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EXISTENCE OF NEPOTISM IN ASSOCIATIONS AND ITS EFFECTS ON EMPLOYEE MOTIVATION AND PERFORMANCE¹

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ABSTRACT

The purpose of this study is to determine the existence of nepotism in associations and its effects on employee motivation and performance. To achieve this study the data of the study were carried out on three associations' members and employees of Konya. In the study, a sample group consisting of the number of members and employees (n = 64) in associations operating in Konya province was selected by simple random sampling method. The study concluded that the level of nepotism is weak, while the level of employee motivation and performance is high; presence of a negative static significant relationship between nepotism and employee motivation; negative relationship between nepotism and employee performance. In addition, 96% of the change on nepotism can be explained by motivation and performance.

Keywords: Nepotism, Employee Motivation, Employee Performance

1. INTRODUCTION

The phenomenon of favoritism in associations is an old matter linked to the nature of human relations based on family relations and friends relations, where personal interests and favoritism contribute to the completion of tasks and the speed of completion, but the benefit belongs to the categories of others. On the other hand, favoritism makes private institutions closed to a specific group. It is important to note that many States do not deal with favoritism as an indicators of corruption, or that they conflict with equal citizenship rights such as equal access to services and the right to free competition for jobs. (Al-Qazzaz, 2017: 17).

One type of favoritism is nepotism where relatives are preferred on other candidates who may be from blood relation but it is not compulsory (Nadeem et al., 2015: 225). Nepotism means preference

¹ This research has been developed from the same named proceeding presented at the International EMI Entrepreneurship and Social Sciences Congress held in Lefkoşa on 27-29 April 2018.

for relatives or personal friends because of their relationship and not their abilities. The word is used to denote contempt. For example, if a manager has hired a manager or promoted a relative because of a close relationship rather than another employee who is more efficient then the manager is accused of nepotism (Marefa, 2017). Although nepotism has a lot of negative effects on the organization and other individuals who do not benefit from nepotism; yet it also has some positive effects on the organization and the individuals benefiting from it. Therefore, it is necessary to manage nepotism, which is quite common, in order to increase the benefits of nepotism and to control its possible damage. To manage nepotism, firstly it is needed to being understand thoroughly of this phenomenon and to know well the effects of nepotism on association and its employees (Özleret al., 2007: 438).

Associations as a kind of organizations are free to organize their internal affairs, and have more flexible and simple systems of work compared to government institutions. They also do not intend to make profit, that makes the management of the organization more professional on the way to achieve the appropriate goals. On the other hand, associations seek to expand fundraising where is required recruiting more staff and to provide more services to the public, which may be open the door for favoritism and nepotism in the recruitment process and the promoting. Especially, that the association's members do not receive profits from them because they are volunteers (Alaloul, 2012: 20-28). In view of the negative effects that may result from the existence of nepotism in associations, especially that these associations are considered public institutions owned by society and not family institutions, this research aims to investigate the availability of nepotism in associations and its impact on the motivation and performance of employees.

2. LITERATURE REVIEW

2.1. Nepotism

Nepotism comes from the Latin word "Nepot", which is the Nephew in English language (Marefa, 2017). The negative association of the concept "nepotism" originates from Renaissance times, when the highest positions in the clergy hierarchy were occupied by the nephews of the Popes, without any consideration of their qualification (Demaj, 2012: 19). It can be considered that, the problem which lived in that time, clearly shows similarities with some problems of today's business environment (Asunakutlu & Avcı, 2010: 96).

Nepotism is a type of favoritism (Büte, 2011: 383). The difference between nepotism and favoritism is that nepotism is showing preferential behavior toward one's blood or marriage relatives, while favoritism is preferring friends and acquaintances (Büte, 2011: 188). Nepotism means relatives are preferred on other candidates who may be from blood relation but it is not a must (Nadeem et al., 2015: 225). Although the most noted aspect is favoring relatives, but favoring corresponding individuals with special relationship with the employer is also common (Gustafsson & Norgren, 2014: 5). That means that the relation is more important on competency, knowledge, talent, capacity and proficiency etc and it does not only play the role in hiring people to the organization but also participated in firing people from the organization (Nadeem et al., 2015: 225). Most researchers agree that nepotism is more likely to take place in collectivist societies where several external factors like sociocultural, pedagogical, economic, and political structures push people to support their close relatives or acquaintances (Demaj, 2012: 19).

