

**Impact of Nepotism on Turnover Intention and Service
Recovery Performance; The Case of Private Hospitals
in TRNC**

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ABSTRACT

Nepotism is actually an ethical problem in any organization where it is condoned. It has been shown that nepotism has a serious and negative implication where it is entrenched, This tends to destroy organizational harmony and motivation among the employee.

There is also a tendency for conflict when disharmony and dissatisfaction take hold in the organization. It found significant level of affective organizational commitment in our sample of study which tremendously reduced the negative impact of nepotism on job satisfaction in our sample. Hence, we established on the basis of our test result that nepotism does not really negatively affect organizational commitment in our sample.

Furthermore, the estimated model and test result confirmed the significance of employee's job satisfaction and its positive impact on service recovery in our sample of study. We however found a weak positive relationship between turnover intention and organizational commitment in our sample. The estimated result and test statistic revealed a weak association between job satisfaction and turnover intention on the basis of which we did not accept the hypothesis that Job satisfaction is positively correlated with turnover intention. On the other hand, it found a significant positive relationship between job stress and nepotism in our sample of study.

Keywords: nepotism, affective organizational commitment, job satisfaction, job stress, turnover intention

ÖZ

Kayırmacılık işletmelerin en büyük ahlaki sorunu olmuştur. Kayırmacılığın olduğu yerlerde ciddi şekilde olumsuz etkileri tespit edilmiştir. Bu ise mevcut olan harmoniyi ve çalışanların motivasyonunu bozmaktadır. Bunun yanında işletmede uyumsuzluk ve memnuniyetsizliğe de neden olabilmektedir.

Çalışmamızda kayırmacılığın örgütsel bağlılığı olumsuz etkilediği yönünde yeterli kanıt bulunamamıştır. Tahmini model ve test sonuçları da çalışan tatmininin müşterinin hizmeti tekrar satın almasını olumlu etkilediğini tespit etmiştir. Çalışmamızın bir bulgusu da işten ayrılma niyeti ve örgütsel bağlılık arasında zayıf bir ilişkinin olmasıdır. Diğer yandan iş tatmini ile işten ayrılma niyeti arasında da örneğimizde zayıf bir ilişki olduğu tespit edilmiştir.

Anahtar kelimeler: kayırmacılık, örgütsel sadakat, iş tatmini, işten ayrılma niyeti

This study is dedicated to my
beloved father and my mother
for their endless love, kindness and support.

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Chapter 1

INTRODUCTION

1.1 Aim of the Study

This thesis seeks to examine the impact of nepotism on turnover intention and service recovery performance using sample study from private hospital in TRNC. Specifically, it will measure the effect of nepotism on the healthcare personnel in the private hospital in TRNC. This will be assessed in terms of its impact directly or indirectly on the intention to quit and service recovery performance.

Researches has sought to resolve critical question on the impact of nepotism is an organization in terms of its perceived cost and benefit it relation with turnover and its impact on the organization employee's morale, loyalty, satisfaction, and service orientation in the organization. It is generally believed that nepotism connotes discriminatory practices in an organization which negatively impact organizational efficiency possibly resulting in high turnover intention among its employees, Practices in the workplace. Thus, there is evidence in literature that nepotism can impact negatively on job satisfaction and employee productivity increasing turnover intentions (Hayajenh et.al, 1994: Arasli and Tumer, 2008: Xiaobing, 2010). Furthermore, evidence exist that turnover intention becomes adverse in an organization where nepotism is

deeply entrenched. Hence it is crucial for an organization to have a culture which promotes organizational efficiency and reduces tendencies for discriminatory practices in the workplace.

An organization's service recovery effort is also very crucial and important. MaSdEk et al. (2011) shows that service recovery is a vital aspect of employee performance and it becomes imperative, timely and necessary to explore the possible antecedents revolving around the working environment in an organization that might affect the performance of employees. Babakus et al., (2003) regards this as an employee perception of their own abilities and actions to resolve a service failure to the satisfaction of the customer.

MaSdEk et al., (2011) noted that employees' service recovery performance are associated with several variables namely perceived managerial attitudes and perceived work factors. With the foregoing point in mind, this thesis seeks to critically examine the significance of service recovery efforts following the breakdown of service due to adverse turnover intention in the organization.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

Explaining the impact of nepotism on turnover intention and service recovery performance remains one of the fundamental questions in human resource management and has generated quite a large volume of empirical research. However, nepotism in the health care service industry has been least studied until recently. Nepotism is regarded as an unprofessional and an unethical practice with detrimental effect on job satisfaction and the achievement of organizational goals (Arasli and Tumer, 2008).

The term nepotism has its root in the medieval Catholic Church and is thought to be widely connected to cronyism and favoritism. Nepotism has to do with a wide range of practices relating to favoritism. In this sense, it implies to hire and engage a non-qualified or less qualified family member as a result of on the family union.

The word nepotism originates from the Latin word for "*nephew*", relating especially to the "nephews" of the prelates in medieval times. While generally the behavior and attitudes toward nepotism vary according to cultural background, nepotism is a very sensitive issue in human resource management and has a significant negative impact. Nepotism is seen as unethical because of its clash with traditional core values of self-reliance and fairness in an organization.

It is also connected with discrimination and other pragmatic issues in an organization. There has been substantial concerns regarding the possibilities of an employers who might has suffered certain form of bias in terms of preferences for hiring and nepotism to survive in organization ethical issues notwithstanding. Four layers of anti-nepotism rules are mentioned in literature. This implies that an organization can make and implement certain policy that makes it forbidden to engage a current employee's relative in any department or unit in such organizations.

Nepotism thus connotes preference for employment for relatives. For example in some countries, it may be the case or a common practice to find the engagement of a father and son, uncle and nephew, brother and sister, and even a husband and wife in same department or establishment.

According to Prokosch (2001) the word “nepotism” to business sector originally means to the hire business owner relative. The scope of concept has been extended to refer to blood relation. Nepotism in some sense is also defined as the transfer of management between generations (Scoppa, 2009) in (Keleş et.al, 2011).

