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RESEARCH ARTICLE



The Effect of the Perception of Cronyism in Hotels on Employee Motivation

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ABSTRACT

Motivation is extremely important in hotels that offer labor-intensive services. Motivation is negatively affected by many human resource management practices, one of which is cronyism, the application consisting of unfair recruitment, transaction, promotion and wage elements in organizations. The aim of this study was to measure the effect of the perception of cronyism in hotels on employee motivation. In addition, this study also aimed to determine whether cronyism and motivation perceptions were linked and if the effects of cronyism on motivation differed in resort hotels and city hotels. Within this context, resort and city hotels located in the cities of Istanbul and Antalya in Turkey were determined as the application areas. The data were collected from the employees working in these hotels by using the survey technique. As a result, a total of 993 questionnaire were obtained. According to the findings of the study, which was analyzed using a statistical package program, the perception of cronyism from resort hotels to city hotels decreased, while motivation increased. In addition, three different cronyism dimensions, namely transaction, (recruitment and promotion) and wage were determined and it was found that they all negatively affected motivation. Additionally, it was concluded that cronyism's effects on motivation did not differ between resort and city hotels.

KEYWORDS

City hotels; cronyism; favoritism; motivation; resort hotel

Introduction

In today's globalizing conditions, the survival of organizations depends on their ability to create competitive advantage (Porter, 1985). The competitive advantage of organizations is affected by many factors, one of the most important of which is effective employee management (Buckley et al., 2004, p. 233). Hotels are among the businesses that require effective employee management.

The fact that hotels provide a labor-intensive service makes it necessary to manage human resources effectively and efficiently. Motivation is one of the factors that plays an important role in ensuring employee efficiency and productivity (Shahzadi et al., 2014, p. 159). Employee motivation in hotels is

of great importance in terms of service quality (Hays & Hill, 2001) as tourism products mainly consist of services. The fact that these products are services means that they are supplied to the buyer without quality control. For this reason, the quality of the products is possible with the motivation of the employees, who are psychological entities (Shahzadi et al., 2014, p. 159).

Employees who are motivated in line with the objectives and vision of the business, work hard in line with the interests of the business and contribute to its future interests (Varma, 2017). On the other hand, the harm of the behavior of unmotivated employees to the business is extremely high. Especially in tourism, which is a sub-field of the service sector, the high motivation of hotel employees is very important for businesses that want to get their deserved share from the international tourism pie in order to survive.

There are many factors that negatively affect employee motivation in hotels. One of these factors is cronyism, which is showing favor to people based on familiarity relationships and supporting them in various works (Nadeem et al., 2015, p. 225). According to Khatri and Tsang (2003), cronyism is showing favor to some people regardless of their individual characteristics. In hotels, such favors can be made in terms of recruitment, transaction, promotion and wage activities. This kind of favoritism in hotels is carried out by considering past connections (Nadler & Schulman, 2006) and future plans rather than financial interests.

In Turkey, as in any other country, such favoritist practices are conceivable. On the other hand, when inspect Turkish state tradition, we see a culture based on the principle of “giving the job to the competent,” with assignments decided according to the principles of merit. According to this culture, the state exists for the people and operates on a people-centered management policy. (Topbaş, 1999, p. 28). This policy, which is devoid of cronyist practices, is believed to have positive effects on employee motivation.

In this study, the relationship between the concepts of cronyism and motivation was explained by Blau’s (2017) social exchange theory and Adams (1963) equality theory. The social exchange theory is categorized as formal and informal. Formal exchange is an exchange between the employee and the organization in the exchange for knowledge, skills and expertise. In Turkey, the success of the departments over which the hotel managers have authority is contingent upon the employment of personnel with a high level of knowledge, skills and experience, who are favored in certain business processes in return for their contributions to their departments. In this exchange, which occurred in response to the official change, managers continue to remain in their positions through achieving success (Saraç, 2020). Informal exchange was emphasized in the studies conducted by Elton Mayo (1945) in Hawthorne. According to these studies, the informal organization formed by the informal relationship and group norms within the organization should also be considered (Turhan, 2014, p. 296). Informal relationships and group

norms are the key part of cronyism in organizations. Informal friendship and crony relations between managers and employees, parties with joint participation, entertainment programs or association memberships can cause managers to discriminate in favor of employees with whom they have an informal relationship (Khatri, 2011a; Khatri & Tsang, 2003; Turhan, 2014). In resort hotels in Turkey that do not require expertise for work, managers show preference to their acquaintances in terms of transaction, recruitment, promotion and wages depending on their social relations (Saraç & Batman, 2021). However, according to its social structure, some believe that favoritist practices are more prevalent in Turkey when it comes to finding work (Kahraman et al., 2011, p. 356). This is related to Turkey's robust social capital. This social capital is classified into primary and secondary groups, those who have and those who do not have connections through acquaintances. As a prerequisite of the social structure, favor is offered to those who are members of the primary group, which results in the development and increase of favoritism (Altun & Hira, 2011, p. 114). Due to the cultural framework of Turkish societies, it is critical for individuals to work with people they can trust. Turks have an ethnic structure that values entrusting an established business to people they know (Tuncel, 2011, p. 1). For this reason, nepotist practices are heavily embedded in the recruitment process in Turkey (Sariboğa, 2017, p. 20). Undoubtedly, this situation occurs depending on whether people have common values (Asunakutlu, 2010) and whether they have a deep social connection (Kreitner & Kinicki, 2004, p. 267). In addition, mutual interests are also very important in the formation of cronyism (Pearce, 2015, pp. 41–43).

Individuals in positions of power and authority become involved in such favoritism activities due to the various benefits they can gain, including increasing their power and authority. By carrying out such activities they are able to take advantage of their acquaintances or the people they favor and become entitled to make requests from them. This means that employees are preferred for jobs even if they are not suitable, which, in turn, causes employees to be employed in a position that they do not deserve, to be paid and to have privileged rights in the workflow.

According to Blau (2017), behind the behavior of every employee is the desire to receive reward and avoid punishment. In other words, all behaviors are based on exchange (Mess, 2016). However, this exchange may not always be perceived equally. When this exchange begins to result in inequality, employees begin to shape their behavior accordingly. Therefore, the equality theory can be used to explain the relationship between cronyism and motivation. For example, the motivation of employees who achieve equal output compared to their performance increases, keeping them satisfied, enthusiastic and creative. Otherwise, employees become lazy and unresponsive (Adams & Freedman, 1976; Cropanzano & Mitchell, 2005). This can lead to a decrease in the service quality of the hotels, which is extremely important for the

sustainability of businesses (Enquist et al., 2007), by causing injustice in activities such as the promotion, charging and rewarding of existing employees.

