

**Nepotism and Tolerance to Workplace Incivility in
the Hospitality Sector: Moderating Role of
Authentic Leadership**

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Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
January 2019
Gazimağusa, North Cyprus

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ABSTRACT

This study examines the effect of nepotism on the organizational tolerance for workplace incivility in five star resort hotels by concentrating on the moderating influence of authentic leadership on the link between the two variables using data from hotel employees in northern part of Cyprus. SPSS 24 was used as a statistical tool to measure the regression relationship between nepotism and workplace incivility and moderating effect of authentic leadership on the effect of nepotism upon workplace incivility.

To the author's knowledge, study is unique since it examines these interactions first time in hospitality literature. Discussion part including theoretical and practical contributions as well as recommendations for future exploration was provided. As a result, a positive significant relationship was found between nepotism and tolerance to workplace incivility. Also, Authentic Leadership mitigated the relationship between the dependent and independent variables and study outputs further endorsed the moderating influence of authentic leadership.

Keywords: Nepotism, tolerance to work incivility, authentic leadership, five star hotels, Cyprus

ÖZ

Bu çalışma, Kuzey Kıbrıs'taki beş yıldızlı tam zamanlı otel çalışanlarının katılımıyla, bu kurumlardan seçilen örneklem üzerinde, nepotizm ve işyeri nezaketsizliğini tolere etme değişkenleri arasındaki ilişkiyi incelemiştir. Bu amaca ilaveten çalışma, otantik liderliğin düzenleyici değişken etkisine odaklanarak, bu ilişkinin; nepotizmin işyeri nezaketsizliğine yol açtığı düşünülen toleransa yapabileceği azaltıcı etki potansiyelinin etkilerini incelemiştir.

Nepotizm ve işyeri nezaketsizliği arasındaki ilişkinin ölçülmesinde hiyerarşik çoklu regresyon analizi ve SPSS 24 programıyla işyeri nezaketsizliği toleransı üzerindeki etkisi üzerine otantik liderliğin moderatör etkisi ölçülmüştür. Bu anlamda, bu değişkenler arasındaki bu çalışma bir ilk olup, konaklama literatürüne önemli katkı yapacağı düşünülmektedir. Çalışma teorik ve pratik katkıların yanı sıra gelecekte yapılacak araştırmalar için öneriler sunmaktadır.

Anahtar Kelimeler: Nepotizm, işyeri nezaketsizliği toleransı, otantik lider, beş yıldızlı oteller, Kıbrıs

DEDICATION

To My Family

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LIST OF ABBREVIATIONS

AL	Authentic Leadership
Nepo	Nepotism
RD	Relative Deprivation
TWI	Tolerance to Workplace Incivility

Chapter 1

INTRODUCTION

Workplace incivility is reported to create psychological distress (Cortina et al., 2001) as well as reinforce feelings of separation, loneliness, alienation, and frustration revolving around work environment. It may cause depression and also anxiety, job dissatisfaction, job tension, turnover intentions (Ferris, Brown, Berry and Lian, 2008), emotional exhaustion, depressed state of mind at work, decline in workplace contribution and reduced work efficiency (Leung et al., 2011). Hence, quality of social contacts adequately affects the company's results. As an example, negative feelings along with stress and anxiety at a higher level, may lead to depressed colleagues as damaged workplace partnerships may be evident (MacDonald et al., 2001). These adverse feelings and feelings at work can additionally bring about the intention to harm service flow in the organization (Abubakar and Arasli, 2016).

One of the main antecedent of this consequence is nepotistic /favouritistic practices or climate in organizations. This commonly accepted phenomenon is more probable to occur in developing countries such as small microstates (Arasli and Tumer, 2008). Since the resources are limited, the job opportunities, career paths, promotions are timid, the individuals put their own emotions or senses into their professionalism and tries to protect their own family members, relatives, acquaintances, neighbours or towns people and so forth which is called nepotism or favouritism interchangeably (Arasli and Tumer, 2008).

These undesired behaviours, as the time goes on causes in destruction of organizational culture harmony and atmosphere and the organization bound to scarify in terms of quality, profit or shareholder values.

However, the success of these organizations fundamentally counts on the commitment of non-family employees, since most of the workers in such firms cannot be family members (Stewart & Hitt, 2012).But, nepotism stigmatizes firms by displaying unfair treatments towards family members throughout especially employee selection, compensation, and rewarding processes (Chua, Chrisman & Sharma, 2003; Lee, 2006).

Naturally, establishing a professional management and meritocracy is not simple in these businesses since organization members are probably familiars or relatives with each other individually, which eventually may encourage nepotism that leads to a growth problem (Altinay & Altinay, 2006).

Further, given the nepotistic management practices, employees tend to resent their supervisors and privileged co-workers, treat them with unkindness, and gossip about the sources of special and differential treatments such that these deviant behaviours trigger workplace incivility in these service organizations (Indvik& Johnson, 2012). Researchers have evidenced that incivility among employees in terms of customer, co-worker, and supervisor is common and harmful in today's service organizations (Estes & Wang, 2008; Babakus & Yavas, 2012).

However, most of these studies have dealt with what incivility is and just a few have questioned on its antecedents and how it affects, rather than focusing on the process of its occurrence, diffusion or with coping strategies (e.g., Hutton & Gates, 2008; Reio & Ghosh, 2009; Smith, Andrusyszyn, & Laschinger, 2010). According to Lewis and Malecha (2011); Loi, Loh, and Hine (2015), even though extensive research in the area exists, tolerance to workplace incivility (TWI) process has long been neglected by practitioners and scholars.

Loi et al. (2015) mentions organizational tolerance for workplace incivility as a form of organizational climate that when an organisation does nothing to hinder uncivil practices it can become symbolized and also perceived by staff members as acceptable behaviour in the workplace and also has the capability to influence workers' work environment behaviours.

Feeding such unfavourable interactions with unprofessional employment or leadership practices may impair justice and trust and engender an increasing tolerance which will promote evil rooted service climate (Pearson, Andersson, & Wegner, 2001) and at the same time it may culminate to be an organizational culture of the work environment.

In their study, Loi et al (2015) mentions, corporations might fail to forestall family members regarding undesired behaviours, family employees will be seen as idols of the workplace, which would give birth to a work environment with a toleration on incivility in workplace as it would become a part of organizations culture.

Given negative culture than would further support such behaviours growth within the work environment, causing ever increasing harm to the organization while it's popularity increases within colleagues due to it's practice. Some examples are; quitting, lack of time management on tasks, becoming less attentive to meeting and so on.

Hence, conducting a healthy work climate and culture based on fairness and justice is a critical concern for organizations 'owners. By stressing and exhibiting that the organization carries out impartially fair and effective human resource management (HRM), which can be conceived as a new area of competitiveness, particularly for small service businesses (Arici, 2018; Altinay, Altinay, & Gannon, 2008). Authentic leaders can play a significant role as an antidote against the unfair treatments of nepotism tolerating to workplace incivility in the hotel organizations (Riggio & Saggi, 2015).

Based on the Relative Deprivation (RD) theory, considering the criticality of the non-family employees, that is human capital, in the service organizations' success in today's competitive environment (Altinay et al., 2008), the purpose of the study is to determine whether or not nepotism is related to TWI and also to examine the moderating effect of authentic leadership (AL) on the relationship between nepotism and TWI in the hospitality settings preferably five star hotel context.

Further, the impacts of nepotism on five star hotel businesses' work climate and culture from the non-family members perspective have been disregarded in the

hospitality management literature, though the ratio of non-family members working in the family firms is almost 80percent (Mitchell, Morse & Sharma, 2003).Therefore, this study makes a considerable contribution to the literature by examining the relationships among nepotism, TWI, and AL through data collected from non-family member employees.

This study presents several suggestions, theoretical and practical implications for scholars, hotel' owners, managers, leaders, and workers in northern Cyprus Hotel sector where such organizations constitute a fundamental part of the service and hospitality industry. This study is, thus, worthwhile and progressive in the approach taken.

1.1 Philosophy

Based on the Deprivation Theory, this research study presents theoretical models, which assess research moderation influence of Authentic Leadership (AL) relative to the relationship in between nepotism and tolerance to workplace incivility among full time five-stars hotel employees in northern Cyprus.

1.2 Purpose of Study

The purpose of this research is to reveal the impact of authentic leadership on five star hotels full time staff's assumption of nepotism and degree of the tolerance to workplace incivility in the five star hotels. Furthermore, the study aims to look at the regulating function of authentic leadership in between nepotism and tolerance to incivility in five star hotels in northern Cyprus.

1.3 Contribution of Study

This research study has a crucial commitment to literary works for at least three perspectives. The influences of nepotism on five star resort services' job environment from the non-family participants point of view have actually been ignored in the service monitoring literary works, though the proportion of non-family participants operating in the companies are nearly 80 percent (Mitchell, Morse, & Sharma, 2003).

Authentic leadership did not communicate with nepotism in the previous research studies in the literary works in order to lower the impact of nepotistic environment not to offer tolerance to workplace incivility at hospitality companies. This is likewise the very first research study considering the hotels relating to such relationships. For that reason, this research makes a substantial payment to the literary works by taking a look at the relationships in between nepotism, TWI, and AL via data accumulated from non-family participant staff members.

1.4 Outline of Thesis

This study contributes to the extant hospitality literature in several ways. The introduction section is the very first phase that includes details relating to the viewpoint of the study and the research study objective. In an addendum to this, details regarding the payments made as a result by the thesis to the literary works of hospitality administration exist, with the recommended research study methodology offered. The second section concentrates on modern international tourism and hospitality, and a circumstance in Northern Cyprus, to guarantee much better understanding of the problems and payments of tourism in this nation, by thinking about invoices and arrivals of tourism. In service sectors, it is vital to recognize just how personnel administration is essential in the payment of tourism.

The third section is the literary works evaluation, where info pertaining to authentic leadership, nepotism, and tolerance to workplace incivility will certainly be given. This phase gives information on the Relative Deprivation Theory as well. The fourth section provides the theories and model of research study, talking about the advancement of the theories being researched, in regards to Deprivation theory, with empirical explorations in the appropriate literary works.

The fifth section consists of info on the empirical research's methodology. The used deductive approach is offered, and concerns surrounding the sampling, collection, framework of concern and measures of data are gone over. The setup of the research study is offered also. The sixth section phase will certainly supply info on the approaches of analysis used in the empirical research study. The seventh section lays the outcomes of the analysis and moves on forward with implications provided by the author of the thesis.

Chapter 2

LITERATURE REVIEW

2.1 Relative Deprivation Theory

Relative deprivation (RD) is the judgment that an individual is worse off compared to certain accepted emotions that go along with sensations of temper as well as bitterness. Social researchers make use of RD to anticipate a vast array of substantial results that are derived from findings associated with variables. Variables are namely deviance and achievement, collective actions, mental and physical health (Smith et al. 2012). Marx (1847/1935) records the instinctive allure of relative deprivation (RD) as an explanation for social practices.