Fershtman et.al (2005) applied the anonymity rule to study the impact of discrimination and nepotism. They regard discrimination as any form of discrimination between. Combating nepotism related discrimination may be difficult for an organization. Fershtman et.al (2006) explains discriminatory behavior as “*stereotyping and discriminatory preferences*”. Group stereotyping relates to common believe in a group about a shared feature held by another group which is thought to influence the group

behavior or abilities. When such believe is held in any organization, the employees' in that organizations are discriminated against because of their "*ethnicity or race*" rather than by emotional feeling of hatred or its opposite. In this case a discriminatory tendency in the organization is not the result of discriminatory preferences.

A second scenario which may arise in an organization regarding the nepotism may be in the form of discriminatory preference. Becker (1957) regards such as the result of emotional feelings of like or hate.

Nepotism affects the quality of human resource in an organization as candidates are hired due to their affiliations family ties rather than their requisite skill. A situation may arise in which the potential recruits do not well suit the job specification like the other candidates are appropriately qualified

The above scenario places a negative and unproductive cost on the existing employees in the organization and impedes organizational justice, motivation and harmony. In a situation of this above case, the implication results in a higher rate of turnover on the part of productive employees. Thus a related view is that nepotism will leads to discriminatory practices in an organization which negatively impact organizational efficiency leading to a high turnover intention among the employees in such an organization (Keleş et.al, 2011).

Thus it is generally agreed that nepotism has become an important subject matter as large corporations and organizations become more concerned with ethical issues.

From the foregoing, most empirical researches recognize that hiring or even promoting an employee in an organization for any other reasons other than simply such an employee connection either of kinship, blood affiliate, family ties, friendship etc. amount to nepotism in such an organization.

According to Özler et al., (2007) in Ozler and Buyukarslan (2011) in spite of the nature of nepotism in an organization like its tendencies in every culture, rules, traditions, symbols and naturally practices differ.

Researches have sought to answer critical questions such as whether nepotism has a positive or negative benefit for an organization, its relation with turnover and its general impact on the organization employee's morale, loyalty, satisfaction, and the ability of the organization to service their customers.

2.2 Empirical Studies on the Impact of Nepotism on Turnover

Intension

Ozler and Buyukarslan (2011) citing from (Aktan, 2001) maintained that it has been argued that nepotism is mostly seen in the societies in which traditional ties and relations are strong.

Some other researches further indicate the prevalence of nepotism in large firms where the tendency to engage relatives as employees is prevalent. An alternative view is also presented in literature. Some researchers have maintained that since nepotism has a natural, psychological and also normative connotation in terms of behavior, an effective measure is required to manage effectively and ethically (Ozler and Buyukarslan, 2011). History shows that family ties and kinship have always existed. There has always been a

close consideration of next of kin in business management particularly at a micro level. In general, nepotism indicates the granting of favor to a family member who is either a nephew or close relative. It is simply patronage bestowed on the basis of family relationship (Hayajenh et.al 1994). Hayajenh et.al argued that nepotism put enormous pressure on the '*nepot*'. Nepotism can also result to the problem of infighting among the '*nepot*' which may be in conflict with achieving the set goals of an organization.

Researches have shown that nepotism can impact negatively on job satisfaction and employee productivity increasing turnover intentions (Hayajenh et.al, 1994; Arasli and Tumer, 2008; Xiaobing, 2010). For example most researchers generally hold the view that job satisfaction and turnover intention have an inverse relationship (Dicker et al., 1996; Lee et al., 1999; Trevor, 2001; DeConinck and Stilwell, 2004) in Xiaobing (2010). However, Xiaoping (2010) opines the opposite opinion also exists.

Many empirical researches report positive association between nepotism and turnover intentions.

For the purpose of this thesis, turnover intention relates to staff turnover rate. That is, the rate at which the staff of organization losses their jobs with the organization. One way to describe the turnover intention in an organization is to ask; 'how many years did an employee spend with a previous organization or simply put what is the rate of traffic through the revolving door of the organization'.

Empirical research shows that various factors contribute to turnover intention rate in an organization such job stress and job satisfaction, organizational commitments, poor incentive system, organizational vices like nepotism, favoritism and cronyism, poor organizational environment intentions (Hayajenh, et.al 1994: Arasli and Tumer, 2008: Xiaobing,2010: Shamsuzzoha and Shumon,). According to LeCrone (2006) turnover is often undesirable and unproductive.

Researches indicate that turnover intention becomes adverse in an organization where nepotism is deeply entrenched. For e.g. Gill Corkkindale, an online writer for Harvard Business explain her experience in a typical workplace involving nepotism at a newspaper she had worked for in the past.

‘A young inexperienced man was hired by her organization and she spent lot of time helping him to adjust to his new role with the organization. After a while, surprisingly the young man was promoted to become her boss. She then learnt that young fellow was actually her editor’s nephew. Corkinda simply ended leaving her job’.

Thus, there is a high cost associated with turnover intentions in an organization (MaSdEk et.al, 2011).

2.3 Empirical Survey: Organizational Commitment and Job

Satisfaction

Research indicates shows nepotism impact negatively on organizational commitment which increase turnover intention rate (Hayajenh et.al, 1994). There is no universally accepted definition for the term commitment. The link between nepotism and commitment in an organization is pervasive.

Nepotism affect the employee's commitment to their organization where the favor is been bestowed on '*nepots*' in the organization regardless of their contribution to the organizational goals. Research has shown that committed employees perform effectively in an organization and opposite hold the '*not committed employees*'. The implication is that employees that display high level of commitment are those that are willing to remain in organization advancing its goals and are unwilling to leave. Thus, employee retention is seen to be highest with all forms of commitment Nehmeh (2009). This shows the nexus in the extent of commitment and turnover in an organization. Thus, Organizational commitment focuses on the level of an employee's connection with to his or her organization.

Organizational commitment in the context of the impact of nepotism on turnover is imperative because employees that are highly committed to their organizations are unlikely to quit their jobs with their organization.