Some managerial activities are extremely important in the sustainability of businesses. For this reason, it is very important to effectively carry out administrative activities. It is thought that cronyism overshadows the effectiveness of these managerial activities and causes hotels to lose their competitive advantage by harming the administrative elements. For this reason, many studies have been conducted to measure the effects of cronyism on managerial elements. There are studies that have investigated the effects of cronyism on organizational trust (Demaj, 2012; Keleş et al., 2010), organizational commitment (Khatri & Tsang, 2003), job satisfaction (Chandler, 2012; Khatri & Tsang, 2003; Yang & Bei, 2009), performance (Brick et al., 2006; Khatri & Tsang, 2003; Shabbir & Siddique, 2017; Shaheen et al., 2020), inertia (Khatri & Tsang, 2003) morale (Khatri & Tsang, 2003; Pervez et al., 2019), deviant work behavior (Shaheen et al., 2021). The present study aimed to determine the effects of cronyism perception on employee motivation.

In the literature review, no studies conducted on the effects of cronyism perception on employee motivation were determined. For this reason, analyzing the perception of cronyism affecting employee motivation and determining the possible effects of this perception on motivation were considered to be very important in terms of expanding the literature. In addition, it is important to determine the effects of cronyism perception on employee motivation to ensure performance (Brick et al., 2006), trust, commitment, job satisfaction (Khatri & Tsang, 2003) and organizational justice (Schyns et al., 2009) and take the necessary precautions. For this reason, it is thought that the present study will make very important contributions to the applied field.

Literature review and hypotheses

The concept of cronyism

The concept of cronyism derives from the Greek term “khronios,” which means long-standing, and “crony,” which means close friend in English. The word crony, which was used frequently among Cambridge University students in the 17th century, was first used in London in the 18th century (Khatri & Tsang, 2003, p. 290). Although it has a positive connotation as a word, it has been perceived negatively from the 1840's to the present day (Oxford English Dictionary, 1989).

The term cronyism was first used as a political term by a journalist in Washington to describe the appointment of individuals whose personal talents and competencies were considered suspect to public offices in 1946 as part of their personal relationship with US president Roosevelt (Khatri & Tsang, 2003,

p. 291; Yang & Bei, 2009, p. 1). Thus, Araslı and Tümer (2008, p. 1239) defined cronyism as the favor shown by politicians to close friends when they are appointed, regardless of their qualifications. In the years that followed, cronyism found a place not only in political fields but also in all mediums where administrative activities take place.

Today, cronyism has a broader definition. Cronyism is the favor of public officials or employees in the private sector based on familiarity, rather than personal characteristics such as knowledge, skills, success and education level, in decisions regarding recruitment, promotion, relations in the working process, wages or employees (Khatri et al., 2008). According to Fu (2015), cronyism is a type of favoritism exhibited by the manager. Managers favor their acquaintances in terms of HR policies and offer special incentives based on friendship and close connection. Erdem and Karataş (2015), on the other hand, characterized cronyism as rewarding employees with friendship and long-term friendships, while ignoring merit and transparency. In this context, cronyism can be defined as the administrative favoring of certain subordinates based on factors unrelated to performance (Turhan, 2014, p. 296). In this study, cronyism was considered as the discrimination carried out in hotels according to the relationship between friends and acquaintances. People who are favored in cronyism earn higher salaries, achieve fast promotions and obtain greater privileges in their working life compared to other employees. This can have devastating effects for organizations (Khatri et al., 2006, p. 63, 2008).

Showing favors to people based on familiarity relationships negatively affects other employees as a result of the violation of the principles of equality and justice sought in companies (Khatri, 2011b; Saleem et al., 2018), which, in turn, harms the sustainability of companies. In addition, unfair competition and inefficiency caused by cronyism cause an increase in social costs, which reduces the trust of the society in institutions and causes individuals to turn to personal interests (Pearce, 2015, pp. 41–43). On the other hand, it can be said that cronyism is a requirement of the lifestyles of societies as behaviors emerge as a result of social interactions (Simmel, 1970; Williams, 1983). Therefore, it is extremely difficult to regulate (Araslı & Tümer, 2008). Societies maintain their existence by helping each other and mutual interests between individuals are essential in helping one another. On the other hand, the fact that organizations are social institutions (Clegg & Hardy, 1999) results in a rise in cronyist practices within organizations (Begley et al., 2010).

This increase in cronyist practices differs according to the structural characteristics of hotel businesses. The distinguishing characteristics of resort and city hotels contribute to statistical differences in all dimensions of cronyism. Resort hotels are holiday destinations preferred by travelers in terms of health, relaxation and entertainment (Angelo & Vladimir, 2001, p. 156; Gray & Liguori, 1994, p. 14). For this reason, it maintains an informal

structure and conducts activities in a comfortable environment on a periodic basis (Khan et al., 2015; Vives et al., 2019). The need for seasonal workforce in resort hotels and the increase in the demand for labor in summer periods (Lee-Ross, 1999) prevent managers from exercise meticulous behavior in the selection of employees, causing an increase in the recruitment of peers and acquaintances (Saraç & Batman, 2021). On the other hand, the hotels' guests' stress-free nature reduces the need for qualified staff, as they are satisfied more easily. City hotels, on the other hand, are hotel businesses located in city centers where typically local and foreign businessmen stay to conduct business. These hotels provide continuous service and generally accommodate short-term stays (Sepehri et al., 2014, p. 4). Guests use city hotels for business, sports, fair and congress purposes. For these reasons, guests are more likely to return to these hotels. This situation exemplifies the concept of repeat guests in city hotels (Mccartney & Ge, 2016). In a place with repeat guest, employees need to make more efforts to increase guest satisfaction (Çalık, 2009). In light of the foregoing, it can be concluded that the workload of city hotels is relatively heavier than that of resort hotels. For this reason, a qualified workforce is required in city hotels, more meticulous behavior is exercised in the recruitment process of employees, and an attitude in favor of those who act in accordance with the hotel's interest in transactions, promotions and wages is displayed. Additionally, the management accords some favors to the employee who exerts the most effort in the operation of the business. In the face of this favor, employees use their professional knowledge, skills and experiences in ways that benefit the business and appeal to the interests of the manager. Thus, while increasing the success of the manager in the organization, employees ensure that the favors offered to them continue (Saraç, 2020). In this direction, determining the differences of cronyist practices according to the location of hotels contributes scientifically to the literature, and is important in creating suggestions for the managers in the applied field. Accordingly, the following hypotheses were developed:

H1: The perception of cronyism in resort hotels is statistically higher than in city hotels.

H1a: The perception of transaction cronyism in resort hotels is statistically higher than in city hotels.

H1b: The perception of recruitment and promotion cronyism in resort hotels is statistically higher than in city hotels.

H1c: The perception of wage cronyism in resort hotels is statistically higher than in city hotels.