It involves sensations as it acumens behaviour. It connects the specific with the interpersonal and intergroup degrees of examination (Pettigrew, 1991). Additionally, RD obstacles typical understanding concerning the importance of outright hunger for cumulative activity, exclusive deviance, and additionally physical wellness.

It additionally has actually verified useful in a large range of places. Researchers have conjured up RD to review sensations differing from inadequate physical health (Adler et al., 2000) as well as level of sensitivity to recruitment (Moghaddam, 2005). Indeed, the idea has in fact been made use of throughout the social sciences (Walker & Smith, 2002), from criminology (Lea & Young, 1993) along with business

economics (Yitzhaki, 1979) to government (Lichbach, 1990) as well as background (Snyder & Tilly, 1972). Likewise, some assessments sustain RD styles (Abrams & Grant, 2012).

Nepotism is defined today as “the employment of relatives in the same organization” (Arasli, Bavik, & Ekiz, 2006). As to the Relative Deprivation (RD) theory, the discriminatory practices may engender unfavored employee reactions like low commitment and high intention to leave, and unwillingness to cooperation (Melkonian, Monin, & Noorderhaven, 2011).

The RD theory claims that if workers perceive that the changes concerning HRM practices will be negative towards them, their feelings of deprivation enhance due to perceived inequality and power imbalance (David & Singh, 1993). The unfair practices arising from nepotism, such as pay cuts and unfavourable promotions, employee appraisal, rewards, and benefits may also become possible roots of relative deprivation in the firms. In line with the theory, this study focuses on nepotism as a process leading to TWI in the five star hotel organizations as a result of deprivation feelings of the employees.

2.2 Favouritism

Favouritism is stemmed from a Latin word ‘favor’, which symbolizes the term ‘mercy’ and also has the feeling of unfairness and also detrimental assistance of effective individuals in workplace due to preconditioned viewpoint that is not based upon reason or actual experience. It is a common conduct globally which is referred to as preferential treatment of relatives, friends, and neighbours or other acquaintances (Safina, 2015; Chudinov, 2003).

This is common in nowadays society. Hence, favouritism is only the practice of providing unique therapy to persons in an unjustly manner. It comes to be a global design of social connections throughout several components of the world, which is referred to as 'blat' in Russia, 'guanxiin' China as well as 'wasta' in the Arab globe" (Loewe, et al, 2007).

Favouritism is an act of employing personal connections to get unique therapy for connections, associates, and neighbours. Words "favouritism" shows unfavourable, unethical acts that commonly suggest that a person is viewed as a special human being consequently extremely favoured over others, and achieve some favours while others loses (Lee, 2008). Favouritism is an act that is not directly materially likely in connection with concerns like bribery. It is for that reason a type of corruption that can be identified from various other types of unfaithful, such as fraudulence and enticement.

2.3 What are Nepotism, Favouritism, and Cronyism?

.Nepotism, which is considered as a component of favouritism, derives from the Latin word "nepot", suggesting "nephew". During history, the principle is utilized to specify individuals pursuing some advantages for their households (Aydoğan, 2009). Merriam-Webster (2019) defines it as favouritism (as in appointment to a job) based on kinship.

On the same note, nepotism is a type of favouritism revealed to kith and kin of loved ones (Hayajenh, et al., 1994). Majority of the literary works recommends that companies might choose to work with loved ones. Nonetheless, certain scientists

think that nepotism exist evermore in less industrialized countries' organizational settings (Williams & Laker, 2005).

Ashour (2004) defines cronyism as providing choice to politicians' particularly to friends of politicians. It (cronyism) is very challenging to handle in societies, that position a high value on social connections as evidenced in the appointment of political hangers-on to office regardless their qualifications. Nepotism is specified today as the employment of relatives in the very same organization (Arasli, Bavik & Ekiz, 2006)

Generally, nepotism is used for individuals that utilize their settings in the advantage of their loved ones of blood or feeling (Büte, 2011; Hayajenh, et al., 1994) and also describe preferential treatment which takes one's household connections into consideration more than their abilities throughout employment or promo procedures (Kurian, 2013).

According to an additional meaning, nepotism is revealed as actual or perceived choices given to a family member by another relative (Jones & Stout, 2015). Moreover, nepotism is not just observed in using relative in the same company however, it is additionally seen being used the result of family members for the employment of member of the family in different organizations (Hayajenh, et al., 1994, p. 60). At the same time, nepotism is viewed as a type of contrasting rate of interests and also in a narrower feeling can be explained as one's effort to use their public power in order to acquire favour 'particularly in employment' for a relative (Gyimah-Boadi, 2000).

2.4 Favouritism and Nepotism in the General Extant Literature

Favouritism results to a much more covert, oblique, and unstipulated revisit of dedication (Loewe et al., 2008). Misappropriation of resources, properties, as well as awarding tasks by renowned ethnic groups in the African point of view has actually been found by (Barr and Oduro, 2002; Fisman, 2003). In India, the scenario is not various as caste members give preferences to political supporters and also business partner (Pande, 2003).

Study by, Charumilind et al. (2006) investigated possible cues of favouritism regarding bank financing. Similarly, a study by Chua (2003) inspected and sought out to find some intriguing examples of ethnic minorities that are financially leading in developing nation of Thailand. Kwon (2006) established a conceptual representation of a version revealing one principal and two representatives. The research showed that favouritism is one of one of the most essential sources of office dispute and stress.

It is additionally a reason as well as an outcome of national politics and power has a hard time within companies. Ultimately, his searching for reveal that favouritism causes inadequate choices, impedes motivation, as well as distort the growth of performance in an organization.

Ponzo and Scoppa (2011) in theory analysed favouritism in work decision as well as research the perspectives of exclusive and public supervisors who provide juicy settings not based on advantage to their love ones in place of even more competent personnel. Trick factors in forming favouritism are the delegation of visit choices and

also undefined need regarding the skills of the prospect seeking the task and nepotism is extra occurrence in high paid work. The research shows a company structure where managers that are corrupt have the tendency of influencing surprise settlements of rewards to their loved ones and rejected various other employees in a company.

Ying Chen, Henderson & Cai (2017) check out political favouritism of city locations in state resources markets and also its effect on the city sizes. The research contrasted the distinctions in rates of city-by-city funding across in China from 1998 to 2007. This associates exactly how the costs are encountering the highest order political systems as well as general cross-city rate dispersion modifications with modifications in national standards and management. The study reveals that unrestrained resettlement can create gross over-population of favoured cities and promote inadequate living problems such as overcrowding as well as urban slums. On the other hand, nations can manage migration to preferential cities, as in China in the 1990's and also still occurring today.

In another research study (Sadozai, et al., 2012), favouritism examined from a management perspective to demonstrate how it expects job contentment. The studies carried out on 222 full-time employees of 8 wide-ranging Pakistani federal government fields reveals that work satisfaction has a substantial favourable partnership with favouritism, however these effects may potentially be from a small number of persons that gain from favouritism. The research study employed convenience tasting on the individuals in the research study, and this shows that lots

of people in the organization get placements not based on quality, yet were favoured with effective individuals in the organization (Sadozai, et al., 2012).

Arasli and Tumer (2008) examined favouritism in regard to job anxiety using a survey of 576 participants that are primarily the staff members of banking sector in Turkey. The research revealed that favouritism was affirmed as a stress factor for the organizations personnel. This effects led to bulk of the employees seek for a different job due to the fact that favouritism is the primary factor for pain and work tension.

In a similar way, Büte, (2011) assessed the impact of nepotism as well as favouritism on employees' practices and personnel management practices in Turkish public banks. The data were collected via survey from the general public financial institutions running in Ankara.

Von Hippel(2006) in a study information of 161 short-lived as well as long-term workers disclosed the predicted out-group favouritism on the part of the momentary staff members on both implicit as well as explicit steps of intergroup predisposition. The outcome reveals that the high-status as well as the long-term employee group presented typical in-group favouritism on both procedures.

Ponzo and Scoppa (2010) likewise explored the end result as well as outcome of making use of informal networks (favouritism) in Italy by using the Italy's Bank via twenty thousand people. They located that casual networks often tend to be utilized by fifty percent enlightened individuals, in tiny firms, in low-productivity tasks as

well as in less than 282 established areas. They reveal that informal networks have an adverse influence on salaries, management of people and also company features.

Smith (2015) evaluated disclosed aiding immigrants, administering cash to charity, and also volunteering time, making use of country wide depictive survey data of 135 countries in order to discover the nation-level differences in people. The outcome of the regularity of these three behaviours yielded a trusted index of pro-social practices. All three practices were found to be extra regular in countries that rack up short on an index of in-group favouritism and rating short on unknown tomorrow. The report reveals that assisting an immigrant was more regular in countries with greater income inequality. Using a wide example of nations gives an extra vibrant understanding of what kinds of societies favour pro-social actions, as well as suggests that national wealth is an almost lesser factor to the differences that are found than is the case in other climes.

Loosemore & Lim (2015) proposed concepts of business justice, which were utilized as the basis for a survey of 135 experts, service providers, subcontractors and distributors from across the Australian building supply chain. The findings revealed that mainstream concepts of justice might require to be improved in the construction market's context. Moreover, the outcomes indicate that levels of social and educational justice are high within the Australian building and construction market. This damages business equal opportunity, excitement as well as consistency (Johannes, Herbertz, and Sliwka, 2011).

Ismail (2008) performed a study for pupils of Turkish secondary schools to learn whether their instructors were engaged in favouritism. 896 senior high school trainees were gotten in touch with for their opinion. The students were located to believe that those, whose parents were friends or loved ones of instructors, or that inhabited prominent positions or were economically blessed, and also those who held political consider as that of the educator, or were physically attractive were favoured by educators.

Likewise, Otten (2004) also executed a research study on 137 secondary school trainees in the city of Goettingen, Germany. He ranked them as specific, trainees (in-group) as well as teachers (out-group). In fact, proof for self-in-group contrast and for its web link to in-group favouritism was recognized, and also the findings suggest that the effect of self-anchoring on intergroup judgments is not restricted to minimal teams.

Roy & Roy (2004) examined at the scarcity of details on trainee assumptions of favouritism in a training setup. The research discovered certain person, situational, and relationship differences connected with pupil assumptions of favouritism in business classroom. Participants were asked to react to a collection of image including student-initiated as well as trainer-initiated contrasts. Various other relationships analyzed consist of the connection in between trainee self-worth as well as favouritism, quality factor average as well as regarded favouritism, and so on. The research study revealed an analysis of the degree and size of favouritism in the business classroom with referrals for eliminating understandings of partiality.

Dasgupta (2004) noted that this brand-new direction of study might have both captivating and also disturbing effects. According to Güth, Ploner, & Regner (2009) in-group nepotism in social problem scenarios recognizes Social Identification Concept. The scientists investigated what triggers the in-group predisposition.