One of the most frequently mentioned negative effect of nepotism is the ongoing debate about recruiting the applicant with blood relations instead merit. According to Bellow (2003), despite the negative connotations and emphasis on negative results in the literature, nepotism is presumed not to be good or bad by itself. Mostly, the way of implementation of nepotism determines its positive or negative feature (Mulder, 2008: 4). Perhaps one the reasons why nepotism is so controversial is because it tends to defy logical thinking and replace it by selfish and emotional behavior. Both can wreak havoc in business and amongst its employees. The favorable treatment of family members in the workplace, instead the appointment of more competent people, is usually referred to nepotism, while the appointment of friends is called cronyism. These practices, in both ways, often lead to

major problems within businesses because they ignore fairness and transparency. However, the people who are recruited on this basis are often unjustifiably awarded and allowed privileges to which they are not authorized, with no basis of merit and competence (CGF Research Institute, 2010). The negative aspects of nepotism are listed by Ichniowski as follows (Abdala et al., 1994: 61):

- ✓ Nepotism creates an unfair pressure on the employees benefiting from it.
- ✓ Permitting nepotism in the association can lead to problems of unnecessary family fighting, sibling rivalry over managerial succession and the inability to distinguish between family and business when making a decision.
- ✓ Permitting nepotism can demoralize the people who are in charge to supervise the high-level relative managers.

Nepotism sneaks into associations, disrupts relationships and spreads a feeling of insecurity. Although it does not exist in reality, it is believed by some members of association that it exists. The people must be alert to its presence and try to prevent it (Basu, 2009: 3). According to Hernandez and Page (2006: 5), nepotism causes the following drawbacks for associations:

- ✓ Recruitment and promotion of candidates who do not have sufficient qualifications on the basis of the blood tie.
- ✓ Although the decisions about the family members are taken as fairly as possible, prejudiced rumors about the favoritism of these people spread rumors in the association.
- ✓ Taking opportunist decisions by the employees who have family ties between themselves, in favor of family members while putting the business benefits at the second place.
- ✓ Nepotism can lead to legal objections including cases to be filed against the business.
- ✓ Nepotism restricts diversity and prevents the incorporation of new ideas and views into the decision-making process.
- ✓ Nepotism weakens healthy change and progress, and leads to waste and inefficiency.

The corrective implementations for negative sides of nepotism must be applied because nepotistic promotions and appointments can lead to demotivation of the experienced employees who give their years to the business and who know job and dynamics of the business very well (Büte and Tekarslan, 2010: 6). It is most important to manage nepotism by following personal methods or institutional method which is taken by the institute to be more effective. According to Prokosch, there are three golden rules regarding the anti-nepotism policy to be applied in an association (Prokosch, 2011):

- ✓ The main criteria for recruitment and promoting should be to find the most qualified person for the job, regardless of their relationship with the employees of association.
- ✓ All efforts should be made to avoid situations that would create a potential conflict of interest.
- ✓ Policies and practices must be applied consistently and equally throughout the association and be applicable to all employees.

Although nepotism has some negative effects for the association, it is thought that there are some positive effects especially on family members. The following points about nepotism are important (Prokosch, 2001):

- ✓ Lower Recruiting Costs: Nepotism allows the business to designate the candidate pool for the vacant positions at a lower cost (For instance, the relatives of current employees). Businesses, which support the employment of relatives, allow employees to do the majority of employment. However, if the goal is to employ the most qualified person, limiting the market may prevent that.
- ✓ Low Training Costs: Family members usually have extensive knowledge about the business they work, and it's more likely to be satisfied with the offers of the business for them.

Recently recruited relatives are more committed themselves to learning the job in order to protect the reputation of their current relatives in business.

2.2. Employee Motivation

The workforce is the source of the strength of the institution, it is the most important resource that if taken care of, developing and motivating it, will contribute effectively to the achievement of the objectives of the institution and face problems and challenges with confidence and steadfastness (Farwana, 2016: 48), As motivation is an important part in raising the level of employee performance, it is considered a renewable administrative concept, although it has a clear impact on the level of employee achievement (Saleh, 2011: 8). It deals with the methods on which the manager relies to influence the behavior of employees, to provide a strong motivation for them to work enthusiastically and achieve the desired results (Abbas, 2011: 180), It also represents the group of factors and external influences that excite the individual and push him to perform the tasks assigned to him in the best way by satisfying his material and moral needs and desires (Hiti, 2003: 255). Motivation generates activity and efficiency in the work to obtain the best of others, whether through physical or moral stimulation (Faqi, 2011: 5). Therefore, motivation with external factors and influences develop self-motivation and lead to it, if the motivation from outside and motivation from the inside generated the will and determination of the individual to achieve the goals (Al-Askar & Al - Saqr, 2008: 5). In order to be effective, the following matters must be taken into consideration: the correlation of incentives to the goals of individuals and the organization together, the choice of the right time for motivation, ensuring fairness and transparency in the motivation process, the motivation is commensurate with the size of the achievement and the incentive agreement with the urgent needs of the individual, both material and moral (Ali, 2000: 56). Each employee has different needs driven by different incentives. For example, some employees are motivated by cash rewards and others are motivated by achievement or job security. If the organization or managers want to motivate their employees, they first need to know the nature of the staff needs and the type of motivation appropriate to them (Lee & Raschke, 2016: 216).

