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THE EFFECT OF HOTEL EMPLOYEES' NEPOTISM PERCEPTIONS ON TRUST IN THEIR MANAGERS: AN APPLICATION IN FIVE STAR HOTELS IN AFYONKARAHISAR

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EXTENSIVE SUMMARY

Introduction

The results of the related studies (Abdalla et al., 1994; 1998; Ciulla, 2005; Hutcheson, 2002; Ichniowski, 1988; Arasli et al., 2006; Özler et al., 2007; Asunakutlu and Avcı, 2009; 2010; Bute and Tekarslan, 2010; Keles et al., 2011, etc.) and the application indicate that the service businesses are among the businesses with the high probability of encountering nepotism. For this reason, it can be stated that nepotism is one of the main forms of behavior in the tourism sector, which is in the services sector. Due to the labor-intensive nature of tourism, the necessity of the intensive participation of human resources in the organizational activities makes employees the most important source of production and thus employees become the main determinant of service quality. This necessitates that the owners and managers of tourism businesses should evaluate the selection and promotion of human resources carefully. Because the selection and promotion of employees play an important role in the development of the employees' attitudes towards their businesses and management and in their trust. The thought of inequality between the employee's contributions to the business and the share they receive, and the thought of working in an unfair business will adversely affect their confidence in their managers (Arslaner et al., 2014). In this context, the nepotism practices witnessed by the employees may lead to negative results for the business in the long run like work satisfaction, the desire to leave the work, word of mouth, and so on (Arasli et al., 2006: 296). These adverse effects will cause considerable negative effects especially on the level of trust that employees have in their managers. This will have a negative impact on the employees' work and their adoption of the organization and will affect the efficiency of the business as a whole. In this context, providing awareness of the current situation and the lack of research on the hotel sector had created the starting point of this research and thus the necessity to carry out such a research was emerged. In this respect, the aim of this research was to determine the effect of nepotism, which is an important problem in organizations, on the trust that is felt to the manager. In the study, the relations between the two variables was introduced by determining employees' nepotism perceptions and the level of trust in their managers in the hotel businesses in Afyonkarahisar province. In accordance with the findings obtained from the study, proposals was made for managers, employees, businesses and tourism sector.

Methodology

The universe of this research consisted of employees of five-star hotel businesses in Afyonkarahisar and total of 417 employees' surveys were evaluated. The data obtained from the survey were analyzed with statistical package program and the individual characteristics were presented with frequency percent distributions. For the employees' nepotism perceptions and trust levels in their managers, descriptive statistical methods of frequencies, percentages, arithmetic means and standard deviations were calculated. On the other hand, Pearson correlation analysis and simple linear regression analysis were used to test whether nepotism had a significant effect on trust in manager. In addition, Cronbah's Alpha coefficients were calculated for the internal consistency coefficients for the reliability of the scales used in the study. Accordingly, Cronbah's Alpha coefficients were calculated as; $\alpha = 0.842$ for the nepotism scale and $\alpha = 0.857$ for the trust in managers scale.

Conclusion

Within the scope of the research, the data were collected by applying survey techniques on 417 employees, 170 female and 247 male, working in seven five star hotel businesses. As a result of the analysis, it was found that the general nepotism perception of employees working in hotel businesses is close to the middle value ($\bar{x} = 2.80$) and the level of trust in the manager is slightly above the median ($\bar{x} = 3,12$). The fact of both variable levels were close to each other and at a value which can be problematic indicates that managers in the hotel businesses should emphasize the related issues.

According to the analysis of the responses to the Nepotism scale, the highest inquiry ($\bar{x} = 3,34$) was found that; for the recruitment process in the business it is very important to get a reference from the people who are in the management staff. The group's averages who accept that even if they are very hardworking and successful, they cannot get ahead of the people which are relative of the managers, was found on the level ($\bar{x} = 2,89$) that cannot be ignored. This form of acceptance may, over time, lead to a decrease in the organizational commitment, satisfaction, level of trust within the organization, and naturally indirect or direct performance of the employees. Another topic that participants had a higher level of nepotism perceptions ($\bar{x} = 2.88$) was found that managers in lower and middle level treat their relatives milder. According to the arithmetic mean of the answers given to the expressions in the Nepotism scale, the nepotism perception calculated at the lowest level ($\bar{x} = 2,25$) was found that the managers do not hesitate from the employees who are their relatives.

Based on the responses given in the trust scale, which was used to determine the level of employees' trust in their managers, the subjects that the participants trust in their managers at least ($\bar{x} = 2.84$) were found as; managers' enabling employees to use initiative and ensuring that employees to feel comfortable. Another important issue, in which the level of employees' trust was found low ($\bar{x} = 2.87$) was related to the fact that managers do not take the views of the employees when making a decision. It was also found low ($\bar{x} = 2.94$) that the level of trust of the employees in managers to be fair, which is the most important manager behavior. The arithmetic mean of the expression of managers appreciate the employees' opinions was found very close to the middle level ($\bar{x} = 2,98$), which is an issue should be focused on. On the employees trust in managers dimension; expressions about managerial characteristics of managers like fulfillment of the responsibilities ($\bar{X} = 3.49$), being technically equipped ($\bar{x} = 3,31$), performing effective task distribution ($\bar{x} = 3,07$), supporting employees ($\bar{x} = 3,05$) and appreciation ($\bar{x} = 3,02$) etc. were found moderate. The level of employees trust in managers about their characteristics like being at peace with themselves ($\bar{x}=3,39$), being positive ($\bar{x} = 3,22$), being open to communication ($\bar{x} = 3,21$), being understanding ($\bar{x} = 3,14$), being sincere and respectful ($\bar{x}=3,12$) and being warm-hearted ($\bar{x} = 3,09$) were found generally above the middle level.

According to the results of the correlation analysis conducted in order to determine the relationship between the hotel employees' nepotism perception and the level of trust in the manager, high level of negative correlation ($r = -0.658$) was found. As a result of the regression analysis, which was made to explain the effect of the nepotism perception (the independent variable) on the trust in manager (the dependent variable), the statistical relationship between the two variables was found significant ($F=316,313$; $p=0,000$) ($p<0,01$). According to these results, 1 (one) unit of increase in the nepotism perception of the employees causes a decrease of -0.645 units in the trust in manager. More explicitly, as the nepotism perception of the employees increases, their trust in manager level decreases. In line with these results, the hypothesis developed in accordance with the purpose and objectives of the research, *"hotel businesses' employees' nepotism perceptions have a negative effect on the trust in*

managers'' was supported. In other words, as hotel employees' trust in manager levels increase, the perceptions of nepotism decrease / fall.