Their searching's for disclosed that it is merely created because of group affiliation or, on the various other hand, is guilt-aversion controlling the strength of in-group favouring? The scientists persuade team subscription in a minimal team setup, observe in-out-group transfers and elicit matching beliefs. Their speculative information group association impacts beliefs are in harmony with the findings of (Ockenfels, & Werner, 2014), as well as this clarifies a substantial part of the bias evidence of guilt-aversion located just when beliefs are prompted before activities.

Chen, et al. (2002) examined a comparative study of interactive effects of individual, cumulative primacy, in-group performance, and out-group performance on in-group favouritism. Participants from two beliefs completed a procedure of their private vs. collective-primacy positioning. There is evidence that individuals with high confidence have self-enrichment propensities and demonstrate stronger in-group bias, both of which may boost bias as well as prejudice.

Gleibs, Noack, and Mummendey, (2010) performed a study on the influence of forecasters for in-group favouritism and a favourable perspective towards an university merging by carrying out a longitudinal field research exploring pupils' understandings of a merger. Hence, the focus of this research study hinges on the

developing and also vibrant facet of social identification processes and the testing of directional hypotheses in a used setup.

Based on a cross-lagged regression method, it was revealed that pre-merger identification enhanced preferentialism, however discrimination additionally enhanced pre-merger recognition. Moreover, in-group favouritism was unidirectional pertaining to a lack of confidence towards the merging. Contact with the merging companion revealed lagged impacts on in-group favouritism. These outcomes validate that problems of identification adjustment and also compatibility are critical aspects in understanding merger adjustment as well as assistance.

Collated studies from 222 permanent staff members of 8 different Pakistani public sector organizations (Sadozai et al,2012) showed choice didn't lead to negative connections, rather the opposite was the case with satisfaction at work. These outcomes may be from people that are most probable to take advantage of favouritism as it's accumulated with the participants in this research. In addition, authors revealed that numerous individuals have obtained titles without truly deserving them, as they were not qualified for the title that they had.

Hudson et al, (2017) made a research basing companies that have over one thousand workers. 9-workplace research was embarked on, from the public, unique and also volunteer sector in England and Scotland. The write-up worried on a part of the circumstances from England, netting 35 meetings with low-paid workers (25 of these were ethnic smaller sized or evacuee in addition to 10 white British) as well as also 22 with managers.

The outcomes disclosed that discernments of the interplay of social networks as well as likewise favouritism were repeating motifs in conversations of progression chances in inner work markets throughout the study, though not common throughout the low-paid instance.

Robnett & Susskind, (2010) examined youngsters' same-gender favouritism by analyzing whether kids value qualities detailed of their own sex more than characteristics detailed of the other sex. Eighty-one 3rd and also fourth quality kids from the Midwest as well as West Coastline of the US rated how well 19 characteristic explain children and also women, and exactly how important each trait is for their sex to have.

Additionally, the concept helpful others and being charitable were considerable features of Arab society; an individual who was recognized to not to help their family members and individuals who recognized them would certainly be considered a person who was reduced in status, and also doing not have in generosity.

Huang & Zhang (2014), to fill in a space between network concept as well as research study evidence, created a theoretical description of just how network-transmitted details as well as favouritism act as causal devices of wage revenue in China.

Nadeem et al. (2015) noticed the outcome of favouritism on work contentment in the telecom sector organizations of Pakistan. Convenience tasting strategy was used for information collection. 300 questionnaires were dispersed to the workers of 4

organizations. Moreover, outcomes show that favouritism, nepotism and cronyism are undesirably gotten in touch with job satisfaction in the Telecom sector of Pakistan.

Daskin (2013) took a look at the impact of self-efficacy when it comes to favouritism as an antecedent of business national politics and Work stress amongst the resort Frontline managers looking critically at the Turkish Cypriot hotels as its background. The searching for of the study shows that self-efficacy reduced on the perception of business national politics and also task stress and anxiety. While favouritism influence a significant favourable result on the Perceptions of Business Politics and task stress and anxiety.

Aydogan (2012) performed a research to establish if favouritism exists in Turkish universities and also, if so, to clarify its kind and also to provide the views of professor regarding the factors for the act. A scale was established as a data collection tool. According to the data obtained through this research, it can be asserted that favouritism exists in the complying with academic locations in colleges. To elaborate, deans, supervisors, head of divisions; the choice of teaching team for academic activities; the providing of mentor materials to faculties as well as colleges; selecting the level of course professors; in academic promos; lack of reliable interaction with research teams; the opening of new departments and also developing brand-new systems; as well as in the forming of professors boards.

Arasli, Bavik, and Ekiz (2006) executed a research specifically on favouritism and also its effects on the resort workers in Turkey using 257 populace examples, the

study exposed that there is a considerable unfavourable impact on job complete satisfaction in relation to the workplace.

Abubakar et al. (2017) started a study to determine if gender moderates discrimination. The outcome was extracted from a management viewpoint to show how it anticipates work fulfilment. Outcome exposed the existence of nepotism/ favouritism in the work place promotes male staff member about 2.1 times greater than women, who reveal withdrawal practices as a feedback to the organizational politics.

2.5 Workplace Incivility

According to Andersson et al (1999, p.457) workplace incivility is defined as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect”. It is stood for by ill-mannered, discourteous or ill-mannered jobs. It appears that employees substantially experience incivility in the new millennium workplace. As a circumstances, more than 70 percent of employee reported that they have actually skilled incivility at the office (Cortina, 2008).

These 3 primary sources of incivility are similar to each various other with the exemption of the wrongdoers; that is, the wrongdoers of supervisor as well as also co-worker incivility are inner along with the wrongdoer of customer incivility is external to the business.

As an example, supervisor incivility describes uncivil actions that are released by individual supervisor, such as distressing remarks, snippy emails, babble in addition to intentionally staying free from (Reio, 2011). Schilpzand et al. (2016) insisted that uncivil methods might originate from managers, partners, along with additionally clients.

According to Pearson et al. (2001), incivility devoted by one's co-worker consists of preventing stating "please" or "thanks" to fellow co-worker, raising voice or ignoring other associates. Lastly, uncivil therapy to a worker (e.g. offending speaking or rudeness) by consumers is described customer incivility (Van Jaarsveld et al., 2010).

2.6 Sources of Incivility

Most of research study on incivility lumps incivility from supervisors and also co-workers (and sometimes-even consumers) with each other, without differentiating the possibly varied effect of each resource. Undoubtedly, despite the fact that the WIS (Cortina et al., 2001), a lot of regularly utilized instrument to research office incivility, does not consist of customer-instigated incivility, it does not separate supervisor-initiated from co-worker-initiated incivility. Nevertheless, some authors do particularly analyse both co-worker-instigated and supervisor-instigated incivility.

As an example, Leiter et al. (2010) examined generational distinctions in experiencing incivility perpetrated individually by managers as well as co-workers, and three studies checked out the effectiveness of civility treatments on the incident of supervisor and also co-worker incivility individually (Laschinger et al., 2012).

Hershcovis & Barling, (2011), revealed that supervisor have not been reduced after the treatment took place. However, these investigates do not contrast the end results of incivility from these numerous resources. Therefore, while incivility can be stemmed from and also possibly led towards different sources, we currently do not have an extensive understanding of the differences essentially as well as result dimensions when the sources of incivility vary.

Therefore, we presently know relatively little about whether incivility from various sources (supervisor, co-worker, as well as customer) would lead to different outcomes, despite the fact that status as well as role differentials may actually affect the extent as well as material of the impact and the fashion in which targets respond to the uncivil event.

It is, for instance, most likely that supervisory uncivil actions is extra damaging than co-worker incivility, due to the fact that workers who are targets of such actions depend on their supervisors for examinations as well as incentives. Targets of supervisor incivility might presume that their supervisor's uncivil behaviours may generalise and bring along other unfavourable occasions.

In a similar vein, co-worker incivility may be a lot more harmful than customer incivility, because employees may experience an uncivil customer only as soon as but will certainly have to encounter an uncivil co-worker over as well as over once again.

In addition, co-worker aggressiveness had a more powerful effect on task complete satisfaction, affective commitment, turn over intent, social deviance, as well as physical wellness than aggressiveness committed by outsiders.

In a later research, Porath as well as also Erez (2009) showed that people who experienced either among their peers or an authority number acting in an uncivil way had minimized effectiveness on regular and also innovative jobs, involved less in citizenship behaviours, and additionally had better inefficient ideation than people in the control problem.

Incivility, according to Andersson and Pearson (1999), overlaps with the principle of deviance, aggression, as well as violence, and antisocial habits; nevertheless, it is set apart from these by it takes place at a low-intensity as well as it is often tough to discern if it is deliberate.

Workplace incivility can be classified right into three general collections: co-worker, supervisor as well as customer incivility. Incivility can come from any type of level of an organization such as co-workers, managers, or customers (Cortina et al., 2001).

Offered key resources of incivility are similar to each various other with the exemption of the perpetrators. The culprits of supervisor and co-worker incivility are interior and additionally the criminal of customer incivility is outside to the company (Arasli et al., 2018). Supervisor incivility describes a lot of the same type of uncivil behaviours, except they stem from the supervisor.

Nevertheless, being dealt with uncivilly by managers might be especially problematic since their organizationally obtained authority to handle preferable actions in the organization may lead to supervisee perceptions of autonomy and identity loss, and injustice (Brehm & Brehm, 2013).

A meta-analysis by Hershcovis et al. (2007) located that oppression from managers were stronger forecasts of hostility than oppression from colleagues. Hershcovis and Barling (2010) showed that the effect of outcomes may differ based on the resource of the aggressiveness. As an example, when the wrongdoer is a supervisor, an employee might tend to have even more feelings of task insecurity, which may then cause job search behaviours (Tarraf, 2012).

Structural concepts of feeling additionally reveal that those in lower power settings will experience more negative feelings such as stress and anxiety as well as depression than those in greater power positions (Miner, & Eischeid, 2012). Miner and Eischeid (2012) located that women (who are usually lower in status in a culture) experienced even more unfavourable emotions than their male equivalents when experiencing incivility. Hershcovis and Barling (2010) likewise recommended that there may be different coping systems for victims of co-worker versus supervisor incivility.

Since managers manage resources such as wages and promotions, a worker expects to be dealt with relatively. If there is no fair therapy, the employee can retaliate through bad job performance, enhanced errors on the job. Private outcomes such as

job frustration, burnout, turn over intention, as well as sleeplessness would be affected by supervisor incivility as well.

Tarraf (2012) specified in the case of interactional justice, interpersonal persecution from a supervisor will certainly have stronger impacts than interpersonal persecution from a co-worker as the former has more power and control over the application of business treatments.

Hershcovis and Barling (2010) first located that supervisor aggressiveness had higher influence on employee outcomes (e.g., turn over intentions, efficiency and task complete satisfaction) than co-worker hostility. Showing that managers have a better influence on staff member end results than 11 colleagues.