The concept of employee motivation and the effects of cronyism

Motivation is the internal and external forces that enable people to act in line with their specific goals (Rusu & Avasilcai, 2014, p. 52). Motivation can also be defined as a group of encouraging motives in the behavior of individuals, originating from themselves and their environment (Manzoor, 2012, p. 38). Motivation is a power that emerges as a result of the desire to satisfy the physical, psychological and social needs of individuals. In this context, individuals tend to carry out certain behaviors to meet their inner, physical, psychological and social needs and expectations. In order for managers to use such behaviors for the interests of the business, it is necessary to create a motivating workplace atmosphere that can meet the needs of the employees (Certo, 2002, p. 465; Seiler et al., 2012).

Motivation is very important in professional business life (Rusu & Avasilcai, 2013, p. 331). In the managerial context, motivation means that employees show orientation to what needs to be fulfilled in the organization in line with their goals. Motivation is the process of guiding employees to work willingly and making them believe that they will reach their personal needs and desires in the best way if they work efficiently in line with the goals of the organization (Elena, 2012). It also plays an active role in bringing out the desire of employees to succeed (Rudolph & Kleiner, 1989, pp. 1–4). This is because, in achieving the goals of the organization, under the employees' efforts to make the expected effort lies the conditioning of their personal needs and desires and willingness to make this effort (Latham & Pinder, 2005, p. 486). Employees may be forced to do a job, however, they cannot be forced to want to do that job. The power that gives them the desire they need to want to do the job is motivation (Hagemann, 1997, p. 7).

The work environment in which the motivation of the employees is ensured should be established in accordance with the principles of equality and justice (Adams, 1963). According to the equality theory, employees who do the same job should be rewarded equally if they work with the same performance. This is because, according to Adams (1963), equality in the work environment is very important in ensuring productivity. Employees desire fair treatment in the working environment and this affects their motivation (Bernstein et al., 2010). On the other hand, cronyism is a human resource practice that has a characteristic feature of injustice and inequality (Khatri & Tsang, 2003). In other words, the placement of acquaintances in a job, privilege in business life, promotion and wage without relying on the principles of merit cause cronyism to continue in a vicious cycle and effect the motivation of other employees. As in every business, cronyism applications are also encountered in hotel businesses. However, the effects of cronyism on motivation may vary according to the hotel's location. Because it is a habitual situation in hotels, where cronyism is more acutely felt, it is thought to have a lesser effect on motivation (Saraç,

2020, p. 112). Conducting analyses in this direction adds to the literature while making some contributions to the applied field. Accordingly, the following hypothesis was developed:

H2: The effect of general cronyism perception on employee motivation in resort hotels is statistically higher than in city hotels.

Cronyism is evident in recruitment, transaction, promotion and wage practices (Yang, 2014). Cronyism activities cause unqualified individuals to be promoted to higher positions, while the qualified employees work at lower levels (Arasli et al., 2006). This is because in cronyist practices, certain groups are preferred over others due to their social network structures (Khatri & Tsang, 2003); managers operate based on mutual relations rather than performance (Turhan, 2014, p. 295). As a result of this, an awareness of injustice develops in qualified lower-level employees (Keleş et al., 2011; Pervez et al., 2019, p. 173). Thus, lower-level employees lose their motivation in terms of wages and status. At the same time, the fact that a top-level manager who does not know the job well makes the jobs more difficult due to their managerial inability, causes transaction cronyism and the lower-level employees to lose motivation. As a result of this, employees feel the need to seek employment in other organizations in order to get away from the situation they are in (Erdem, 2010, p. 154). In turn, this negatively affects the sustainability of companies. This is due to the fact that cronyism also has negative effects on economic productivity (Coco & Lagravinese, 2014). Within this context, in this study three hypotheses were developed by making use of three basic dimensions of cronyism.

One dimension of cronyism is “transaction.” As in every business, various transactions are carried out by managers in hotels including giving authority, responsibility, rewarding or punishing employees. Authority and responsibility are preferred in employee empowerment (Dobre, 2013). Employee empowerment is a managerial element that positively affects motivation (Al-Ababneh, 2017, p. 135; Qadir et al., 2017). On the other hand, reward and punishment are both effective stimuli on motivation. This is because a neutral stimulus causes zero motivation (Van der Oord & Tripp, 2020, p. 578). Therefore, some organizations prefer reward as a motivation method, while others prefer punishment (Aksenova Valentina & Solokhina Elena, 2017, p. 75). However, the reward and punishment must be distributed fairly according to the performance of the employee, otherwise their motivation will be negatively affected (Hessburg et al., 2019). According to Blau’s (2017) theory of social exchange, cronyism has a transactional dimension. In these transactions, acquaintances are privileged (Leung et al., 2008). In this regard, determining the effects of transaction cronyism on motivation is important for making a scientific contribution to the literature and generating

recommendations for managers in the field. Accordingly, the following hypothesis was developed:

H3: The “transaction” dimension of the cronyism perception in hotels has a negative effect on employee motivation.

Another dimension of cronyism is “recruitment and promotion.” Recruitment is defined as the ability of qualified people, institutions and organizations to choose each other at the right place and time according to their short and long-term needs (Breagh, 2008). In organizations, it is very important for the motivation of employees that recruitment processes are carried out fairly, considering the nature of the work conducted (Adams, 1963). On the other hand, the reasons stated in Blau’s (2017) social exchange theory prevent this situation, and privilege is accorded to those familiar with employee selection and recruitment. (Keleş et al., 2011, p. 11). If the recruitment processes are not carried out properly, they negatively affect the motivation of the employees (Adeola & Adebisi, 2016, p. 71). Promotion means recruiting employees to higher positions (Kinicki & Fugate, 2017). It provides employees with opportunities regarding personal development and social status, increases their responsibilities and enables them to work with a better salary (Neck et al., 2018; Robbins & Judge, 2013). Therefore, promotion is very important on employee motivation (Gathungu et al., 2015). If employees are motivated, they will be able to make better choices in their work, as their desires are satisfied (Haryono et al., 2020, p. 2108). On the other hand, when promotions are given, acquaintances receive acquaintances, as stated in Blau’s (2017) social change theory (Khatri et al., 2008, pp. 5–6). This negatively affects the motivation of employees (Moses, 1986). Within this context, determining the effects of recruitment and promotion cronyism on motivation is important for making a scientific contribution to the literature and suggesting recommendations to managers in the applied field. Accordingly, the following hypothesis was developed:

H4: The “recruitment and promotion” dimension of the cronyism perception in hotels has a negative effect on employee motivation.

Another dimension of cronyism is “wage.” Wage is an economic reward that employees earn for their efforts in the organization. Employees work to get paid (Eshun & Duah, 2011). The amount of the wage is very important in terms of employee motivation (Taylor & Taylor, 2011, p. 69). Organizations pay higher wages to retain their employees (Shierholz, 2014), which increases the motivation of employees to work (Conrad et al., 2002). In other words, in case of an extra increase in their wages, the employees make more of an effort in their work (Kim & Jang, 2019, p. 380). However, it is not enough to give

more money to motivate employees. Thus, a fair wage system must be established and the principle of equality must be observed (Lam et al., 2002, p. 1). This is because, as stated in the equality theory, if the employees think they are being treated unfairly when they compare the work they do and the wages they earn with those of others they lose their motivation to work (Kim & Jang, 2019, p. 380). However, due to the reasons stated in Blau's (2017) social exchange theory, privileges are granted to those who are familiar with employee wages (Martins, 2010). This negatively effects the motivation of the employees. In this regard, determining the effects of wage cronyism on motivation is important in terms of making a scientific contribution to the literature and generating recommendations for managers in the applied field. Accordingly, the following hypothesis was developed:

H5: The "wage" dimension of the cronyism perception in hotels has a negative effect on employee motivation.