Some empirical research's reports a negative and significant association between organizational commitment and turnover intentions (Shore and Martin, 1989). Shore and Martin (1989) also reported other empirical researches that found positive association between overall job satisfaction and turnover intentions on the one hand and a positive relation between turnover intention and satisfaction with work itself on the other hand. A point to note here is that nepotism impact negatively on job satisfaction which lead to higher turnover intention in an organization. Thus from the foregoing it would then appear that work or job satisfaction and organizational commitment are correlated with turnover intentions. However, some empirical research indicates that in term of stability,

job satisfaction more affected by some transitional events and is less stable than commitment (Paulin, Ferguson and Bergeron, 2006)

A survey of empirical literature on commitment in an organization and job satisfaction showed that the Meyer and Allen three-component model of commitment dominates organizational commitment research (Jaros, 2007). Meyer and Allen (1984) initially proposed the affective and continuance commitment, with affective commitment “denoting an emotional attachment to, identification with, and involvement in the organization and continuance commitment denoting the perceived costs associated with leaving the organization”. Allen and Meyer (1990) suggested a third distinguishable component of commitment, normative commitment, which “reflects a perceived obligation to remain in the organization”. Organizational commitment may also be seen as the relative strength of a person’s identification with and involvement in an organization. This view is in agreement with Allen and Meyer’s (1990) concept of affective organizational commitment, which is consider in terms of the strength of the connection of an employee emotionally to their organization.

Job satisfaction on the other hand is seen as ‘the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values (Ashill et.al, 2008).

2.4 Empirical Survey on Service Recovery Literature

The organized service sector has been argued to be of utmost importance in terms of its revenue generating efforts (Arasli and Tumer, 2008). The very complex and challenging

nature of the service industry stems from their common distinguishable feature. In many developed western countries, the provision of healthcare services is important. Whether provided in a private or public sector context, a better understanding and appreciation of conditions in the work environment that propel the delivery of high service-quality and deliver customer satisfaction is both key and valuable to healthcare managers (Scotti et al., 2007) in Rod, and Ashill, (2010). Given the acknowledged merits of improve service delivery; there has been a large body or researches on the subject matter.

Rod and Ashill (2010) examined the commitment of management to service efficiency with a focus on employees in hospitals. Their study is acknowledged first in such area of research. However, not much research has focus on the impact of nepotism on turnover and service recovery performance in the health care service sector. Gronroos (1988) noted that the central issue of service recovery relates to handling service failure complaints. Singh (1991) argued that collision in customer service delivery may result from the outcome of specific service characteristics. David (1994) further argued that the failure of service delivery can vary in intensity which threatens organizational overall goals. This is particularly the case when such service failure resulting from poor service delivery is severe. Bitner et.al (1990) and Martins (1993), argued in terms of the overall effort in handling a failure of quality service delivery recovery performance. An organization service recovery effort is likely to be very salient to their clients as a result of the increased attention and evaluation regarding service failure. From the fore going, one way to promote increased service delivery is through a committed, loyal and dedicated employee base. Researches indicate that employees may show dissatisfaction with their overall working environment either due to nepotism or other generally poor

job environment or climate. The result is likely to lead to increased turnover intentions and breakdown in efficient service delivery particular when those quitting from the organization are highly performing staff of the organization. Thus, an ineffective effort toward an improved overall job climate and the non-chalet attitude in an organization in addressing '*nepotism tendencies*' results in high turnover intentions and to some considerable extent, service failures.

In addressing the issue of service recovery, Tax, et al (1998) stresses the needs to instill the right working environment for employees since they are at the heart of effective service recovery efforts (Tax, et al., 1998). It becomes imperative to gain insights into improving employee performance (MaSdEk et.al, 2011). Furthermore, MaSdEk et.al, (2011) argued that as service recovery is a vital aspect of employee performance ,it becomes important, timely and necessary to explore the possible antecedents revolving around the working environment in an organization that might affect employee's service recovery performance.

In examining the impact of successful service recovery performance, (Maxham, 2001) in MaSdEk et.al, (2011) regard the failure in service delivery in terms of services breakdown as regarded by customers, that happens as a result of transaction with the firm .When the organization chose to ignore the service failure, they stand the sure risk of pushing away their clients.

Service recovery performance is related to an employee perception about resolving a failure in service to the utmost satisfaction of their clients (Babakus et al., 2003). In

investigating customer behavior in the service industry, Keaveney's (1995) attributed the bulk of service swapping to core service failure (44%), next inline was service contact failures (34%). Hart, et al (1990) has opined that service failure requires a need for very diligent service recovery efforts by an organization. Literature shows that Service recovery effort occurs as a means remedy after a service failure is recorded. Thus, an effective recovery is imperative such that the expectations of clients met and satisfied or exceeded (black and Kelley, 2009). There are bodies of researches that indicate that an effective recovery in service leads to a '*service recovery paradox*'. A situation in which clients that has suffered service failure in the past by an organization perceive a post-recovery satisfaction levels in comparison to who have not encounter a service failure at all. It is essential for any organization to have a commitment to improvement in delivery of service good association with their clients while keeping the experienced employee positive incentives and a better job climate free of nepotism. A strong and positive service orientation culture is thus significant for a positive recovery effort in service delivery.

A positive-oriented organizational culture towards employees has a significant impact on organization service recovery efforts. Thus a positive employee service orientation should inform total organizational recognition of all the organizational wide orientation in terms of the quality service delivery and meeting the expectation of the clients.. This is necessary to sustain a strong client satisfaction orientation. Boshoff and Allen (2000) allude to the correlation between client-oriented organizational orientation and recovery in service delivery after the failure of service. While conversely, Lewis and Gabrielson (1998) indicated that employees in service organizations with a strong customer-oriented

culture feels a personal responsibility for delivering excellent service quality .Thus, Hoffman and Ingram (1992) argued to meet customer's expectations, the needs of the employees must be met.

Furthermore, in highlighting the significance of post recovery effort, Magnini and Ford (2004) stressed the need that training is effective towards employees' service performance and remain a strategic necessity. While Lytle and Timmerman, (2006) are of the view that a positive and supportive team environment can delivers a better and high quality services as part of a post recovery effort. MaSdEk et.al, (2011) correctly noted that employees' service recovery performance are associated with several variables under the headings of perceived managerial attitudes and perceived work factors. An essential criterion of service quality in a post recovery period centers on a positive link between employee compensation reward and service delivery performance on the one hand, service recovery trainings, perceived work climate and strategic post recovery efforts. The employee's motivation for optimal performance requires a combination of various job satisfactory experiences to stimulate high commitment levels the organization.