Tarraf (2012) studied incivility and the differences between supervisor and co-worker incivility. Supervisor incivility seemed to have a greater adverse partnership with employee results such as work contentment as well as turnover intentions than co-worker incivility. The incisive is that supervisor incivility was extreme as well as destructive to workers than co-worker incivility. Hershcovis (2011) emphasized the relationship between the target and the criminal as well as showed that incivility from managers would certainly yield more powerful adverse results than incivility from colleagues. In related domains, research study has revealed that supervisor bullying exhibited higher regularity and inflicted greater suffering on the subordinates than did co-worker intimidation (Zapf, Escartin, Einarsen Hoel & Vartia, 2011).

2.7 Tolerance to Workplace Incivility

Although substantial study in the literature exists, tolerance to workplace incivility (TWI) procedure has actually long been neglected by practitioners and scholars (Lewis and Malecha, 2011; Loi, Loh, and Hine, 2015).

Loi et al. (2015) specified that TWI regards to "when an organisation does nothing to discourage uncivil practices (i.e. endures incivility in the work environment), it can come to be symbolized as well as viewed by staff members as acceptable behaviour in the office - and also has the capacity to affect staff members' office behaviours" (p. 173).

Therein, TWI can be considered as a business culture that motivates business injustice and inequity in a nepotism-oriented service organization. As the degree of TWI in the company boosts, staffs can start completing work commitments late, being late for a job, considering quitting because of work-related issues (Loi et al., 2015).

Abubakar et al (2018) illustrated members of workplace enduring uncivil practices as part of TWI and have regarded it as they exemplary displayed it. TWI represents just how troubles among organizational participants are handled. Put simply, TWI shows an organisations environment in various ways. For example, whether or not it let's initiatives to be taken as that will be beneficiary amongst its participants (Megeirhi et al., 2018).

Circulating the notion, it may damage social collaborations, lead to resentment, we staff members might take part in knowledge hiding practices, because of the belief of expertise possession, lack of depend on funds, and also sense of belonging (Aliawarneh et al., 2018).

Hence, companies that allow uncivil behaviours marks the understanding of indifference on dealing with such behaviours (Loi et al., 2015).

Aliawarneh et al., 2018 showcases, upon the extant literary works, tolerance to office incivility can be viewed as a social stress and anxiety element (belongingness and social support).

2.8 Leadership

2.8.1 Brief History of Leadership Background

"Leadership" is among the most crucial part of an organization. To create and lead groups, leaders have attempted to identify the talents of while memorializing the success of people as well as also teams have become a crucial dynamic required by business to become successful (Kouzes & Posner, 2017; Khan et et., 2012; James and Ogbonna, 2013). For instance, Bennis method was an adjustment from common thinking and also presented the method toward even more of a quality method where leaders supplied vision, rate of interest, sincerity and likewise count on fund (Bennis, 2009).

Fundamentally, it has actually remained in presence within human beings since the beginning of time with societal runs, formations and so on (Allio, 2013; Celarent, 2014). As such, management has established from a method to a specified treatment of study that has actually created many leadership concepts as well as layouts (Dionne, et al., 2014).

The research study executed by Kurt Lewin determined laissez-faire, autonomous, and likewise despotic as the 3 major leadership methods (Bhatti et al., 2012). Leaders are needed for the ability to lead and show direction to the people they are leading along with providing ways of efficiency via their aid on connections with customers and organization (Allio, 2013; Carter, 2013). A forerunner to the formal research study of leadership was the Great Male concept (Hoffman et al., 2011).

The Concept that came into life in mid-19th century is about how leaders are meant to lead as they were born for it and possess related skills and talents on management (Bass & Bass, 2008; Hoffman et al., 2011). Thus, "A birthed leader" is simply one destined to become a managing individual (Allio, 2013; Cawthon, 1996).

It can be said that such individuals' characteristics come with present features from birth, as well as essential capability, produced heroes that reached problems as well as leadership duties (Hoffman et al., 2011). The Great Male concept formed by Thomas Carlyle, basically, was a presumption that only certain individuals had needed characteristics to become a leader (Bass & Bass, 2008).

Given theory also notes that individuals were born with particular management qualities which these qualities might not be found out neither gotten with education and learning or training (Northouse, 2013). Author stated that individuals were birthed with specific leadership high qualities and that these features cannot be found nor are obtainable.

As time passed, different study have come up with explaining variety of managerial situations, suggesting that there were one-of-a-kind attributes and personality types that composed a person's ability to be a leader (Colbert, Judge, Choi & Wang, 2012).

Homer (1997) said that leadership has actually been among one of the most crucial variables in translating business outcomes and also the workers' work practices. Subsequently, the classic theories concentrated either on the qualities of leaders, on their behaviour, on the environmental elements and communications contributively.

2.8.2 Recently Practiced Leadership Styles

2.8.3 Transformational Leadership

"Transformational Leadership" encourages and also influences ("transforms") the followers to accomplish results beyond the anticipated ones. It imagines problems, obsessions and also requirements of followers, it alters ("transforms") assumptions towards the organization and deals with concerns in brand-new means well as aids on focusing on team success. "Transformational Leader", can be said to handle traits and associates the specific jobs with its required sense of purposes along with the form of involvement required for the greatest possible results an organization can obtain (Antonakis and House, 2014).

"Transformational leadership" improves inspiration, morale and performance of the followers, via a selection of tools. "Transformational Leaders" associate individuality as well as principle of the private advantage with the point of view of the collective identification of the company and the benefit of the team (Day and Antokanis, 2011; Podsakoff et al., 1996).

Northouse, (2007) mentions, one existing leadership would be transformational leadership. Court and Piccolo, (2004) says, it is among the methods that have in fact attracted the focus of numerous scientists and likewise has been one of the most considerable leadership concept of the last twenty years.

Burns (1978) provided evidence to differences of two different type of leadership, namely transactional and transformational. His research focused on studying politicians. Burns stated that it (transformational leader) "takes place when several persons involve with others as though leaders and followers elevate each other to higher degree of motivation as well as principles" (p. 20).

Therefore, Burns (1978) discussed transformational leadership as a process instead of a certain habits. Author moves on to explain that those that appeal to greater ideals as well as ethical worth's and also equip followers to generate profound as well as basic adjustment given TL surpasses the given relationship the two party. Author also discussed how relevant form of leadership is much deeper in links as well as greater levels of devotion, efficiency, as well as principles of both leaders.

Bass (1985) investigated an approach concerning military . Bass at first used TL in a firm related managerial setting. Author prolonged his study through consisting service psychology with government (Yammarino et al., 1998). Bass et al (2006) have state, "TL is, at its core, regarding problems around the treatments of makeover in addition to modification" (p. 255).

Bass (1985) suggests that TL as well as likewise TL are 2 distinct measurements. Thus, author suggests that both have different sets of features with different outcomes and effects will come out as they are showcased within the asserted organization.

Bass (1998) defines that leaders are reliable if the combination of both leaderships are evident as their aspects play significant roles from devotion to performance and so forth. Thus, they might present differing levels of both transactional as well as furthermore TL, and also trustworthy leaders are those that integrate both management layouts (Aarons, 2006; Snodgrass et al, 2008).

Bass (1985) furthermore developed a Complete Array Management Version that determined leadership layouts right into 3 kinds: transformational management; transactional management; in addition to laissez-faire leadership. To move on, many scientific contribution have followed and took part in leadership literature where authors have performed studies in countless setups to review the principle of transformational leadership (e.g. Bass et al., 2003; Boerner et al., 2007; Court and Piccolo, 2004; Ling et al., 2008; Politis, 2002). In his study, Stone et al (2004) mentions that leaders motivate colleagues.

Transformational leaders thrill the feeling as well as success of followers. Leaders making use of transformational management are a lot more concerned about advancement as well as additionally advancement of workers. They are also into innate enthusiasm, principles, as well as staff member development. Consequently, followers really feel depend upon, love, commitment, and likewise regard towards transformational leaders (Yulk, 2010).

Given leaders figure out and establish ways to equip others with needed set of management (Owen et al., 2004; Ozaralli, 2003). They do so nevertheless as well as use imagination in problem resolving of they (Limsila and Ogunlana, 2008). It is a procedure of changing along with altering employees by enhancing inspiration, creating commitment, along with outfitting them to obtain business objectives (Yulk, 2010).

Additionally, they have the capacity to boost the dedication of workers (Sadler, 2003). Such leaders help their workers to transform things into much positive selfs as well as by affecting fans to get right on objectives of organization (Lussier and Achua, 2007).

Organizationally, transformational leaders focus on the goals of the environment while staying dedicated towards organizational objectives (Lussier and Achua, 2007). As such, leaders have the ability of influence subordinates to a greater degree of endeavour (Yulk, 2010).

2.8.4 Transactional Leadership

Transactional Leadership is a treatment of "transaction" between the leader as well as likewise the others (followers/employees/members). It is based upon the staff members' fulfilment of the legal commitments happening from their jobs, in return for the leader's care for the advice of the total treatment of accomplishing the purposes as well as likewise for the incentive of those that adhered to them. Transactional leaders specify the task as well as the duties of each worker/employee separately as well as additionally they similarly reward, either economically, by a raise, or ethically, by acknowledgment and also promo, those workers/employees who have really attained their goals (James and Ogbonna, 2013; Hinkin and Schriesheim, 2008; Bass, 1990).

Unlike TL, transactional leaders are not entitled to go after envisions on what's to come yet they demand existing techniques, asking for subordinates to formally comply with the regulations (Samanta and Lamprakis, 2018). The transactional leaders are dedicated to the existing treatments, overlooking the demand to establish concepts as they aim to increase level of performance within their environment. They focus on individual intentions and also interests of others rather than the shared rate of interests of the group as well as the company (Day and Antonakis, 2011). According to Bass and Avolio(1990) the features of transformational management bring much better results to the company, if these components co-exist with those of the transactional management, according to the supposed "enhancement theory". It occurs when a single person gets in touch with others for the intent of an exchange of values that could be economic, political or psychological, et cetera in nature.

Burns considered that both parties have actually connected features, yet the partnership does not go beyond the exchange of valued advantages (Erhart and Nauman, 2004). It likewise does not bind leader as well as fan together in a common and also proceeding search of a greater objective (Burns, 1978). Subsequently, Bass (1985) prolonged the work of Burns as well as established TL theory. Author also notes, TL regards to parties interaction to one another via transaction.

Another study by Bass and Avolio (1994) portrays the exchange as it regards to leaders and followers interrelationship and its requirements for it to be establishment alongside with the benefits that can be born out of the two's interactions. To note, if the two can create a resolve to existing concerns and/or issues, benefits will arise (Ivey and Kline, 2010).

Completion of the leader's requirements may highly benefit if they are recognized, with its benefits may be obtained by the organization. TL is sensible as it concentrates on satisfying the certain goals (Bass et al., 2003). Instead, transaction-oriented leaders are a whole lot more anxious with the success of the purposes. Transactional leaders focus on cleaning up tasks as well as utilizing benefits for beneficial performance in addition to penalty for unfavourable efficiency (Burns, 1978). Transactional leaders use their power to contact as well as impact followers to accomplish suggested end results (Avery, 2004; Bass, 1985). According to Bass (1985), such management style may lead to the wanted outcomes. Such leaders clearly showcase the requirements that they wish to be followed and applied on the task.