Methodology

Survey instrument

In this study, the cronyism perception levels of hotel employees were determined and the effects of cronyism on employee motivation were investigated. In this regard, the survey technique was preferred. The applied questionnaire consisted of two basic scales, one of which was comprised of 21 statements used to measure the cronyism perceptions of the employees, and the other of which was comprised of 15 statements used to measure the motivation of the employees. The first part of the questionnaire consisted of statements related to employees' perceptions of cronyism, while the second part was comprised of statements regarding their motivation levels. These statements were scored on a 5-point Likert scale as "strongly disagree," "disagree," "moderately agree," "agree" and "strongly agree." The third part of the questionnaire consisted of questions used to determine the demographic characteristics and job information of the employees.

When creating the cronyism scale for the first part of the questionnaire, relevant studies in the literature were examined and the most suitable scale was determined for this study. As a result, the scale developed by Ford and McLaughlin (1985), Abdalla et al. (1998), and Araslı and Tümer (2008) was adapted to cronyism due to the fact that numerous studies in the literature incorporate these scales and their derivatives. Büte and Tekarslan (2010) translated these scales into Turkish and adapted them for use in their own studies. Transaction, recruitment and promotion dimensions in the scale are extremely important in determining perceptions of cronyism by hotel employees. Khatri

and Tsang (2003), some of the leading names in the literature for the concept of cronyism, evaluated cronyism in terms of particularism and paternalism. Chandler (2012), Demaj (2012), Nadeem et al. (2015), and Keleş et al. (2010), and Shabbir and Siddique (2017) all evaluated cronyism under a narrow scope and a single dimension in their studies. For this reason, the scale developed by Büte and Tekarslan (2010) and adapted from nepotism to cronyism was employed in this study. In addition to these three dimensions, the wage cronyism dimension was added when creating the cronyism scale. The propositions regarding this dimension were adapted from the studies of İyişleroğlu (2006). The scale consisting of 21 statements was comprised of three dimensions, not four, as a result of collecting recruitment and promotion under one dimension. The motivation scale in the second part of the questionnaire consisted of internal and external motivation statements developed by Mottaz (1985), Lindner (1998), and Hancer and George (2003), which was adapted by Koyuncuoğlu (2016).

Data collection and sampling

The study population consisted of the employees working in resort and city hotels in Turkey. Within this context, the cities of İstanbul and Antalya were determined as the application areas of the study. The main reason for this was that İstanbul is at the forefront in terms of city hotel management, while Antalya is at the forefront in terms of resort hotel management. The fact that all hotel employees and managers in the İstanbul and Antalya hotels could not be reached due to time and economic reasons during the field study caused the sampling method to be selected. As a result, the convenience sampling technique was preferred in the study. With this technique, data are collected from the main population in the easiest, fastest and most economical way (Aaker et al., 2007, p. 394; Malhotra, 2004, p. 321; Zikmund, 1997, p. 428).

The data were collected between 10 July 2019 and 10 November 2019. Accordingly, a total of 993 employees were reached, which was determined as a sufficient number of samples to represent the population. This was because applying the number of statements in the questionnaire at least 10 times is sufficient to achieve the reliability of the scale (Hair et al., 1998; Kerlinger, 1978; Kline, 2011). The number 210, which is 10 times the 21 statements of the cronyism scale, and the number 150, which is 10 times the 15 statements of the motivation scale, were exceeded. On the other hand, the reliability was tried to be increased by exceeding 384 samples (Sekaran, 2003, p. 294), which had the power to represent the unlimited population.

Data analysis

Data were collected from the resort and city hotels using the survey technique. A total of 1000 participants were reached. Six hundred of the data were

obtained by interviewers, while 400 were obtained by the researchers through face to face, drop-collect and online survey techniques. A total of 993 questionnaire were analyzed. The suggestions of Hair et al. (2014) were taken into consideration in determining the inappropriate questionnaire. The questionnaire of employees who did not answer more than 15% of the statements were not evaluated. In addition, the questionnaires of those who selected only one option in the whole questionnaire were not analyzed. Accordingly, four employees were excluded from the analysis as they did not fill more than 15% of the statements and three were excluded as they answered as “straight lines.” The data obtained were analyzed using the SPSS 22 statistical package program. The kurtosis and skewness values were checked to determine whether the data was normally distributed. According to Kline (2011), the normality assumption is provided if the skewness value is between 0.166 and 0.653 and the kurtosis value is between -1.067 and -0.316 .

Due to the normal distribution of the data, parametric tests were preferred in the study and multivariate regression analysis was used to determine the effect of the independent variable on the dependent variable. The t-test was used to determine whether the dimensions of the cronyism specified as a result of the factor analysis caused a significant difference in employees working in resort and city hotels. Multivariate regression analysis was used to measure the effect of employee cronyism scale dimensions on motivation. As a result of this analysis, the effects of cronyism and its dimensions on motivation were determined as a percentage. On the other hand, dummy variable analysis was utilized to evaluate whether there was a statistically significant variation in the effect of cronyism on motivation according to hotel location. The dummy variable is a widely preferred method for determining whether the presence of variables that are not included in the model but are thought to be effective will affect the research results (Skrivanek, 2009).

Validity and reliability

An exploratory factor analysis was conducted to determine the structural validity of the cronyism and motivation scales. The results of the analysis are included in Appendix 1. Exploratory factor analysis is performed to specify whether the indicators collected under a certain factor are indicators of the institutional structure (Green et al., 1997). Principal component analysis (PCA), a factor analysis method, and varimax, an orthogonal rotation type, were preferred for rotation. In order to determine the suitability of the scales for factor analysis, the Kaiser Meyer Olkin (KMO) value was checked and Bartlett test was performed. The KMO value of the cronyism scale was 0.965, and the KMO value of the motivation scale was 0.959. These values were determined to be perfect for factor analysis (Sharma, 1996, p. 116). According to the Bartlett test result, the cronyism scale and motivation scale were suitable

for factor analysis with $\chi^2 = 22051.658$, $p < .05$ and $X^2 = 13962.280$, $p < .05$, respectively (Zwick & Velicer, 1986). The factor loadings for both scales were found to be above 0.50, which is considered quite good according to Hair et al. (1998, p. 385).