2.3. Employee Performance

The concept of performance is a fundamental and important concept for organizations in general. It represents the common denominator of the interest of management scientists. It is almost universal and central to all differences and fields of administrative knowledge, as well as being the most important dimension to various organizations, which focuses on the existence of the organization (Nasser, 2010: 51). Therefore, the researchers differed in the expression of the concept of performance. The concepts differed according to the objectives to be achieved in different fields of science and indifferent standards and measures of performance (Hussein, 2011: 332). The glossary of administrative science terms defines performance as: "To carry out the duties of the job from responsibilities and duties according to the rate imposed by the competent worker (Nasser, 2010: 52). Since all actions, regardless of their type and responsibility, involve duties and responsibilities that require achievement, some management scientists view performance as "a reflection of an individual's success or failure to achieve the goals of his work, whatever the nature of this work is (Al-Ribiq, 2004: 38) It is the sum of the results and outputs achieved by the individual as a result of his effort (Khader, 2014: 33). In the view of some researchers, performance is closely related to the nature of the work done by the individual and the management of the various processes in which the work passes until the achievement is achieved and thus, the performance is the outcome of human behavior in the light of the procedures and techniques that guide the work towards achieving the desired goals (Alsakran, 2004: 54). Employee performance is also defined as the study and analysis of a worker's performance, and the observation of his behavior and actions at work, in order to judge the extent of its success, the level of its efficiency in carrying out its current work and also to judge the potential for growth and progress of the individual in the future and to assume greater responsibilities, or the promotion of another job (Sharif, 2013: 29-30). Through these definitions,

we note that some researchers have focused the concept of performance on results and outputs such as: (Nasser, 2010), (Al-Ribiq, 2004) and (Khader, 2014), and others have added to the results and outputs the element of competence or professional behavior such as (Skarneh, 2004) and (Sharif, 2013). For the objectives of this study, performance will be defined as the outcome of the results and outputs achieved by the individual, because achieving the objectives required is the basis of the presence of the employee in the organization, and the entry of the element of efficiency and professional behavior necessarily means the expansion of the concept of performance in a way difficult to control or even measured objectively, efficiency has multiple variables and professional behavior has other variables as well.

2.4. Nepotism, Employee Motivation And Employee Performance

Several studies have examined the relationship between nepotism and a number of variables related to human resources management. In this study on Turkish public banks in Ankara, Büte (2011: 185) proved that there is a negative impact of nepotism on resignation rate, job satisfaction, organizational commitment and Human resources management practices, and in another study (Büte, 2011: 383) concluded that nepotism has negative effects on staff. With the appearance of nepotism in the organization, psychological stress arises among employees, and the level of motivation and job satisfaction of employees decreases too. Also, it lowers the trust in the employer, which in turn leads to a low level of the organizational commitment of staff and an increased intention to resign. A study by Nadeem et al. (2015: 22) found that nepotism creates frustration among other workers and negatively affects their performance.

In contrast, the Altındağ (2014:103) study found that nepotism has no effect on the performance of employees in family businesses, and Arslaner (2014: 63) concluded that there is no relationship between nepotism and the recognition of the organizational justice in family businesses, while there is a negative relationship between nepotism and the conception of organizational justice for non-family businesses. This may be due to the nature of the work of family businesses that prefer to hire relatives because of the existence of family ties and because employers know good information about relatives before hiring them, furthermore, the employment of relatives motivates them to perform in high performance to maintain the reputation of the company and the family, in addition, the prevailing pattern in family businesses is relative's recruitment and promotion so it's not surprising that priority is given to them, however, other studies have shown negative results of nepotism in family businesses. Asunakutlu and Avcı (2010: 96) has shown that there is a negative impact of nepotism on job satisfaction in Turkish family businesses, especially in promotions, which may affect the motivation and job performance. Accordingly, there is a difference in the effect of nepotism from one organization to another based on several factors, most important are: the nature of the organization in terms of whether it is a family organization or not, and the proportion of family members inside the organization, as well as the culture and acceptability of society for nepotism or considering it as a kind of corruption.

3. RESEARCH METHODOLOGY

3.1. Research Aim And Hypotheses

In this study, the existence of nepotism in the associations and its effect on the motivation and performance of the employees are defined. Accordingly, the hypotheses formed in this research can be expressed as:

H1: In the associations, there is a relationship between nepotism and employee's motivation and performance.

H1a: In the associations, there is a relationship between nepotism and employee's motivation.

H1b: In the associations, there is a relationship between nepotism and employee's performance.

H2: In the associations, employee's motivation and performance have a significant effect on nepotism.

H2a: In the associations, employee's motivation have a significant effect on nepotism.

H2b: In the associations, employee's performance have a significant effect on nepotism.

This is a quantitative research and primary data was used by conducting general survey method and relational survey method to determine the existence of nepotism in associations and its effect on motivation and performance of employees.

General survey models are a set of survey models on a group, sample, or sampling that will be taken from all or a part of the population, with the intention of making a general judgment about the population consisting a large number of elements. Relational survey models are research models that aim to determine the existence and/or extent of change between two or more variables (Karasar, 2000).

