant. Individuals in these institutions and organizations nurture social cultural structure, patronage and nepotism, as social relations are maintained through patronage and nepotism.

In the societies, which are always known by the society and called torpedoes, which are considered to be universally corrupt and which have a low democratic level of organizationalism, it is seen to find more nepotism-men because of the much more development of individualism. This situation causes inequality among citizens (Bayhan, 2002; Tarhan, Gençkaya et al., 2006; Berkman, 2009).

Favoritism and Positive Discrimination

Positive discrimination is only the extra rights given to individuals who are at a disadvantage, and these groups cannot use some rights that everyone can use for some reason and reasons. These groups can only have the chance to be equal to granting special and extra rights. For this reason, in order to reduce these situations of disadvantaged groups from the social economic and political field to some extent and prevent them in the long term, it is

aimed to solve these disadvantaged groups by taking into account the source of the problem by providing different special rights (Ünlü, 2009: 18; Karakuş, 2006:9).

At the same time, it is the use of this potential by revealing the potentials that they could not reveal because of the lack of opportunities and opportunities. However, these opportunities and possibilities created for disadvantaged individuals are brought to these positions they do not deserve even though they do not have disadvantaged group characteristics, and thus negative effects can arise. This situation creates negative effects especially on disadvantaged groups, reducing or losing their motivations and confidence. (Ünlü, 2009). The opponents of positive discrimination, which is basically to protect and preserve disadvantaged groups, argue that such policies lead to the emergence of an unavoidable discrimination. On the other hand, those who advocate positive discrimination will not be able to eliminate inequality in societies unless positive discrimination is made to these disadvantaged groups who are victims (Ünlü, 2009).

Damages and Results of Favoritism

The presence of favoritism may have the idea that the person / persons who are favored on the employees at the workplace receive special treatment without a valid and acceptable reason.

Privileged treatment, particularly for the recognition and approval of individuals with low potential, may also lead to discrimination.

Individuals / groups who are in favor of nepotism can enter into unity and solidarity over time and use this sense of solidarity and power as a sense of protection.

Those who work in environments where nepotism occurs, can lead to rivalry, mutual open search, threatening each other, blackmail and smear campaigns.

Nepotism encountered in organizations has positive and negative effects on the organization and its employees (Uygur and Çağatay, 2015: 139). In the

literature, although there are limited findings about the positive effects of nepotism, studies on the negative effects of nepotism on the organization and its employees are more common (Büte, 2011: 388). Studies that reveal the positive aspects of nepotism emphasize that this practice has positive results such as shorter learning process in the organization, more loyalty and better performance for the favored person, low turnover rate, successful proxy, stable relations with the employer (Vinton, 1998: 297).

The trust of the people and their relatives who work in environments where nepotism is present, shakes the state, public officials and politicians, and among those who are favored, paranoia behaviors may emerge, and in the long term the whole society may suffer from nepotism.

In societies where intense nepotism is intense, individuals are directed towards a society dominated by ignorance, in the face of mistakes that there is no merit dominated by the allegiance culture, and that the strong is applauded, and for this reason I do not know.

Some of the people working in public institutions and organizations can act according to the political opinion in power, as well as trying to maintain their current position or to reject many demands of politicians for a change in status, so they can take a passive attitude.

Often, the supporters of the political parties in power can approve any practice that may be at the expense of those who are from other political parties around him or who are not from any political party for his personal interests, and may try to punish those who do not think like themselves. In this case, while it may cause polarization in the society, the doses of the harm can be increased. Another important aspect of favoritism is the incentive to increase bribery and abuse, and thus increase.

One of the human resources practices in which nepotism is effective is career issue. In other words, one of the effects of nepotism is career flattening, which appears as a career problem (Safina, 2015: 632).

Career flattening, which can also be defined as the position of the employee at a point where the probability of rising hierarchically is very low, occurs

when the employee in an organization has mastered every aspect of the job within a certain period of time but has low expectations to rise (FERENCE, et al., 1977:602)

Therefore, with the effect of nepotism, employees with a closed career path may face a problem such as staying in the same position for a long time, not being able to rise, that is, career flattening. As a result, nepotism causes employees to lose their hopes about the positions they think they deserve, and as a result, their commitment and loyalty to the organization decreases and thus they intend to quit (Foster, 2011: 71).

Regardless of its reason, quitting the job is one of the important problems encountered in organizations, and in terms of the costs it creates, it represents an undesirable situation both for employees (search for employees, recruitment, training, etc.) and organization (job search, loss of seniority and wages, change of place and order, etc.) (Dick et al., 2004 : 351; Erbil, 2013: 49; Kaur et al., 2013: 1219).

While the presence of the jobs assigned with a favoritist system is reduced due to the occupation of the management staff, who have been appointed or appointed by merit, due to the occupation of those who come with favoritism, they can also reduce the effectiveness of the administration in practice. It causes significant decreases in the performance of its employees who have come with superior merit.

While patronage and nepotism continue to live especially through the political structure, they create distrust in the societies and cause significant obstacles in the development of democracy and non-governmental organizations.

Due to these wrong personnel placement and appointment policies, efficiency in public institutions and organizations has decreased, as well as shaking the trust of the society against the state. The disappearance of important virtues such as the worn out of social morality, its disappearance, honesty and diligence also leads to its devaluation.

People who are easily appointed without a right can use these official duties and powers that they acquired after staying for a certain period of time for

personal gain. Significant waste of time and effort is spent with the trainings given to employees who have been brought to a location without having sufficient knowledge and skills and are frequently relocated (Turgut, 2007:8; Bayhan, 2002)..

The measures, which might be taken against favoritism

Ensuring the continuity of human resources in organizations and keeping especially successful and highly productive employees in the organization are among the main objectives. (Çekmecelioğlu, 2005:28). For this, businesses and managers have important duties. Some measures can be taken in order to ensure the continuity of human resources and not to affect the employees and businesses from the negative consequences of nepotism. Some of these measures can be listed as follows;

- Any requests from employees in any way must be evaluated and acted on the outcome evaluated by the commission.
- In-service trainings should be planned by taking the opinions of the employees and trainings should be planned and implemented in a way to be given to all employees.
- All employees should be made aware of issues such as nepotism and nepotism, and their disadvantages.
- It must be institutionalized to prevent nepotism and to develop and grow (its future).
- Professional should get all kinds of help and consultancy services should be used.
- Those who are in the management of the institution should think impartially and professionally and act in a logical manner, not in any way.
- All decisions and practices should be treated objectively and distinguish between private and business life.

2.3.8 Favoritism and Job Satisfaction

Desired; while employees are expected to be satisfied with the work they do and the conditions for work / institution, and accordingly, to reach a job-

related satisfaction, we encounter unhappy, low-demanding employees who are unhappy with their job and workplaces in the event of negative accumulation about work. Job satisfaction is affected by individual differences. Therefore, one may feel dissatisfied with the job and the other may feel dissatisfied due to the difference in the job satisfaction of the people working in the same work environment (Ermiş, 2014; Ak, 2011).

According to many definitions and explanations, nepotism is more common in the universal criteria that regulate management studies by emphasizing the criteria that are specific in the relations between employees in public institutions and organizations, the same urban-peasant-the same political organization or in the same schools - in the relations between the social environment of the employees. It is defined and explained as pushing.

Studies show that there are meaningful relationships between job satisfaction, organizational commitment, job performance and positive negative conversations about the organization, and turnover. There are studies stating that the nepotism approach negatively affects the motivation level of job satisfaction in employees. Unfair rivalries arising from nepotism are the same family, the same political party, the same association, the same community, etc. Working at the disposal of people, who are not brought with merit that does not have better equipment than themselves and receiving orders and instructions from them, causes questioning by creating negative effects and indirect disturbances. Employees with the idea of giving injustice in the workplace have negative effects on job dissatisfaction and job satisfaction and motivation (İşçi and Taştan, 2013; Büte, 2011; Araslı et al., 2006).

2.3.9 Importance and Place of Job Satisfaction

One of the important reasons for the decline in institutions and organizations to weaken is the decrease or loss of job satisfaction of the employees. It creates more productive results when they get the job that the employees want in the business life and the knowledge, talent and experience for this job. They can also meet their material and spiritual needs in this way (Şencan, 2011: 38). Studies show that the fact that employees have high job

satisfaction and motivation in the workplaces has an increasing effect on employees' self-confidence, morale, performance and efficiency, and there is a decrease in the amount of quitting due to reduced complaints such as illness, stress and anxiety (Gedik, Akyüz and Batu, 2009).

2.3.10 Factors Affecting Job Satisfaction

Factors affecting job satisfaction are organizational conditions that create positive emotions that emerge to meet the needs that employees expect to be met by the organization, and positive emotions arising from meeting the needs met by the organization. How the employees will be affected by the conditions arising from the organization and what kind of attitude they will develop accordingly depends largely on the individual factors they have. Factors such as education, work experience, social environment, etc. received by the individual are impressive in developing attitudes by shaping the evaluations about work and work conditions (Şencan, 2011:46).

We can group these factors under two main groups. Individual Factors (Age – Gender – Education – Mental status – working time etc.). Organizational Factors; (The nature of the job – opportunities for promotion – wages and rewards – colleagues – management).

2.4 Family Businesses

Family businesses, which have an important place in all areas of economic life, take an important place in social life. Family businesses make up a large part of the national income and take a large part in the national economy. Therefore, they have an important role in creating new job opportunities and opportunities in the solution of the unemployment problem (Bektaş and Köseoğlu, 2007:298; Dikmen, et al., 2006; Yazıcıoğlu and Koç, 2009:498).

When we look at our country and in the world, it is seen that many family businesses make a significant contribution to the gross national income of the country. In our country, we are a country with many medium and small family businesses as well as large family companies such as Koç Sabancı. It is stated that approximately half of the gross national product in the USA consists of family businesses, at the same time, more than half of the

workforce employs these businesses, and the share of family businesses in Europe is close to 50%. It is stated that especially family business constitutes a much larger denominator in tourism (Ateş, 2003; Mandl, 2008; Siller and Zehrer 2010:81). It is a known fact that hotel businesses, which have an important place today, started with small family businesses and became chains. For example Hilton hotels chain.

Family businesses obtain a significant portion of their starting capital from individual equity, spouses, friends and relatives, not from corporate finance intermediaries. This situation naturally encourages nepotism in family businesses. Because these social segments also get their share from the success of the business. The "immediate social environment" naturally expects the enterprise to be subject to the rules of the social world in which the individual lives, not to be subject to the laws of a separate and special economic world in which the enterprise operates. With these aspects, expecting and wanting family businesses to comply with rational management and ethical understanding is perhaps treating them unfairly (Özler, Özler, & Gümüştekin, 2007: 443).

Family businesses primarily want to exist and maintain their existence, while trying to find solutions to various problems they face while making efforts. On the other hand, it is claimed that a significant part of the enterprises move away from professional management and institutionalization and weaken their competitiveness as soon as the problems endanger the survival and continuity of family businesses (Büte and Tekarslan, 2010; Yıldız, et al., 2012; Met and Erdem, 2011:348). There are several reasons why institutionalization cannot be realized in many family businesses, but recruitment promotion etc. In human resources practices such as nepotism is considered as the biggest problem and obstacle. Family businesses tend to dismiss less in bad times (Bellow, 2003). Because the merits are ignored, relatives are recruited and their mistakes and wrong practices are ignored, and their problems are loaded on other employees.

In family businesses, the organizational workforce is sometimes largely composed of relatives or personnel hired for emotional intimacy. It may not

seem very humanistic to the owner-manager (head of the family) to terminate their jobs or to make them responsible for the tasks they do not want (Özler, Özler, & Gümüştekin, 2007: 446).

Therefore, these unfair practices create negative effects on job satisfaction / motivation and individual performances among non-family employees. While nepotism causes distrust among the stakeholders, this prevents the employment of skilled managers and employees, and also causes the business to be distressed in terms of capital (Özler et al., 2007:438; Öztürk, 2008:115; Bilgin, 2007:13).

The main reason for bringing family members to key positions such as management, financing, purchasing, sales and marketing in family businesses can be shown as trust preceding expertise. This situation causes polarization in the organization and creates insecurity in the employees, with the effect of the groupings formed as close and distant to the management (Bolat, Bolat, Seymen, & Kati, 2017: 161).

2.5 Organizational Silence

It is the fact that the organizational structure can remain silent due to the influence of the completely ossified moral servants or the fear of losing their job in order not to confront the people they work in the business environment, not to be excluded by the employees, not to be a complainant, to have problems with their friends and management. It is also observed that when employees see pressure or any sanction, they remain silent instead of expressing and sharing their thoughts, and those who start to think that their thoughts are worthless, although they do not know the truth, they prefer silence due to falling into position (Perlow and Williams, 2003).

Failure to express and say clearly thoughts and ideas can be defined as silence. The fact that the employees of the organization cannot express and hide their feelings and thoughts about the problems in the organization and that this situation occurs collectively may be among the main reasons for the silence of the organization. Employees believe that when they express their thoughts, they will be punished, subjected to psychological violence and

humiliated. This situation can naturally be a problem and prevent it in front of change and development (Vakola and Bouradas, 2005; Nakane 2006).