A reliability test, namely Cronbach’s alpha, was conducted to determine the internal consistency of the scales. The Cronbach’s alpha value shows the total reliability level of the questions under the factor. According to Nunnally (1978) and Kline (2011, p. 69), scales are considered to be reliable when this value is 0.70 and above. As the Cronbach alpha values of all dimensions that made up both scales were above 0.70, it can be said that the scales were reliable.

Findings and discussion

Demographic characteristics and job information of the participants

The demographic characteristics and job information of the participants are given in Table 1. Accordingly, 70.5% of the participants were male. The majority of the participants (39.3%) were between the ages of 18 and 25 years. 64.1% of the participants were single and 64.5% of them were university graduates. Moreover, it was determined that 35% of the participants worked in the front office department. 66.4% of the hotels were city hotels, while 33.6% were resort hotels.

Table 1. Demographic characteristics and job information of the participants.

		n	%	Cumulative Percent
Gender	Female	293	29.5	29.5
	Male	700	70.5	100
	Total	993	100	
Age	18–25 years	390	39.3	39.3
	26–35 years	357	36	75.2
	36–45 years	181	18.2	93.5
	46–55 years	57	5.7	99.2
	56 and above	8	0.8	100
	Total	993	100	
Marital Status	Married	356	35.9	35.9
	Single	637	64.1	100
	Total	993	100	
Educational Status	Secondary school graduate	102	10.2	10.2
	High school graduate	246	24.8	35
	University graduate	640	64.5	99.5
	Missing Value	5	0.5	100
	Total	993	100	
Department	Front Office	348	35	35
	Housekeeping	94	9.5	44.5
	Food & Beverage	212	21.3	65.8
	Kitchen	90	9.1	74.9
	Other	246	24.8	99.7
	Missing Value	3	0.3	100
	Total	993	100	
Hotel Location Type	City Hotel	334	33.6	33.6
	Resort Hotel	659	66.4	100
	Total	993	100	

Comparative tests

A t-test was conducted to determine whether the dimensions of the cronyism scale differed according to the resort and city hotel employees. The result of the t-test are presented in Table 2. Accordingly, a statistically significant difference was determined between the employees of resort and city hotels in terms of the “transaction,” “recruitment and promotion” and “wage” dimensions. It was found that employees working in city hotels had a lower perception of cronyism in terms of all dimensions.

In addition, a statistically significant difference was determined between the employees of resort and city hotels in terms of general cronyism perception and motivation perceptions. The general cronyism perception average of resort hotel employees was 3.1851, while this average was 2.5258 for city hotels employees. Therefore, it can be said that the general cronyism perception in resort hotels was higher than in city hotels. There was a statistically significant difference between the employees of resort and city hotels in terms of the general motivation perception. The general motivation perception average of resort hotel employees was 3.2341, while this average was 3.5293 for city hotel employees. Accordingly, the general motivation perception in resort hotels was found to be relatively lower than in city hotels.

In this study, differences between the employees of resort hotel and the city hotel in terms of general cronyism, all dimensions of cronyism and motivation were determined. This is because the jobs in resort hotels are of a more flexible structure and the degree of specialization of the employees in their jobs is relatively less important to city hotels (Saraç & Batman, 2021, p. 84). In addition, as resort hotels operate on a seasonal basis, they only carry out their operations for approximately half of the year. The periodic activity of a hotel causes differences in recruitment, promotion, organization transaction and wage. In the emergence of this differentiation, recruitment or promotion cannot be made depending on the familiarity relationship, as the work done in city hotels is relatively more qualified and this causes the perception of cronyism to decrease. In addition, the fact that city hotels have a more institutional structure and offer uninterrupted working opportunity causes managers to behave more meticulously despite cronyism applications. In resort hotels, when the season comes to an end and the new season begins, previous employees may be more given priority in transactions due to their

Table 2. Comparison of the resort and city hotel groups with the cronyism scale dimensions.

	Hotel Location Type	n	Mean	p
Transaction	Resort Hotel	334	3.3312	0.000
	City Hotel	659	2.5285	
Recruitment and Promotion	Resort Hotel	334	3.3015	0.000
	City Hotel	659	2.6155	
Wage	Resort Hotel	334	2.4072	0.014
	City Hotel	659	2.2195	

knowledge of both recruitment, promotion and the job. However, these employees may rarely start working for different wages.

According to these results, H1a (The perception of transaction cronyism in resort hotels is statistically higher than in city hotels.), H1b (The perception of recruitment and promotion cronyism in resort hotels is statistically higher than in city hotels.) and H1c (The perception of wage cronyism in resort hotels is statistically higher than in city hotels.) were all accepted.

Dummy variable analysis

The ANOVA test was initially performed to measure whether the effect of employees’ perception of cronyism on motivation shows a statistically significant difference compared to resort and city hotels. ANOVA’s significance values reveal whether this analysis has a catalytic feature. In other words, in order to obtain valid and accurate results from the dummy variable analysis, the ANOVA test should indicate a statistically significant difference between both models

As shown in Table 3, the significance value (0.000) for both models meets the necessary criteria for applying the results of dummy variable analysis. In the dummy variable analysis conducted in this direction, the results of which are given in Table 3, with regards to the change in sig. F, the significance value of the second model (0.108) indicates no significant difference between the two models. For this reason, the effect of employees’ perception of cronyism on their motivation does not differ between resort and city hotels. In other words, the motivation of employees in resort and city hotels against cronyist practices is equally affected so that there is no statistical difference. This is due to the characteristic features of cronyist practices and motivation. The contrast of cronyism (Khatri & Tsang, 2003), a characteristic feature of injustice and inequality, and motivation, based on equality and justice (Kim & Jang, 2019), causes this effect to remain the same in distinct locations and to be equally experienced under all circumstances. According to this result, the hypothesis H2 (The effect of general cronyism perception on employee motivation in resort hotels is statistically higher than in city hotels) was rejected.

Table 3. Dummy variable analysis.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	231,611	2	115,806	170,553	,000 ^b
	Residual	672,210	990	0,679		
	Total	903,821	992			
2	Regression	233,366	3	77,789	114,747	,000 ^c
	Residual	670,456	989	0,678		
	Total	903,821	992			
Model	R	R ²	AdjustedR ²	Standard Error	F Change	Sig.F Change
1	,506a	0,256	0,255	0,82401	170,553	0,000
2	,508b	0,258	0,256	0,82335	2,588	0,108

Results of the measurement model

The results of the regression analysis are given in Table 4. In this analysis, which was carried out to examine the level of explanation of the independent variable, namely cronyism perception, and the dependent variable, namely employee motivation, it was found that there was a 25.4% effect when the adjusted R² value was examined. In addition, as the Durbin Watson (DW) coefficient was close to 2, there was no autocorrelation problem in the model (Fox, 1997). The 25.4% change in employee motivation was due to the perception of employee cronyism.