3.2. Sample And Limitation

The sample is a small set that is chosen from a certain population according to certain rules and supposed as representative of this population. There are certain and known rules of sample. Only then can it be assumed that the sample can represent the population (Karasar, 2000). The determination of the sample size is based on the possibility of generalizing about the population with a sample of data obtained from a group. Therefore, as the sample group grows, the error probability in generalizations made about the universe is reduced. Given this situation, the researcher must reach a balance for an appropriate sample size, taking into account both the sample size that provides the ability to represent and the cost, time, and data analysis requirements (Altunışık et al., 2010). The research was carried out on the members and employees of three active associations in Konya province. The number of members and employees working in these associations was ($\alpha = 76$). In the study, a sample group, consisting of the number of members and employees ($n = 64$) in three active associations in Konya, was selected objectively by simple random sampling method.

The results are limited to the perceptions of members and employees of associations active in Konya city about nepotism, employee performance and employee motivation. The competence levels of collection tools developed for the research and statistical techniques are limited to the answers of the individuals. It is possible to increase the generalizability of results in this study by studies carried out on more comprehensive samples.

3.3. Material And Method

The data of the study were obtained from the participants in the sampling group.

The "Nepotism Scale", for the purpose of measuring employees' perceptions of nepotism, was developed by Ford and McLaughlin (1985) and Abdalla et al. (1998) intended for human resources managers. In this scale, a questionnaire form which is adapted for workshops by Asunakutlu and Avcı (2008) and consists of 14 closed-ended quintet Likert-type expressions including "nepotism in promotion, nepotism in operation and nepotism in recruitment process" was used. After validity and reliability test for this scale in this study, All correlation coefficients in all the scale questions were statistically significant at $\alpha 0.05 \geq$ and the Cronbach's Alpha Coefficient of this scale is 0.835 which is greater than 0.7. Therefore, this scale is valid and reliable.

In the "Motivation Scale", where validity and reliability study was performed by Prof. Dr. İsmail Atay, Prof. Dr. Güngör Oral, Prof. Dr. Mehtap Köktürk, Assoc. Dr. Ömer Sağdullah and Asst. Prof. Dr. Oya Özçelik, Cronbach alpha (α) is found as 0.84 after factor analysis of the scale. The scale was translated into Turkish language and performed on Turkish society by Necla Dölek (Kahraman, 2017). After validity and reliability test for this scale in this study, All correlation coefficients in all the scale questions were statistically significant at $\alpha 0.05 \geq$ and the Cronbach's

Alpha Coefficient of this scale is 0.867 which is greater than 0.7. Therefore, this scale is valid and reliable.

In the "Employee Performance Scale", a 4-item Personnel Performance Scale was used to measure the performance of employees, which was first used by Kirkman and Rosen (1999), and then by Sigler and Pearson (2000). The scale was adapted to Turkish by Çöl (2008); Personnel Performance Scale used in this study was derived from the study of Tutar and Altınöz (Tutar and Altınöz, 2010). After validity and reliability test for this scale in this study, All correlation coefficients in all the scale questions were statistically significant at $\alpha 0.05 \geq$ and the Cronbach's Alpha Coefficient of this scale is 0.755 which is greater than 0.7. Therefore, this scale is valid and reliable.

The data were recorded in the SPSS 22.0 package program, normal distribution assumptions skewness and kurtosis values were tested with coefficient of Fisher's, and Pearson correlation and multiple regression analysis were performed. In regression analysis, the normality and linearity of the residuals were tested and the average of the residuals was found to be zero.

4. RESULTS

4.1. Descriptive Statistics Analysis Of Demographic Characteristics

When examined demographic characteristics of members and employees of associations figured in sample, Table 1 shows that the rate of female is 40.6% and the rate of male is 59.4% according to the gender variable of members and employees of associations. According to the age variable, the rate of members and employees between 18-27 ages is 46,9%, 29,7% between 28-35 ages and 23,4% at 36 years and above. According to the qualification variable, the rate of members and employees in primary school graduate is 28,1%, secondary school graduate is 29,7% and university and over is 42,2%.

Table 1: Frequency bar Chart on the Demographic Characteristics of Association Members and Employees

| Variables | Frequency (f) | Percent (%) |
|----------------------|---------------|----------------|
| Gender | | |
| Female | 26 | 40,6 |
| Male | 38 | 59,4 |
| Age | | |
| 18-27 years | 30 | 46,9 |
| 28-35 years | 19 | 29,7 |
| 36 years and above | 15 | 23,4 |
| Qualification | | |
| Primary | 18 | 28,1 |
| Secondary | 19 | 29,7 |
| University and over | 27 | 42,2 |
| Total | 64 | 100 (%) |

4.2. Descriptive Statistics Analysis Of Nepotism

According to Table 2, that the level of nepotism in the associations in Konya is 1.35, which is a weak level that far from the maximum value of 5. We also note that all the factors of nepotism were less than 2. This means that nepotism in associations is very weak. This may be due to the high level of organizational culture of these associations and the adoption of internal regulations that reduce the level of nepotism and support towards justice and equality.