2.5 Empirical Studies on Job stress in an Organization

Empirical researches indicate that employees in organizations may experience a situation that triggers variation from their established pattern or functioning. This may be as a result of stress. These pattern of behavior results from any situation in which there are associated gains, opportunities, constraints and goal whose outcomes are

unknown (Schuler, 1980). Job stress also be seen as an external agent disrupting the normal functioning of the individual and thus causing strain (Srivastava, 2009)

Hence in the light of the above stress implies a variation from regular functioning caused by externalities in a person's remote environment (Parker and Cotiis, 1983).

Parker and Cotiis, (1983) maintained that this conceptual view of job stress is quit inclusive to the extent that it is not clear if a person recognizes such dysfunctionality. It is thus the view of the afore-mentioned researchers that the variation in a person's normal body functioning may likely be the result of stress and not the reverse. This means that the individual employee perceive this deviation to some extent and are with aware of them.

This realization according to Parker and Cotiis (1983) rests on the point of view that shift from the regular functioning is in the light of a person's own experience such that what may considered normal for one individual's function would likely be opposite for certain other individual.

Most empirical literature view work related stress in relations to its effects on an individual wellbeing, whether mentally, physically or emotionally. Work related may result also from a tensed situation or any occurrences that result so stress. Organizational job relate stress can also results from the mismatch between the demands of the organization or work related demand and an employee's ability perform the assign task.

Job stress has also been viewed as the reaction of the body to any non-specific task (Selye, 1976).

Several other definitions also exist in the literature. Clarke and Watson (1991) regarded job stress in terms of the response of a person to any non-external threat or imaginary or actual conditions either in a conscious or unconscious state of mind.

Job related stress has also been defined in terms of opportunity and constraint. In this regards Robbins (2001) referred to stress as a '*dynamic condition in which the individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important*'.

A survey of empirical literature shows that stress can be triggered via combination of 3 important variables relating to an individual environment, his organization, and personal experience (Matteson and Ivancevich 1999; Cook and Hunsaker, 2001).

Greenhaus and Beutell, (1985) posited job stress been known to induce by certain that organizational based factors in the workplace. These factors according to Von Onciul, (1996) are generally known as '*organizational stressors*' as they serve as the inducing agent for a multiplicity of stress reactions in any organization.

Azzizat et.al identified some five major sources of organizational stress namely conflict, blocked career, alienation, work overload, and unfavorable work environment. It can be

drawn from certain other empirical studies that such unfavorable conditions include the negative impact of nepotism in an organization.

From the empirical review of literature on nepotism, it is posited that when a person perceived to be unfairly treated for other factors not connected in any ways to superiority in the performance of their duties and work, such is regarded to be Nepotism. Nowadays, this subject matter is very much researched and considered important because of its negative impact on the employee's attitude and their commitment to their organizations. It may affect the levels of the employee's job satisfaction and their decision to remain with their organization.

A careful review of empirical literature on job stress further suggest that Role conflict has positive correlation with job stress (Foot and Venne, (1990); Thoits,(1995), Roberts et al; (1997). This implication is that when people are required to play a multitude a roles requirement which tend to conflict each with other, there are tendencies that this individuals are most likely to feel stressed. These are simply the product of conflicting role which create situations in terms of expected results that may be difficult to achieve.

A direct positive correlation between obstacle to career advancement and job Stress is also reported in empirical literature (Foot and Venne, 1990). In this regards stress may result a perceived lack of career opportunities or progress with an organization.

Furthermore stress may also arise due to alienation at the work place. Thoits (1995) report a positive relationship between alienation has a positive and job stress. Alienation

are triggered in a situation where an employee is meant to work alone. Thus a situation leading to the separation between an individual responsibility and those of other related contexts generate a behavioral state of apathy likely to result in a deep stress (Kanungo, 1981). According to Azzizat et.al this is the case for employees that have persevered for high social needs.

Similarly from the review of empirical literature, one may deduce that when an employee in an organization works without social support from his or her peers and supervisors, this may result to job stress upon such an employee (Mirovisky and Ross, 1986; Eugene, 1999)

Organizational job stress according to the literature surveyed is also linked to work load. Thus, Greenhaus et al. (1987) maintained that a heavy workload reduces an individual well-being leading to job stress.

Finally in an organization associated with unpleasant work climate, lack of privacy, nepotism, a lot rigorous work schedule work, and distractions results in very high stress levels on the employees in the organization (Miller and Ellis, 1990; Eugene, 1999).

2.6 Research Hypotheses

On the basis of our research question and the literature surveyed, the following sets of hypotheses are stated and form the fundamental basis of this thesis.

Hypothesis 1: Nepotism has a significant effect on Turn over intention

Hypothesis 2: Nepotism has a significant effect on employee job satisfaction

Hypothesis 3: Nepotism has a significant effect on organizational commitment

Hypothesis 4: Employees' job satisfaction will have a significant effect on service recovery performance.

Hypothesis 5: Organizational Commitment is correlated with Turnover intention

Hypothesis 6: Job satisfaction is correlated with turnover intention

Hypothesis 7: Job stress is correlated with Nepotism

The hypotheses are stated as null hypotheses and each will be tested against their alternate. The decision criteria of whether to accept or reject will be formed on the basis of the test result from our estimated models.

Chapter 3

METHODOLOGY

3.1 Introduction

This thesis is mainly quantitative and conceptual in nature base on empirical research and primary data analysis. The main focus of this chapter is to deal specifically with the various issues of our research design and methodology. A questionnaire Survey technique is adopted for this study on the basis of a primary data research. This matched with the interview where necessary. This survey design technique was considered appropriate as it facilitates the easy data collection and analysis.

For the purpose of this study, the study population comprises some selected private hospital in Famagusta, North Cyprus. The random sampling technique was employed to cover our study population. A well-tailored questionnaire of 60 in number was administered and all were completely filled and returned, hence no case of non-response was recorded. The trends of the questions are structured to provide answers to the research questions raised and to facilitate the testing of the research hypotheses. The questionnaire was divided into several sections to operationalize each of the construct. It is important to note that all constructs and measures developed for this thesis questionnaire instrument were as perceived our respondents.

This study proceeds on the basis of the null hypotheses that nepotism has a significant effect on turn over intention, nepotism has a significant effect on employee job satisfaction, and nepotism has a significant effect on organizational commitment. We will also be testing the null hypothesis that employees' job satisfaction will have a significant effect on an organizational service recovery performance and the hypothesis that organizational commitment is correlated with turnover intention.