2.5.1 Organizational Commitment

In the simplest way, we can say that “the individual's attachment power to the organization”. When we look at it from another point of view, we can define it as “the loyalty of the employee towards the organization and the interest it shows for the organization it works for”. Factors such as strong belief in the aims and values of the organization and acceptance of them, willingness to make a high level of effort to achieve the goals, and a strong desire to maintain membership (Çöl, 2004; Durna and Eren, 2005:211; Yalçın and İplik, 2005:397; Doğan and Kılıç, 2007:39; Uygur, 2007:74; İzgar, 2008:319; Demirel, 2008:183).

2.5.2 Types of Organizational Commitment

When we look at the types of organizational devotion, the most accepted in the literature is the grouping developed by Mever and Allen in 1984 under three headings. Emotional devotion, Attendance devotion, Normative Devotion (Sabuncuoğlu, 2007:622).

2.5.3 Emotional Commitment

It is the attachment to the organization of the person emotionally, to identify with the organization, to stay in the organization with its own wishes and preferences. The important thing is that the person feels as a valuable and important part of the organization will also be a great group and happiness to be a member of the organization and to continue it (Özutku, 2008:82; Eroğlu, et al., 2011:108).

2.5.4 Continued Commitment

Employees take into account the high costs that will be caused by resignation (fear of being unemployed - adapting to the conditions of another organization, moving, etc.) and prefer to stay in the job (Çöl and Gül, 2005: 293; Yüksel and Tunçsiper, 2011: 57).

2.5.5 Normative Commitment

It is the obligation of the person to remain in the organization with the belief that he / she has responsibility and duties towards the organization. The imperative in normative commitment is that it is not based on individual interests. On the contrary, the family-owned society or the organization in which it works is emphasizing that loyalty is a virtue to it, or people who have worked in a single organization for many years are praised. For all these reasons, believing that loyalty is important, it is a moral imperative to stay in the organization (Çöl & Gül, 2005:294).

The common point of the type of loyalty is that there is a link between the employee and the organization that reduces the possibility of leaving the organization.

2.5.6 Factors Affecting Organizational Devotion

We can count as organizational justice – age – gender – desperation – importance of implemented work – marital status – promotion opportunities – colleagues – job security – social rights – reward – alienation, etc.

2.5.7 Relation Between Nepotism and Organizational Devotion in Family Businesses

Family businesses are generally not long from generation to generation due to their short lives. Very rare family businesses can be transferred to the third generation. Mostly, businesses are closed before they can be transferred to the third generation. The reason for not being transferred is stated as short-term thinking style, not being able to make future plans correctly and executing a one-man policy, which is also one of the important obstacles to successful employees in their long-term operation (Öztürk, 2008:113; Aslan and Çınar, 2010:92).

The negative effects of Lakshminarasimhan nepotism on employees who are not family members are listed as follows;

1. Bringing family members into key positions within the organization, even though they do not deserve, low morale among non-family workers,

2. Non-family employees start looking for other job opportunities and evaluate the opportunities they face, considering that their efforts are wasted,
3. Non-family workers lose their interest in the institution considering that they will never have any progress (career),
4. Non-family workers begin to think that they cannot develop themselves personally, and as a result, their organizational commitment, loyalty, and feelings of owning the organization are reduced.

Nepotism causes family quarrels or intergenerational conflicts in a business, inadequate and qualified managers, weakening of organizational commitment and therefore the depletion of human capital (Özler, et al., 2007; Karacaoğlu & Yörük, 2012).

All this shows that working at the disposal of an inadequate person or experiencing some unequal treatment in human resources practices, thoughts about non-family members increase the intention and effort to leave the job.

2.6 Some Studies on Favoritism in the World

Studies that reveal the positive aspects of nepotism emphasize that this practice has positive results such as shorter learning process in the organization, more loyalty and better performance for the favored person, low turnover rate, successful proxy, stable relations with the employer (Vinton, 1998: 297).). For example, Below (2003), in his "Praise of Nepotism", sees nepotism as a contributing factor to the success of many organizations and even argues that it has acquired an institutionalized structure that is widely applied. In this work, Bellow approaches the issue of nepotism not in terms of employees but in terms of the continuity of organizations (Asunakutlu and Avci, 2010: 97).

According to a study by The Management Center (2008), some people were exposed to discrimination due to their employers' prejudices, discrimination due to their political views in their workplaces, and they were dismissed and dismissed in this regard, even if they were further dismissed. it is. In another

study by The Cook County Illinois (2008) Human Resources Department, it was stated that employees were exposed to political discrimination in the job application interviews and performance evaluation processes at the workplace, based on factors such as political opinion they sympathize with, and that employees experience discrimination for these reasons. It is emphasized that it is illegal.

Some studies on nepotism in organizations have found a meaningful relationship to the negative talk about the organization and the idea of quitting (Ennewve Lee 2000; Mattila and Patterson 2004).

From a merit-based perspective, nepotism can be considered unethical as it involves the abuse of power in favor of family members, according to the study conducted by Colquitt et al. in 2005 on "What is Organizational Justice? A Historical Perspective.". As a result, tolerating clientelistic practices can lead to violations of both procedural and distributive justice in the workplace, leading to withdrawal, dissatisfaction, or possibly worse, unproductive behavior among the least preferred employees (Colquitt et al., 2005).

Aryee et al. (2002), in their study on full-time employees working in a public institution in Bilaspur in Madhy Pradash State of India, achieved results that support this view. According to the authors, there is a positive relationship between organizational justice and job satisfaction, commitment to the organization, and trust in the organization and the manager, and the intention of employees to leave the job increases in businesses with unfair practices.

The findings of Padgett et al.'s (2019) study conducted at a private university in the city of Indianapolis, the largest city of the State of Indiana in the USA, show that employees' intention to leave their jobs increases in businesses with unfair practices.

2.7 Some Studies on Favoritism in Turkey

In our country, we encounter studies in different public / private institutions. Özkanan (2014) examined the clientelistic practices of managers from a conceptual perspective. Özkanan stated that administrations should be

prevented from being politicized and politicized. Also Erdem (2014) researched the perception of political thought and cronyism among those working in hotel businesses. While half of the participants thought that there were differences in favor of employees in terms of working conditions, they determined that they were undecided about cronyism.

Some of the studies on nepotism in our country are also in the field of education. Erdem (2013) examined the nepotism attitudes and behaviors of those working in the administrative staff of the public schools in Erdem Van in terms of teachers. According to the results of the study, school administrators do very little nepotism in practice. The teachers participating in the research; they also stated that there is very little favoritism in planning, organization, coordination and evaluation dimensions. Erdem and Çelik (2012) examined the perspectives of individuals in administrative positions at Pamukkale University on the concept of nepotism. According to the study data, promotion is in the direction of favoritism in recruitment and processing. Polat and Kazak (2014) examined whether there is a relationship between the school administrators' attitudes and organizational justice perceptions in Düzce. According to the results of the research, there is a negative relationship between school administrators' favoritist attitudes and teachers' perceptions of organizational justice.

It is available in works for municipalities. According to the study carried out by Kurt (2014) regarding the opinions of employees about promotion, transaction and recruitment, it is a significant relationship between nepotism and status. According to the data of the study conducted by the employees of Bornova Municipality (2016), Turan has differences in terms of gender and length of stay in the institution, that employees working in the status of workers have higher perceptions of institutionalization than those working in the status of civil servants, and there is a negative significance between institutionalization and nepotism.

According to the results of the regression analysis, nepotism was effective in the promotion and recruitment processes of organizational justice, according to the results of the regression analysis, in a study conducted by Karacaoğlu

(2012) with the employees of a family business actively working in central Anatolia, the relationship between organizational justice perception and nepotism. Erdem et al. looked at the relationship between nepotism and organizational commitment in hotel family businesses (2013), and it was revealed that there was a negative relationship between hotel employees, promotion, recruitment process and transaction nepotism, which is the sub-dimension of favoritism. According to the results of the study that the worker looked at the effect of institutionalization on relatives' favoritism (2013); the level of institutionalization is in an inverse relationship with nepotism. Again, according to the data of Erdem et al. (2013) in the hotel businesses operating in Kütahya in order to determine the relationship between nepotism and organizational commitment, he was among the emotional, normative and attendant commitment, and emotional and normative commitment of favoritism in recruitment processes. While there was a negative relationship in a negative direction, no statistically significant relationship was found between transaction nepotism and continuity.

Asunakutlu (2010) examined the perception of nepotism and its relation with job satisfaction in family businesses. According to the research result, nepotism and process nepotism, which is favored by the nepotism dimensions, have negative effects on job satisfaction in the employees, but nepotism in the hiring process does not negatively affect job satisfaction.

In another study, the effect of nepotism on job satisfaction was investigated and the mediator role of job stress in this relationship was examined (Büte, 2011). It was determined that the job satisfaction levels of the employees and managers who were not family members within the scope of the study were above average, and the levels of nepotism and job stress were at average levels contrary to expectations. As a result of the research, it was determined that nepotism has a negative effect on job satisfaction, and nepotism also increases job stress. In addition, it has been determined that job stress has a partial mediating effect on the relationship between nepotism and job satisfaction (Büte, 2011: 175).

In a study conducted by Büte, the effects of nepotism on employees in Turkish public banks and the relationship between human resources practices and nepotism in public banks were examined. According to the results of the study conducted on 243 employees working in public banks operating in Ankara, it has been determined that nepotism has negative effects on employees, and as nepotism increases, the work stress of the employees increases, job satisfaction, trust in the employer and motivation decrease. However, according to the results obtained, the organizational commitment of the employees decreases and their tendency to leave the job increases. In addition, it has been observed that as the corporate human resources practices increase in enterprises, the effects of nepotism practices on employees decrease (Büte, 2011: 403).

Büte and Tekarslan (2010), on the other hand, conducted research on 130 managers and employees who are not family members working in family businesses operating in Trabzon, in their study to examine the effects of nepotism practices on non-family members. According to the findings of this study, nepotism creates negative effects on employees who are not family members. As nepotism practices increase, work stress of employees increases, job satisfaction, trust in the employer and belief in justice decrease. This results in a decrease in the individual performance of the employees and an increase in their tendency to leave the job (Büte & Tekarslan, 2010).

In another study, İşçi, Taştan, and Kozal (2013) stated in their study that institutionalization does not preclude nepotism and favoritism. According to the studies of İşçi, Taştan and Kozal, it is seen that there is no significant change in the attitude of nepotism due to the increase in the level of institutionalization of enterprises in Turkey and that there is no significant decrease in nepotism with the increase of institutionalization. In other words, the increase in institutionalization in enterprises does not decrease nepotism much and although there is institutionalization, nepotism is also observed. As a result of this research, the negative but weak relationship between institutionalization and nepotism shows this result.

On the other hand, in a study conducted by Dökümbilek (2010), it was suggested that there is a tendency towards nepotism in Turkish society where family ties are very important as the basic assumption and it was tried to examine the extent of nepotism tendency in Turkish family businesses. According to the results obtained, it was observed that the board members of the companies surveyed consisted of only family members and almost all of the companies were managed by their family members. This situation has shown that in a decision to be made for the future of the company, family balances are more considered rather than business principles and rules. In addition, it was found that employees who failed performance evaluation were warned verbally and in writing, or dismissed, but family members who failed performance evaluation were warned only verbally and in writing, given training, or assigned to another position at the same level, and could not be fired in any way. This situation showed that family members were clearly favored, and as a result of this study, it was observed that there was a tendency to nepotism in companies (Dökümbilek, 2010).

Büte (2011) examined the relationship between nepotism, perception of job satisfaction, negative speech and intention to quit. There is a negative relationship between perceived nepotism dimensions and job satisfaction according to the data of the employee who work in various institutions and in different family companies, but is not related to kinship, while job satisfaction is between the perception of nepotism on the one hand and the intention to quit, and on the other hand, the perception of nepotism and negative speech. In Büte's research on the relationship between nepotism and job satisfaction, in order to determine whether job stress has an effect on nepotism and job satisfaction, he conducted a study with managers and employees working in a family business but not related, nepotism negatively affects job satisfaction, job stress has a partial mediating effect on the relationship between nepotism and job satisfaction.

When we look at the studies carried out, it is seen that the perceptions about nepotism in family businesses, and generally in favor of nepotism in other businesses, and the types of nepotism are not distinguished much. However, in many studies, there are studies on the effects of nepotism

behaviors on different variables such as organizational justice, organizational commitment and job satisfaction.

2.7.1 Impacts of Favoritism on Employees

Favoritism has positive and negative effects. Especially in family businesses, it can have positive effects on family members, while it also creates negative effects on those working in non-family businesses. Because not all individuals who have authority in family businesses or who are brought to administrative positions may not be equipped, and working under the order of a person who does not have sufficient equipment is an uncomfortable situation for an employee who is not a family member. It can also lead to an idea that employees are not fair and fair. All this affects job satisfaction, motivation and performance negatively due to the insecurity in the employees (Büte, 2009:737)..