Hence, they can respond to specifically just how well staff members implement their obligations and after that act upon the done work either on positive or negative terms (Politis, 2002). For this reason, transactional leadership can be made use of in several setups as well as also appropriates in prompting staff members to follow workout standards (Aarons, 2006).

Besides that, transactional leaders offer subordinates with self-esteem along with ultimately inspire subordinates to acquire preferable efficiency (Politis, 2002). This brings about subordinates producing the results that leaders anticipate. Nonetheless, they please leaders' demands as an end result of the exchange or rewards made use of by leaders, ruling out that they are dedicated to their job. (Sadler, 2003).

2.8.5 Servant Leadership

Servant leadership is a process that began with a need to offer rather than be served. The one characteristic that all scholars and the globe of academia can agree upon is that servant leaders look for to offer initial as well as lead second. An usual theme was apparent as the needs of the follower were critical. Greenleaf referenced that via recognition, foresight, and skill for listening, the servant leader could focus on the requirements of followers (Greenleaf, 1970).

The servant leadership theory emphasis is on service to others as well as acknowledges that the role of the company is to produce people who can build a better tomorrow. This emphasis resonates with scholars and practitioners who are reacting to the growing assumptions that corporate leaders have come to be self-centred; servant leadership is becoming a method of leading which can aid fix the obstacles of the twenty-first century (Parris & Peachey, 2013). Instead of focusing on

the demands of the leader, the focus was currently on the character and level of commitment the leader possessed in serving others (Patterson, 2003; Parris & Peachey, 2013).

Servant management stood alone as the style that put the focus on the rate of interests of the followers (B. N. Smith et al., 2004). It differentiated itself from various other management styles in terms of sacrifice as well as selflessness in satisfying the requirements of subordinates (Parolini, 2007). Eventually, the focus of servant management was on the leader, whose emphasis was on the follower (Burch, Swails, & Mills, 2015).

Laub (1999) saw the excellent of the subservient as a priority over the needs of those leading. He saw servant management containing 6 key variables existing within a servant-led company. This sort of organization focused on valuing others, creating individuals, developing neighbourhood, developing credibility, providing management, as well as sharing management in an initiative to make sure business performance (Laub, 1999). Laub's assessment became referred to as the Organizational Leadership Assessment (Parris & Peachey, 2013).

Spears shared Greenleaf's concept pertaining to servant management, mentioning the servant leader led with persuasion instead of browbeating. Spears took place to supplement Laub's work by determining 10 attributes originated from Greenleaf's works. Listening, empathy, recovery, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the development of individuals, and structure

neighbourhood were deemed as attributes obvious in the life of a servant leader (Spears, 2010).

The standard of servant management inevitably came to be the reverse of just how management paradigms were frequently watched: fraught with deception as well as adjustment (Fitzgerald, 2015). Spears was confirmed in that coercing followers right into a premeditated course was non-existent in the life of a servant leader (Spears, 2010). This just verified Greenleaf's basic idea that the servant leader always sought to offer first and also to lead last (Greenleaf, 1970). In his research study, Tanno (2017) pertained to servant management as "an universal, ethical leadership design, constantly generates high efficiency and also staff member engagement.

Greenleaf's (1977, 2002) servant leadership concept arises from many different experiences in his life. Such leadership practices showcases compassion while through others (Sipe & Frick, 2015). Additionally, given managerially responsible individual of an organization would benefit from understanding the right time to put such leadership into play, especially in critical instances where faced issues may be used as a reference to remove possible problems out to organizations play.

Given leadership type is also said to place importance and support the work environment and employees in order to aid their career growth well as personal welfare. (Keith, 2008). Thus, it can be understood that servants could aid in transformation of their environment into a better one as they are dedicated to make it happen (Keith, 2008). Hence, servants are exceptional individuals to strive for improvement of their organizational setting, environment and their followers.

2.8.6 Authentic Leadership

Novicevic et al (2006) along with Avolio and Gardner (2005) place authentic leadership into their scope by mentioning its roots being from ancient origins in Greek ideology. Progressively, similar depth of attention is reverted to authentic leadership as it is said to supply a crucial point of view regarding interexchange with straightening an individual's activities to mimic other various and reliable forms of leadership (Luthans and Avolio, 2003).

According to Avolio and Gardner (2005), authentic leaders are deeply familiar with their personal codes and beliefs and hence, are authentic, reliable, credible, and they focus on the people they are managing in terms of their growth and skills, widening their thinking and giving birth to a positive, appealing business context.

Likewise, studies operated by Cooper et al (2005) well as Luthans and Avolio, (2003) shows research of authentic leadership as a research topic is important. Thus, leaders that deploy authentic characteristics have actually been requested to be aware of the worthiness that they possess as they officially hold responsibility and are known to be able to consistently act to the matters in critical situations. Hence, the responsibility and features that they hold and possess most beneficial if the individuals and leader itself is aware and in line with the requirements and needs of the workplace of which remains in agreement with the rest of the authentic leadership literature.

To add, related statements mentioned are existent, through extensive contributions of many respectable authors and their past studies (e.g. Avolio, Gardner, Walumbwa, Luthans et al., 2004). To note, Bass and Steidlmeier (1999) have mentioned that credibility is a vital characteristic for leadership and its styles of management. Scientists have taken various variables and laid out the footsteps as they considered contribution in order to provide the advancement of authentic leadership to emerge from this concept of leadership.

To exemplify, Ilies et al., 2005; Luthans et al., 2006; awareness of an individual, ethical concerns and wrongdoings, relations and the keys to better handling them, openness in communication are some topics that were handled by academics, researchers, field experts and professionals of the sector and is in the same light with Shamir and Eilam (2005). In other words, authentic leadership may suggest that being constantly authentic may aid in producing the so-called specific distinctions. Hence, by assessing the processes and parts of the business that they are entitled to take charge on, leaders can come to be acutely familiar with their values as well as ideas by examining which occasions were most impactful to them as well as how their responses recommend their essential beliefs Avolio (2005), Shamir and Eilam (2005).

Given assessment may be beneficial for the leaders as it may aid in the prevention of issues that may arise otherwise. Undoubtedly, management handled by leaders would also benefit from leaders understanding their responsibilities to the fullest and act in accordance with the mission and vision of the organization that they are performing

under and where they are majorly affecting in terms of departmental performance and et cetera. (Humphrey, 2014).

In their studies, variety of authors have contributed to the leadership literature. For exemplifications, such leadership can be said benefit best under rightful and to the point training where an opposite scenario is less likely to aid in benefitting the organization that the leader is performing in similar method as other leadership styles (Leroy et al, 2015), (Wang et al, 2014), (Avolio, 2005) and (Smith et al., 2009).

To shore up, leadership and its relationships consist of powerful sensations of identification as well as empowerment as individuals fond of it see it as a form of positive viewpoint toward workers or employees (Leroy et al., 2012). Additionally, Smith et al (2009) mentioned authentic leaders are able to influence both additional and team related role of related individuals in terms of performance and studies that contributed to its background like Peus et al (2012) have investigated it's antecedents and consequences whereas they've walked the path through an empirical approach.

Studies have surfaced AL's connection to various mediators, moderators and other relevant variables and showcased affirmative finding in terms of the leadership type. Thus, studies have shown that for leaders, given type of leadership is less likely to showcase negative forms of effects but rather may aid to arise positive effects and might benefit the organizations. To simplify, AL can be an effective form of leadership long as it involves around a perspective that would allow further

improvements while leadership embrace and possess honesty (Brown and Treviño, 2006). Spitzmuller and Ilies (2010) also provided valuable contributions to the literature through transformational leadership and mentioned leaders psychological health in relation to their work as Toor and Ofori, 2009've contributed to leadership area by involving the study around wellbeing's relation to the matter. Another pristine contribution to the leadership may be given and Henderson and Hoy, (1983) would not be so inaccurate. They have dived into authenticity of leaders back in 1980's and done so in psychological and education area.

Similarly, AL was researched by other authors namely Jensen and Luthans (2006) on leaders experience and their dedication to their line of work. They discovered that AL has a positive relation to PsyCap also known as psychological capital. Sparrowe (2005) have revealed another unknown of AL, the leader and others communication with one another. AL is known to have an external representation of internally held beliefs. It is surely not something to be underestimated or rather undermined, rather it may positively spark off on how communication with one another may aid to organizations as Eagley (2005) mentions. While the emphasis has in fact been on leader-centric views bore in mind that leaders well as their followers alike can differ on their levels of reliability (Gardner et al., 2009).

Leroy et al., (2015) place the function of followers in the study conducted in 20145 and moved onto explaining how studies are ever more likely to have belittled when it comes research conveyed on an AL. Avolio and Gardner (2005) have similarly mentioned that the influence regarding workplace individuals have crucially preferred results that comes from this form of leadership. In his study the same

author revealed, that authentic followership as well as AL anticipate follower efficiency, as moderated by individuals need of fulfilment and that the followership as well as management have an interaction effect. Hence, AL influence individuals that are within their course of movement within the business environment (Avolio et al., 2005).

2.9 Theoretical Framework

Nepotism is defined today as “the employment of relatives in the same organization” (Arasli, Bavik, & Ekiz, 2006). As to the Relative Deprivation (RD) theory, the discriminatory practices may engender unfavoured employee actions like low commitment and high intention to leave, and unwillingness to cooperation (Melkonian, Monin & Noorderhaven, 2011).

The RD theory claims that if workers perceive that the changes concerning HRM practices will be negative towards them, their feelings of deprivation enhance due to perceived inequality and power imbalance (David & Singh, 1993). The unfair practices arising from nepotism, such as pay cuts and unfavourable promotions, employee appraisal, rewards, and benefits may also become possible roots of relative deprivation in the family firms. In line with the theory, this study focuses on nepotism as process, leading to TWI in the five star hotel organizations as a result of deprivation feelings of the employees.

Chapter 3

TOURISM IN CYPRUS

3.1 Introduction

Cyprus is a little island placed in the Mediterranean Sea with 1295 squares miles of range and the 3rd greatest among other Mediterranean islands after Sardinia and Sicily (Patriona, 2017). According to the recent info, the northern part of the island had practically 1,634,089 (international) guests arriving to northern Cyprus in 2018 (northern Cyprus Tourism Planning Department, 2019). In spite of the fact that, tourists' demand has actually been increased in the meantime 1995, however regrettably, northern Cyprus tourist sector faced and had problem with some concerns and difficulties (Farmaki et al., 2015).

The history of northern Cyprus in regards to present industrial holiday industry that times in the 1930s (Storrs, 1930), which slowly increased in the 1960s. In Northern Cyprus, international authorizations have actually restricted basic financial advancement and have also produced problems for the tourism industry. High need of tourists originating from Turkey causes problems for example short period of accommodation and a deducted motion of foreign exchange. Turkish consumers are visiting Northern Cyprus for betting (Altinay, Altinay, & Bicak, 2002) particularly given that the Turkey prohibited gaming in 1998.