Table 2: Nepotism Variables' Mean and Standard Deviation

| No. | Variables | Mean | Std. Dev. |
|-----|---|-------------|--------------|
| | Nepotism | 1.35 | 0.294 |
| 1. | In this association, knowledge, experience and capabilities are not the standard in the promotion of employees or members. | 1.45 | 0.589 |
| 2. | How successful I can be in this association, I can not get ahead of the association's acquaintances. | 1.28 | 0.453 |
| 3. | The relationship of kinship and closeness in the promotion of employees or members in this association is primarily considered. | 1.23 | 0.463 |
| 4. | It is much easier for managers to promote their acquaintances in this association | 1.45 | 0.532 |

| No. | Variables | Mean | Std. Dev. |
|-----|---|------|-----------|
| 5. | In the promotion of members of this association, factors out of the qualifications of the job kept in the forefront | 1.63 | 0.701 |
| 6. | The members or employees being recognized from the management are reputable than the others | 1.44 | 0.531 |
| 7. | Managers in the lower or middle levels in this association behave differently towards members they have recognized | 1.41 | 0.610 |
| 8. | I refrain from the members or employees who are recognized by the managers in this association. | 1.50 | 0.617 |
| 9. | It is very difficult to fired from work or punish members recognized from the managers. | 1.39 | 0.523 |
| 10. | Those who are recognized by managers in this association benefit more easily from the sources of the organization. | 1.31 | 0.500 |
| 11. | Authority in this association is first transferred to acquaintances.. | 1.11 | 0.315 |
| 12. | Priority is given to acquaintances when employing in this association. | 1.16 | 0.366 |
| 13. | when employing in this association,Those who are recognized from management do not have difficulty in the selection process | 1.30 | 0.494 |
| 14. | In this association, the reference of the persons who have a position in the management staff is very important. | 1.23 | 0.427 |

4.3. Descriptive Statistics Analysis Of Employee Motivation

According to the Table 3, the average of employee motivation in associations in Konya was 4.69, which is close to the maximum score of 5. This is an indication of the availability of motivation factors for employees in these associations. It is also noted that the averages of all the factors were more than 4. All factors of motivation provided at least a very good degree. This may be due to the nature of the work of associations based on the principle of volunteerism and sensing the humanitarian needs of the society, which stimulates the internal motivation of employees to work and to achieve the goals of the association.

Table 3: Employee Motivation Variables' Mean and Standard Deviation

| No. | Variables | Mean | Std. Dev. |
|-----|---|-------------|--------------|
| | Employee Motivation | 4.69 | 0.261 |
| 1. | I just like to do things that I like in association | 4.67 | 0.668 |
| 2. | When I work at the association, I often postpone my work to do another job that I like more. | 4.64 | 0.515 |
| 3. | When choosing a job in the association, I usually choose the job that looks most nice to me. | 4.55 | 0.589 |
| 4. | The person I choose to spend time with in association is the person I like most to be with. | 4.72 | 0.453 |
| 5. | When choosing between two people in the association, the most important factor is that who I liked more than any other. | 4.77 | 0.463 |
| 6. | If I do not like the work I do at the association, I leave it. | 4.55 | 0.532 |
| 7. | the requirements of the job at the association determine the effort I will give during work | 4.38 | 0.701 |
| 8. | For me, it is important for other people to approve my behavior. | 4.56 | 0.531 |
| 9. | I often take decisions based on what other people think. | 4.59 | 0.610 |
| 10. | if the people around me appreciate my work, I work more hard on it | 4.50 | 0.617 |
| 11. | When choosing a job at the association, I choose the job that will enable me to be recognized by my achievements. | 4.61 | 0.523 |
| 12. | in association with a lot of friends around, lives the fullest lives. | 4.69 | 0.500 |
| 13. | If I know that the work is valued by authorized person in the organization, I work with all my might | 4.89 | 0.315 |
| 14. | The decisions I made reflect the high goals I set for myself. | 4.84 | 0.366 |
| 15. | I try to make decisions that are consistent with my personal behavior standards (my personality). | 4.70 | 0.494 |
| 16. | I think I am a self-motivated person | 4.77 | 0.427 |
| 17. | I think I am a self-motivated person I like making things that give me a sense of personal success | 4.86 | 0.350 |
| 18. | I want to know that the association had been affected by my skills and values | 4.83 | 0.380 |

| No. | Variables | Mean | Std. Dev. |
|-----|--|------|-----------|
| 19. | If I have to work hard to reach the goals of the association, I must first believe in the work reason | 4.86 | 0.350 |
| 20. | To work hard, association mission must be conformed to my values. | 4.81 | 0.432 |
| 21. | If an association is working towards the goals I have approved, it does not matter whether my share in the success of the association come out to the fore | 4.78 | 0.453 |

4.4. Descriptive Statistics Analysis Of Employee Performance

According to Table 4, the employee performance in associations in Konya is 4.51 and is close to the maximum value of 5. It is also noted that all the factors of the employee performance were more than 4. This may be due to the fact that the workers in the associations sense and touch the humanitarian needs that motivate them to achieve associations' goals.