Failure and job losses may occur on family members working in family businesses, due to weakness, coming to work and not being desired. In the hired family members, work-related experience is taken into consideration and placed in management without paying attention to issues such as education, because trust has a much more important place than expertise. However, the development and growth of the business are indispensable for recruitment to be sustainable. While working in this environment causes problems in motivation in family members or non-relatives, it also triggers the absence or separation of talented managers in the enterprise (Ateş, 2005:12-13; İyiişleroğlu, 2006:44; Araslı et al., 2006:296; Develi, 2008:24). Favoritism causes family quarrels, intergenerational conflicts in the long run, and weakening of organizational commitment can lead to the departure of quality managers (Özler et al. 2007:438-439). As a matter of fact, according to the results of the study conducted by Araslı and Tümer (2008), it was found that nepotism, favoritism and chronism have a positive meaningful effect between increasing work stress and leaving work, and that nepotism has the most negative effect especially on work stress.

Moral guardianship, sense of revenge, excessive commitment to the workplace and work, deteriorating bilateral relations, judging bad traits over

someone else, likening to someone who is disliked, ethnic origin, gender, religion, language discrimination, citizenship, nepotism, beauty or affinity, ugliness, psychological problems, forcing obedience and jealousy are among the factors that cause individuals to mob (Gün, 2009: 122-173). The relation of nepotism in the organization with the perception of mobbing of employees was tested, and a positive effect of nepotism in transactions among nepotism aspects on mobbing aspects was observed (Öksüzoğlu, Kilili, & Cizrelioğulları, 2020)

While it is stated that nepotism has such a negative effect, there are also articles and studies stating that it has positive effects. According to this war, while the employees in the enterprise do not work enough and selflessly because of the lack of work and job, the owners of the business work much more and selflessly. When a good manager who is an expert in his field finds better opportunities, he decides and applies the job change much more easily, this situation is not seen at all or very rarely in family members (İyışleroğlu, 2006:47; Özler et al., 2007:438; Büte and Tekarslan, 2010).

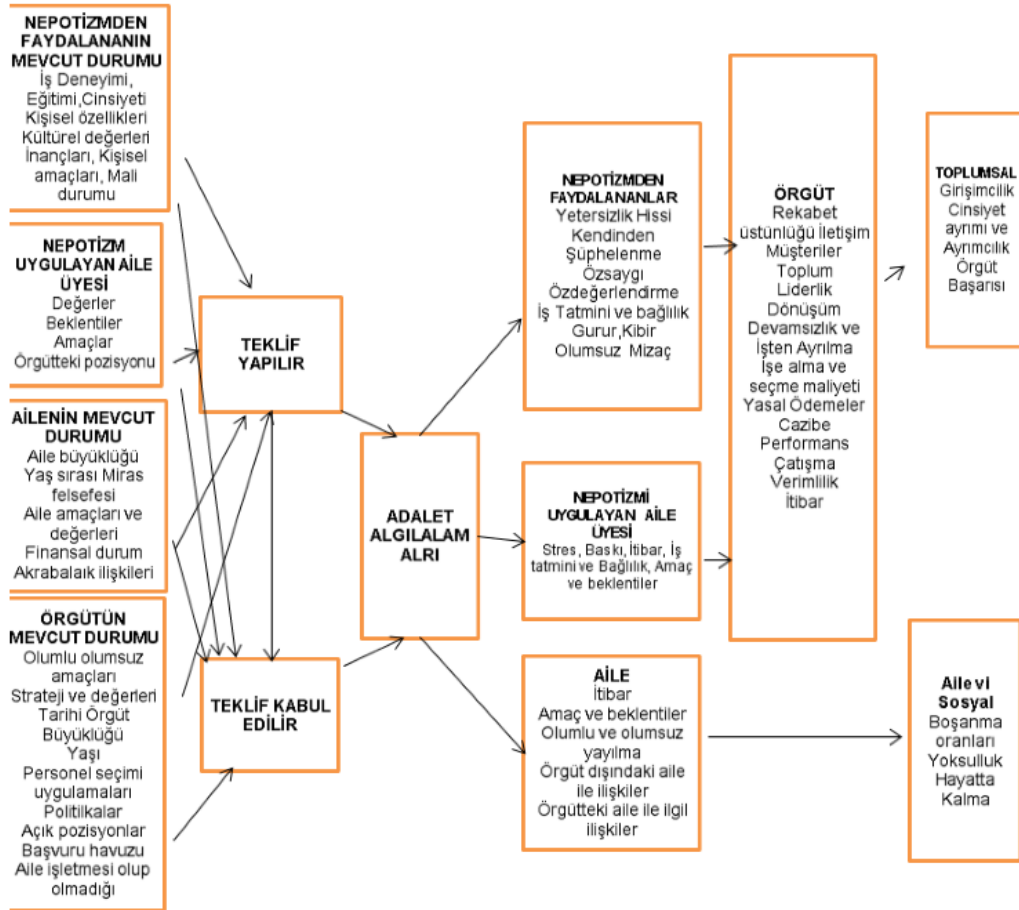


Figure 2. Mulder's Nepotism Model

2.7.2 Affect of Nepotism Applications on Business Management

Although nepotism has positive effects, it also has many negative consequences for organizations and individuals. As stated in the definition of nepotism, making choices without taking into account the characteristics required by the job brings many problems in terms of human resources practices (Araslı and Tümer, 2008: 1239). For example, the relation between nepotism and intention to quit, especially in hotels with sufficient qualifications for the management level in the organization: the election of family members who do not have the mediating effect of career flattening and staying in these positions for a long time causes some managerial problems and makes it difficult for professional managers to come to the organization (Vinton, 1998: 298).

It is emphasized that nepotism practices in businesses reduce employees' perception of justice (Spranger et al., 2012: 156), negatively affect the morale of employees, interrupt decision-making processes by causing family conflicts, and cause loss of talented managers who do not have the same surname (Abdalla et al., 1998: 557).), reduce job satisfaction (Asunakutlu & Avci, 2010: 105), damage business confidence, increase work stress (Büte and Tekarslan, 2010: 16), and cause ethnic conflicts (Vanhanen, 1999: 66). In addition, nepotism practices cause negativities such as decrease in employee loyalty, deterioration of internal relations, weakening of coordination, decrease in job commitment, and increase in absenteeism and labor turnover (Araslı et al., 2006: 304; Erol and Boylu, 2014: 65)

Another effect of nepotism practices is that it can drive businesses or institutions into ethical collapse. The lack of transparency of organizations and lack of public disclosure regimes can cause economic damage by causing loss of market confidence. Practices such as nepotism, chronism, and corruption drive companies into ethical collapse. It was stated that companies that establish strong policies in their recruitment can be protected from the risk of ethical collapse caused by nepotism with effective management practices (Doğan, 2009: 194-197). In addition, in such an environment where there are nepotism practices, since harmonious work and information sharing cannot be in question, significant problems such as loss of motivation, low performance, conflicts, absenteeism and quitting work occur (Ören, 2007: 86). On the other hand, in the study of Özüren (2017) conducted in textile enterprises in Istanbul, it is seen that nepotism practices have a positive effect on anti-productivity work behavior. (Özüren, 2017)

Ethical problems in public administration in Turkey are generally discussed under the general heading of corruption. The moral problems that are subject to criminal sanctions in the Turkish legal system are: fraud, embezzlement, bribery, extortion, money laundering, abuse of security, insider trading. However, among the various moral problems that are among the sources of corruption that are not subject to criminal sanctions in the Turkish legal system, lobbying, rent-seeking, vote trade, nepotism, political favoritism (partisanship / patronage), cronyism (chronism) have an important place.

Since these problems arise from the general structuring of the Turkish public system, the solution may be possible with a holistic transformation in the public system (Eğri and Sunar, 2010: 49).

In reducing the practices of nepotism, employees should gain awareness of public interest and ethical behavior in order to establish the merit system. It is important for public officials to apply their responsibilities such as transparency, impartiality and accountability while performing their duties (Yıldırım, 2013: 364).

The Merit System Protection Board was established in America in 1978 in order to prevent nepotism practices and to control whether public personnel practices are carried out according to the principle of merit and to protect public officials against abuse by public administrations. There is also a need to establish the Merit Protection Board in Turkey (Öztürk, 2002; Yıldırım, 2013: 376).

Whether in the public or private sector, the principle of merit is one of the main principles of good management (Ergül, 2017: 80). For this reason, it can be said that health managers should also act in accordance with merit towards healthcare professionals. Since failure to act in accordance with merit, enforcement of rules in business life, recruitment, promotion, or other different nepotism and injustice may negatively affect not only candidates or existing employees but also institutions (such as corruption, economic destruction, ethical collapse) and even the whole society's moral and ethical values, it is one of the issues that need to be solved (Ay and Oktay, 2020: 157).

Employees' success is determined by their personal characteristics, their desire to achieve their jobs, the management's ability to activate this desire and the working environment provided (Türkel, 1998: 47-48). The dynamism and efficiency of the managers are the determining factors in overcoming the obstacles created by internal and external factors that affect the performance of the institution. The qualifications of the managers and the attitudes and behaviors they exhibit accordingly affect the work, behavior and productivity of the personnel working in their entourage significantly. Today, since there is

no effective performance evaluation system in public administration, senior managers cannot have sufficient information about the qualifications of their subordinates and their efficiency and effectiveness levels. This situation makes the elections of the authorized superiors open to misleading effects and reduces the quality of public administration (Özgür, 2008: 39).

In Turkey, appointment of public sector employees to senior titles is performed in two ways, with or without examination, according to the titles. The Regulation on Promotion and Title Change of Civil Servants (23670 / 18.4.1999 O.G.), which is applied in promotions to directors and lower titles, should be rearranged and it should be ensured that those with a performance above a certain level enter the promotion exams. In general, it is observed that there is no measure of merit in appointments to higher titles than the manager who does not have an examination requirement, and the choice of the person to be appointed is at the discretion of the authorized supervisor within the framework of very general legal limits (Article.68/B of the law no. 657). Some of the relocation procedures are carried out in accordance with the Regulation on Appointment of Civil Servants by Relocation (18088/25.6.1983 R.G.) and the provisions of the special regulations issued by the institutions accordingly. There is no measure for appointments that are not subject to the regulation, and it is entirely at the discretion of the authorized supervisor. With the approach of the regulation, the possibility of the institutions to appoint qualified managers to the regions where important and priority units are located has been prevented to a great extent (Özgür, 2008: 44). The qualifications of the managers and the attitudes and behaviors they display accordingly affect the behavior and productivity of the personnel working in their entourage significantly (Peker and Aytürk, 2000: 25).

Today, more diversification of public services, faster social, political and economic changes require reevaluation of manager and management understanding. Now, social segments question the manager's attitudes and behaviors, management understanding in general, and often put them at the center of problems or achievements (Bulut & Bakan, 2005: 64).

CHAPER 3

METHODOLOGY

3.1. Research Model

This research is a quantitative research in terms of its model. It is provided to describe the current situation on the subject. For this purpose, data were collected, the collected data were analyzed and the results were expressed numerically.

3.2. Population and Sample of Study

The population of this study is composed of healthcare professionals working in public hospitals affiliated to Bursa Provincial Health Directorate.

This research was conducted between November 1, 2017 and March 1, 2018, and covers healthcare professionals such as physicians, nurses, dentists, midwives, health officers, dieticians, pharmacists, audiometrists, audiologists, social workers, and psychologists working in public hospitals affiliated to Bursa Provincial Health Directorate, who are over the age of 18 and volunteering to participate in the study. The number of healthcare workers working in public hospitals affiliated to the health directorate between November 1, 2017 and March 1, 2018 is 12,466 people according to the data obtained from the statistics of the Human Resources unit, and the sample was selected to represent the population. The method used in selecting the sample is the random sampling method. The required sample size for the study to be within a 95% confidence interval was 373, and 375 people were reached in the specified time for data collection. Those who did not volunteer

to participate in the study, those who stayed away from the institution for at least 3 months due to reasons such as maternity leave, unpaid leave, sick leave depending on the committee report, military service leave, temporary assignments and those who were on temporary duty in the institution were excluded.

3.3. Data Collection Tools of Study

3.3.1. Socio-Demographic Information Collection Form

There are 8 questions in this form prepared by the researcher to determine the socio-demographic characteristics of the participants. These are age, gender, marital status, profession, educational status, professional working year, economic income perception and the reason for choosing the profession.

3.3.2. Structured Interview Form

It was prepared by the researcher to learn about the life experiences of the participants on nepotism and includes 2 questions. These are questions that involve exposure to and expose to nepotism in your professional life.

3.3.3. Nepotism Scale

In the study, the scale used to determine the level of nepotism was used, prepared by Abdalla et al. (1998) and Ford and McLaughlin (1985) and adapted to Turkish by Asunakutlu and Avcı in 2010. The scale consists of 14 items and three sub-dimensions. These are nepotism in promotion, transaction nepotism, and nepotism in recruitment. In the assessment of the survey form, 7-point Likert scale was used. In the scale, 1 means absolutely disagree and 7 means strongly agree.