Finally the hypothesis that job satisfaction is correlated with turnover intention and Job stress is correlated with Nepotism will both be tested separately. Hence, from our test results we will be to analyze the impact of nepotism on turnover intention and service recovery performance in the sample of our study.

Before running the main analyses, the questionnaire items were tested for its reliability and validity. The Cronbach's Alpha value was calculated to determine the reliability value in ensure that all constructs fell within the acceptable range.

We also utilize descriptive statistics techniques such as frequency distributions, measures of central tendency and variability measure base on our estimated result obtained from the use of the SPSS software.

3.2 Estimation Technique: SPSS

The SPSS from its originality is referred to as the Statistical Package for the Social Sciences. It was later modified to imply Statistical Product and Service Solutions. Its first version was developed by Bent and Hull (1968). It is the most widely used program,

for statistical analysis in social science and other related discipline. It is considered appropriate for market research and health research and is widely utilized by survey companies, government, education researchers, marketing organizations and others.

Our methodology is based on a multiple regression technique on the basis of which the test for each of the hypothesis proposed for this thesis will be performed. The term regression was first coined by Francis Galton. It is used to describe the study of the dependence of a variable on one or more other variables, the explanatory variable. This is with a view to estimate and if necessary predicts the average value of the dependent variable in term of the known or fixed value of the independent variable.

Form the estimation of our model; we would be reporting the correlation result (R), the correlation of determination (R^2), the adjusted R^2 , Standard Error of the Estimate, R^2 Change, F Change, and Significance F Change.

The correlation result, R is a measure of the strength and direction of the linear relationship between two variables which is defined in terms of the (sample) covariance of the variables divided by their (sample) standard deviations. The correlations of determination (R^2) and the adjusted R^2 are both measure of the goodness of fit of the regression equation. They give the proportion or percentage of the total variation in the dependent variable explained by the independent variable. The standard error of the estimate on the other hand is a measure of the accuracy of predictions of the estimated model. The significance F change coefficient provides additional information about the

significance of the estimated model. The significance F change value is the same as that of the ANOVA value from the ANOVA table.

The ANOVA test result shows that the model is valid. Where the ANOVA significance level is more than 0.05, the model will be considered to be invalid but where it is smaller, it is then considered valid. Which means the independent variable can explain the dependent variable.

Chapter 4

DATA PRESENTATION, ANALYSIS AND TEST

HYPOTHESIS

4.1 Introduction

This chapter is concerned with the presentation and analysis of the data obtained from our study respondents on the impact of Nepotism on turnover intention and service recovery performance; the case of private hospital in TRNC.

The questionnaires were administered to professional healthcare service personnel's in the selected private hospital in TRNC. A total of 60 (Sixty) questionnaires was administered for of which all were dully completed and returned. The questionnaire survey method was used in this study including a nepotism scale and an organizational commitment trust scale was employed to capture the impact of nepotism on turnover intention due to the negative impact of former on organization commitment. The questionnaire includes variables on demographic information, organizational commitment component measures, antecedent variables and correlate variables on the basis of Meyer et.al (2002).

The mean descriptive statistical analysis is utilized to estimate the average responses of our respondent while the strength and direction of association between the variable of our research questionnaire was estimated using correlation analysis. We also estimated

some structural equation model to test the validity of our research hypotheses and to note the impact of the dependent variables of our questionnaire with the independent variables.

For the purposes of this research, the individual healthcare personnel is the unit of our analysis as our focus is on the affective and behavioral consequences of Nepotism on turnover intention in the hospital and its impact on service recovery

The Hospital management of the private hospital selected for this study was informed of the motivation of the research survey and encouraged their personnel to participate. The Participants were assured of the confidentiality of their responses and where instructed to respond to the survey anonymously as they carried out their assigned duties and responsibilities.

4.2 North Cyprus Health Management Experience, an Overview

Health care facilities in North Cyprus (TRNC) generally have a high quality standard. It is equipped with the latest and 'state of the art' technologies and standard operating techniques. It is on record that bypasses surgery, heart and kidney transplant are easily undertaken in the North Cyprus hospitals.

Hospital emergency units are all staffed and emergency medical treatment at the accident and emergency units are open to international tourist. In addition private hospitals operates medical survive and care similar to those obtained other advanced western countries at a very affordable price. As noted by Doc. Arif Ertan Ersoy, head of a private hospital in Famagusta Magusa Yasam, clinical examination are done faster with no delays and is not time consuming.

Dentist and dental specialist are also easily accessible in across the country and there is compared to those of any modern and advanced economy. Pharmaceutical services are also easily accessed in North Cyprus without much stress. Prescription drugs are also widely available and equally affordable.

4.3 Hypotheses Testing

This is based on the estimated model of sample of study. The model is estimated on the basis of seven important variables which have been identified from the empirical literature surveyed as important in explaining the impact of turnover intention on job satisfaction in an organization and impact of service recovery performance.

These variables are commitment, job satisfaction, service recovery performance, job performance, and nepotism, intention to quit and job stress.

The result from the estimated model along with the hypotheses is presented below.

4.3.1 Hypothesis 1: Nepotism Has a Significant Effect on Turnover Intention

Table 1: model summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate			
					R^2 Change	F Change	Sig. F Change
1	,614	,377	,366	,48729	,377	35,073	,000

The analysis result for the first hypothesis indicates a positive relationship between nepotism and turnover intention. The strength of this association is significant at a 0.01 and nepotism account for about 37% variation of turnover in the model. Examining the ANOVA results, there is no problem regarding the significance of the explanatory power of the model i.e. $F=35.073$ and p value = 0.000 as shown in the table.

Table 2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,847	,356		5,185	,000
Nepotism	,572	,097	,614	5,922	,000

The parameters of the estimated regression model are all significant at the 1% significance level. The constant term is 1.847 with the nepotism coefficient as 0.572. This result depicts that, if there is a one unit increase in nepotism, there will be a 0.572 unit increase in turnover intention for our sample of study as shown in Table 2.