Usually, Northern Cyprus has in fact been figured out as an appealing location for its coastline holidays partly because of the reality that it has actually been thought about as a pristine area as well as partly considering that of its warm weather condition, affluent history and stunning nature as abundant sources of tourist attraction.

Particularly eco-tourism, as a substantial sector, has actually been created in Northern Cyprus because vacationers go there for cycling, trekking, and bird viewing, as well as taking in the sights. Casino tourism which has a substantial payment to the economic climate in Northern Cyprus. Gambling facilities began to operate in the 1990s and from the beginning factor, they come to be recommended amongst Turkish site visitors and also the visitors from the rest of the island where there is a long-standing constraint on betting and also casinos are restricted (Katircioglu, et al., 2007).

Northern Cyprus economy' based upon tourist industry. Northern Cyprus has 850 hospitality establishments, most of them are small-sized establishments such as coffee shops, bars, dining establishments and souvenir stores. The lodging sub-sector is the crucial element of the northern Cyprus' market and as of completion of 2018 bed capacity of 25.143 (Ministry of Economics and Tourism, 2018) and since the end 2018, occupancy rate was % 58.3. Additionally, bulk of tourist markets have been Turkey, United Kingdom, and Germany. Tourism as one of the driving fields highly influences the economic growth of Northern Cyprus. Based upon the record of the tourism ministry in April 2013, the resorts occupancy had 9% enhancing contrasting to last month and a total 13% comparing to the in 2015.

In their record, they likewise disclosed that there is increasing in total tourism arrivals from 112.645 in 2009 to 180.775 in 2013. Covering an overall area of 9851 (3572 square miles) km, Cyprus is the 3rd biggest island of the Mediterranean Sea (Alipour & Kılıc, 2003; Sağsan, M., & Yıldız, M., 2010).

There are numerous separated small islands in the world that have a narrow financial structure, depend on imports, and have a small footprint. Katircioğlu (2010) have reported that international tourism which is viewed as a crucial source of foreign exchange, is largely depending on the tourist sector due to the fact that of little and big countries and specifically the restricted and little structure of financial variety and they are concentrated on just a couple of sectors of the sector.

Abubakar, Shneikat, and Oday (2014) examined the aspects that motivated the students in the northern Cyprus who took a trip for the purpose of education and it was stated that the QOL of the host community is an inspiring element for students. Besides, the other intention factors are as follows: natural beauties, safety, quality of education, task chances and so on. Northern Cyprus is an unrecognized country and where political seclusion is being executed and the concern provided to the service sector has increased due to the used embargo (Katircioğlu, 2010). It is revealed as the 1980s as a transition from the production market to the education and tourism sector. With the passing of the activity of the gambling establishments on the island, it was aimed to attract foreign travellers from abroad.

In northern Cyprus, the development of education tourism has continued to grow given that the early 1990s with the increasing variety of trainees starting to come from numerous countries of the world. Northern Cyprus education tourism has been renewed, bigger every year, and it has actually been able to make a guarantee in the international arena thanks to its facilities and abundant facilities. In addition, the creation of job opportunities and the enhancement of work (Tosun, 2002) are all benefits thanks to instructional tourist. Hence, it can be stated that the education sector with high currency exchange rate forex is among the sectors that contributed most to the growth of northern Cyprus.

In their study, Padurean and Maggi (2011) mentions educational tourists growth in numbers, relies on the convenience of accessibility to the liked institution which would provide forms of expertise, knowledge, and learning capabilities via greater contribution of advisory methods taught or provided by instructors, supervisors and so on in international nations. Authors state, “The main feature of this sort of tourism is to obtain levels of understanding concerning destinations society and market in the location”.

Chapter 4

HYPOTHESES AND CONCEPTUAL MODEL

4.1 Introduction

RD theory contends that while one worker may see a special pattern of resource allocation as fair, another worker may comprehend it as unfair. In an extremely nepotism-oriented service organization, the HRM procedures cannot work independently and transparently (Arasli et al., 2006), because family-member employees may be probably supported and promoted unfairly, may be rewarded not because of excellent performance but because they are favoured by the organization (Caroline, 2015).

Such operations may be biased towards family members perceiving job as a birth right by displaying unfair nepotism practices that damage the organizational climate and culture instead of meritocracy in the firms (Daspit, Madison, Barnett, & Long, 2018). Such feelings of exclusion impair interpersonal links which are also one of the fundamental reasons of deviant and uncivil behaviours (Blau & Andersson, 2005).

Consistent with the RD theory, Arasli and Tumer (2008) also suggested that nepotism may bring about stressful work place which may importantly contribute to the emerging of workplace incivility (Torkelson, Holm, Bäckström & Schad, 2016). Previous studies regarding the incivility phenomenon in the service industry have mostly concentrated on the consequences of workplace incivility rather than focusing

on the process leading to the emerging of uncivil behaviours (Bavik & Bavik, 2015; Han, Bonn, & Cho, 2016; Torres, van Niekerk, & Orłowski, 2017).

Overall, to author knowledge, the factors tolerating to workplace incivility in a five star hospitality setting have not been studied by the previous investigations; thus, this study aspires to contribute to the hospitality management literature by positing the following hypothesis. Hypothesis 1, nepotism is positively related to TWI and Hypothesis 2, AL will moderate the positive link between nepotism and TWI in such a way that the link is weaker when an AL is higher.

4.2 Conceptual Model of the Study

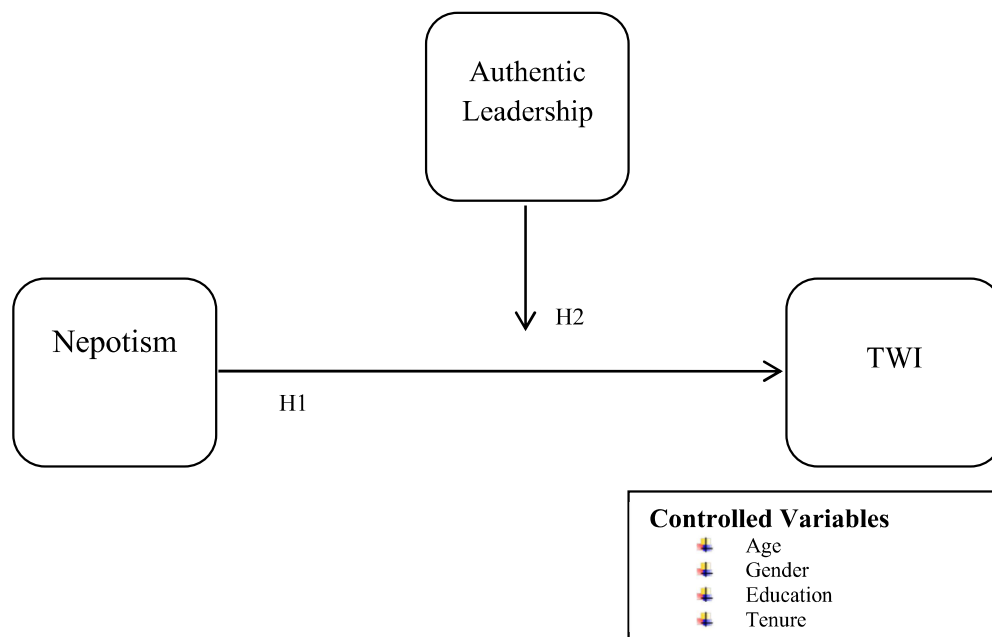


Figure 1: Study Model

4.3 Hypothesized Relationships

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Hypothesis 1: Nepotism is positively related to TWI.

Authentic Leadership (AL) theory suggests that authentic leaders are particularly likely to foster positive social interactions, which will favourably influence employee well-being (Ilies, Morgeson, and Nahrgang, 2005). AL is such a process that leader is extremely aware of how he or she considers and behaves, of the context in which he or she leads, and how he or she is perceived by others as being aware of his/her own and others' values/moral aspects, knowledge, and strengths (Avolio, Gardner, Walumbwa, Luthans, & May, 2004).

When employees feel that they obtain support, trust and other benefits from their leaders, they improve a responsibility to reciprocate with favourable work behaviours (Gouldner, 1960). In contrast, when employees experience unfavourable leader-member associations and receive mediocre resources, responsibilities and outcomes, they are likely to reciprocate with adverse behaviours like organizational deviance and workplace incivility (Skarlicki & Folger, 1997). Mhatre, Riggio, and Riggio (2012) stated that, since the progression in employment advances with the favour of relatives even in the modern times, nepotism is definitely related to the leadership deficiency. They indicated that unjust displays of nepotism can be perceived as a pattern of "unethical" or at the very least "inauthentic" leader practices. In an

organizational setting, leaders who perceived to treat followers unjustly, for example, by treating family members preferential or by conducting special relationships with family members but not with other followers will marginalize and alienate non-family members, impair cooperation in the organization and diminish overall identification (Hogg, Martin, Epitropaki, Mankad, Svensson, & Weeden, 2005).

At this point, Riggio and Saggi (2015) claimed that handling the feelings of such nepotism or favouritism is the mission of the leader. Mhatre et al. (2012) asserted to be a best-fit approach for managers to pursue when overcoming the perceptions of nepotism. They also suggested that authentic leaders would resist nepotism because it is in compatible with their own moral principles.

Based on these foundations, it is logical to assert that if leaders pursue AL principles, they would provide meritocracy and conduct a healthy work climate even in a nepotistic work environment by successfully moderating the effects of nepotism on TWI. Yet, of course, this is an empirical question because any research has not paid attention to the associations between nepotism, AL, and TWI in the organizations at micro and in the service industry at macro level. Therefore, the following hypothesis was proposed.

Hypothesis 2: AL will moderate the positive link between nepotism and TWI in such a way that the link is weaker when an AL is higher.

Chapter 5

RESEARCH METHODOLOGY

5.1 Quantitative Method

Quantitative methods of research include numbers and whatever appears measurable in such a way that is methodical of investigating phenomena and their relationships. When planning to clarify the connection within measured variables, predict as well as manage phenomena, a quantitative method is applied (Leedy, 1997).

For Creswell et al (2003) quantitative method begins with the collection of information on the basis of the concept or theory as well as it is followed with the application of statistics that are descriptive or inferential. Monitoring and studies are normally made use of instances utilized with statistical organization. The whole of quantitative studies frequently ends with confirming or disconfirming the examined theory. One or couple of variables intended for use in a research job are recognized by the researchers, and the collection of information follows in regard to those variables (Leedy and Ormrod, 2001). Quantitative methods are an effective method for screening theories considering that mathematical tools rely on structured, repeatable research study designs aimed at responding to clearly specified research concerns (Muijs, 2004).

Quantitative methods can identify partnerships along with their significance as well as quantitative methods chosen to study people usually employ surveys, sets of

questions, and polls (Buckingham & Saunders, 2004). These methods, which are unbiased rather than subjective, produce dimensions that can be statistically, mathematically, and/or numerically analysed (Buckingham & Saunders, 2004).