3.3.4. Job Satisfaction Scale

"Job satisfaction scale" was used in the study to measure job satisfaction. This scale was developed by Schneider and Dachler in 1978 and translated into Turkish by Ergin in 1997. There are 22 items in the scale and 5 sub-dimensions. These are satisfaction with job structure (4 statements), wage satisfaction (4 statements), promotion opportunities (5 statements),

satisfaction with management (5 statements), and satisfaction with colleagues (4 statements). In the assessment of the survey form, 7-point Likert scale was used. In the scale, 1 means absolutely disagree and 7 means strongly agree.

3.4. Analyzing Data

In order to achieve the determined sample size with correct data, necessary precautions are taken to ensure that there are no empty options in the questionnaire, the questions that one or more options can be selected are answered appropriately, the questionnaires are filled in completely, the participants can answer the questions in a comfortable and safe environment, and when the forms filled in accordance with the analysis were obtained and the sample size expected to be 373 was reached with 375 forms, the data collection phase was ended. Collected data were analyzed using IBM SPSS Statistics 23 package program. While evaluating the study data, frequencies (quantity, percentage) for categorical variables (eg gender) and descriptive statistics (mean, standard deviation) for numerical variables (eg Job Satisfaction scale scores) were given.

Normality assumptions of numerical variables were examined with the Kolmogorov Smirnov normality test and it was observed that they were normally distributed. For this reason, parametric statistical methods were used in the study.

The relationship between two independent numerical variables (for example, Job Satisfaction Scale scores and Nepotism Scale scores) was interpreted with the Pearson correlation coefficient. Differences between two independent groups (for example, marital status) were analyzed using the Independent Sample T Test. Differences between more than two independent groups (for example, educational status) were analyzed by One-Way Analysis of Variance (ANOVA). In case of a difference as a result of One-Way Analysis of Variance (ANOVA), Tukey multiple comparison test was used to determine from which group the difference originated. A Simple Linear Regression Model has been established to examine the effect of another numerical variable on a numerical variable.

CHAPTER 4

FINDINGS

The findings obtained by analyzing the data in the SPSS 23 program are presented in tables below.

Table 1:

Distribution of the participants according to their socio-demographic characteristics

| | (n=375) | Quantity | Percent |
|---------------------------|---------|----------|---------|
| Age | | | |
| 18-27 | | 58 | 15.5 |
| 28-37 | | 127 | 33.9 |
| 38-47 | | 156 | 41.6 |
| 48 and more | | 34 | 9.1 |
| Gender | | | |
| Female | | 261 | 69.6 |
| Male | | 114 | 30.4 |
| Marital Status | | | |
| Single | | 109 | 29.1 |
| Cohabiting | | 1 | 0.3 |
| Divorced | | 26 | 6.9 |
| Widow | | 4 | 1.1 |
| Married | | 235 | 62.7 |
| Profession | | | |
| Physician | | 45 | 12.0 |
| Nurses | | 234 | 62.4 |
| Healthcare Technician | | 74 | 19.7 |
| Other | | 22 | 5.9 |
| Educational Status | | | |
| High school | | 32 | 8.5 |
| Preliminary License | | 56 | 14.9 |
| Bachelor | | 201 | 53.6 |
| Postgraduate | | 86 | 22.9 |
| Professional Year | | | |
| 1-5 Years | | 66 | 17.6 |
| 6-10 Years | | 59 | 15.7 |
| 11-15 Years | | 99 | 26.4 |
| 16-20 Years | | 54 | 14.4 |
| 21 Year and Over | | 97 | 25.9 |

| Economic Status in the Profession | | |
|---|-----|------|
| Low | 178 | 47.5 |
| Moderate | 189 | 50.4 |
| High | 8 | 2.1 |
| * Reason for Choosing the Profession | | |
| My Family Referred | 139 | 37.1 |
| My Friends and Acquainted Referred | 44 | 11.7 |
| Other Reasons | 61 | 16.3 |
| Easy to Find a Job | 166 | 44.3 |
| Easy Profession | 9 | 2.4 |
| I chose it because I love | 135 | 36.0 |
| Exposed to Nepotism in Working Life | | |
| Yes | 263 | 70.1 |
| No | 112 | 29.9 |
| Expose to Nepotism in Working Life | | |
| Yes | 69 | 18.4 |
| No | 306 | 81.6 |

* Participants gave more than one answer to this question.

When Table 1 is examined, 15.5% of the participants in the study are in the 18-27 age group, 33.9% in the 28-37 age group, 41.6% in the 38-47 age group and 9.1% in the 48 and above age group. 69.6% are women and 30.4% are men. 29.1% are single, 0.3% are cohabiting, 6.9% are divorced, 1.1% are widowed and 62.7% are married. While 12% are doctors, 62.4% are nurses, 19.7% are healthcare technicians and 5.9% are in the other profession group. While the education level of 8.5% is high school, 14.9% is associate degree, 53.6% is undergraduate and 22.9% is postgraduate. While 17.6% had working years in the profession 1-5 years, 15.7% had 6-10 years, 26.4% had 11-15 years, 14.4% had 16-20 years and 25% had 21 and over years. 47.5% of them earn low in the profession, 50.4% is medium and 2.1% is high. While 37.1% chose the profession was referred by the family, 11.7% were by friends/acquaintances, 16.3% were for other reasons, 44.3% were easy to find a job, 2.4% because it is an easy profession and 36% love it. 70.1% of them were exposed to nepotism in business life. 18.4% of them exposed nepotism in business life.

Tablo 2:

Statistics and reliability of the participants' nepotism and job satisfaction scale and defining characteristics of its sub-dimensions

| | Average | Standard Deviation | Number of Items | Cronbach Alpha |
|--|----------------|---------------------------|------------------------|-----------------------|
| Nepotism | 3.75 | 0.796 | 14 | 0.946 |
| Nepotism in Promotion | 3.85 | 0.967 | 5 | 0.927 |
| Transaction Nepotism | 3.62 | 0.783 | 6 | 0.859 |
| Nepotism in Recruitment | 3.84 | 0.866 | 3 | 0.880 |
| Job Satisfaction | 2.75 | 0.620 | 22 | 0.917 |
| Satisfaction with the Structure of the Job | 3.59 | 0.911 | 4 | 0.845 |
| Wage Satisfaction | 2.23 | 0.843 | 4 | 0.802 |
| Promotion Opportunities | 2.17 | 0.840 | 5 | 0.901 |
| Satisfaction with Management | 2.40 | 0.892 | 5 | 0.897 |
| Satisfaction with Colleagues | 3.35 | 0.859 | 4 | 0.889 |

When Table 2 is examined, the average of the Nepotism scale scores of the participants is 3.75 ± 0.796 , while the average of the Job Satisfaction scale scores is 2.75 ± 0.620 . The average of Nepotism in Promotion sub-dimension is $3,85 \pm 0,967$, the average of Transaction Nepotism sub-dimension is $3,62 \pm 0,783$ and the average of Nepotism in Recruitment sub-dimension is $3,84 \pm 0,866$. While the average of Satisfaction with the Structure of the Job sub-dimension was 2.75 ± 0.620 , Wage Satisfaction was 3.59 ± 0.911 , the average of the promotion opportunities sub-dimension was 2.17 ± 0.840 , the average of the Satisfaction with Management sub-dimension was 2.40 ± 0.892 , and the average of the Satisfaction with Colleagues sub-dimension was 3.35 ± 0.859 .

The reliability level of the 14-item Nepotism scale was calculated as 0.946 and the reliability level of the Job Satisfaction scale consisting of 22 items was 0.917. It was observed that the reliability level of the sub-dimensions of the Nepotism scale was between 0.880-0.927, and the reliability level of the sub-dimensions of the Job Satisfaction scale was between 0.802-0.901. When all these results were evaluated, it was seen that the reliability level of the two scales and the sub-dimensions of these scales was high.

Table 3:

Evaluating the Participants' perception of nepotism and job satisfaction and the Relationships between their sub-dimensions

| | | Nepotism | Nepotism in Promotion | Transaction Nepotism | Nepotism in Recruitment |
|--|---|----------------|-----------------------|----------------------|-------------------------|
| Job Satisfaction | r | -.547** | -.526** | -.530** | -.410** |
| | p | 0.000 | 0.000 | 0.000 | 0.000 |
| Satisfaction with the Structure of the Job | r | -.235** | -.206** | -.259** | -.155** |
| | p | 0.000 | 0.000 | 0.000 | 0.003 |
| Wage Satisfaction | r | -.346** | -.365** | -.311** | -.242** |
| | p | 0.000 | 0.000 | 0.000 | 0.000 |
| Promotion Opportunities | r | -.552** | -.554** | -.505** | -.421** |
| | p | 0.000 | 0.000 | 0.000 | 0.000 |
| Satisfaction with Management | r | -.537** | -.513** | -.507** | -.431** |
| | p | 0.000 | 0.000 | 0.000 | 0.000 |
| Satisfaction with Colleagues | r | -.289** | -.247** | -.312** | -.216** |
| | p | 0.000 | 0.000 | 0.000 | 0.000 |

**p≤ 0.01 r: Pearson Correlation Coefficient

When Table 3 is examined, there is a statistically significant moderately negative linear relationship between Nepotism and Job Satisfaction.

There is a statistically significant low level negative linear relationship between Nepotism and Job Satisfaction, Satisfaction with Colleagues, and a statistically significant moderate negative linear relationship between Nepotism and Wage Satisfaction, Promotion Opportunities, and Satisfaction with Management.

There is a statistically significant moderate negative linear relationship between Nepotism in Promotion and Job Satisfaction, Wage Satisfaction, Promotion Opportunities, Satisfaction with Management, and a statistically significant low level negative linear relationship between Promotion Nepotism and Satisfaction with the Structure of the Job and Satisfaction with Colleagues.

There is a statistically significant moderate negative linear relationship between Transaction Nepotism and Job Satisfaction, Wage Satisfaction,

Promotion Opportunities, Satisfaction with Management, and a statistically significant low level negative linear relationship between Transaction Nepotism and Satisfaction with the Structure of the Job.

There is a statistically significant moderate negative linear relationship between Nepotism in Recruitment and Job Satisfaction, Promotion Opportunities, and Satisfaction with Management, and there is a statistically significant low level negative linear relationship between Nepotism in Recruitment and Satisfaction with the Structure of the Job, Wage Satisfaction, and Satisfaction with Colleagues.

Table 4:

Evaluation of the effect of the participants' perception of nepotism on job satisfaction

| | Coefficients | | | | | Model Statistics | | | |
|----------|--------------|-----------|-------------|---------|---------------|------------------|---------------|----------------|---------------------|
| | β | St. Error | St. β | t | P | F | p | R ² | Cor. R ² |
| Fixed | 4.348 | 0.129 | | 33.583 | 0.000* | | | | |
| Nepotism | -0.426 | 0.034 | -0.547 | -12.635 | 0.000* | 159.646 | 0.000* | 0.300 | 0.298 |

Dependent variable: Job Satisfaction

β : Regression Coefficient * $p \leq 0.05$

When Table 4 is examined, the simple linear regression model established to examine the effect of Nepotism on Job Satisfaction is a statistically significant model ($F = 159,646$ $p \leq 0.05$). Nepotism explains 29.8% of the change in Job Satisfaction (Corrected $R^2 = 0.298$).

The effect of nepotism on Job Satisfaction is statistically significant ($p \leq 0.05$). Nepotism negatively affects Job Satisfaction. Accordingly, when the Nepotism score increases by 1 point, the Job Satisfaction score decreases by 0.426 ($\beta = -0,426$).