In Table 4, individual significance tests for measuring the effects of cronyism dimensions on motivation are also included. According to this test, the beta value (−0.216) of the process dimension, the beta value (−0.243) of the recruitment and promotion dimension and the beta value (−0.097) of the wage dimension affected the motivation significantly and negatively. In addition, as VIF <10, there was no multicollinearity problem between the independent variables (Saldkind, 2007). The result obtained according to the model created is given below.

$$Y' = 4.726 + (-0.177) * \text{Transaction} + (-0.213) * \text{Recruitment and Promotion} + (-0.086) * \text{Wage}$$

According to the multivariate regression analysis results, the negative effect of the transaction dimension of cronyism on motivation was 17.7%. In this context, a unit increase in the transaction dimension of cronyism caused a 17.7% decrease in the motivation perception levels of the employees. The negative effects of cronyism in transaction on motivation have also been reported in the literature. Koys and DeCotiis (1991, p. 273) argued that for employee motivation, intra-organizational applications should be carried out on the basis of equality, not arbitrariness. Beugre (2002, p. 1093), on the other hand, stated that managerial activities should be performed on the basis of objectivity among employees in internal transactions.

The negative effect of the recruitment and promotion dimension on motivation was 21.3%. A unit increase in the recruitment and promotion dimension of cronyism caused a decrease of 21.3% in the motivation perception

Table 4. Multivariate regression analysis results.

Model	R	R ²	AdjustedR ²	Standard Error of Estimate	F Change	Sig. F Change	Durbin Watson (DW)			
1	.506 ^a	0.256	0.254	0.82431	113.713	.000	1.735			
				Unstandardized Coefficients		Standardized Coefficients		Linearity Statistics		
Independent Variables				B	Std. Error	Beta	t	p	HP	VIF
Constant				4.726	.075		62.693	0.000		
Transaction				−0.177	.041	−0.216	−4.279	0.000	.295	3.391
Recruitment and Promotion				−0.213	.046	−0.243	−4.577	0.000	.268	3.738
Wage				−0.086	.031	−0.097	−2.754	0.000	.601	1.663

levels of the employees. The recruitment and promotion dimensions are included in the original scale of cronyism as two different dimensions. However, in the present study they were gathered under one dimension. The most important reason for this was that the statements under the recruitment and promotion dimensions were perceived at an equal level. According to the study of Saraç and Batman (2021, p. 83) although managers argue that there is no cronyism in recruitment practices and that references are necessary, there was no difference in terms of cronyism between recruitment and promotion according to employee perceptions in this study. On the other hand, there are studies reporting that perceptions of recruitment and promotion cronyism negatively affect employee motivation. Sariboğa (2017, p. 20) stated that favoritism practices were frequently encountered, particularly in employee recruitment. Schwarzwald et al. (1992, pp. 510–511) found that unfair promotion practices caused a decrease in motivation.

The negative effect of the wage dimension on motivation was found to be 8.6%. It can be said that a unit increase in the wage dimension of cronyism caused an 8.6% decrease on the motivation of the employees. According to Ponzo and Scoppa (2010), favoritism applications were observed in businesses that paid high salaries. Şenol (2010, pp. 64–65), on the other hand, stated that it was not low salaries that caused the motivation to decrease, but the fact that it is done by exhibiting a biased behavior without observing equality and justice.

According to these results, H3 (The “transaction” dimension of the cronyism perception in hotels has an effect on employee motivation), H4 (The “recruitment and promotion” dimension of the cronyism perception in hotels has an effect on employee motivation) and H5 (The hypotheses of the “wage” dimension of the cronyism perception in hotels has an effect on employee motivation) were all accepted.

Discussion and implications

Theoretical implications

Cronyism has become an important concept that is preferred in studies conducted on both public and private sectors. Many studies have been conducted on determining the effects of cronyism on employees and organizations (Coco & Lagravinese, 2014; Dobos, 2017; Ford et al., 2016; Khatri & Tsang, 2003; Salvato et al., 2012). The concept of cronyism has also been addressed in social, cultural and psychological fields (Begley et al., 2010; Ford et al., 2016; Johnson & Buckley, 2015; Khatri & Tsang, 2003). According to the literature review, there are more theoretical studies on cronyism than there are empirical studies. In empirical studies, the relationships between cronyism and job satisfaction (Chandler, 2012; Nadeem et al., 2015), organizational

commitment (Khatri & Tsang, 2003), organizational performance (Brick et al., 2006) and organizational trust (Demaj, 2012) have been determined. In the present study, the effects of cronyism on motivation were investigated and a contribution was made to the expansion of the literature.

This study concluded that cronyism negatively affects motivation. No other study has been found in the literature in which the effect of cronyism on motivation was determined. However, there are various studies that have measured the relationship of cronyism with other managerial activities. Accordingly, Khatri and Tsang (2003) reported that the subject of cronyism negatively affected job satisfaction, organizational commitment, work performance, and morale. Hoy and Tarter (2004) and Wong et al. (2006) determined that cronyism is closely related to organizational trust and justice. According to Turhan (2014), the perception of cronyism is an important predictor of trust in managers. In their studies, Nadeem et al. (2015) found that cronyism negatively affected job satisfaction. According to Shaheen et al. (2020), cronyism negatively affected the performance of the employees. Labor loyalty also undertook an intermediary role in this relationship.

According to the theory of equality (Adams & Freedman, 1976), the employees determine their reactions according to the behavior shown to them. They resort to negligent and deviant behavior in order to prevent injustice in case of nepotism in performance evaluation, award allocation and distribution of duties (Ahmad et al., 2018; Ambrose et al., 2002; Kelloway et al., 2010; Shaheen et al., 2017). This study attempted to address a gap in the literature by revealing whether employees are subjected to transaction, recruitment, promotion and wage cronyism, as well as the effects of these cronyism dimensions on motivation. Moreover, a model was developed to determine whether the effects of cronyism on motivation differ between resort and city hotels (Figure 1).

According to the results obtained from the research, perceptions of cronyism in hotels may be grouped under three dimensions: transaction, recruitment, promotion and wage. In other words, cronyist practices are encountered in hotel transactions, recruitment, promotion and wages in Turkey. It can be said that favoritism is a practice seen in more or less all countries worldwide, regardless of their level of development, including Turkey (Akalan, 2006). In Turkey, especially since the 1970s, cronyism plays a significant role in practices related to human resources such as recruitment, transaction and promotion in public offices or private enterprises (Büte, 2011, p. 388). Blau (2017) explained this significance attributed to cronyism in the social exchange theory as the reflection of informal relations between people in business life as a necessary component of human nature. Turkey, on the other hand, is a country with strong social ties, friendship relations are high and an emphasis on benevolence. For this