4.3.2. Hypothesis 2: Nepotism Has a Significant Effect on Employee Job Satisfaction

Table3: model summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
	,276	,076	,060	1,01789	,076	4,690	,035

The correlation analysis result for the second hypothesis indicates a very weak and negligible insignificant relationship between nepotism and employee job satisfaction. Our empirical survey justifies an appropriate negative relationship. This association is however insignificant at a 0.05 level and Looking at the ANOVA test value, we do not accept the hypothesis that nepotism has a significant effect on job satisfaction our sample of study.

Table 4: coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1,554	,768		2,023	,048
Nepotism	,455	,210	,276	2,166	,035

From the coefficient table, both estimated coefficients have a significant t value. However, we do not accept the stated hypothesis as a result of the insignificant ANOVA test result.

4.3.3 Hypothesis 3: Nepotism Has a Significant Effect on Organizational Commitment

Table 5: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
	,243 ^a	,059	,043	,78177	,059	3,649	,061

We expect an appropriate negative association between nepotism and organizational commitment as revealed in our empirical literature survey. Our sample result however indicates a negligible and weak association between the variables under consideration and nepotism only explains about 43% variations in the model.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,799	,572		4,897	,000
	nepo	,296	,155	,243	1,910	,061

From the estimated model, the coefficient of the constant term is significant but that of nepotism enters the model with a positive sign with insignificant t-value. This results of the ANOVA test value is also insignificant, hence we do not accept the stated hypothesis.

4.3.4 Hypothesis 4: Employees' Job Satisfaction Will Have a Significant Effect on Service Recovery Performance.

Table 7: model summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
	,634	,402	,391	,63107	,402	38,304	,000

The result of the fourth hypothesis indicates a positive correlation between job satisfaction and service recovery performance. The strength of this association is significant at a 0.01 and job satisfaction account for about 39% variation in the model. The ANOVA value supports the significant explanatory power of the model i.e. $F=38.304$ and p value = 0.000 as shown in the table below.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,104	,265		7,938	,000
	job_Sat	,489	,079	,634	6,189	,000

The constant term has a coefficient of 2.104 and job satisfaction coefficient is 0.489. According to this, whenever there is a one unit increase in job satisfaction, there is about 0.489 unit increase in service recovery in our sample of study as shown by Table.

4.3.5 Hypothesis 5: Turnover Intention Is Correlated with Organizational Commitment

Table 9: model summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics		
					R^2 Change	F Change	Sig. F Change
	,506	,256	,243	,69533	,256	19,928	,000

The correlation analysis for the above hypothesis indicates a weak positive relationship between turnover intention and organizational commitment. Our empirical survey justifies an appropriate negative relationship. This association is however significant at a 0.05 level but turnover intention only account for about 25% variation in the model. The ANOVA test value indicates that there is no issue regarding the significance of the explanatory power of the model as the ANOVA significant level is less than 0.05.

Table 10: coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,283	,587		2,184	,033
	intent_quit	,660	,148	,506	4,464	,000

From the estimated model, the coefficient of the constant term is 1.283 while turnover (intention to quit) enters the model with a coefficient of .0660. This estimated coefficient indicates that the despite the intention to quit, an increased level of affective organizational commitment is maintained in our sample of study.

4.3.6 Hypothesis 6: Job Satisfaction Is Correlated with Turnover Intention

Table 11: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics		
					R^2 Change	F Change	Sig. F Change
1	,251	,063	,047	1,02495	,063	3,843	,055

The result of the above hypothesis indicates a weak positive correlation between turnover and job satisfaction. This result is not confirmed by our empirical literature survey; hence we do not accept this hypothesis.

This is justified by the ANOVA test result which is insignificant at 0.05 level of significance. As shown in the table below.

Table 12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1,478	,885		1,669	,101
intent_quit	,439	,224	,251	1,960	,055

The model shows that our estimated coefficients are both insignificant indicated the t-value which further justifies our ANOVA test result.

4.3.7 Hypothesis 7: Job Stress Is Correlated with Nepotisms

Table 13: table of summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	,545	,297	,285	,55416	,297	24,545	,000

The analysis of the result form the last hypothesis indicates a positive relationship between job stress and nepotism. The strength of this association is significant at a 0.01 and nepotism account for about 29% variation in the model. From the ANOVA values, there is no issue regarding the significance of the explanatory power of the model i.e. $F=24.545$ and p value = 0.000 as shown in the table.

Table 14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2,038	,405		5,030	,000
Nepo	,544	,110	,545	4,954	,000

From the estimated model, a unit increase in nepotism increases job stress by 0.544 units in the sample of our study. Hence, we do not reject the stated hypothesis.

Chapter 5

CONCLUSION AND REASERCH IMPLICATION

5.1 Summary

The aim of this thesis has been to critically investigate the impact of nepotism on turnover intention and service recovery performance using sample of private hospitals in TRNC. The study proceeds on the basis of seven well-structured hypotheses. From the analysis of the various test results, the first hypothesis indicates a positive relationship between nepotism and turnover intention. The strength of this association was significant at a 0.01 with nepotism accounting for about 37% variation of turnover in the model. The model was significant as shown by the ANOVA values and there was no issue regarding the significance of the explanatory power of the model. Hence we do reject the hypothesis that nepotism has a significant effect on Turn over intention. The is justified by the reviewed empirical literatures on the impact of nepotism and turnover intention that holds that a multiplicity of factors contribute to turnover intention in an organization including nepotism (Hayajenh, et.al 1994: Arasli and Tumer, 2008: Xiaobing,199: Shamsuzzoha and Shumon,) and according to LeCrone (2006) turnover is often undesirable and unproductive.

The result form the second hypothesis indicates a very weak and negligible insignificant relationship between nepotism and employee job satisfaction. Empirical literature

however justifies an appropriate negative relationship. This association was found to be insignificant in our sample of study and ANOVA test was not significant at 0.05 levels. Our conclusion was that we do not accept the hypothesis that nepotism has a significant effect on job satisfaction our sample of study. We anchor this conclusion to a recorded wide spread affective commitment in our sample of study where our respondent have shown emotional attachment, identification with and involvement in their respective organization regardless of the effects of nepotism in their organizations.