Tablo 5:

Evaluation of scale and sub-dimension differences according to the age groups of the participants

| | | Quantity | Average | Standard Deviation | F | p | Difference (Tukey) |
|--|----------------|----------|---------|--------------------|-------|---------------|--------------------|
| Nepotism | 1) 18-27 | 58 | 3.61 | 0.821 | 3.349 | 0.019* | 3-4 |
| | 2) 28-37 | 127 | 3.80 | 0.803 | | | |
| | 3) 38-47 | 156 | 3.84 | 0.727 | | | |
| | 4) 48 and more | 34 | 3.43 | 0.938 | | | |
| Nepotism in Promotion | 1) 18-27 | 58 | 3.71 | 0.950 | 2.833 | 0.038* | 3-4 |
| | 2) 28-37 | 127 | 3.88 | 1.001 | | | |
| | 3) 38-47 | 156 | 3.97 | 0.905 | | | |
| | 4) 48 and more | 34 | 3.49 | 1.064 | | | |
| Transaction Nepotism | 1) 18-27 | 58 | 3.48 | 0.820 | 3.385 | 0.018* | 3-4 |
| | 2) 28-37 | 127 | 3.67 | 0.740 | | | |
| | 3) 38-47 | 156 | 3.71 | 0.740 | | | |
| | 4) 48 and more | 34 | 3.31 | 0.974 | | | |
| Nepotism in Recruitment | 1) 18-27 | 58 | 3.72 | 0.835 | 2.130 | 0.096 | - |
| | 2) 28-37 | 127 | 3.92 | 0.898 | | | |
| | 3) 38-47 | 156 | 3.88 | 0.822 | | | |
| | 4) 48 and more | 34 | 3.55 | 0.953 | | | |
| Job Satisfaction | 1) 18-27 | 58 | 2.90 | 0.642 | 3.785 | 0.011* | 3-4 |
| | 2) 28-37 | 127 | 2.72 | 0.648 | | | |
| | 3) 38-47 | 156 | 2.66 | 0.573 | | | |
| | 4) 48 and more | 34 | 2.97 | 0.603 | | | |
| Satisfaction with the Structure of the Job | 1) 18-27 | 58 | 3.66 | 0.898 | 0.122 | 0.947 | - |
| | 2) 28-37 | 127 | 3.58 | 0.820 | | | |
| | 3) 38-47 | 156 | 3.58 | 0.944 | | | |
| | 4) 48 and more | 34 | 3.56 | 1.116 | | | |
| Wage Satisfaction | 1) 18-27 | 58 | 2.29 | 0.928 | 3.123 | 0.026* | 3-4 |
| | 2) 28-37 | 127 | 2.27 | 0.840 | | | |
| | 3) 38-47 | 156 | 2.10 | 0.767 | | | |
| | 4) 48 and more | 34 | 2.55 | 0.957 | | | |
| Promotion Opportunities | 1) 18-27 | 58 | 2.39 | 0.876 | 4.386 | 0.005* | 3-1.4 |
| | 2) 28-37 | 127 | 2.11 | 0.891 | | | |
| | 3) 38-47 | 156 | 2.06 | 0.742 | | | |
| | 4) 48 and more | 34 | 2.50 | 0.878 | | | |
| Satisfaction with Management | 1) 18-27 | 58 | 2.66 | 0.892 | 5.032 | 0.002* | 3-1.4 |
| | 2) 28-37 | 127 | 2.37 | 0.942 | | | |
| | 3) 38-47 | 156 | 2.25 | 0.820 | | | |
| | 4) 48 and more | 34 | 2.76 | 0.858 | | | |
| Satisfaction with Colleagues | 1) 18-27 | 58 | 3.51 | 0.774 | 1.304 | 0.273 | - |
| | 2) 28-37 | 127 | 3.28 | 0.925 | | | |
| | 3) 38-47 | 156 | 3.32 | 0.874 | | | |
| | 4) 48 and more | 34 | 3.48 | 0.623 | | | |

F. One-Way Analysis of Variance (ANOVA) *p≤ 0.05

When Table 5 is examined, there is a statistically significant difference between the age groups in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Job Satisfaction, Wage Satisfaction, Promotion Opportunities, and Satisfaction with Management scores ($p \leq 0.05$). Accordingly, the Nepotism, Nepotism in Promotion, Transaction Nepotism scores of the people aged 38-47 are significantly higher than the people in the age group 48 and over. Job Satisfaction and Wage Satisfaction scores of the people aged 38-47 are significantly lower than those in the age group 48 and over. People in the 38-47 age group have significantly less Promotion Opportunities and Satisfaction with Management scores than those in the 18-27 and 48 and over age groups.

Table 6:

Evaluation of scale and sub-dimension differences according to the gender of the participants

| | | Quantity | Average | Standard Deviation | t | p |
|--|--------|----------|---------|--------------------|--------|---------------|
| Nepotism | Female | 261 | 3.74 | 0.734 | -0.512 | 0.609 |
| | Male | 114 | 3.78 | 0.924 | | |
| Nepotism in Promotion | Female | 261 | 3.85 | 0.913 | -0.093 | 0.926 |
| | Male | 114 | 3.86 | 1.086 | | |
| Transaction Nepotism | Female | 261 | 3.60 | 0.732 | -0.849 | 0.396 |
| | Male | 114 | 3.68 | 0.892 | | |
| Nepotism in Recruitment | Female | 261 | 3.82 | 0.807 | -0.489 | 0.625 |
| | Male | 114 | 3.87 | 0.992 | | |
| Job Satisfaction | Female | 261 | 2.72 | 0.620 | -1.146 | 0.253 |
| | Male | 114 | 2.80 | 0.619 | | |
| Satisfaction with the Structure of the Job | Female | 261 | 3.55 | 0.937 | -1.170 | 0.243 |
| | Male | 114 | 3.67 | 0.845 | | |
| Wage Satisfaction | Female | 261 | 2.13 | 0.807 | -3.458 | 0.001* |
| | Male | 114 | 2.45 | 0.885 | | |
| Promotion Opportunities | Female | 261 | 2.20 | 0.831 | 1.028 | 0.304 |
| | Male | 114 | 2.10 | 0.860 | | |
| Satisfaction with Management | Female | 261 | 2.39 | 0.854 | -0.191 | 0.849 |
| | Male | 114 | 2.41 | 0.976 | | |
| Satisfaction with Colleagues | Female | 261 | 3.34 | 0.859 | -0.339 | 0.734 |
| | Male | 114 | 3.37 | 0.862 | | |

t: Independent Sample T Test * $p \leq 0.05$

When Table 6 is examined, there is a statistically significant difference between men and women in terms of Wage Satisfaction scores ($p \leq 0.05$).

Accordingly, Wage Satisfaction scores of men are significantly higher than women.

Table 7:

Evaluation of scale and sub-dimension differences according to the marital status of the participants

| | | Quantity | Average | Standard Deviation | t | p |
|--|---------|----------|---------|--------------------|--------|-------|
| Nepotism | Single | 140 | 3.69 | 0.954 | -1.105 | 0.270 |
| | Married | 235 | 3.79 | 0.683 | | |
| Nepotism in Promotion | Single | 140 | 3.81 | 1.095 | -0.650 | 0.516 |
| | Married | 235 | 3.88 | 0.884 | | |
| Transaction Nepotism | Single | 140 | 3.55 | 0.950 | -1.332 | 0.184 |
| | Married | 235 | 3.67 | 0.663 | | |
| Nepotism in Recruitment | Single | 140 | 3.77 | 0.986 | -1.167 | 0.244 |
| | Married | 235 | 3.88 | 0.785 | | |
| Job Satisfaction | Single | 140 | 2.72 | 0.783 | -0.615 | 0.539 |
| | Married | 235 | 2.76 | 0.499 | | |
| Satisfaction with the Structure of the Job | Single | 140 | 3.53 | 1.071 | -0.992 | 0.322 |
| | Married | 235 | 3.63 | 0.800 | | |
| Wage Satisfaction | Single | 140 | 2.21 | 0.938 | -0.375 | 0.708 |
| | Married | 235 | 2.24 | 0.783 | | |
| Promotion Opportunities | Single | 140 | 2.21 | 0.972 | 0.757 | 0.450 |
| | Married | 235 | 2.14 | 0.751 | | |
| Satisfaction with Management | Single | 140 | 2.42 | 1.009 | 0.249 | 0.803 |
| | Married | 235 | 2.39 | 0.816 | | |
| Satisfaction with Colleagues | Single | 140 | 3.23 | 1.001 | -1.892 | 0.060 |
| | Married | 235 | 3.42 | 0.756 | | |

t: Independent Sample T Test

When Table 7 is examined, there is no statistically significant difference between married and single people in terms of the scores of scales and sub-dimensions ($p > 0.05$).

Tablo 8:

Evaluation of scale and sub-dimension differences according to the professions of the participants

| | | Quantity | Average | Standard Deviation | F | p | Difference (Tukey) |
|--|-------------------------|----------|---------|--------------------|--------|---------------|--------------------|
| Nepotism | 1)Doctors | 45 | 3.48 | 0.910 | 5.229 | 0.002* | 2-1.4 |
| | 2)Nurses | 234 | 3.85 | 0.726 | | | |
| | 3)Healthcare Technician | 74 | 3.74 | 0.807 | | | |
| | 4)Others | 22 | 3.33 | 0.980 | | | |
| Nepotism in Promotion | 1)Doctors | 45 | 3.52 | 1.058 | 7.233 | 0.000* | 2-1.4 3-4 |
| | 2)Nurses | 234 | 3.97 | 0.860 | | | |
| | 3)Healthcare Technician | 74 | 3.89 | 0.978 | | | |
| | 4)Others | 22 | 3.15 | 1.364 | | | |
| Transaction Nepotism | 1)Doctors | 45 | 3.40 | 0.871 | 3.394 | 0.018* | 1-2 |
| | 2)Nurses | 234 | 3.71 | 0.753 | | | |
| | 3)Healthcare Technician | 74 | 3.59 | 0.776 | | | |
| | 4)Others | 22 | 3.32 | 0.816 | | | |
| Nepotism in Recruitment | 1)Doctors | 45 | 3.55 | 0.932 | 2.893 | 0.031* | 1-2 |
| | 2)Nurses | 234 | 3.93 | 0.822 | | | |
| | 3)Healthcare Technician | 74 | 3.78 | 0.890 | | | |
| | 4)Others | 22 | 3.67 | 0.992 | | | |
| Job Satisfaction | 1)Doctors | 45 | 3.10 | 0.684 | 9.531 | 0.000* | 2-1.4 |
| | 2)Nurses | 234 | 2.64 | 0.606 | | | |
| | 3)Healthcare Technician | 74 | 2.81 | 0.527 | | | |
| | 4)Others | 22 | 3.01 | 0.570 | | | |
| Satisfaction with the Structure of the Job | 1)Doctors | 45 | 3.79 | 0.720 | 2.485 | 0.060 | - |
| | 2)Nurses | 234 | 3.49 | 0.972 | | | |
| | 3)Healthcare Technician | 74 | 3.72 | 0.767 | | | |
| | 4)Others | 22 | 3.78 | 0.936 | | | |
| Wage Satisfaction | 1)Doctors | 45 | 2.72 | 0.963 | 10.834 | 0.000* | 2-1,3,4 |
| | 2)Nurses | 234 | 2.06 | 0.778 | | | |
| | 3)Healthcare Technician | 74 | 2.38 | 0.768 | | | |
| | 4)Others | 22 | 2.53 | 0.974 | | | |
| Promotion Opportunities | 1)Doctors | 45 | 2.60 | 1.023 | 6.760 | 0.000* | 1-2.3 |
| | 2)Nurses | 234 | 2.05 | 0.777 | | | |
| | 3)Healthcare Technician | 74 | 2.17 | 0.780 | | | |
| | 4)Others | 22 | 2.47 | 0.943 | | | |
| Satisfaction with Management | 1)Doctors | 45 | 2.76 | 1.013 | 4.826 | 0.032* | 1-2 |
| | 2)Nurses | 234 | 2.30 | 0.856 | | | |
| | 3)Healthcare Technician | 74 | 2.39 | 0.863 | | | |
| | 4)Others | 22 | 2.77 | 0.867 | | | |
| Satisfaction with Colleagues | 1)Doctors | 45 | 3.61 | 0.751 | 2.280 | 0.079 | - |
| | 2)Nurses | 234 | 3.27 | 0.891 | | | |
| | 3)Healthcare Technician | 74 | 3.40 | 0.862 | | | |
| | 4)Others | 22 | 3.50 | 0.577 | | | |

F. One-Way Analysis of Variance (ANOVA) * $p \leq 0.05$

When Table 8 is examined, there is a statistically significant difference between the profession groups in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Nepotism in Recruitment, Job Satisfaction, Wage Satisfaction, Promotion Opportunities, and Satisfaction with Management scores ($p \leq 0.05$). Accordingly, nepotism scores of nurses are significantly higher than doctors and other occupational groups. Nurses' Nepotism in Promotion scores are significantly higher than doctors and other occupational groups. Health technicians' Nepotism in Promotion scores are significantly higher than other occupational groups. Nurses' Transaction Nepotism and Nepotism in Recruitment scores are significantly higher than doctors. Job Satisfaction scores of nurses are significantly lower than doctors and other occupational groups. Wage Satisfaction scores of nurses are significantly lower than doctors, health technicians and other occupational groups. Physicians' Promotion Opportunities scores were significantly higher than nurses and health technicians. Doctors' Satisfaction with Management scores were significantly higher than nurses.