Table 4: Employee Performance Variables' Mean and Standard Deviation

| No. | Variables | Mean | Std. Dev. |
|-----|--|-------------|--------------|
| | Employee Performance | 4.51 | 0.469 |
| 1. | I complete my tasks on time | 4.38 | 0.701 |
| 2. | I get more than my business goals | 4.56 | 0.531 |
| 3. | I am convinced that I have exceeded the standard of my service quality | 4.59 | 0.610 |
| 4. | When a problem comes up, I find a solution fastly | 4.50 | 0.617 |

5.5. Simple Correlation Analysis Results

When examined the coefficient and significance of Pearson simple correlation on the relation between nepotism, employee motivation and employee performance; Table 5 shows that there is a negative, highly statistically significant relationship between nepotism and employee motivation [$r_{xy} = -.968$, $p < 0.01$]. Accordingly, "H1a hypothesis was accepted." There is a negative, high, statistically significant relationship between nepotism and performance [$r_{xy} = -.847$, $p < 0.01$]. Accordingly, "H1b hypothesis was accepted." There is a positive, high, statistically significant relationship between employee performance and employee motivation [$r_{xy} = +.781$, $p < 0.01$]. Correlational statistics are used to describe the relationships between variables. Correlation analysis results cannot explain a direct cause-and-effect relation between two relationships. However, if the state of variables is known, it makes it easier to predict the other. When Figure-1 is examined, 94% variance of employee motivation is explained by nepotism, alike, when Figure 2 is examined 72% of employee performance is explained by nepotism and when Figure 3 is examined, 61% of employee performance is explained by employee motivation. On the basis of this result, "H1 hypothesis was accepted."

Table 5: Simple Correlation Analysis Results on the Relation between Nepotism, Employee Performance and Motivation

| | | (F1) | (F2) | (F3) |
|----------------------|---------------------|---------------------|---------|--------|
| Nepotism (F1) | Correlation | 1 | | |
| | Significance | ,000 | | |
| | N | 64 | | |
| Employee (F2) | Motivation | Correlation | -.968** | 1 |
| | | Significance | ,000 | |
| | | N | 64 | 64 |
| Employee (F3) | Performance | Correlation | -.847** | ,781** |
| | | Significance | ,000 | ,000 |
| | | N | 64 | 64 |

** $p < 0,01$ (Pearson Correlation)

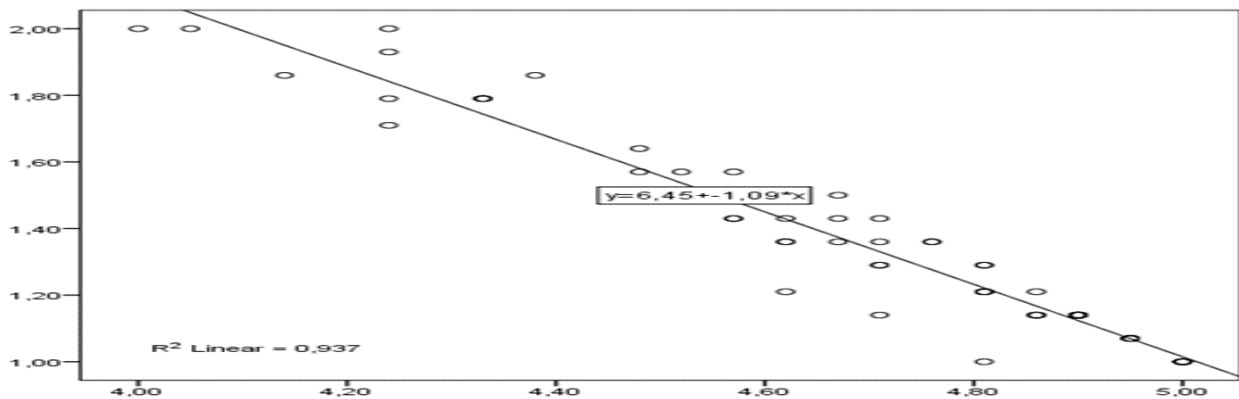


Figure 1: Scatter Plot Graph of the Relation between Nepotism and Employee Motivation Scores