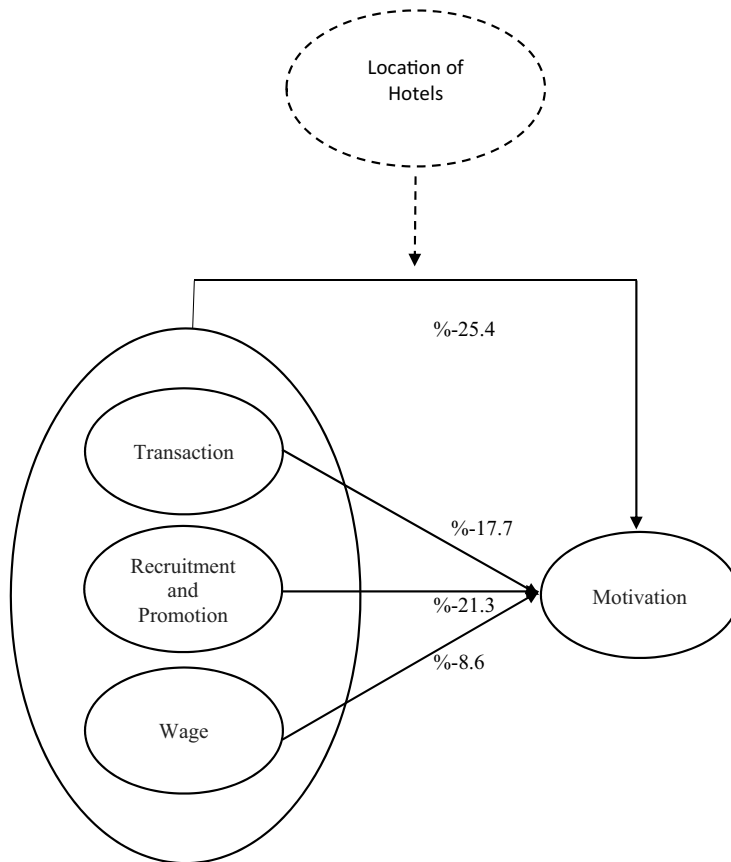


Figure 1. The effects of cronyism on employee motivation.

reason, the results of the research are in line with Blau's social exchange theory.

According to the research, general cronyism and all of the cronyism dimensions negatively affect employee motivation. Because, according to the theory of equality, the motivation of employees who are treated unfairly in the workplace is negatively affected (Beugre, 2002, p. 1093). Moreover, the effect of cronyism on motivation does not show a statistically significant difference between resort and city hotels. In other words, employees's motivation in both resort and city hotels are affected by the cronyist practices they are exposed to, at a level that does not show a statistically significant difference. As a result, motivation is affected more or less equally in all environments where there is injustice and inequality.

Practical implications

Cronyism is a clientelist practice that causes employees to behave negatively in organizations. Opposing managerial decisions, leaving work early, being late

for work, not coming to work, poor performance, destroying organizational ownership, and mistreatment of coworkers and subordinates are some of these negative behaviors (Mundia et al., 2017; Nafei, 2013; Shaheen et al., 2017). In addition, cronyism can damage the perception of justice of the employees and negatively affect their morale level (Khatri, 2011a). In this study, the effects of cronyism applications on employee motivation were discussed as motivation is a managerial activity related to equality and justice. When employees are not treated fairly and equally, less positive behavior and more negative and deviant behaviors are observed (Atta & Khan, 2016; Ferris et al., 2012; Fox et al., 2001; Resick et al., 2013; Soomro et al., 2020; Vigoda-Gadot & Kapun, 2005). This jeopardizes the future of the organizations.

The high performance that organizations need to survive in the globalizing business world can be achieved by the appropriate recruitment process (Adeola & Adebisi, 2016, p. 72) and by motivating the recruited employees (Shahzadi et al., 2014, p. 160). In order to motivate the employees, a peaceful work atmosphere, satisfying wages, promotion opportunities (Yang, 2008) should be presented and distributed equally (Hessburg et al., 2019; Kim & Jang, 2019). Otherwise, managerial efficiency in organizations suffers (Smutny et al., 2016). For this reason, it is very important to determine to what extent employee motivation is affected by cronyist practices.

The results that were obtained significantly guide the strategies that managers will follow in their managerial activities and contribute to the applied field. In addition, it was determined whether the perceptions of cronyism and motivation differed according to resort and city hotels, the reasons for the differences were explained, and a matrix that could guide the managers in the applied field was created (Figure 2).

Underneath the effort to create this matrix lies the idea that the causes and effects of cronyism will change in a cultural and organizational context (Hong, 2011; Khatri et al., 2006; Yang & Bei, 2009) as it is fed by institutional weakness (Burt, 1992; Krug & Hendrischke, 2001; Scott, 2002; Sherwood, 2007).

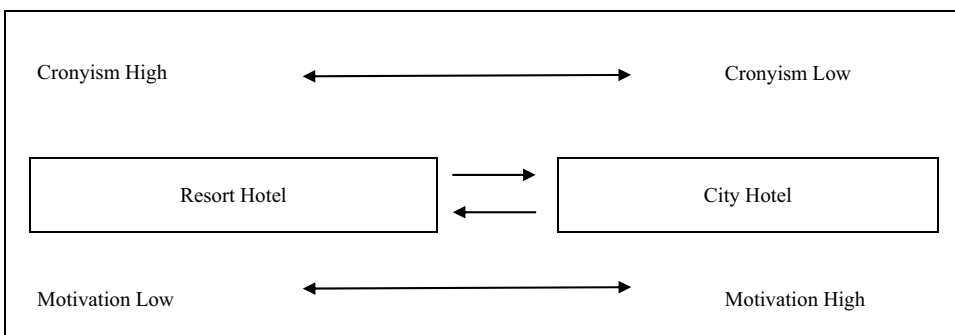


Figure 2. Cronyism-motivation matrix.

Moreover, with cronyism, it is also tried to overcome disadvantages caused by excessively loose or overly restrictive rules (Caiden et al., 2001). In addition, resort hotels have a weaker corporate structure compared city hotels (Saraç & Batman, 2021, p. 84). Henceforth, when the results were examined, it was determined that motivation decreased, while cronyism increased gradually from city hotels to resort hotels. However, the effects of cronyism on motivation do not differ between resort and city hotels. Although the number of educated people in hotels in Turkey is increasing (Araslı et al., 2016; Şenol, 2010), the majority of managers remain self-taught. This circumstance compels administrators to continue the practices that have developed into jurisprudence. The unanimous consensus on the importance of employee motivation prevents hotel businesses from receiving their fair share of aid from the global economy (Kingir et al., 2020, p. 458). This is because no behavior is exhibited by the managers to mitigate the effects of cronyism, which negatively affects motivation (Saraç & Batman, 2021). Although hotels have evolved into professionally managed businesses, managers behave in respect to their social relations, as Blau (2017) states in their social exchange theory, rather than displaying professional behavior in matters of transaction, recruitment, promotion and wage. The people whom the administrators show favor in this process are generally individuals who are loved and/or trusted by them, as well as those who share the same interests as them in their social lives. However, these individuals may not be suitable for the professional conduct of the business. Moreover, the motivation of other employees is negatively affected by this unjust practice (Keleş et al., 2011). This plays a critical role in the inability of hotels to succeed (Enquist et al., 2007).