The overarching objective of quantitative research study in this case is to produce mathematical data that can be generalized for different teams of people or to measure a particular phenomenon (Creswell & Clark, 2017).

5.2 Qualitative Method

Qualitative study is a scientific method of observation to gather non-numerical information (Babbie, 2013). This kind of study "describes the significances, principles interpretations, qualities, metaphors, symbols, as well as description of things" and also not to their "matters or actions in Qualitative research study methods for the social sciences (BERG, 2001).

Thus, qualitative methodology can be claimed to focus on identifying patterns in thoughts as well as point of views (Bazeley, 2013) of individuals. The methods in qualitative research study, which can be much less structured than quantitative methods, are much better fit for attempts to discuss the factors behind causal relationships. Consequently, researchers frequently use qualitative researches to try to comprehend circumstances as a whole, rather than focusing entirely on their components (Moustakas, 1994).

Qualitative studies include observing, defining, translating, and also analysing the way individuals experience, act upon, or consider themselves or the world around them (Stake, 2010).

5.3 Mixed Method

Creswell, J. W., & Creswell, J. D. (2017, p.203) states, “with the development and perceived legitimacy of both qualitative and quantitative research in the social and human sciences, mixed methods research, employing the combination of quantitative and qualitative approaches, has gained popularity. This popularity is because research methodology continues to evolve and develop, and mixed methods is another step forward, utilizing the strengths of both qualitative and quantitative research”.

The author also states that “Mixing means either that the qualitative and quantitative data are actually merged on one end of the continuum, kept separate on the other end of the continuum, or combined in some way between these two extremes. The two databases might be kept separate but connected”. “In this situation, the quantitative and qualitative data are connected during the phases of research” (Creswell, J. W., & Creswell, J. D. 2017, p.208). Mix method research provides excellent assurance for exercising scientists who would like to see methodologists define and also establish techniques that are better to what researchers actually utilize in technique. Mix methods study as the 3rd study paradigm can additionally aid connect the schism in between quantitative and qualitative study (Onwuegbuzie & Leech, 2005).

Johnson, R. B., & Onwuegbuzie, A. J. (2004) defines mixed methods research as “the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study”. Very same researchers move onto explain how mixed methods research study additionally is an attempt to legit the use of several strategies in

addressing study concerns, as opposed to limiting or constricting researchers' selections. It is an extensive and also innovative type of study, not a restricting form of research. It is inclusive, pluralistic, as well as complementary, and it recommends that researchers take a diverse approach to method option as way of conduct.

Based on the aforementioned discussion of three methods, since this study includes numerical data to be analysed in order reveal the patterns and relationships in a statistical manner, quantitative method was sought after to showcase meaningful representation of three variables and their relationships via data collected from tailored survey. Thus, due to the nature of methodological application of numerical data and lack of any non-numerical data, qualitative and triangular approach did not find its place in the scientific study.

5.4 Population and Sampling

According to the statistics published by ministry of tourism and environment (2017), there are 19 five-star hotels in northern part of Cyprus and out of nineteen, fourteen of those hotels are in Kyrenia, one in Famagusta, two are in Trikomo and two are located in Nicosia. As some authors claim (e.g. Arasli and Tumer 2008; Arasli et al., 2006), nepotism is a popular management epidemic in developing countries, specifically in small micro states. They assume that, hotel industry particularly five star hotels where there are only few studies are also influenced from such undesired attributions and therefore taken into consideration as a context of this study.

The proposed model was examined based on data gathered from 224 full time employees' working in five star hotel organizations. The responding employees

included various job positions like receptionists, restaurant service attendants, and housekeepers and so forth.

The required permissions for data collection were taken from human resource management department or related department managers of the judgmentally chosen hotels. These hotels assigned one of their trustful employees to cooperate and help us to distribute the questionnaires. A brief paragraph deliberately located at the top of the first page of self-administered survey included a summarization on the purpose of the study and provided a statement on guaranteed anonymity well as how the survey instrument would be only used for a scientific study.

This study utilized judgmental sampling which is “appropriate if some members are thought to be more appropriate (knowledgeable, experienced, etc.) for the study than others” (Altinay & Paraskevas, 2009, p.96). Based on the guidelines of Podsakoff, MacKenzie, Lee and Podsakoff (2003), a short notice encouraging the anonymity of the respondents along with an empty box for dropping the questionnaire at the front desk alone and availability criteria have been provided. Totally, 300 questionnaires were delivered to the employees and 250 (83%) of them were received. Afterwards, it has been found that 14 of them were left empty, 6 of them were not properly filled up and 6 of them were removed as the participants were found to be not eligible (workers with family connections) as they were filled. Therefore, 224 usable questionnaires were received at the end of this data collection process with a response rate of 75%.

Harman's one-factor analysis as a statistical avenue was also conducted to mitigate the common method bias, given that all data related to the study variables were self-reported. Of the three constructs clarified, the principal factor explained 38.4% of the variance. Since one factor did not explain more than 50 % of the variance, common method bias has not been a problem in the dataset (Podsakoff et al., 2003)

5.5 Measures

Twelve items for nepotism were drawn from Arasli and Tumer (2008)'s study and four items came from Loi et al. (2015)'s study for measuring TWI. To measure AL, 16 items were obtained from Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008)'s study.

Back-translation method was used where the survey items were originally arranged in English and then were translated into Turkish. Afterwards, two expert academicians, fluent in both languages, checked the survey instruments to make sure that all item contents were cross-linguistically comparable and created the identical context. The questionnaires were pretested with a pilot sample of 10 hotel employees. The pilot study indicated that the wording, measurement scales, and sequence of questions were fine.

The respondents comprised of 104 men (46.4%) and 120 women (53.6%). The largest age group was 18 to 33 years (42.9 %). In terms of education, almost half of the participants had a senior-high school degree (48.7 %). More than half of the respondents (26.3%) had organizational tenure of four years or less. Of the 224 participating employees, 51.3 percent were married, 48.7 percent were single, divorced, or widowed.

5.6 Data Analysis

First, confirmatory factor analysis (CFA) was used to test the convergent and discriminant validities of the factors. Second, Pearson correlation analysis was conducted to display the relationships among the study variables. Third, a series of hierarchical multiple regressions was performed to examine the study hypotheses.

Chapter 6

RESULTS

6.1 Demographic Results

The respondents comprised of 104 men (46.4%) and 120 women (53.6%). The large age group was 18 to 27 years (42.9 %). In terms of education, almost half of the participants had a senior-high school degree (48.7 %). A bit more than the quarter of respondents, (26.3%) had organizational tenure of four years or less. Of the 224 participating employees, 51.3 percent were married, 48.7 percent were single, divorced, or widowed.

6.2 Validation of the Measurement Model

The baseline model that included all three variables yielded an acceptable fit to the data (see Table 1), with $\chi^2=989.42$, $df=399$, $p<.01$; comparative fit index (CFI) =.91; Tucker-Lewis Index (TLI) =.90; root mean square error of approximation (RMSEA) =.081. In addition, all the factor loadings were significant, ranging from .64 to .93 ($p<.05$), representing convergent validity.

As can be observed in Table 1, author endorsed the discriminant validity of the three factors by comparing the baseline model with the alternative model: Model 1, in which all three factors were incorporated into one overall factor. No alternative model fits the data like the baseline: Model 1: $\chi^2=11250.46$, $df=464$, $p<.01$, CFI =.42, TLI =.38, RMSEA =.204.

On the other hand, the descriptive statistics presented in Table 2 demonstrated that the correlations between the variables were in the anticipated avenues. To illustrate, nepotism was significantly and positively related to TWI ($r = 0.175, p < .01$). Moreover, AL has a significant negative effect on nepotism ($r = -0.432, p < .01$) and on TWI ($r = -0.211, p < .01$). These outcomes present initial support for hypotheses, which author examined in more detail, conducting hierarchical regression analysis.

6.3 Hypotheses Testing

The results of hierarchical regression analysis illustrated in Table 1 represented that nepotism has a significant positive influence on TWI ($\beta = .230, t = 2.78, p < .001$), supporting Hypothesis 1. Additionally, the statistical results pointed out that, demographic variables such as gender, tenure and education did not have any influence on the relationship between dependent and independent variables in this research. In other words, control variables did not make any influence to the proposed relationships. Hypothesis 2 proposed that the AL will moderate the association between nepotism and TWI. The results in Table 2 supported this proposition that the interaction of nepotism and AL significantly influences TWI ($\beta = -.432, t = -2.145, p < .05$) and R^2 of the model also significantly increases ($\Delta R^2 = .075, p < .05$).

Table 1: Scale Reliabilities, Means, Standard Deviations and Correlations of Study Variables

Variables	Mean	SD	Alpha	1	2	3
1. AL	3.03	.70	.97	1		
2. Nepo	2.42	.82	.89	-.432**	1	
3. TWI	2.33	1.03	.92	-.211**	.175**	1

Table 2: Direct Relationship Between Nepotism and TWI

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,262	,365		6,190	,000
	gender	-,054	,146	-,025	-,370	,712
	age	-,054	,060	-,066	-,902	,368
	education	-,137	,076	-,123	-1,798	,074
	orgtenure	,011	,055	,015	,196	,844
	Nepo	,230	,083	,184	2,780	,006

Note: TWI is dependent variable and Nepotism is independent with the inclusion of demographic variables.

Table 3: Moderation Analysis

Model = 1		Sample size					
Y = TWI		:224					
X = Nepo							
M = AL							
Outcome: TWI							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	,2747	,0755	1,0025	4,8406	3,0000	220,0000	,0028
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2,2220	,0881	25,2323	,0000	2,0484	2,3955	
AL	-,1608	,1209	-1,3303	,1848	-,3990	,0774	
Nepo	,4055	,1971	2,0798	,3799	,1060	,2769	
int_1	-,4322	,2014	-2,1458	,0330	-,8292	-,0352	

Int= Interaction Effect,
(Authentic Leadership x Nepotism)

Author further plotted the interactive influence of nepotism and AL on TWI. As can be noticed in Figure 2, the emerging interaction form is consonant with the hypothesis. Figure 2 graphically demonstrates the interactional nepotism-TWI association as moderated by AL, for which high and low levels are depicted as one standard deviation above and below the mean, respectively.

As proposed, when the followers' AL perception was high in the context, the link between nepotism and TWI was weaker. That is, AL mitigates the force of the positive effect of nepotism on TWI. These outputs further endorsed the moderating influence of AL, as provided in Hypothesis 2.