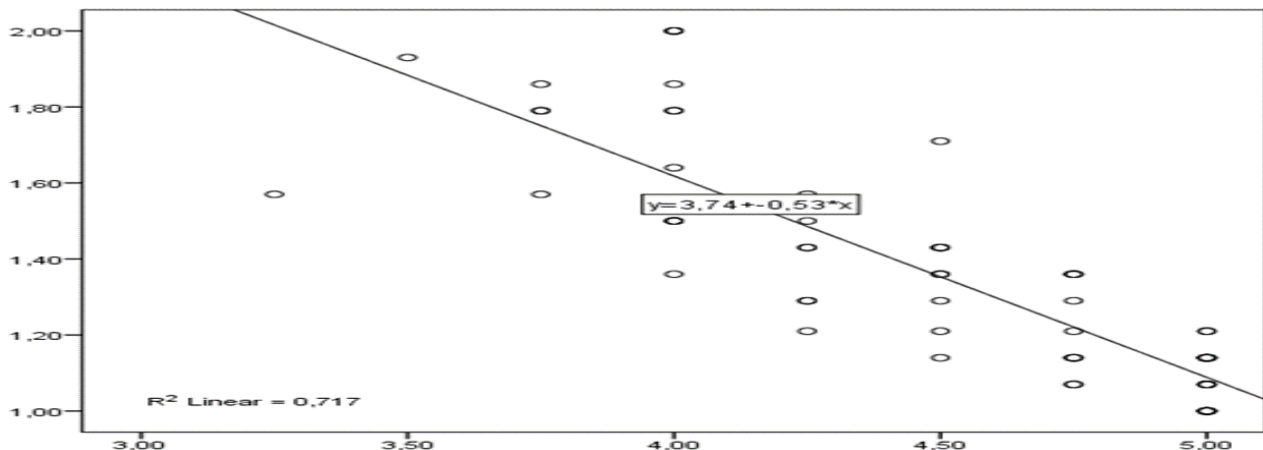


Figure 2: Scatter Plot Graph of the Relation between Nepotism and Employee Performance Scores

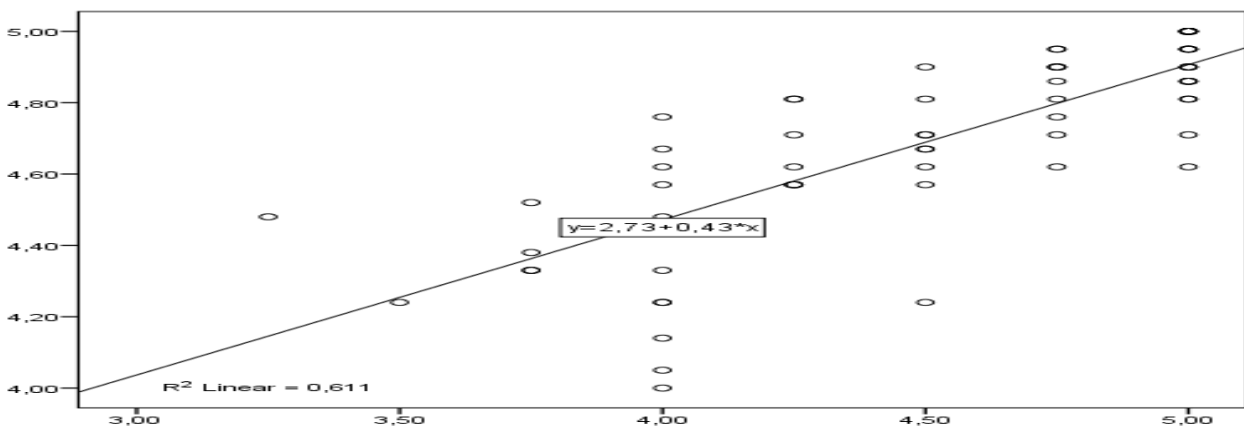


Figure 3: Scatter Plot Graph of the Relation between Employee Performance Scores and Employee Motivation Scores

5.6. Regression Analysis Results

When simple linear regression is used as shown in table 6, $[F(1-62) = 927.461, p = .000]$, constant $[t = 38.444, p = .000]$, motivation $[t = -30.454, p = .000]$, F and t table values are statistically significant for the model.

The R2 value in the table shows that 94% of the change on nepotism can be explained by motivation. This means that 94% of nepotism can be predicted through the equation model (1).

$$y = 6.455 - 1.088x \quad (1)$$

When we look at the equation model shown in (1) above, we have found that nepotism has a -100% effect on motivation.

According to these results, "H2a hypothesis was accepted".

Table 6: Simple Linear Regression Analysis Results on the Effect of Employee Motivation on Nepotism

| Variable | β | Standard Error | Beta | t | p |
|------------|---------|-----------------------|-------------------------------|---------|------|
| Constant | 6.455 | .168 | | 38.444 | ,000 |
| Motivation | -1.088 | .036 | -.968 | -30.454 | ,000 |
| | R= ,968 | R ² = ,937 | F ₍₁₋₆₂₎ = 927.461 | p=,000 | |

When simple linear regression is used as shown in table 7, [F (1-62)= 157.427, p=,000], constant [t=19.531, p=,000], performance [t=-12.547, p=,000], F and t table values are statistically significant for the model.