Table 9:

Evaluation of scale and sub-dimension differences according to the education level of the participants

| | | Quantity | Average | Standard Deviation | F | p | Difference (Tukey) |
|--|------------------|----------|---------|--------------------|-------|---------------|--------------------|
| Nepotism | 1) High School | 32 | 3.42 | 0.859 | 2.681 | 0.047* | 1-3 |
| | 2) Undergraduate | 56 | 3.67 | 0.815 | | | |
| | 3) Bachelor | 201 | 3.82 | 0.705 | | | |
| | 4) Postgraduate | 86 | 3.76 | 0.927 | | | |
| Nepotism in Promotion | 1) High School | 32 | 3.43 | 1.042 | 2.626 | 0.049* | 1-3 |
| | 2) Undergraduate | 56 | 3.81 | 1.007 | | | |
| | 3) Bachelor | 201 | 3.94 | 0.881 | | | |
| | 4) Postgraduate | 86 | 3.85 | 1.073 | | | |
| Transaction Nepotism | 1) High School | 32 | 3.27 | 0.809 | 3.241 | 0.022* | 1-3 |
| | 2) Undergraduate | 56 | 3.53 | 0.849 | | | |
| | 3) Bachelor | 201 | 3.70 | 0.678 | | | |
| | 4) Postgraduate | 86 | 3.64 | 0.919 | | | |
| Nepotism in Recruitment | 1) High School | 32 | 3.70 | 1.014 | 0.777 | 0.507 | - |
| | 2) Undergraduate | 56 | 3.73 | 0.822 | | | |
| | 3) Bachelor | 201 | 3.88 | 0.810 | | | |
| | 4) Postgraduate | 86 | 3.86 | 0.961 | | | |
| Job Satisfaction | 1) High School | 32 | 2.83 | 0.533 | 1.538 | 0.204 | - |
| | 2) Undergraduate | 56 | 2.82 | 0.491 | | | |
| | 3) Bachelor | 201 | 2.68 | 0.582 | | | |
| | 4) Postgraduate | 86 | 2.82 | 0.783 | | | |
| Satisfaction with the Structure of the Job | 1) High School | 32 | 3.89 | 0.762 | 2.939 | 0.033* | 1-3 |
| | 2) Undergraduate | 56 | 3.74 | 0.761 | | | |
| | 3) Bachelor | 201 | 3.47 | 0.917 | | | |
| | 4) Postgraduate | 86 | 3.65 | 0.999 | | | |
| Wage Satisfaction | 1) High School | 32 | 2.06 | 0.992 | 2.488 | 0.060 | - |
| | 2) Undergraduate | 56 | 2.21 | 0.695 | | | |
| | 3) Bachelor | 201 | 2.17 | 0.810 | | | |
| | 4) Postgraduate | 86 | 2.44 | 0.924 | | | |
| Promotion Opportunities | 1) High School | 32 | 2.40 | 0.887 | 3.440 | 0.017* | 1-3 |
| | 2) Undergraduate | 56 | 2.34 | 0.702 | | | |
| | 3) Bachelor | 201 | 2.04 | 0.771 | | | |
| | 4) Postgraduate | 86 | 2.26 | 1.007 | | | |
| Satisfaction with Management | 1) High School | 32 | 2.35 | 1.022 | 1.246 | 0.293 | - |
| | 2) Undergraduate | 56 | 2.49 | 0.815 | | | |
| | 3) Bachelor | 201 | 2.33 | 0.845 | | | |
| | 4) Postgraduate | 86 | 2.53 | 0.986 | | | |
| Satisfaction with Colleagues | 1) High School | 32 | 3.45 | 0.734 | 1.172 | 0.320 | - |
| | 2) Undergraduate | 56 | 3.33 | 0.822 | | | |
| | 3) Bachelor | 201 | 3.40 | 0.826 | | | |
| | 4) Postgraduate | 86 | 3.21 | 0.988 | | | |

F. One-Way Analysis of Variance (ANOVA) * $p \leq 0.05$

When Table 9 is examined, there is a statistically significant difference in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Satisfaction with the Structure of the Job, Promotion Opportunities scores ($p \leq 0.05$). Accordingly, the Nepotism, Nepotism in Promotion, Transaction

Nepotism scores of the undergraduate people with an educational background are significantly higher than those with a high school education. The scores of Satisfaction with the Structure of the Job and Promotion Opportunities of those with an education level of high school are significantly higher than those with a license.

Tablo 10:

Evaluation of scale and sub-dimension differences according to the profession years of the participants

| | | Quantity | Average | Standard Deviation | F | p | Difference (Tukey) |
|--|----------------------|----------|---------|--------------------|-------|---------------|--------------------|
| Nepotism | 1) 1-5 Years | 66 | 3.45 | 0.896 | 3.825 | 0.005* | 1-2.3 |
| | 2) 6-10 Years | 59 | 3.97 | 0.809 | | | |
| | 3) 11-15 Years | 99 | 3.82 | 0.699 | | | |
| | 4) 16-20 Years | 54 | 3.71 | 0.662 | | | |
| | 5) 21 Years and More | 97 | 3.78 | 0.830 | | | |
| Nepotism in Promotion | 1) 1-5 Years | 66 | 3.49 | 1.071 | 3.322 | 0.011* | 1-2.3 |
| | 2) 6-10 Years | 59 | 4.07 | 1.011 | | | |
| | 3) 11-15 Years | 99 | 3.91 | 0.887 | | | |
| | 4) 16-20 Years | 54 | 3.94 | 0.884 | | | |
| | 5) 21 Years and More | 97 | 3.87 | 0.943 | | | |
| Transaction Nepotism | 1) 1-5 Years | 66 | 3.35 | 0.869 | 3.594 | 0.007* | 1-2.3 |
| | 2) 6-10 Years | 59 | 3.81 | 0.774 | | | |
| | 3) 11-15 Years | 99 | 3.70 | 0.652 | | | |
| | 4) 16-20 Years | 54 | 3.51 | 0.678 | | | |
| | 5) 21 Years and More | 97 | 3.68 | 0.860 | | | |
| Nepotism in Recruitment | 1) 1-5 Years | 66 | 3.57 | 0.909 | 3.367 | 0.010* | 1-2 |
| | 2) 6-10 Years | 59 | 4.11 | 0.879 | | | |
| | 3) 11-15 Years | 99 | 3.90 | 0.806 | | | |
| | 4) 16-20 Years | 54 | 3.75 | 0.747 | | | |
| | 5) 21 Years and More | 97 | 3.84 | 0.908 | | | |
| Job Satisfaction | 1) 1-5 Years | 66 | 2.98 | 0.623 | 3.604 | 0.007* | 1-2.5 |
| | 2) 6-10 Years | 59 | 2.61 | 0.668 | | | |
| | 3) 11-15 Years | 99 | 2.76 | 0.548 | | | |
| | 4) 16-20 Years | 54 | 2.72 | 0.463 | | | |
| | 5) 21 Years and More | 97 | 2.68 | 0.695 | | | |
| Satisfaction with the Structure of the Job | 1) 1-5 Years | 66 | 3.69 | 0.857 | 1.443 | 0.219 | - |
| | 2) 6-10 Years | 59 | 3.53 | 0.919 | | | |
| | 3) 11-15 Years | 99 | 3.69 | 0.782 | | | |
| | 4) 16-20 Years | 54 | 3.64 | 0.802 | | | |
| | 5) 21 Years and More | 97 | 3.43 | 1.093 | | | |
| Wage Satisfaction | 1) 1-5 Years | 66 | 2.38 | 0.952 | 2.091 | 0.081 | - |
| | 2) 6-10 Years | 59 | 2.18 | 0.784 | | | |
| | 3) 11-15 Years | 99 | 2.36 | 0.799 | | | |
| | 4) 16-20 Years | 54 | 2.06 | 0.725 | | | |
| | 5) 21 Years and More | 97 | 2.13 | 0.885 | | | |

| | | | | | | | |
|------------------------------|----------------------|----|------|-------|-------|---------------|-------|
| Promotion Opportunities | 1) 1-5 Years | 66 | 2.52 | 0.867 | 4.228 | 0.002* | 1-2.3 |
| | 2) 6-10 Years | 59 | 1.97 | 0.901 | | | |
| | 3) 11-15 Years | 99 | 2.07 | 0.775 | | | |
| | 4) 16-20 Years | 54 | 2.11 | 0.665 | | | |
| | 5) 21 Years and More | 97 | 2.19 | 0.878 | | | |
| Satisfaction with Management | 1) 1-5 Years | 66 | 2.74 | 0.843 | 3.601 | 0.007* | 1-2 |
| | 2) 6-10 Years | 59 | 2.18 | 0.934 | | | |
| | 3) 11-15 Years | 99 | 2.37 | 0.896 | | | |
| | 4) 16-20 Years | 54 | 2.33 | 0.801 | | | |
| | 5) 21 Years and More | 97 | 2.38 | 0.894 | | | |
| Satisfaction with Colleagues | 1) 1-5 Years | 66 | 3.59 | 0.662 | 2.322 | 0.056 | - |
| | 2) 6-10 Years | 59 | 3.19 | 0.977 | | | |
| | 3) 11-15 Years | 99 | 3.30 | 0.818 | | | |
| | 4) 16-20 Years | 54 | 3.45 | 0.858 | | | |
| | 5) 21 Years and More | 97 | 3.28 | 0.917 | | | |

F. One-Way Analysis of Variance (ANOVA) *p≤ 0.05

When Table 10 is examined, there is a statistically significant difference in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Nepotism in Recruitment, Job Satisfaction, Promotion Opportunities, and Satisfaction with Management scores ($p \leq 0.05$). According to this, the Nepotism, Promotion Nepotism, Transaction Nepotism scores of the people in the group of 1-5 years in the profession year are significantly lower than those in the 6-10 and 11-15 years group. According to this, the Nepotism, Nepotism in Promotion, Transaction Nepotism scores of the people in the group of 1-5 years in the profession year are significantly lower than those in the 6-10 and 11-15 years group. The Job Satisfaction scores of the people in the group of 1-5 years of profession year are significantly higher than those in the group of 6-10 and 21 years and above. The Scores of Promotion Opportunities of those who are in the profession year group of 1-5 years are significantly higher than those in the profession year 6-10 and 11-15 year groups. The Satisfaction with Management scores of the people whose profession year is in the 1-5 year group are significantly higher than those with the profession year 6-10 year group.

Tablo 11:

Evaluation of the scale and sub-dimension differences of the participants according to their economic income

| | | Quantity | Average | Standard Deviation | t | p |
|--|-------------|----------|---------|--------------------|---------|---------------|
| Nepotism | Low | 178 | 3.92 | 0.771 | 3.854 | 0.000* |
| | Medium/High | 197 | 3.60 | 0.791 | | |
| Nepotism in Promotion | Low | 178 | 4.06 | 0.942 | 3.936 | 0.000* |
| | Medium/High | 197 | 3.67 | 0.955 | | |
| Transaction Nepotism | Low | 178 | 3.78 | 0.779 | 3.705 | 0.000* |
| | Medium/High | 197 | 3.48 | 0.762 | | |
| Nepotism in Recruitment | Low | 178 | 3.95 | 0.836 | 2.459 | 0.014* |
| | Medium/High | 197 | 3.73 | 0.882 | | |
| Job Satisfaction | Low | 178 | 2.52 | 0.551 | -7.379 | 0.000* |
| | Medium/High | 197 | 2.96 | 0.605 | | |
| Satisfaction with the Structure of the Job | Low | 178 | 3.46 | 0.973 | -2.557 | 0.011* |
| | Medium/High | 197 | 3.70 | 0.837 | | |
| Wage Satisfaction | Low | 178 | 1.79 | 0.698 | -10.863 | 0.000* |
| | Medium/High | 197 | 2.62 | 0.769 | | |
| Promotion Opportunities | Low | 178 | 1.93 | 0.743 | -5.418 | 0.000* |
| | Medium/High | 197 | 2.38 | 0.865 | | |
| Satisfaction with Management | Low | 178 | 2.12 | 0.816 | -5.937 | 0.000* |
| | Medium/High | 197 | 2.65 | 0.886 | | |
| Satisfaction with Colleagues | Low | 178 | 3.26 | 0.916 | -1.879 | 0.061 |
| | Medium/High | 197 | 3.43 | 0.798 | | |

t: Independent Sample T Test *p≤ 0.05

When Table 11 is examined, there is a statistically significant difference between people with low and medium/high economic status in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Nepotism in Recruitment, Job Satisfaction, Satisfaction with the Structure of the Job, Wage Satisfaction, Promotion Opportunities, and Satisfaction with Management scores ($p \leq 0.05$). Accordingly, people with low economic status have significantly higher scores of Nepotism, Nepotism in Promotion, Transaction Nepotism, and Nepotism in Recruitment than people with medium/high economic status. Job Satisfaction, Satisfaction with the Structure of the Job, Wage Satisfaction, Promotion Opportunities, and

Satisfaction with Management scores of people with medium/high economic status are significantly higher than those with low economic status.