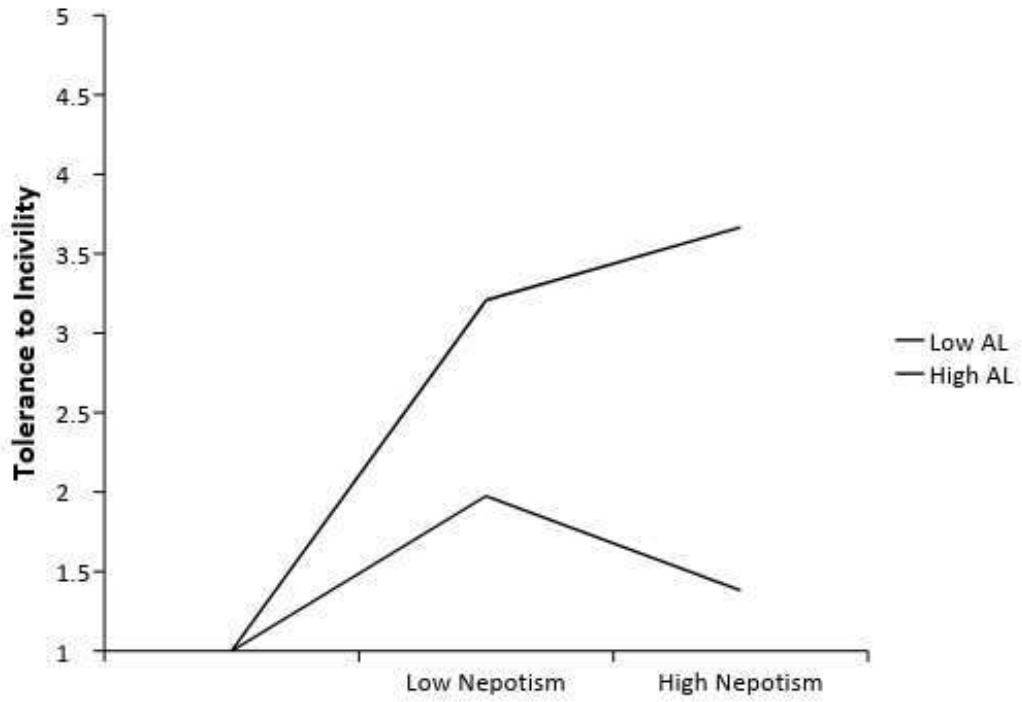


Figure 2: The moderator effect of AL

Chapter 7

DISCUSSION AND CONCLUSION

As stated in literature review, Relative deprivation (RD) is the judgment that an individual is worse off compared to certain accepted emotions that go along with sensations of temper as well as bitterness. Social researchers make use of RD to anticipate a vast array of substantial results that are derived from findings associated with variables. Variables are namely deviance and achievement, collective actions, mental and physical health (Smith et al. 2012).

This study is one of the first empirical studies to develop and empirically investigate a proposed model of the links among nepotism, TWI, and AL. The results of this study have supported the hypothesized links offered in Figure1 in that nepotism has a significant positive effect on TWI and AL is the moderator of the effect of nepotism on TWI. This study highlights the importance of AL principles in the five star hotel organizations in the research content. This finding also offers empirical evidence to Mhatre et al.'s (2012) suggestion regarding the importance of AL in the nepotistic work environments.

7.1 Theoretical Implications

This study provides some novel theoretical contributions. First, the Relative Deprivation (RD) theory has been widely investigated in the field of political science, however there are scarcely any study in the organizational researches (Cho, Lee, & Kim, 2014), though this theory was developed by virtue of explorations in an organization (Stouffer, Suchman, DeVinney, Star & Williams, 1949). Hence, this study dramatically contributes to the hospitality management literature by using RD theory for the very first time in the field of hospitality in order to shed light on how nepotism triggers TWI in the five star hotel organizations.

Second, to the best of author's knowledge, this is the first study to focus on five star hotels in the hospitality industry by exploring the consequence of nepotism on TWI (as stated in hypothesis 1). This finding has been found positive between two variables namely nepotism and TWI based on the Deprivation theory.

This means that, as the participants (non-family members) perceive more nepotistic climate in these organizations, the more they become worse off. Hence, they feel stress, scare and as a result mental and physical harms may happen to them according to the theory. Therefore, this thesis presents a significant contribution to the hospitality management literature since the authors have surprisingly disregarded these organizations.

Third, this study makes a unique contribution to the hospitality management literature by conceiving AL as an antidote so as to impair the unfavourable effects of nepotism via investigating AL as a moderator on the effect of nepotism on TWI. This study advises authenticity as an antidote for nepotism in the hospitality industry.

Its moderator role, as this thesis proposes, manifests the critical effect of AL on TWI. Overall, AL can enable mitigating TWI even in the nepotistic hotel businesses, through its moderator role, and this concern is to be given more attention in the scientific world.

The last contribution of the study is associated with the study sample. To uncover the knowledge concerning the effect of nepotism in the hotel firms of the hospitality industry, there is a need for empirical study utilizing data gathered from five star hotels' employees. Hence, this study considerably contributes to the literature by utilizing the perspective of beneficiaries and non-beneficiaries simultaneously.

7.2 Managerial Implications

This study demonstrates that nepotism is an unprofessional phenomenon providing privilege only to the family members instead of the organization as a whole. Therefore, the unfair and discriminatory treatments of nepotism disturb employee relationships, motivation, and morale that in turn results in organizational tolerance for workplace incivility.

In order to conduct a lasting healthy work climate and culture, hotel owners are to develop a fair and more formal competence-based approach in selection, recruiting, promotion, appraisal, and so forth (Altinay&Altinay, 2006). Hence, hotel managers have to improve meritocracy in such firms.

Additionally, among this study's managerial implications is the importance of AL in moderating the influence of nepotism on TWI. This leadership approach is quite effective for reducing unfair treatments of nepotism since they are incongruous with authentic leaders' ethical principles (Mhatre et al., 2012). For management in the industry, this result can be beneficial to reduce the TWI in the favouritistic run hotel organizations. In this sense, training programs, which aim to improve managers' AL skills, can pay dividends, since specific patterns of leadership can be learned and adjusted (Wu, Tse, Fu, Kwan & Liu, 2013).

7.3 Limitations and Future Research Directions

The data in this study were gathered from only three five star hotel organizations in northern Cyprus due to time limitations. Similar data collections may be used in different cultures, countries, and industries so that researchers can have a better understanding of the generalization and limiting circumstances for the study model. Avenues for future research consist of a cross-cultural measure of the validity of the study model.

Second, the possible impacts of other leadership approaches like servant leadership were not examined in this thesis. Investigating such other leadership approaches as a moderator on the link between nepotism and TWI would pay dividends.

Third, other directions for future research consist of an examining of the associations among the study variables from the family member perspective. The potential differences of further investigations' results allow comparing the effects of nepotism with findings and enlarging the current knowledge revealed by this study.

Lastly, it would also be useful to test the other antecedents of TWI such as abusive leadership, stressful work settings, cynicism, and so forth in the service industry. Moreover, nepotism may influence not only firm-level outputs like service quality and firm productivity, but also other employee-level outputs such as work engagement and job insecurity. Thus, author suggests further exploration in these directions.

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APPENDIX

Appendix A: Questionnaire Sample

You are being asked kindly to participate in a study “Nepotism and Tolerance to Workplace Incivility in the Hospitality Sector: Moderating Role of Authentic Leadership”. All information provided will be kept confidential. Thank you for your precious time.

Do you have any family member in this institution?

- Yes
 No

If no, please proceed to the next questions.

If yes, thank you very much for your kind response.

I. Section

Please answer the questions according to the scale provided:

- (1) Strongly disagree
- (2) Disagree
- (3) Neither agree nor disagree
- (4) Agree
- (5) Strongly agree

Part1: Nepotism

Workers at this institution always depend on a high-ranking relative	1	2	3	4	5
Department heads are scared off workers who have relations in upper-administration	1	2	3	4	5
I watch what I say when I talk to colleagues who are relatives of upper-administration	1	2	3	4	5
Workers try to meet the demands of other workers who have relatives in the upper-administration	1	2	3	4	5
Workers value family members' benefits rather than the company's benefits in general	1	2	3	4	5
NEPO causes internal conflicts in the firm	1	2	3	4	5
This firm has to keep personnel who have not any relatives for long term	1	2	3	4	5
It is very difficult to remove or to demote people who have relatives in the upper-administration	1	2	3	4	5
Executives' relatives are frustrated by never really knowing whether they were appointed because of their talent or family ties.	1	2	3	4	5
Employees who are promoted or rewarded only because of family ties are a negative influence at this firm.	1	2	3	4	5

If family members dominate an organization, organization will care more about taking care of their relatives than the business.	1	2	3	4	5
If a relative of an executive gets a job here, he/she can never live up to the expectations of the other employees.	1	2	3	4	5

Part 2: Authentic leadership

My Leader:

Says exactly what he or she means	1	2	3	4	5
Admits mistakes when they are made	1	2	3	4	5
Encourages everyone to speak their mind	1	2	3	4	5
Tells you the hard truth	1	2	3	4	5
Displays emotions exactly in line with feelings	1	2	3	4	5
Demonstrates beliefs that are consistent with actions	1	2	3	4	5
Makes decisions based on his or her core values	1	2	3	4	5
Solicits views that challenge his or her deeply held positions	1	2	3	4	5
Analyzes relevant data before coming to a decision	1	2	3	4	5
Listens carefully to different points of view before coming to conclusions	1	2	3	4	5
Seeks feedback to improve interactions with others	1	2	3	4	5
Accurately describes how others view his or her capabilities	1	2	3	4	5
Knows when it is time to re-evaluate his or her position on important issues	1	2	3	4	5
Shows he or she understands how specific actions impact others	1	2	3	4	5
Asks you to take positions that support your core values	1	2	3	4	5
Makes difficult decisions based on high standards of ethical conduct	1	2	3	4	5

II. Section - Tolerance to workplace incivility

Please answer the questions according to the scale provided:

- (1) Nothing
- (2) Very Little
- (3) The person would be told to stop
- (4) The person would be given a formal warning
- (5) There would be very serious consequences

Please indicate what would likely happen in your workplace if you made a formal complaint against a co-worker who engaged in the following behaviors.

Repeatedly gossiped about you to other coworkers.	1	2	3	4	5
Repeatedly invaded your privacy (e.g. read communications addressed to you, took items from your desk, or opened your desk drawers without permission).	1	2	3	4	5
Repeatedly treated you in overtly hostile manner (e.g. spoke to you in an aggressive tone of voice, made snide remarks to you, or rolled his or her eyes at you).	1	2	3	4	5
Regularly withheld important information relevant to your job and/or excluded you from key decisions.	1	2	3	4	5

III. Section

Please answer the questions below by filling the brackets.

Age

- 18 – 27 ()
 28 – 37 ()
 38 – 47 ()
 48 – 57 ()
 58 – 67 ()

Gender

- Male ()
 Female ()

Country

- TRNC ()
 Turkey ()
 Others ()

Marital Status

- Single ()
 Divorced ()
 Married ()

Education

- Primary School ()
 Secondary School ()
 High School ()
 Vocational school ()
 Undergraduate ()
 Graduate ()
 PhD ()

Organization tenure

- Below 1 year ()
 1 – 5 years ()
 6 – 10 years ()
 11 – 15 years ()
 16 – 20 years ()
 21 years and above ()