The R2 value in the table shows that 72% of the change on nepotism can be explained by performance. This means that 72% of nepotism can be predicted through the equation model (2).

$$y=3.738-.530x_2 \quad (2)$$

When we look at the equation model shown in (2) above, we have found that nepotism has a -53% effect on performance.

According to these results, "H2b hypothesis was accepted".

Table 7: Simple Linear Regression Analysis Results on the Effect of Employee Performance on Nepotism

| Variable | β | Standard Error | Beta | t | p |
|-------------|---------|-----------------------|-------------------------------|---------|------|
| Constant | 3.738 | .191 | | 19.531 | ,000 |
| Performance | -.530 | .042 | -.847 | -12.547 | ,000 |
| | R= ,847 | R ² = ,717 | F ₍₁₋₆₂₎ = 157.427 | p=,000 | |

When multiple linear regression is used as shown in table 8, [F (1-61)= 2.601, p=,000], constant [t=41.476, p=,000], motivation [t=18.788, p=,000], and performance [t=5.551, p=,000] F and t table values are statistically significant for the model.

The R2 value in the table shows that 96% of the change on nepotism can be explained by motivation and performance. This means that 96% of nepotism can be predicted through the equation model (3).

$$y=6.152-.884x_1-.145x_2 \quad (3)$$

When we look at the equation model shown in (3) below, we have found that motivation has a -88% effect on nepotism and performance has a -15% effect on nepotism.

According to these results "H2 hypothesis was accepted"

Table 8: Simple Linear Regression Analysis Results on the Effect of Employee Performance and Employee Motivation on Nepotism

| Variable | β | Standard Error | Beta | t | p |
|-------------|---------|-----------------------|-----------------------------|--------|------|
| Constant | 6.152 | .191 | | 41.476 | ,000 |
| Performance | -.884 | .042 | -.847 | 5.551 | ,000 |
| Motivation | -.145 | | | 18.788 | |
| | R= ,997 | R ² = ,956 | F ₍₁₋₆₁₎ = 2.601 | p=,000 | |

6. CONCLUSION

The phenomenon of nepotism is one of the new-old phenomena, but the acceptance of people has declined with cultural and administrative progress. Many institutions and governments consider it to be a manifestation of corruption, especially if it is practiced in public institutions, civil society organizations and even in the private sector with the exception of family businesses based on the work of relatives, due to its effect in weakening the system of justice within the organization, this often causes negative effects on the rest of the workers and even on the performance of the organization. And because the associations are public and non-profit institutions of society and should be committed to professionalism and justice in employment, also, because of the rareness of studies that evaluated this phenomenon in associations, this study aimed to examine the extent of the presence of nepotism in associations and its impact on the motivation and performance of employees, the study data were collected using a questionnaire whose validity and persistence were

proven by several researchers, and distributed by a simple random sampling method to 64 members and employee in 3 associations in Konya governorate.

The study found that the level of nepotism in the associations in Konya is weak compared to family companies. It is due to the development of organizational culture in these associations and the existence of regulations controlling this phenomenon. The study also found that the motivation of employees and employee performance was high due to the nature of the work of associations based on the principle of volunteerism and sensing the humanitarian needs of the society, which stimulates the internal motivation of employees to work and to achieve the goals of the association.

When coefficient and significance of Pearson's simple correlation about the relation between nepotism and employees' motivation and performance in associations are examined, it's determined that there is a negative, highly statistically significant relationship between nepotism and working motivation; a negative, high, statistically significant relationship between nepotism and performance; a positive, high, statistically significant relationship between employee performance and employee motivation.

When the regression analysis results of the significance effect of employee motivation and employee performance is examined, it is determined that F and t table values are statistically significant for the model. Additionally, 94% variance of employee motivation is explained with nepotism, 72% variance of employee performance is explained with nepotism, and 61% variance of employee performance is explained with employee motivation.

This study agreed with Büte (2011: 383) who concluded that nepotism had a negative impact on employee motivation, and also agreed with Nadeem et al. (2015: 22) who concluded that nepotism had a negative impact on staff performance, but disagreed with Altındağ (2014: 103), who found that the preference of relatives did not affect the performance of employees because this study was conducted on family businesses, which are dominated by acceptable family patterns, this study was also distinguished from the rest of the studies because it was applied on associations that are considered as public institutions of society and should not be misused in preference of relatives, and were characterized by the effect of preferring relatives on two variables, motivation and performance of employees.

Based on the results of the study, the associations should strengthen preventive measures to limit the presence of nepotism because of their negative impact on employee motivation and performance by working in fair and transparent internal systems that prevent conflicts of interest in addition to the commitment of members and employees to an announced code of conduct to limit all kinds of nepotism, and that all procedures and criteria of recruitment and promotion are announced to all staff and progress of them must be in accordance with a real competition.

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