Table 12:

Evaluation of scale and sub-dimension differences according to the participants' status of being exposed to nepotism i their working lives

| | | Quantity | Average | Standard Deviation | t | p |
|--|-----|----------|---------|--------------------|--------|---------------|
| Nepotism | Yes | 263 | 3.90 | 0.750 | 5.719 | 0.000* |
| | No | 112 | 3.41 | 0.797 | | |
| Nepotism in Promotion | Yes | 263 | 4.02 | 0.913 | 5.096 | 0.000* |
| | No | 112 | 3.48 | 0.990 | | |
| Transaction Nepotism | Yes | 263 | 3.77 | 0.731 | 5.806 | 0.000* |
| | No | 112 | 3.28 | 0.796 | | |
| Nepotism in Recruitment | Yes | 263 | 3.96 | 0.831 | 4.386 | 0.000* |
| | No | 112 | 3.54 | 0.880 | | |
| Job Satisfaction | Yes | 263 | 2.61 | 0.600 | -6.924 | 0.000* |
| | No | 112 | 3.07 | 0.545 | | |
| Satisfaction with the Structure of the Job | Yes | 263 | 3.48 | 0.956 | -4.079 | 0.000* |
| | No | 112 | 3.85 | 0.734 | | |
| Wage Satisfaction | Yes | 263 | 2.09 | 0.794 | -4.902 | 0.000* |
| | No | 112 | 2.55 | 0.875 | | |
| Promotion Opportunities | Yes | 263 | 1.99 | 0.780 | -6.459 | 0.000* |
| | No | 112 | 2.58 | 0.837 | | |
| Satisfaction with Management | Yes | 263 | 2.24 | 0.864 | -5.492 | 0.000* |
| | No | 112 | 2.77 | 0.846 | | |
| Satisfaction with Colleagues | Yes | 263 | 3.25 | 0.901 | -3.998 | 0.000* |
| | No | 112 | 3.59 | 0.697 | | |

t: Independent Sample T Test *p≤ 0.05

When Table 12 is examined, there is a statistically significant difference between the people who have experienced injustice in working life and those who have not suffered in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Nepotism in Recruitment, Job Satisfaction, Satisfaction with the Structure of the Job, Wage Satisfaction, Promotion Opportunities, Satisfaction with Management, and Satisfaction with Colleagues ($p \leq 0.05$). According to this, the Nepotism, Nepotism in Promotion, Transaction Nepotism, and Nepotism in Recruitment scores of the people who have suffered injustice in working life are significantly higher

than the people who have not suffered injustice in working life. Job Satisfaction, Satisfaction with the Structure of the Job, Wage Satisfaction, Promotion Opportunities, Satisfaction with Management, and Satisfaction with Colleagues scores of people who have not suffered injustice in working life are significantly higher than those who have experienced injustice in working life.

Tablo 13:

Evaluation of scale and sub-dimension differences according to the participants' status of exposing to nepotism in their working lives

| | | Quantity | Average | Standard Deviation | t | p |
|--|-----|----------|---------|--------------------|--------|---------------|
| Nepotism | Yes | 69 | 3.95 | 0.658 | 2.347 | 0.019* |
| | No | 306 | 3.71 | 0.818 | | |
| Nepotism in Promotion | Yes | 69 | 4.06 | 0.796 | 2.205 | 0.029* |
| | No | 306 | 3.81 | 0.997 | | |
| Transaction Nepotism | Yes | 69 | 3.80 | 0.653 | 2.116 | 0.035* |
| | No | 306 | 3.58 | 0.805 | | |
| Nepotism in Recruitment | Yes | 69 | 4.09 | 0.725 | 2.662 | 0.008* |
| | No | 306 | 3.78 | 0.887 | | |
| Job Satisfaction | Yes | 69 | 2.67 | 0.628 | -1.185 | 0.237 |
| | No | 306 | 2.77 | 0.617 | | |
| Satisfaction with the Structure of the Job | Yes | 69 | 3.37 | 0.970 | -2.237 | 0.026* |
| | No | 306 | 3.64 | 0.891 | | |
| Wage Satisfaction | Yes | 69 | 2.13 | 0.855 | -1.039 | 0.300 |
| | No | 306 | 2.25 | 0.841 | | |
| Promotion Opportunities | Yes | 69 | 2.15 | 0.806 | -0.151 | 0.880 |
| | No | 306 | 2.17 | 0.848 | | |
| Satisfaction with Management | Yes | 69 | 2.37 | 0.839 | -0.358 | 0.720 |
| | No | 306 | 2.41 | 0.904 | | |
| Satisfaction with Colleagues | Yes | 69 | 3.32 | 0.935 | -0.372 | 0.710 |
| | No | 306 | 3.36 | 0.842 | | |

t: Independent Sample T Test *p≤ 0.05

When Table 13 is examined, there is a statistically significant difference in terms of Nepotism, Nepotism in Promotion, Transaction Nepotism, Nepotism in Recruitment, and Satisfaction with the Structure of the Job, scores between people who apply injustice and those who do not ($p \leq 0.05$). Accordingly, Nepotism, Nepotism in Promotion, Transaction Nepotism, and

Nepotism in Recruitment scores of people who practice nepotism in working life are significantly more than people who do not practice nepotism in working life. The Satisfaction with the Structure of the Job scores of people who do not practice nepotism in working life are significantly higher than those who practice nepotism in working life.

CHAPTER 5

DISCUSSION

In this study, in which the effects of nepotism and chronism, healthcare workers' job satisfaction and business management are examined, when Table 1 shows the socio-demographic characteristics of the participants, it is seen that 41.6% of the participants are between the ages of 38-47. 69.6% of the participants are women. These results coincide with the study conducted by Worker et al. on hospital employees and examining the effect of institutionalization level on nepotism in organizations. In the study of İşçi et al., the average age of the participants is 30.21, and 59.2% of the participants are women. Again, one of the hospital studies was conducted by Ay and Oktay, a study on physicians and nurses, and it was observed that 31.9% of the participants were between the ages of 31-40 and 61.6% were women. In this study, nurses were 62.4% among all participants, and 62.9% in Ay and Oktay's study (İşçi et al., 2013: 75; Ay and Oktay, 2020: 146). The consistency of these findings is clarified by the fact that the occupational group working mainly in hospitals consists of nurses and the nursing profession has been identified with women from past to present.

Table 1 also shows the finding regarding participants' participation in nepotism practices. Accordingly, 70.1% of the participants stated that they were exposed to nepotism practices in working life. 18.4% of them stated that they exposed others to nepotism practices in their working life. In the same table, although 44.3% of the participants stated that they chose their profession in the health sector due to the ease of finding a job, some studies evaluated the commitment to the institution and the profession. In a study in

which Bolat et al. (2017) examined the relationship between nepotism and the intention of leaving a job, they concluded that it directly affects many human resources functions such as recruitment, placement, promotion opportunities, rewarding or career management in organizations. Although healthcare workers stated that they chose their profession because of the opportunity to find jobs easily, studies have shown that exposure to nepotism may result in job satisfaction, organizational commitment, exposure to negative statements and intention to quit (Bolat et al., 2017: 165.). This may negatively affect the activities of the business management. In this respect, the intention to quit is a phenomenon that should be handled carefully and its causes and consequences should be monitored (Fındıklı, 2014: 138).

When Table 2 is examined, it is seen that the reliability level of the total scores of nepotism and job satisfaction scales and the scores of these scales for sub-dimensions is high. This result reveals the significance of such an analysis, as stated in the study of Asunakutlu and Avcı (Asunakutlu and Avcı, 2010: 101).

When the relationships between the sub-dimensions of nepotism and job satisfaction scales are examined according to Table 3, it is seen that all sub-dimension relationships are negative linear and significant. Looking at the relationship strength, it is seen that the relationship between nepotism in promotion, transaction nepotism and nepotism in recruitment and job satisfaction scale sub-dimensions is low. In the study of Asunakutlu and Avcı (2010), no significant relationship was found between the job satisfaction sub-dimension, satisfaction with colleagues, and nepotism. The results of these two studies are similar.

According to Table 4, which shows the significant effect of nepotism on job satisfaction, nepotism negatively affects job satisfaction. In the study conducted by Büte, the mediator role of nepotism on job satisfaction was examined and it was revealed that the nepotism levels of the employees negatively affected their job satisfaction levels (Büte, 2011: 181). In addition, in the thesis study prepared by Avcı (2017), it was found that nepotism has a significant and negative relationship with job satisfaction (Avcı, 2017: 50).

In Table 5, evaluations regarding the total and sub-scores of the scale according to age groups are given and as a result, it shows that the perceptions of nepotism, nepotism in promotion, and transaction nepotism of the participants between the ages of 38-47 are significantly higher than those above the age of 48, and that their perceptions of the sub-dimensions of job satisfaction and wage satisfaction are significantly lower than those of those aged 48 and over. This may be due to the fact that as the experience of healthcare professionals in their institutions increases, how practices such as recruitment and promotion are carried out in the institution better.

It is seen in Table 6 that wage satisfaction scores of men are significantly higher than women participants. In 2017, in a study conducted by F.Şantaş et al. on healthcare workers in a public hospital in Antalya, no significant differences were found in the perception of nepotism among healthcare professionals in promotion by gender (Şantaş et al., 2018: 46). Özüren (2017) did not indicate a significant difference in the perception of nepotism in terms of age and gender in his research he conducted in 22 textile enterprises in Istanbul.

However, in the study conducted by Sarıboğa (2017) on 491 hotel employees in 7 out of 10 hotels operating in Istanbul, it was found that women had higher averages in favor of promotion (Sarıboğa, 2017: 74). In a study conducted by Kurt and Doğramacı (2014) on 46 employees in a municipality affiliate operating in Istanbul, it was concluded that there was no significant difference between male and female employees in terms of perception levels of nepotism in the promotion dimension (Kurt and Doğramacı, 2014: 90).). In addition, in the thesis prepared by Sarıboğa, the effect of nepotism on organizational commitment and job satisfaction was examined and when comparing the perception of nepotism by gender, the averages of women were found to be higher in terms of nepotism in promotion, transaction nepotism and nepotism in the recruitment process compared to men (Sarıboğa, 2017: 74) .

When the scores of nepotism and job satisfaction among profession groups are evaluated, it is seen that nepotism, nepotism in promotion, transaction

nepotism and nepotism in recruitment, and wage satisfaction scores of nurses are significantly higher than doctors and other healthcare professionals. These results, shown in Table 8, were found in a study by Ay and Oktay (2020) involving nurses and doctors working in a university hospital, contrary to our results, the perception of nepotism was higher among physicians than nurses. In addition, the perception of nepotism was found to be higher in the participants with more total working years, and this result coincides with the result of the increase in the nepotism perception scores as the professional experience increases (Ay and Oktay, 2020: 153).

Considering Table 9, it is noteworthy that the perceptions of nepotism of the participants whose educational status is undergraduate have high scores and that the job satisfaction scores of the participants whose educational background is high school are also high. In the thesis study by Özüren (2017) on anti-productivity behaviors and their consequences due to nepotism practices in textile enterprises, statistically significant differences were determined between educational status and perceptions of nepotism in promotion-recruitment, the sub-dimension of nepotism. Accordingly, it has been determined that the nepotism perceptions of undergraduate employees are higher than the average of primary and high school graduates (Özüren, 2017).

In Table 6, when we look at the data of the evaluation of scale and sub-dimension differences according to the gender of the participants, it is seen that the perception of nepotism is not affected by the gender variable in all dimensions and sub-dimensions except wage satisfaction. In a study conducted by Pelit et al. (2017) with employees in hotel businesses, the perceptions of nepotism according to the demographic characteristics of the participants were measured and the results obtained were explained as follows. There is no significant difference in the perception of nepotism between gender and age variables. These results coincide with the results of Özüren's study. In his research conducted by Özüren in textile enterprises in Istanbul, he did not indicate a significant difference in the perception of nepotism in terms of age and gender (Özüren, 2017: 98). In addition, in the study conducted by Karacaoğlu and Yörük (2012) on 129 blue-collar

employees in a family business in the Central Anatolia Region, it was examined whether there is a difference in terms of nepotism and organizational justice perception levels of the employees by gender, among the demographic variables. Considering the values, it was concluded that neither nepotism nor organizational justice perception is affected by the gender variable (Karacaoğlu and Yörük, 2012: 57).

The perception of nepotism of married employees was found to be significantly higher than those who were single. In addition, the evaluation of the perceptions of nepotism according to the professional experience of the employees is that the averages among the groups are close to each other, but generally, as the years of service increase, the perception of nepotism also increases. In the study conducted by Ay and Oktay (2020) on nurses and physicians, it was found that the perception of nepotism increased as the age got older (Pelit et al., 2017: 56-58; Ay and Oktay, 2020: 154).

As seen in Table 11, the nepotism total and sub-dimension scores of the participants who stated their economic status as low were significantly higher than those who expressed their economic status as medium/high, and their job satisfaction was lower. When the studies in the literature are examined, how employees evaluate the dimensions of nepotism and job satisfaction according to the perception of the economic situation draws attention as an issue that is generally left out. However, looking at the sub-dimensions of nepotism, it is predicted that the practices of nepotism encountered in promotion, transaction and recruitment process will directly affect the economic status and determine the perceptions about nepotism. In a study by Soysal and Tan, it was stated that the economic status of nepotism and the perception of the economic status also affect job satisfaction. Accordingly, the perception of the economic status is shown among the external factors that affect job satisfaction (Soysal and Tan, 2013: 47).

When Table 12 is examined, the nepotism, nepotism in promotion, transaction nepotism, and nepotism in recruitment scores of the participants who stated that they were exposed to nepotism in working life were significantly higher than those who stated that they were not exposed to

nepotism practices in working life, and their job satisfaction total and sub-dimension scores were lower.