From the third hypothesis we sought to test if nepotism has a significant effect on organizational commitment. Our test result shows a negligible and weak association between the variables under consideration with nepotism explaining about 43% variations in the model. From the estimated model, the coefficient of the constant term was significant but that of nepotism enters the model with a positive sign with insignificant t-value. This result of the ANOVA was also insignificant hence we did not accept the stated hypothesis. This also conforms to results of the second hypothesis about the presence of a strong affective organization commitment in our sample of our study. This conclusion is in agreement with Allen and Meyer's (1990) concept of affective organizational commitment, which is consider in terms of the strength of an employee's emotional attachment their organization.

The result of the fourth hypothesis indicates a positive correlation between job satisfaction and service recovery performance. The strength of this association was significant and job satisfaction account 39% variation in the model. The ANOVA value was also found to be significant. Thus, the hypothesis that Employees' job satisfaction

will have a significant effect on service recovery performance was not rejected. Thus, according to Hoffman and Ingram (1992) in order for an organization to satisfy the needs of its customers, it needs to first satisfy the needs of its employees.

The result of the test from fifth hypothesis indicates a weak positive relationship between turnover intention and organizational commitment. This association is however significant at a 0.05 level but turnover intention only account for about 25% variation in the model. The ANOVA test value was found to significant.

The estimated coefficients indicates that the despite the intention to quit, an increased level of affective organizational commitment is maintained in our sample of study.

The result of the sixth hypothesis indicates a weak positive correlation between job satisfaction and turnover intention. This result is not confirmed by our empirical literature survey; hence we do not accept this hypothesis. This outcome was justified by the ANOVA test result which is insignificant at 0.05 levels. Hence we do did not accept the hypothesis that Job satisfaction is correlated with turnover intention.

Finally, the analysis of the result form the last hypothesis indicates a positive relationship between job stress and nepotism. The strength of this association is significant and nepotism account for about 29% variation in the model. From the ANOVA values was also significance in terms of the explanatory power of the model. Hence we did not reject the hypothesis that Job stress is correlated with Nepotisms.

Thus, according to Greenhaus & Beutell, (1985) job stress is known to be induced by certain organizational based factors in the workplace.

5.2 Discussion

Nepotism is actually an unethical problem in any organization where it is condoned. It has been shown that nepotism has a serious and negative implication where it is entrenched. This tends to destroy organizational harmony and motivation among the employee, thus breeding unfairness, inefficiency and dedication to work. There is also a tendency for conflict when disharmony and dissatisfaction take hold in the organization. There is also a general tendency for the unfavored employees in organization to engage in very disruptive behavior which may affect the achievement of the organizational goal. Such dissatisfied employee may result to working below their optimal level, increase absenteeism or even vandalizing the organization properties and belongings. It is in this regards that the impact of nepotism on employee turnover intention becomes important as a result of its impact on service recovery performance. The implication of this research from our sample of study demonstrate the importance of affective organization commitment and its significant impact in fore-staling any breakdown of efficient service delivery in organization even when nepotism becomes entrenched in such an organization. This further demonstrates the continuous focus on affective organizational commitment in most research over the past decades. In the past, most organizational commitment theories and empirical researches has primarily centered on the outcomes which are considered relevance to the employer. Currently, there is a large and growing body of literature examining the nexus between the impact of nepotism and turn over

intention on service recovery one the hand and the employee relevant outcomes including job performance and job stress.

It is in this regard the choice of our estimated model variable was carefully chosen.

Thus given that a very low and insignificant levels of service recovery performances coupled with a very high of turnover intention or the intention to quit are considered to be undesirable for an organization, two important and salient issues becomes very imperative. These issues are what critical managerial practices are essential for enhancing an optimal level of service recovery performance in an organization and what important effort are necessary to address or reduce the level of turnover intention in the organization. Empirical evidences indicate that the extent of sound managerial practices in the form of management commitment to fair practices, equal treatment, non-discrimination and a commitment to quality service addressed the salient issues raised. In this regard management commitment to efficient service quality has been referred to as the overall commitment of the organization to develop, nurture, support and rewards their employees' in the pursuit of service excellence (Babakus et al. 2003).

5.3 Conclusion

From the result of our estimated model and the summary of the hypotheses test results, we found that nepotism had a significant effect on turnover intention in the private hospital in TRNC. However, we found significant level of affective organizational commitment in our sample of study which tremendously reduced the negative impact of nepotism of job satisfaction in our sample. Hence, we established on the bases of our test

result that nepotism do not really negatively affect organizational commitment in our sample.

Furthermore, the estimated model and test result confirmed the significance of employee's job satisfaction and its positive impact of service recovery in our sample of study. We however found a weak positive relationship between turnover intention and organizational commitment in our sample. This result was too significant to nullify the evidence of affective organizational commitment in our sample of study.

Finally, our estimated result and test statistic revealed a weak association between job satisfaction and turnover intention on the basis of which we did not accept the hypothesis that Job satisfaction is positively correlated with turnover intention. On the other hand, we found a significant positive relationship between job stress and nepotism in our sample of study. Empirical evidence revealed various of in an organization dynamics that can trigger job stress among which are conflict, blocked career, alienation, work overload, and unfavorable work environment.

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APPENDIX

Appendix A: Turkish Questionnaire Survey

Bu çalışmanın amacı iş yerlerinde karşılaşılan sorunları tespit etmek ve çözüm sunabilmektir. Çalışmada toplanılacak veriler akademik veri toplama amacı ile yapılmıştır, KESİNLİKLE başka bir amaç için kullanılmayacak ve akademik etik gereği gizli kalacaktır.

Sorular yaklaşık 25 dakikanızı alacaktır.

Çalışmamıza verdiğiniz katkı için teşekkürler.

NEGAR FARAHMAND

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Aşağıda kurumunuzla ilgili ifadeler yer almaktadır. Verilen her bir ifadeye ne kadar katılıp katılmadığınızı 1 – 5 arası ölçekte işaretleyiniz.