In this research, it is implied that “employee motivation; It is a must for the success of the employees, managers and therefore the hotels.” Eliminating the factors that have a negative effect on motivation is a necessary first step in this direction. One of these factors is cronyism. According to this research, cronyism negatively affected motivation at a high rate of 25.4%. The transaction, recruitment, promotion and wage dimensions of cronyism all negatively affected motivation. Of these dimensions, recruitment and promotion is the dimension that had the most negative effect on motivation. The results on favoritism in Turkey found by Kahraman et al. (2011) and Sarıboğa (2017), are in line with the results of this research. According to our results, managers should exercise greater caution in the recruitment and promotion of employees. The perception of cronyism and all of its dimensions are greater in resort hotels, but the effects of cronyism on motivation is similar between resort and city hotels at a level that does not constitute a statistical difference. For this reason, the managers of both resort and city hotels should demonstrate the same sensitivity in minimizing the perception of cronyism.

Conclusion

In this study, the effect of cronyism perceptions in hotels on employee motivation was determined. As a result, it was found that the perception of cronyism was higher in resort hotels than in city hotels. On the other hand, it was concluded that employee motivation was higher in city hotels. The perception of cronyism was found to decrease from resort hotels to city hotels, while motivation increased. In the study, it was concluded that cronyism had a negative effect of 25% on motivation. The effects of cronyism on motivation do not differ between resort and city hotels. The cronyism scale dimensions were grouped under three dimensions: transaction, (recruitment and promotion) and wage. All of these dimensions were found to have negative effects on employee motivation. The most effective of these dimensions on motivation were determined as recruitment and promotion. When the statements in the recruitment dimension of cronyism were studied it was observed that the recruitment applications were conducted according to reference, however the employees evaluated the recruitment dimension like they did the promotion dimension as a cronyism activity. The cronyism dimension that affected motivation at the lowest level was wage. All dimensions of cronyism had a higher effect on employee motivation in resort hotels.

This study has some limitations due to time and financial constraints. The data obtained in this study, which aimed to investigate the effects of cronyism on employee motivation in Turkey, are limited to hotels in İstanbul and Antalya. Perceptions of cronyism and motivation may vary according to the demographic characteristics of the employees. For the purposes of this study, no mediator variable was identified for the demographic characteristics of the employees. Moreover, the effects of cronyism on employee motivation may differ according to whether the hotel is 3, 4 or 5 stars; nevertheless, the hotel's star rating was not used as an intermediary variable. On the other hand, the effects of cronyism on employee motivation were examined in relation to the locations of the hotels. However, the extent to which these effects vary according to the dimensions of cronyism was examined.

Limitation, recommendation and future directions

According to the results, it can be said that resort hotels should try to keep their attitudes toward the perception of cronyism at a minimum level. In case of a reference method recruitment, the current employee should be informed in detail about the content of the reference in order to prevent it from being perceived as cronyism. As cronyism is a reality of social life at a certain level, it is not possible to get rid of these activities completely. However, in order to reduce their effects on motivation, the arrangements to be made in transaction, recruitment, promotion and wage must be in accordance with certain

rules, shared openly and transparently with all employees and applied equally to everyone. In these arrangements, if flexibility must be shown according to an individual, it can be suggested that their reasons should be shared with the current employees.

It can be suggested that future studies on the relationship between cronyism and motivation should be carried out in different cities and hotels in different categories. Similarly, comparative research can be conducted between hotels and different sectors. The differences between private sector and state institutions can also be examined. The effects of cronyism and cronyism dimensions on employee motivation can be investigated, as well as whether these effects differ according to the hotels' star ratings. In addition, analyses can be conducted to determine whether perceptions of cronyism and motivation differ according to the demographic characteristics of the employees.

Disclosure statement

This study is created based on the doctoral thesis published by Saraç, Ö. (2020) titled "Effect of cronyism perception in hotels on motivation".

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Appendix. Exploratory factor analysis

Factors	Cronyism Scale Items	Factor Loadings	Explained Variance Rate	Cronbach's Alfa
Transaction	In this hotel, it is difficult to punish the managers' acquaintances.	.810	30.585	0.961
	In this hotel, it is quite difficult to dismiss the managers' acquaintances.	.809		
	In this hotel, employees who know the management are respected by other employees.	.798		
	In this hotel, employees who know the management make use of hotel resources more easily.	.781		
	In this hotel, authority and responsibility are transferred primarily to manager acquaintances.	.764		
	In this hotel, department supervisors privilege employees who they know in management.	.757		
	In this hotel, department managers are afraid of employees who have friendly relationships with top management.	.724		
	In this hotel, I would be afraid of people who know the managers.	.685		
Recruitment and Promotion	In this hotel, when managers' acquaintances apply for vacant positions they are immediately hired.	.804	30.039	0.955
	In this hotel, management's acquaintances have priority in recruitment staff.	.796		
	Hotel acquaintances do not have difficulty in the recruitment process.	.773		
	The reference of the people involved in the management of this hotel is very important.	.709		
	In this hotel, it is easier for manager acquaintances to be promoted.	.707		
	In this hotel, personal abilities are kept second in the promotion of employees.	.685		
	In this hotel, factors other than the qualifications required by the job are prioritized in employee promotions.	.671		
	In this hotel, only acquaintances of the business owner and managers are brought to certain positions.	.660		
	In this hotel, managers' acquaintances are prioritized in promoting employees.	.630		
	In getting promoted at this hotel, performance cannot prevent familiarity relationship.	.555		
Wage	There are familiarity relationships in wage policies in this company.	.839	14.908	0.856
	There is no fair wage policy in this business.	.806		
	In this hotel, a privileged wage policy is applied to employees who have acquaintances in the management.	.788		
			75.532	0.932

(Continued)

(Continued).

Factors	Motivation Scale Items	Factor Loadings	Explained Variance Rate	Cronbach's Alfa
Internal Motivation	This hotel offers equal participation to all employees in decisions that affect the business.	.856	41.539	0.956
	Equal opportunities are given to employees at this hotel.	.843		
	This hotel empowers employees to do their job well.	.839		
	This hotel encourages employees to do their best.	.789		
	In this hotel, employees' opinions regarding the business are given importance.	.776		
	This hotel provides necessary opportunities for employees to improve themselves.	.773		
	In this hotel, managers help employees improve their skills.	.746		
	In this hotel, new ideas presented by employees are taken into consideration and evaluated.	.694		
External Motivation	This hotel offers employees the opportunity to move independently.	.686	31.982	0.919
	Every good performance at this hotel is rewarded with the appropriate reward.	.837		
	Employees at this hotel are offered promotion opportunities.	.793		
	High performance employees in this hotel are rewarded with bonuses, incentives and premiums.	.789		
	Employees at this hotel have the opportunity to advance in their career.	.785		
	Career opportunities at this hotel are based on merit.	.733		
Employees of this hotel are paid fairly.	.666	73.522	0.960	