When Table 13 is examined, perceptions of nepotism, nepotism in promotion, transaction nepotism, and nepotism in recruitment are significantly higher in those who expose others to nepotism in their working life than those exposed to nepotism. On the other hand, those who state that they do not expose others to nepotism practices in their working life, their satisfaction with the job structure scores, which is one of the sub-dimensions of the job satisfaction scale, are significantly higher. In the literature, there is no study on this subject related to healthcare workers, and it is thought that these results may have an effect on the behavioral patterns of employees such as compliance with ethical principles, commitment to the organization or quitting work.

This study reveals that the perceptions of nepotism of healthcare workers working in public institutions are related to job satisfaction and supports the results of other studies in the literature.

CHAPTER 6

CONCLUSIONS & SUGGESTIONS

6.1. Conclusion

In this study, the effect of nepotism and chronism on the efficiency of healthcare services and business management in public hospitals was evaluated, and the participants' perceptions of nepotism and job satisfaction were measured for this purpose. It was observed that the reliability level of the scores of these two measurement tools regarding the total score and sub-dimensions was high.

Of the participants, 69.62% are women, 41.6% are between the ages of 38-47, 62.7% are married, 62.4% are nurses, 19.7% are health technicians, 12% are physicians, 53.8% are undergraduate 66.7% of them have more than 10 years of professional experience, 50.4% stated that they have a moderate economic income perception. When the economic perceptions of healthcare professionals are examined, it is concluded that they define their income as medium level.

When the reasons of healthcare professionals to choose the profession were examined, it was concluded that 44.3% preferred it because it was easy to find a job.

70.1% of the healthcare workers stated that they were exposed to nepotism practices by other healthcare workers in their working life, and 18.4% of them stated that they applied nepotism in their working life. This result shows that

healthcare workers are directly exposed to nepotism, while some of them practice nepotism.

In the light of the data obtained from healthcare workers, it was concluded that there is a negative and moderate relationship between nepotism and job satisfaction. It is observed that healthcare professionals working in public hospitals are exposed to, and as nepotism practices increase, their job satisfaction levels are negatively affected by this increase, their work performance decreases and their productivity decreases.

It has been concluded that as the level of nepotism rises among healthcare workers, it causes administrative failures in public hospitals.

When the data obtained from healthcare professionals were examined, it was found that employees between the ages of 38-47 were exposed to nepotism more than the higher age groups. It was concluded that healthcare workers in this age group suffer more nepotism due to their candidacy for managerial positions.

It was concluded that healthcare workers between the ages of 38-47 were exposed to more pressure in the dimensions of Nepotism, Nepotism in Promotion, and Transaction Nepotism. At the same time, it was concluded that employees between the ages of 38-47 had lower Job Satisfaction and Wage Satisfaction scores than other age groups.

When the gender and marital status of healthcare professionals and their perceptions of nepotism are examined, the level of nepotism among healthcare workers does not show a significant difference in terms of their gender and marital status. It was concluded that healthcare workers were subjected to similar nepotism regardless of their gender and marital status.

Examining the perceptions of nepotism that healthcare professionals are exposed to according to their education level, it is concluded that among healthcare professionals, undergraduates are more likely to experience nepotism than high school graduates.

When the perceptions of nepotism that healthcare professionals are exposed to according to their professional titles were examined, it was concluded they were exposed to nepotism more than all other healthcare workers and they felt the negative effects of nepotism much more.

It was observed that there were significant relationships between participants' socio-demographic characteristics such as age, gender, economic income perception, educational status, title, and professional experience, and nepotism and job satisfaction, both in total score and sub-dimension scores.

Although the effect of nepotism on mobbing was not examined in the study, we can say that nepotism is one of the most important factors in exposure to mobbing. As a matter of fact, the results of the study conducted by Çöğenli and Asunakutlu on mobbing in the academy are in this direction. For this reason, we can say that nepotism should be fought against mobbing, which is one of the important problems in our country as well as in the whole world.

6.2. Suggestions

Due to the negative impact of favoritism practices on organizational justice, businesses should focus on this issue sensitively. For this reason, it is thought that businesses should avoid clientelistic practices because these practices remove employees from the business and create a bad business culture. At this point, especially business owners and senior managers have important roles. It can be said that giving opportunities to employees who deserve rather than family members in recruitment and promotions is important in terms of showing other employees that they have this right, increasing the perception of justice and loyalty, and keeping talented employees at work.

In terms of human resources management, it is also important to have qualified personnel as well as ensuring the continuity of these personnel to stay in the institution. For this reason, it may be suggested to be fair, to give importance to the principles of merit and equity in all human resources management activities and especially in recruitment.

In addition, the employees should learn the principles of ethics and justice, make written requests from the institution officials about the application of these principles, so that they do not expose others to nepotism practices in their working life and that they are not exposed to these practices or when they realize that they are exposed to these practices, It is recommended that they be sensitive about obtaining information about the procedures and principles of practices such as penalties and remuneration, and to obtain information about their rights according to the law of merit.

According to the results obtained from the study, it is possible to offer suggestions to healthcare professionals working in public hospitals, to officials in public hospitals, and to researchers who want to work on similar issues in the field.

It is recommended that healthcare professionals working in public hospitals take initiatives to increase their education level. Because the perception of nepotism and job satisfaction is higher in individuals with a high level of education. It is predicted that the training will increase the awareness level of the employees.

Institution officials are advised to be informed about human resources practices in the workplace, behaving ethically, fairly and legally, that will increase the job satisfaction of the employees first and then the productivity of the enterprise, and perform their practices in the light of this information. They are recommended to comply with the law of merit.

Researchers who want to carry out similar studies in the field are recommended to turn to qualitative studies on the subject. Because although this research reveals the effect of nepotism and job satisfaction perception on productivity, it has limitations in explaining the reasons and how. In addition, in the process of appointing healthcare professionals to public institutions, in practices such as recruitment and promotion, evaluating the differences between the written examination and interview system in terms of nepotism and carrying out studies on the revealing of fair ways. In advanced studies, it is recommended to evaluate the situation in hospitals belonging to private health institutions as well as public institutions.

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ANNEX

Annex-1 Information Form

Information Form

This study is carried out by the Near East University Institute of Social Sciences, Department of Business Administration, in order to contribute to science to evaluate the effect of nepotism on the efficiency of public services in terms of business management.

Participation in the research is on a voluntary basis.

The demographic information form contains questions about your demographic characteristics such as age and gender. Scales measure your thoughts about favoritism and job satisfaction. Your answers to the questions will remain confidential and used only for scientific purposes.

The reliability of the study will increase when you answer the questions sincerely.

Read the questions below carefully and select the option that best suits you.

Thank you for your participation.

Doctorate Student

Mustafa Yavuz

Near East University

Social Sciences, Department of Business Administration

mustafa@mustafayavuz.org - Gsm: 0505 958 13 40

Supervisor

Prof. Dr. Nermin Gürhan

Tokat University

Faculty of Health Sciences, Institute of

Annex-2 Informed Consent Form

Informed Consent Form

This study is conducted by Near East University, Institute of Social Sciences, Department of Business Administration. Its purpose is to evaluate the effect of nepotism on the efficiency of public services in terms of business administration. In this study, we presented you a demographic information form and a series of scales.

The demographic information form contains questions about your demographic characteristics such as age and gender. Scales measure your thoughts about favoritism and job satisfaction. Your answers to the questions will remain confidential and used only for scientific purposes. If you have any complaints, views or questions about the study, please contact Mustafa Yavuz, one of the researchers of this study.

If participating in this study has caused you a certain level of stress and you want to talk to a consultant, you can apply to Prof. Dr. Nermin Gürhan, who will provide you with free service.

If you are interested in the results of the study, you can contact the researcher from January 1, 2021.

Thank you for your participation.

Doctorate Student

Mustafa Yavuz

Near East University

Social Sciences, Department of Business Administration

mustafa@mustafayavuz.org - Gsm: 0505 958 13 40

Supervisor

Prof. Dr. Nermin Gürhan

Tokat Gaziosmanpaşa University

Faculty of Health Sciences, Institute of

Annex-3 Socio-demographic Information Form:

Socio-Demographic Information Collection Form

Dear Participant;

The questions in this questionnaire are questions of a scientific study. You do not need to specify a name. The collected data will be evaluated collectively and expressed in figures, will be used only for scientific purposes, and will not be shared with anyone other than the researcher. Thank you for your participation

1. Age
 - 18-27
 - 28-37
 - 38-47
 - 47 and more

2. Gender
 - Female
 - Male

3. Marital status
 - Single
 - Married
 - Divorced
 - Widow
 - Cohabiting

Annex-4 Structured Interview Form

Structured Interview Form

1. Have you been exposed to injustice in your working life because of those who solve their assignment / promotion / wage issues through their relatives?
 - Yes
 - No

2. Have you ever solved your assignment / promotion / wage issues through your relatives?
 - Yes
 - No

Annex-5 Nepotism Scale

Nepotism Scale

Dear participant,

Please read the following question statements and mark the option that best suits you.

I absolutely disagree Disagree Undecided Agree Absolutely Agree

Knowledge, skills and abilities are at the forefront in promoting employees in this institution.

No matter how successful I am in this institution, I cannot prevent the business managers' acquaintances.

Relationships of kinship and affinity are primarily taken into account in promoting employees in this institution.

Annex-6 Job Satisfaction Scale

Job Satisfaction Scale

Dear participant,

Please read the following question statements and mark the option that best suits you.

I absolutely disagree Disagree Undecided Agree Absolutely

1. I find my job satisfactory for myself.

2. My job makes me proud.

3. I see my job as an enjoyable job.

Agree

Annex-7 Scale Permissions

Income x



Nermin gürhan <nermingurhan@gmail.com>

4 Oct 2016
Tuesday
21:21

To: asunakutlu

Dear Professor Dr. Tuncer Asunakutlu, I am working as a lecturer at Gazi University Faculty of Health Sciences. We would like to use your scale if you have permission in a doctoral dissertation planned to determine "The Effect of Nepotism, Chronism Capitalism and Social Capital on the Efficiency of Public Services".

Best regards,
Prof. Dr. Nermin Gürhan
Gazi University Faculty of Health Sciences



Tuncer Asunakutlu <asunakutlu@gmail.com>

4 Oct 2016
Tuesday 9:44
PM

To: me

Dear Professor,

Thank you for your interest in our work. You can use the scale we have developed with pleasure. If there is a problem with access, I will help you. I wish you success in your work. Best regards.

Prof. Dr. TuncerAsunakutlu

Ankara Yıldırım Beyazıt University

Dean, Faculty of Business Administration

CURRICULUM VITAE

Mustafa Yavuz was born in Samsun on 1981. Having completed his primary school in Abdullahpaşa Primary School, Middle School and High School in Samsun 100. Yıl High School, Mustafa Yavuz received his bachelor's degree in Erzurum Atatürk University, Faculty of Communication, Radio, Television and Cinema. After completing his Master's degree in Business Administration at Istanbul Okan University, he started his doctorate in Business Management in the Near East University. He published a publication titled "Perception of Nepotism and Job Satisfaction in Healthcare Workers" regarding his doctoral thesis. It has taken an active role in leading the academic career of thousands of people in our country and continues to take place. Business life; continues by developing joint projects with universities in many countries of the world, enabling our country people to have an academic career. Mustafa Yavuz, who has lived in Bursa since 2006, is married and has 3 children (one of whom has passed away).

PLAGIARISM REPORT

mustafa yavuz tez 2020

ORJINALLIK RAPORU

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ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

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İnternet Kaynağı

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Abidin Dağlı, Zuhal Akyol. "The Relationship between Favouritism Behaviours of Secondary School Administrators and Organizational Commitment of the Teachers", Journal of Education and Training Studies, 2019

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"EHPS 2012 abstracts", Psychology & Health, 2012

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J. PROUDFOOT, D. GOLDBERG, A. MANN, B. EVERITT, I. MARKS, J. A. GRAY.

"Computerized, interactive, multimedia cognitive-behavioural program for anxiety and depression in general practice", Psychological Medicine, 2003

Yayın

<%**1**

ETHICS COMMITTEE APPROVAL



SCIENTIFIC RESEARCH ETHICS COMMITTEE

Dear Assoc.Prof. Dr. Nermin Gürhan
20.11.2017

Your project proposal, which is the project numbered NEU / SB / 2017/46 to the Scientific Research Ethics Committee, titled “**Evaluation of the Effect of Nepotism and Crony Capitalism on the Efficiency of Health Care Services in the Public Sector**”, was assessed by our board and found ethically appropriate. With this article, you can start the research by not going beyond the information you specified in your application form.

Asst. Assoc.Prof. Dr. Direnç Kanol

Reporter, Scientific Research Ethics Committee

Note: If you want to present an official letter of acceptance to an institution, you can apply to the Scientific Research Ethics Committee of Near East University with this letter and provide an official letter bearing the signature of the chairman of the board.