**1: Kesinlikle KATILMAM (☹), 2: KATILMAM, 3: Fikri YOK(☺),
4:KATILIRIM, 5: Kesinlikle KATILIRIM(☺)**

No	İFADE	☹		☺		☺
		1	2	3	4	5
1	Kurumumuzdaki çalışanlar gelen hastaya iyi hizmet verilmesi hususunda yeterli eğitime tabi tutulmaktadır.					
2	Kurumumuz çalışanları hasta ile birebir temasa geçmeden önce hastaya hizmet hususunda yeterli bir eğitime tabi tutulmaktadır					
3	Kurumumuz çalışanları hastaya nasıl daha iyi hizmet verileceği hususunda eğitim almaktadır.					
4	Kurumumuz çalışanları müşteri (hasta) şikayetleri ile nasıl uğraşılacağı konusunda eğitim almaktadır.					
5	Kurumumuz çalışanları hasta sorunları ile nasıl uğraşılacağı hususunda eğitim almaktadır.					
6	Kurumumuz çalışanları şikayette bulunan hastalarla nasıl uğraşılacağı hususunda eğitim almaktadır.					
7	Ben çalışan olarak, hasta şikayetlerine çözüm bulunması hususunda yetki sahibiyim					
8	Kurumumuz beni çalışan olarak kendi başıma hasta şikayetlerine çözüm bulunması hususunda cesaretlendirmektedir					
9	Hastalarımızın şikayetlerine çözüm bulunması konusunda harekete geçmek için yöneticimin onayını almam GEREKMEZ (Acil çözüm üretmem beklenir)					
10	Ben çalışan olarak, hasta şikayetlerine çözüm bulunması hususunda her türlü uygulamayı yapmada yetki sahibiyim.					
11	Kurumum hastaya daha iyi hizmet sunduğumda beni ödüllendiriyor					
12	Çalışanlarımızın ödül alması, hastaların verilen hizmeti nasıl değerlendirdiğine bağlıdır					

13	Kurumumuz çalışanları hasta sorunlarının etkin bir şekilde çözülmesi konusunda ödüllendirilmektedir					
14	Kurumum, şikayet eden hastaları memnun ettiğimde beni ödüllendiriyor					
15	Benim şahsi değerlerim ve çalıştığım kurumun değerleri benzerdir					
16	Çalıştığım kurumun geleceğini gerçekten önemsemekteyim					
17	Bu kurumda çalıştığımı başkalarına söylemekten gerçekten gurur duyarım					
18	Kurumum başarılı olabilmesi için, benden beklenen çabanın çok daha fazlasını harcamaya istekliyim					
19	Çalıştığım kurum çalışabileceğim kurumlar içerisinde benim için en iyi olanıdır					
20	Yaptığım iş karşılığında finansal olarak memnun edici derecede ödüllendirilmekteyim					
21	Yaptığım iş karşılığında aldığım maaştan memnunum					
22	Çalışma koşullarından memnunum					
23	Yaptığım iş karşılığında aldığım maaşın adil olduğuna inanıyorum					
24	Çalıştığım kurumun hastalarından ve müşterilerinden memnunum					
25	Yaptığım şeylere bakıldığı zaman, şikayet eden hastalarla başarılı bir şekilde baş edebilmekteyim					
26	Şikayet eden hastalarla ilgilenmenin benim için bir sakıncası yoktur					
27	İlgilendiğim hiçbir hasta sorunları çözülmeden gitmemiştir					
28	Şikayet eden hastaları memnun etmek benim için heyecan verici bir şeydir					
29	Daha önce ilgilendiğim ve şikayet eden hastalar şu an en sadık hastalarımızdır					
30	Performansı en yüksek düzeyde olan bir çalışanıam					
31	Bu kurumda performansı en yüksek düzeyde (%10'un içinde) olan çalışanlar arasındayım					
32	Diğer çalışanlara göre hastalar ile olan ilişkim daha iyidir					
33	Hastalara sunduğumuz hizmetler hakkında daha fazla bilgiye sahibim					
34	Hastaların beklentilerinin neler olduğunu biliyorum					
35	İşimde çok çalıştığımı hissediyorum					
36	İşimi iyi yapmak bana başarı hissi veriyor					
37	İşimi iyi yaptığım zaman şahsi olarak büyük bir haz duyuyorum					
38	İşimi iyi yapmak benim kişisel gelişimime katkıda bulunuyor					
39	Yaptığım iş kendime olan saygımı artırıyor					

40	Bu kurumdaki çalışanlar yüksek mevkideki tanıdıklarına güveniyorlar					
41	Kurum/Birim yöneticileri yüksek mevkidekilerle ilişkisi olan personelden korkuyorlar					
42	Akrabalık bağları ve/veya yüksek mevkidekilerle ilişkilerinden dolayı terfi alan çalışanlar kuruma zarar veriyor					
43	Yüksek mevkidekilerle akrabalık bağları ve/veya ilişkileri olan iş arkadaşlarımla konuştuğumda söylediklerime dikkat ederim					
44	Bana sorulduğunda kurumum hakkında kurum dışındaki insanlara olumlu görüş bildiririm					
45	Bana sorulmasa bile kurumum hakkında kurum dışındaki insanlara olumlu görüş bildiririm					
46	Kurumumdaki hizmetlerin içeriği hakkında, kurum dışındaki insanlara bilgi veririm					
47	Kurumumdaki hizmetlerin kalitesi hakkında kurum dışındaki insanlara bilgi veririm					
48	Kurum dışındaki insanları kurumumu tercih etmesi için ikna etmeye çalışırım					
49	Kurumum hakkında olumsuz görüş bildirildiğinde kurumumu savunurum					
50	Kurumum hakkında olumlu görüş bildirildiğinde bu görüşü olumlu görüşlerle desteklerim					
51	Yaptığım işe göre fazla kalifiye olduğumu düşünüyorum					
52	Beceri ve yeteneklerimin iş arkadaşlarımdan eşit veya daha fazla olduğundan eminim					
53	Geçmiş deneyimlerim ve başarılarım bu kurumda başarılı olacağımı söylüyor					
54	Şu anda yapmış olduğum işten daha fazla zor bir iş yapabilirim					
55	İşimi yapmak için gereken teknik bilgiye sahibim, şimdi ihtiyaç duyduğum şey pratik deneyimdir					

Kişisel bilgiler:

Yaşınız: 17 – 20 21 – 24 25 – 29 30 – 34

35 – 44 45 – 54 55 ve üzeri

Cinsiyet:

Kadın Erkek

Eğitim Durumunuz:

Ortaokul Mezunu Lise Mezunu: Üniversite Mezunu
 Yüksek Lisans Doktora

Kaç Yıdan beri Kurumunuzda Çalışmaktasınız:

Kurumunuz hangi yılda kuruldu: