

I'm Out If Nepotism is in: The Relationship Between Nepotism, Job Standardization and Turnover Intention

Nepotizm Varsa Ben Yokum: Nepotizm, İş Standardizasyonu ve İşten Ayrılma Niyeti Arasındaki İlişki

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Abstract

The study focuses on hotel employees and the effect of perception of nepotism on turnover intention. It also explains the moderating role of job standardization over this effect. The data used in this study were obtained from a hotel located in Antalya, Turkey, during 2017. The data were collected via questionnaire and analyses were carried out using SPSS 18 and AMOS 18 programs. 134 questionnaires were evaluated and it was understood that perception of nepotism has a positive effect on hotel employees' turnover intention. Additionally, the study has shown that work standardization plays a role in shaping the effect of nepotism on the turnover intention; in other words, it was observed that employees' perceptions of nepotism, together with the perception of job standardization, intensified their intention to leave work. All of these findings are meant to be a guide for both hotel managers and investors who consider investing in tourism sector.

Keywords

Nepotism • job standardization • turnover intention • hotel employees • moderating effect.

Jel Codes

M12 • J71 • J63 • J28 • J24 • D63

Öz

Otel çalışanları üzerine odaklanan bu araştırma, nepotizm algısının işten ayrılma niyetine etkisini ve bu etkide iş standardizasyonunun biçimlendirici rolünü açıklamaktadır. Araştırmada kullanılan veriler 2017 yılında Türkiye'de Antalya ilinde faaliyet gösteren bir otelden elde edilmiştir. Verilerin elde edilmesinde anket tekniği kullanılmış ve analizler SPSS 18 ve AMOS 18 programlarıyla yapılmıştır. 134 anketin değerlendirmeye alındığı araştırmada otel çalışanlarının nepotizm algısının işten ayrılma niyetini pozitif yönde etkilediği belirlenmiştir. Ayrıca araştırmada nepotizmin işten ayrılma niyetine etkisinde iş standardizasyonunun biçimlendirici rol üstlendiği; bir diğer ifadeyle, nepotizm algılayan çalışanların iş standardizasyonu algısıyla birlikte işten ayrılma niyetlerinin daha da güçlendiği gözlenmiştir. Araştırmada elde edilen bu bulguların hem otel yöneticilerine hem de turizm sektörüne yatırım yapmayı düşünen yatırımcılara rehber olacağı düşünülmüştür.

Anahtar Kelimeler

Nepotizm • iş standardizasyonu • işten ayrılma niyeti • otel çalışanları • düzenleyici etki

Jel Kodları

M12 • J71 • J63 • J28 • J24 • D63

Managements in organizations make important decisions on how the organizations can achieve their targets via planning and reveal the required structure as per the plan and organization activities. Specifically, employees to be included in the organization have an important place in this structure, considering today's intense competition environment. Qualities of employees and the correct appointment of them is vital for the future of the organization. Additionally, the applied promotion system is as important as correct appointment

for the success and future of the organization. Organizations who are aware of this generally prefer to evaluate knowledge, skills, talents and education of candidates and make the employee selection accordingly. However, in some cases, it is seen that for the selection and promotion of employees, evaluations are made based on factors such as family circles rather than criteria such as knowledge and skills. This condition, known as nepotism, is thought to have a negative effect on the attitudes of employees who have no ties

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such as family to the organization like the others. And this negative attitude of employees would bring along undesired issues for the organizations. For this reason, adopting a structure based on merit system and prioritizing the candidates' qualities in applications such as employment and promotion is critical for organizations who aspire after longevity. This is because the employees who are not familiar with nepotism may sense a negative organization atmosphere and may have the turnover intention. The fact that the turnover intent comes to existence may result in quitting from the organization or may have a negative effect on employee's performance as they are staying in the organization compulsorily. Furthermore, as job standardization limits the autonomy of the employees on their jobs, this may strengthen the negative attitude towards the organization.

Taking a glance on the figures of turnover intention in organizations, it is seen that this topic is of great importance. For instance, a research performed by Association of Human Management Turkey showed that as much as 26,6% of employees from all sectors had turnover intention in 2015. And the rate of willing resignations was detected to be 15,2% (PERYÖN, 2015). The studies made in Turkey about turnover intention and behavior in tourism sector shows that turnover rate in accommodation operations are high and the turnover ratio in one operation year in tourism sector ranges between 26% to 300% (Örücü & Boz, 2014). As per the obtained figures, it can be said that the turnover rates are significantly high. For this reason, it is seen vital for the future of the organizations to define variables which are increasing turnover intention and to take precautions accordingly. Parallel to these explanations, this study aims to reveal the effect of nepotism on turnover intention and whether job standardization has a moderating role on this effect or not. It is projected that the results of our study will be beneficial to organizations who aim to decrease turnover intention.

Theoretical Framework and Hypotheses

The concept of preferential treatment, which is an important topic in business world, is defined in the dictionary (Turkish Language Society) as holding onto someone at the risk of causing loss or damage on business or other people and as granting unjustified convenience to someone (TDK, 2017). When literature is reviewed, it is seen that concept of preferential treatment has a very wide meaning including concepts of nepotism, cronyism and favoritism. Adopting this wide point of view enables one to define preferential treatment as appointing family members, close friends and individuals having similar political views to better positions regardless of their qualities (Aydoğan, 2009).

Nepotism, which is considered as a part of preferential treatment, derives from the Latin word

“nepot”, meaning “nephew”. In the course of history, the concept is used to define certain “papas” who wanted to derive some benefits for their families. Generally, nepotism is used for individuals who use their positions in the benefit of their relatives of blood or emotion (Büte, 2011a; Hayajenh, et al., 1994) and refer to preferential treatment which takes one's family ties into consideration more than their skills during recruitment or promotion processes (Kurian, 2013). According to another definition, nepotism is expressed as actual or perceived preferences granted to a family member by another family member (Jones & Stout, 2015). Moreover, nepotism is not only observed in employing family members in the same organization but it is also seen in using the effect of family for the employment of family members in different organizations (Hayajenh, et al., 1994: 60). At the same time, nepotism is seen as a type of conflicting interests and in a narrower sense can be explained as one's endeavor to use their public power in order to gain favor – especially in employment – for a family member (Gyimah-Boadi, 2000). With the aforementioned definitions, nepotism is perceived as a concept existing only in public sector and which generally relates to employment. However, nepotism is currently experienced in many private businesses (Nadeem, Ahmad, Ahmad, Batool & Shafique, 2015) and is an application providing not only employment to family members, friends and acquaintances but also many other benefits such as promotions and raises. From that point of view, concept of nepotism is considered as a non-professional behavior (Büte, 2011b).

According to some researchers, nepotism is a basic instinct and a rational behavior that exists in the nature of human beings (Özler, et al., 2007). Therefore, it is not surprising to see people favoring their acquaintances both in society and in organizations. While some studies about nepotism in literature put forward that relatives are employed in large organizations rather more compared to smaller organizations; others suggest that nepotism is also common in small businesses in less developed countries (Araslı & Tümer, 2008). On the other hand, there are certain studies suggesting that nepotism is indeed more common in less developed countries, however it is also experienced in family businesses in developed countries (Özler, et al., 2007). Therefore, it can be stated that nepotism is an application that can be seen in all countries and all types of organizations, regardless of the size.

The concept of nepotism, which may seem rational and natural, is generally associated with a negative situation by organizations (Asunakutlu & Avcı, 2010). However, some studies in the literature put emphasis on the advantages of nepotism in family businesses. Advantages of this concept may be evaluated as follows: first of all, when there is an open position in an organization, certain

costs must be incurred (such as the cost of job advertisements the cost of time spent while looking for the suitable person with right qualifications). But when the company fills the required positions with acquaintances it is freed from such kind of costs. Additionally, company is not able to know the efficiency and attributes of an unfamiliar person beforehand. Similarly, the person applying for the job is not able to get adequate information about the job. But when a person is appointed via an acquaintance, the story changes. In that case the attributes of the person which may have been unobservable are transferred to the company by the acquaintance and adequate information about the job and the company can be transferred to the potential employee. This may bring along high efficiencies and a low employee turnover rate (Ponzo & Scoppa, 2010). Moreover, it is also considered that nepotism creates a warm working environment and an advanced communication network (Abdalla, et al., 1998). Along with all these, it is also thought that family members in family businesses work more and make more sacrifice compared to other employees. Concurrently, while it seems more likely for upper management members, who know the status and strategy of their organization to be transferred to competitor organizations in non-family businesses, in family businesses making such a decision does not seem very probable for managers who are also family members (Karahana & Yılmaz, 2014).

In contrast to the aforementioned advantages, nepotism also causes negative effects on workers and managers who are not members of the family. Especially it creates a bipolar employee profile consisting of employees close to the management and employees who are not close to the management and may result in polarization in work place. As a result, the organization may house an environment of distrust and this effects the work force negatively as interactions such as coordinated working and information sharing will not be possible in a such kind of working environment (Ören, 2007). Especially recruitment or promotion of an acquaintance without considering his/her skills will make employees who are not from the family member think that there is no sense of justice in the organization and they perceive it as distrust. Injustice and distrust effects job satisfaction, motivation and performance negatively (Büte & Tekarslan, 2010). The reason why is that in the organizations where nepotism exist, employees are rewarded as per their loyalty (closeness to the management), rather than their qualifications. And the employees (the ones that are not related in any way) who are aware of this do not believe being successful would bring any benefit to them. For this reason, non-related employees show a moderate level of performance even in the best-case scenario (Khatri & Tsang, 2003). Additionally, nepotism

allows incompetent family members to become managers and encourages unfair reward systems. This kind of applications prevent professional managers from coming to organizations (Vinton, 1998). When the importance of management function for organizations is considered, it can be expressed that incompetent and unprofessional managers may make faulty decisions that can be irreversible for the future of the company. In that sense, nepotism may lead to serious problems.

All of these explanations show that nepotism may have both positive and negative reflections on organizations. Nevertheless, considering that the performance and success of all of the employees as a whole can lead the organization to success, the negative effect of nepotism on non-related employees should not be ignored. For this reason, it is thought that nepotism should be reduced in order to create the interpersonal synergy which will lead the organization to success. Otherwise undesirable results may emerge for organizations. One of the important results of nepotism for organizations is undoubtedly turnover (Araslı & Tümer, 2008). As the resignation of individuals, especially the qualified ones, may lead to outcomes which are hard to recover from in today's competitive environment, they are the least preferred situation for organizations. For this reason, evaluating the effect of nepotism on turnover intention becomes even more significant for the topic. On that account turnover intention is evaluated within the context of Planned Behavior Theory and is seen as an important antecedent of behavior of quitting the job (Krausz, et al., 1995).

According to Planned Behavior Theory, there is a reason behind the behavior of individuals and individuals think about the possible results of their behaviors. After this thinking, one makes a decision. The decision they made is revealed as behavior (Ajzen, 1985; Ajzen, 1991). In other words, intention defines the behavior. However, realizing certain behaviors depends on motivational factors such as required opportunities and resources (time, money and skills etc.). If the individual has these required opportunities and resources, the intention to actualize the behavior would likely to be stronger and behavior will then be performed (Şahin, et al., 2016).

The fact that employees with turnover intention in mind utilize the opportunities and change their jobs when they have a chance causes the organization to bear various costs. For instance, hiring someone new after a turnover and training them means that the organization would be repeating all the costs spent for the training of the resigned employee once again (Firth, et al., 2004). Also the new employee would need some time to get used to the organization, along with the colleagues, and to show high performance. In today's intense competitive environment, time can be an even more valuable asset to organizations than money.

The reason behind this is that doing the right job at the right time will bring along the desired profitability to organizations. Understandably, resignation of employees, especially if they are qualified, is a very undesirable situation for organizations. Hence, it is seen in the literature that researchers tried to define the factors leading to actual behavior of quitting the job. As stated previously, for many researchers, the turnover intention is seen as the most important reason of turnover behavior (Krausz, et al., 1995; Prestholdt, et al., 1987). Additionally, it is more difficult to predict actual turnover than intention (Yi, 2012). Therefore, it is vital for organizations to understand what turnover intention means along with the reasons behind it in order to prevent actual turnover behaviors.

When evaluated as a concept, turnover intention is defined as employee's thought or plan of leaving the existing job or organization (Fong & Mahfar, 2013). Mobley, Griffeth, Hand & Meglino defined turnover intention as a cognitive process consisting of stages such as thinking, planning and willingness to resign (Lambert, 2006). In another definition, turnover intention is expressed as a psychological phase in which an employee who is not satisfied with current situation looks for alternative job opportunities (Martin, 2011). Turnover intention is comprised of the definite and conscious intention of leaving the organization, looking for another job as a result of this intention and thinking about quitting the job (Tett & Meyer, 1993). As seen with the definitions, the intention of leaving the job is the basis of the thought of leaving. Nevertheless, the thought of leaving may not always turn into the behavior. However, even if the behavior of leaving is not actually realized, the intention of it may create unwanted effects for the organization. This is because if an employee is thinking about leaving when he/she has the first opportunity, this may lead to a decrease in his/her performance and motivation. Therefore, whether or not it turns into behavior, the turnover intention needs to be reduced. Because organizations need willing employees, not involuntary ones to achieve success.

Correspondingly, the factors causing turnover intention need to be known. When the literature is reviewed, it is seen that the factors leading to turnover intention are grouped under 3 titles: personal factors, organizational factors and external (environmental) factors (Uppal, 2015). The personal factors related to turnover intention are personal attributes, demographic factors, obligations resulting from advancing age (advanced age and disablement), interests in potentially alternative jobs, changes in family life, educational status, physical and psychological status of the individual, stress, work and family conflicts, control focus and individual's perception of self-competence (Aslan, 2014; Halawi, 2014; Naktiyok, 2015).

The organizational factors related to turnover intention are role ambiguity, role conflict, career anchor, not applying or unfairly applying human resources applications, job dissatisfaction, low organizational loyalty, organizational injustice and lack of organizational and social support sense (Good, et al., 1988; Halawi, 2014). On the other hand, it is suggested in the literature that especially job satisfaction and organizational loyalty is related with turnover intention (Uppal, 2015). Among the external factors which effect turnover intention are social and economic status of the country, other job opportunities, changing the neighborhood, city or country to live in due to marriage or educational needs of children, family structure and existence or lack of perceived society support (Bolat, et al., 2017; Halawi, 2014).

As can be seen, there are various factors in the basis of turnover intention and as mentioned before, nepotism especially brings negative results with employees who are not somehow related. One of the negative results of nepotism is turnover intention of employees (Bolat, et al., 2017; Araslı & Tümer, 2008). Especially non-related employees may feel hopeless about their career goals in an environment where nepotism exists and may think that they would not be able to benefit from the incentives the organization has to offer. Because they think the employees who are close to the management (family members or friends) would be prioritized and that they become an obstacle for themselves. As a result, employees lose their faith in the organization and may have turnover intention. In this context they may evaluate their options for alternative job opportunities and may look for organizations who may present these opportunities. When they are able to find such an organization, the journey which begins with an intention ends with an actual behavior.

Based on the aforementioned explanations, it can be stated that nepotism and turnover intention have a relation in the same direction. Indeed, there are certain studies in the literature supporting this view and revealing that nepotism has a positive and significant effect on turnover intention. For instance, Araslı & Tümer's (2008) study performed in Northern Cyprus with bank employees revealed that nepotism, cronyism and favoritism which are the types of preferential treatment causes stress in work and that nepotism is the one type of preferential treatment which has the most severe effect on work stress. Additionally, nepotism, cronyism and favoritism reduces work satisfaction through work stress and increases turnover intention. In the study of Büte & Tekarslan (2010), performed with non-related employees (including managers) of family businesses in Trabzon, it is seen that when nepotism becomes more widespread, work stress of employees increases whereas work satisfaction, trust to the employer and

feeling of justice decrease. Moreover, researchers concluded that nepotism causes individual performances of employees to decrease and that it increases the tendency of turnover. Similarly, Bolat *et al.*, (2017) showed in their research performed with hotel employees that the relationship between nepotism and turnover intention is based on social exchange theory and found that nepotism effects turnover intention positively and significantly. Based on these explanations, below hypothesis has been developed.

H1: Nepotism positively effects turnover intention.

Apart from the aforementioned explanations, it is thought that the positive effect of nepotism on turnover intention would increase even more with the effect of job standardization. Main reason behind this is hidden in the meaning of job standardization.

When looked into organizational theory literature, it is seen that the concept of standardization is used as a near synonym for concepts such as routinization and formalization and that it is difficult to explain and differentiate these three concepts. When the content of these concepts are to be discussed: the work targets that the organization requires the employee to do is defined as formalization; the work methods showing how the employee should do the job is defined as standardization and the repeatability level of the role of one individual in a social system is defined as routinization (Hsieh and Hsieh, 2003). As can be seen, the three concepts actually intermingle and complete each other. Formalization is created with rules and instructions, consequently the way how an employee should do his/her job is defined and then same methods for similar jobs are created with standardization. As a natural result, this brings along routinization activity.

Job standardization can be defined as written documents and instructions which show in detail all of the steps and actions regarding procedures which enable employees to meet their targets (Tsaur, *et al.*, 2014). When the definition is reviewed, it is seen that job standardization in organizations is generally related to instructions and rules. However, in order for a written document to be effective it needs to be used during working, which means it needs to be a part of job trainings (Misiurek, 2016). The organizations who are aware of this set rules, principles and procedures in order to implement job standardization efficiently. They also organize training programs about the defined rules for the employees. This way it is ensured that employees

behave and do their jobs according to the rules. Additionally, organizations make use of technology (machines) in order to create similarity between jobs (Zeithaml, *et al.*, 1988). This way, with the help of job standardization, the employee is shown the best way of doing the job (Hsiung & Hsieh, 2003). Therefore, with job standardization, isomorphism is aimed to achieve for the similar quality jobs in organizations.

When the literature regarding job standardization is reviewed, it is seen that some studies suggest that job standardization creates benefits both for customers and the employees (Ritzer, 2011). According to these researchers, people do not enjoy surprises and they want to know what to expect beforehand. Job standardization in that sense offers standardized products to customer and offers the predictable. Regarding the employees, it helps make the job easier and enables the employees to do their jobs without putting too much effort (Ritzer, 2011). Some researchers who evaluate job standardization positively suggest that it reduces role ambiguity and increases work satisfaction of employees (Karatepe, *et al.*, 2004). Apart from this positive evaluation of job standardization, there are other studies suggesting that it creates negative results for organizations. According to this perspective, standardizing the work and routinizing it actually limits the scale of the work, thus reducing the autonomy of the individual over the job. Through this, job standardization creates a cost by numbing the mind and may be blunting for the skills and creativity of employees. As a result, the individual becomes unable to transfer his/her creativity to work (Hartline, *et al.*, 2000; Ritzer, 2011). This may lead to the feeling of having inadequate control over one's job. And this may decrease the motivation and morale, while increasing the burnout feeling (Hage & Aiken, 1969; Karasek, 1979; Singh, 2000). Therefore, especially in organizations with nepotism, it is considered that job standardization may have a role in increasing the turnover intention of employees. As per the aforementioned explanations the below hypothesis is developed.

H2: Job standardization has a moderating impact on the relationship between nepotism and turnover intention. In other words, in organizations with nepotism, job standardization increases turnover intention of employees even more.

Research model is created based on all of these explanations and hypotheses, as shown below:

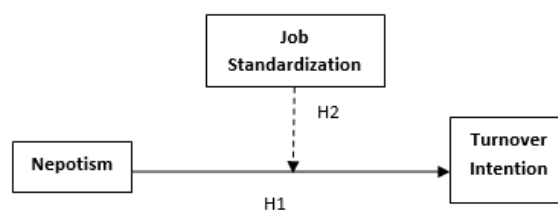


Figure 1: Research model

Research Method

Aim of the Research, Sample and Measures

The aim of this study made on hotel employees is to reveal the effect of perception of nepotism on turnover intention and the role of job standardization on this effect. Based on this aim, employees of a five-star hotel in Belek, Antalya, Turkey has been chosen as population. It is seen that the sample should be 133 with 95% confidence level and 5% margin of error (<https://www.surveysystem.com/sscalc.htm>). The reason why sample consists of five-star hotel employees is that these hotels are more corporate and have more defined work distribution and more formalization, thus job standardization can be expected. A further reason is that some hotel managers and hotel employees were interviewed at the beginning of the study. As a result of the interviews, it was understood that there were kinship relations between some hotel managers and hotel employees. In this respect, it was thought that hotel employees' perception of nepotism would be high and they were chosen as sample. With simple random sampling, data have been collected via questionnaire technique. Among the distributed 160 questionnaires, 150 of them was returned and due to data that were lost in some of them, 134 questionnaires have been taken into consideration.

As a part of the study, scales which have been proven in terms of reliability and validity in previous studies have been used in determining job standardization and nepotism perception and turnover intention of employees. And questionnaire forms have been prepared accordingly. In order to measure employees' perception of nepotism, scale of Araslı et al. (2006), which is an adaptation of Abdalla et al. (1998), and which includes 8 questions. Job standardization perception is defined with the scale of 5 questions, developed by Hsieh and Hsieh (2001) which does not have a Turkish adaptation. Measurements of turnover intention is accomplished via the 5-question scale which was used by Karacaoğlu (2015) in his study. Items of scales is prepared with five-point Likert scale (1-strongly disagree / 5-strongly agree). Related scales are presented in APPENDIX 1. In the questionnaire, variables such as sex, marital status, age and educational status have been included as control variables.

Findings

Demographic information of participating employees, factor analysis results of the used scales, correlation analysis between variables and regression analysis results have been presented below. Before these methods were used, obtained data were subject to normal distribution compliance test of normality. In that direction Kolmogorov-Smirnov and Shapiro-Wilk tests have been performed and as test results are seen to be statistically significant ($\text{sig.} < 0,05$), it is defined that the data do not show

normal distribution. After this stage all the performed analyses have been completed considering the finding that data showed not normal distribution.

Demographic findings.

Demographic information of the participating employees is shown in Table 1.

Table 1: *Participating Employee Demographic Information*

VARIABLE	CATEGORY	FREQUENCY	(%)
Sex	Male	72	53,7
	Female	62	46,3
Marital Status	Married	62	46,3
	Single	72	53,7
Age	Below 25	54	40,3
	26-35	49	36,6
	36-45	21	15,7
	Above 45	10	7,5
Educational Status	High School or Lower	79	59
	Associate Degree	40	29,9
	Bachelor's Degree	15	11,2

When Table 1 is examined it is seen that most of the participants are male (%53,7) and single (%53,7) individuals. According to the table, the group aged below 25 (54) formed a larger part compared to other age groups. And as per educational status it can be said that high school or lower education group formed a majority.

Factor analysis findings.

In order to determine factor structure in the used scales, exploratory factor analysis and confirmatory factor analysis are used, respectively. It is desired that in exploratory and confirmatory factor analyses item factor loads are not lower than 0,40. In exploratory factor analysis, it is considered that KMO (Kaiser-Meyer-Olkin) value is higher than 0,60 and Bartlett Test of Sphericity value is 0,000. For scale reliability, internal consistency is considered and Cronbach alpha coefficient is seen accordingly. In the performed analyses, the Cronbach alpha coefficients of "nepotism, job standardization and turnover intention" are 0,776; 0,712; 0,679, respectively. As these figures are higher than 0,60 (Kerse & Gelibolu, 2015), scale reliability has been accomplished.

In the exploratory factor analysis made on nepotism scale consisting of 8 statements, as one of the factor's (In this organization/institution it is very difficult to dismiss or lower the position of people who are related to upper management) factor load was lower than 0,40, it has been removed from the analysis. When remaining factors were subject to factor analysis once again, it is seen that KMO value (0,786) and sphericity degree (0,000) meet required criteria, hence the analysis would bring significant factors and the

sample is adequate. On the other hand, it is observed in the analysis that scale items gathered around one dimension. Factor loads of scale items range between 0,552 and 0,762. The factor structure of nepotism scale which is obtained with exploratory factor analysis is tested with

confirmatory factor analysis. In the analysis it is seen that item factor loads (standardized regression coefficient) are higher than 0,40, hence meeting the criteria. On the other hand, in order to make improvements on index value for the scale factor structure compatibility, a modification between 'N1' and 'N3' items. Findings on the scale re-shown with Figure 2:

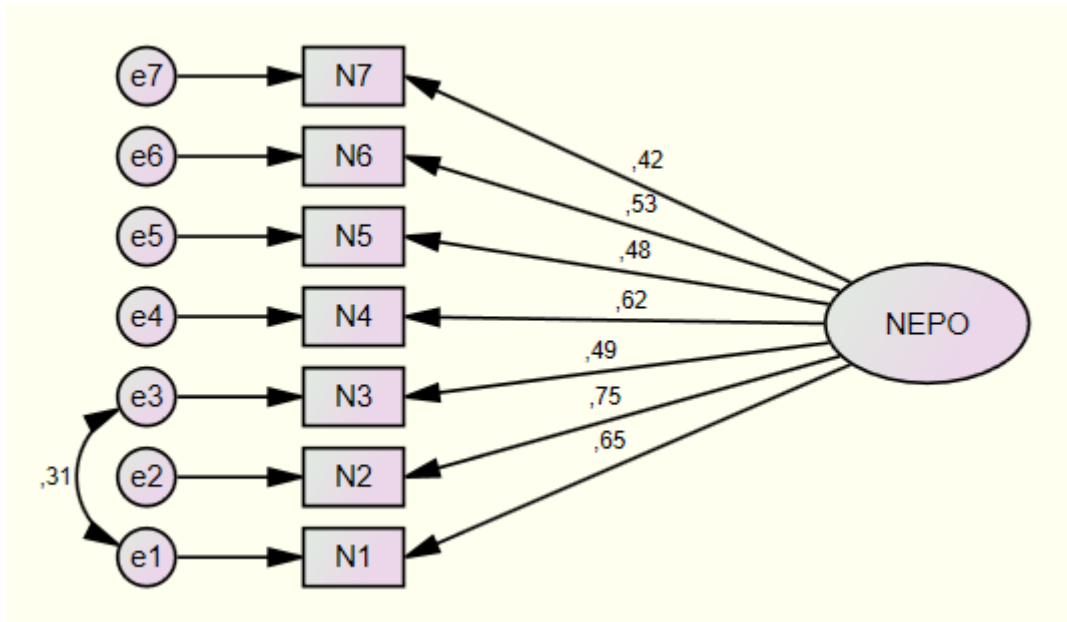


Figure 2: Confirmatory factor analysis on nepotism scale

In the exploratory factor analysis made on 5 statements of job standardization scale, KMO value (0,774) and sphericity degree (0,000) met the required criteria. All of the items in the scale showed factor loads above 0,40. In the analysis scale items have been gathered under one dimension and factor

loads of items range between 0,552 and 0,762.

Following the definition of job standardization scale through exploratory factor analysis, it has been verified with confirmatory factor analysis. In the performed analysis, item factor loads supported required criteria. Related factor loads are shown in Figure 3:

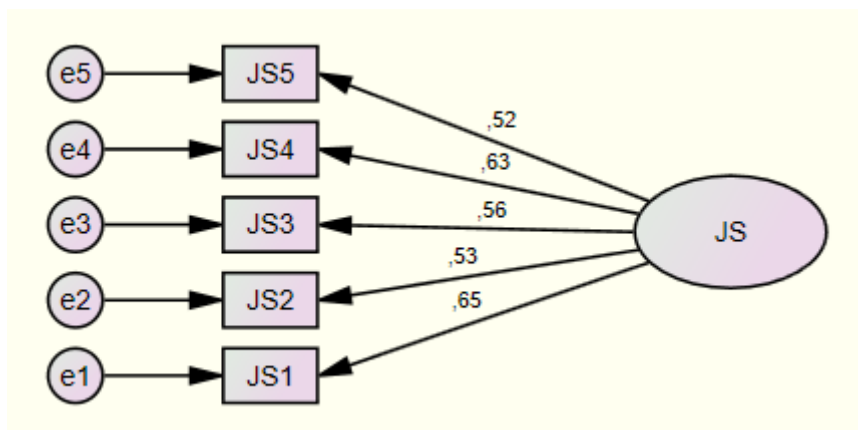


Figure 3: Confirmatory factor analysis on job standardization scale

The scale of 5 items, which is used to define the turnover intention of employees, has been subjected to exploratory factor analysis and it resulted in a KMO value (0,786) and sphericity degree (0,000) that are within the required limits. One of the items in the scale (I think I will work in this institution/company for five

more years from now) has been removed from the analysis due to a factor load lower than 0,40 after which the analysis has been re-performed. The remaining items have been gathered under one dimension and factor loads range between 0,568 and 0,813.

The factor structure obtained as a result of exploratory factor analysis of turnover intention is then tested with confirmatory factor

analysis. Findings of the analysis showed that the item factor loads met with required figures. Related factor loads are shown in Figure 4:

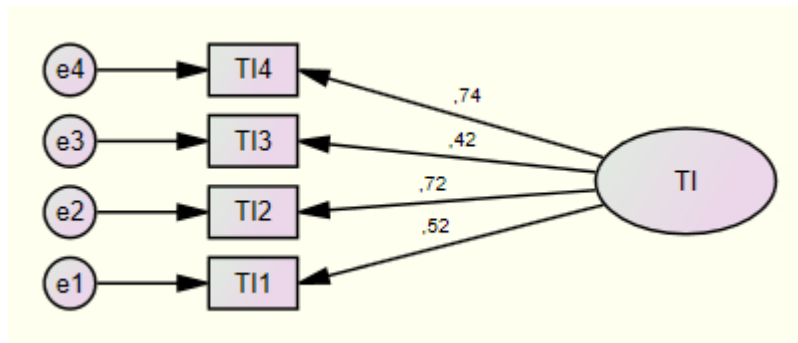


Figure 4: Confirmatory factor analysis on turnover intention

The goodness of fit index obtained through the confirmatory factor analysis of the used scales is shown in Table 2:

Table 2: The Goodness of Fit Index of Scales

Variables	CMIN/DF ($0 < \chi^2/sd \leq 5$)	RMR ($\leq,10$)	CFI ($\geq,90$)	IFI ($\geq,90$)	TLI ($\geq,90$)	RMSEA ($<,05-\leq,08$)
Nepotism	1,565	0,042	0,963	0,964	0,94	0,065
Job Standardization	1,022	0,026	0,999	0,999	0,998	0,013
Turnover Intention	1,147	0,024	0,997	0,997	0,99	0,033

As per the findings shown in Table 2, the scales meet with required fit indices.

Test of hypotheses.

The direction and strength of the relation between variables of nepotism perception, job standardization and turnover intention have been determined through spearman correlation analysis. The reason

of adopting Spearman correlation analysis is that the data of the analysis do not meet with criteria of normal distribution. Findings of correlation are shown in Table 3 below.

Table 3: Relations Between Variables

Factors	\bar{X}	SS	1	2	3
1-Nepotism	3,647	0,639	1		
2-Job Standardization	3,716	0,584	,617**	1	
3-Turnover Intention	3,502	0,65	,403**	,381**	1

*p<0,05 **p<0,01

As per the findings shown in Table 3, generally between nepotism perception and turnover intention there is a positive and significant relation by 99% significance level. It is seen that similarly, between job standardization and turnover intention, there is a positive and significant relation.

For the test of hypotheses and research model, hierarchical regression analysis has been used. Before performing hierarchical regression analysis, it is determined whether there is multicollinearity between variables. Indeed, hierarchical regression analysis is performed with the assumption that the related issue does not exist. In order to detect the multicollinearity issue, variance inflation factor (VIF) and tolerance indices are evaluated.

Due to the fact that VIF value of variables is below 10 and tolerance index is above 0,10, it is detected that multicollinearity issue is not present (Babadağ, 2017; Kerse, 2017) and hierarchical regression analysis can be performed. In regression analysis, first the effect of control variables such as sex, marital status, age and educational status on dependent variable of turnover intention is defined. Then the independent variable of nepotism is included in regression equation and the direct effect of nepotism perception on turnover intention is evaluated. In the final stage of the analysis, the variable of the interaction between nepotism perception and job standardization is added to the equation. Findings can be found in the below Table 4.

Table 4: Hierarchical Regression Analysis Findings

Variables	1st Step (Model 1)		2nd Step (Model 2)		3rd Step (Model 3)	
	B	T	β	T	B	T
Sex	0,108	1,235	0,054	0,731	0,061	0,857
Marital Status	-0,025	-0,282	-0,133	-1,734	-0,146	-1,96
Age	-0,002	-0,02	-0,067	-0,866	-0,086	-1,147
Educational Status	0,098	1,048	0,005	0,057	0,015	0,199
Nepotism	-	-	0,569	7,540***	0,172	1,091*
Nepotism*Job Std.	-	-	-	-	0,447	2,834**
R2	0,024		0,324		0,364	
Adjusted R2	-0,006		0,298		0,334	
F	0,79		12,275***		12,130***	
$\Delta R2$	0,024		,300***		,040***	

*p<0,05 **p<0,01 ***p<0,001

When looked into the regression analysis results shown in Table 4 (1st Step), it is seen that control variables do not have the power to effect turnover intention as a whole ($F=,790$ and $p=,534$). On the other hand, it is seen that each of the control variables does not have a significant effect on turnover intention. On the second step of regression analysis, variable of nepotism is included in the analysis and it is seen that the analysis then gave significant results ($F=12,275$ and $p=,000$). Perception of nepotism effected turnover intention positively and significantly ($\beta=,569$ and $p=,000$). In this step of the analysis nepotism, along with control variables, explained turnover intention by around 32%. Nevertheless, it is detected that the explanatory power of the second step is higher and more significant compared to the first step ($\Delta R2= ,324$ and $p<,001$), hence second model explains the turnover intention better.

On the third step where the interaction between nepotism and job standardization is included in the analysis, it is seen that the model gave significant results ($F=12,130$ and $p=,000$). On this step where

direct and indirect effects are present, 36% of the variance of turnover intention is explained. The related explanatory power is higher and statistically more significant compared to the second one ($\Delta R2= ,040$ and $p<,001$). When looked into the effect of interaction variable on turnover intention, it is found that the effect is positive and significant. Therefore, the perception of nepotism on the employees, along with job standardization positively effected their turnover intention. In the research, the participant statements regarding job standardization are divided into two groups as high and low. The moderating role of job standardization obtained in the circumstances is shown in below Figure 5. When Figure 5 is examined, it is seen that the employees with a high nepotism perception along with job standardization perception have higher turnover intention. On the other hand, after a while, employees with nepotism perception have continuously increasing turnover intention even though their perception of job standardization decreases.

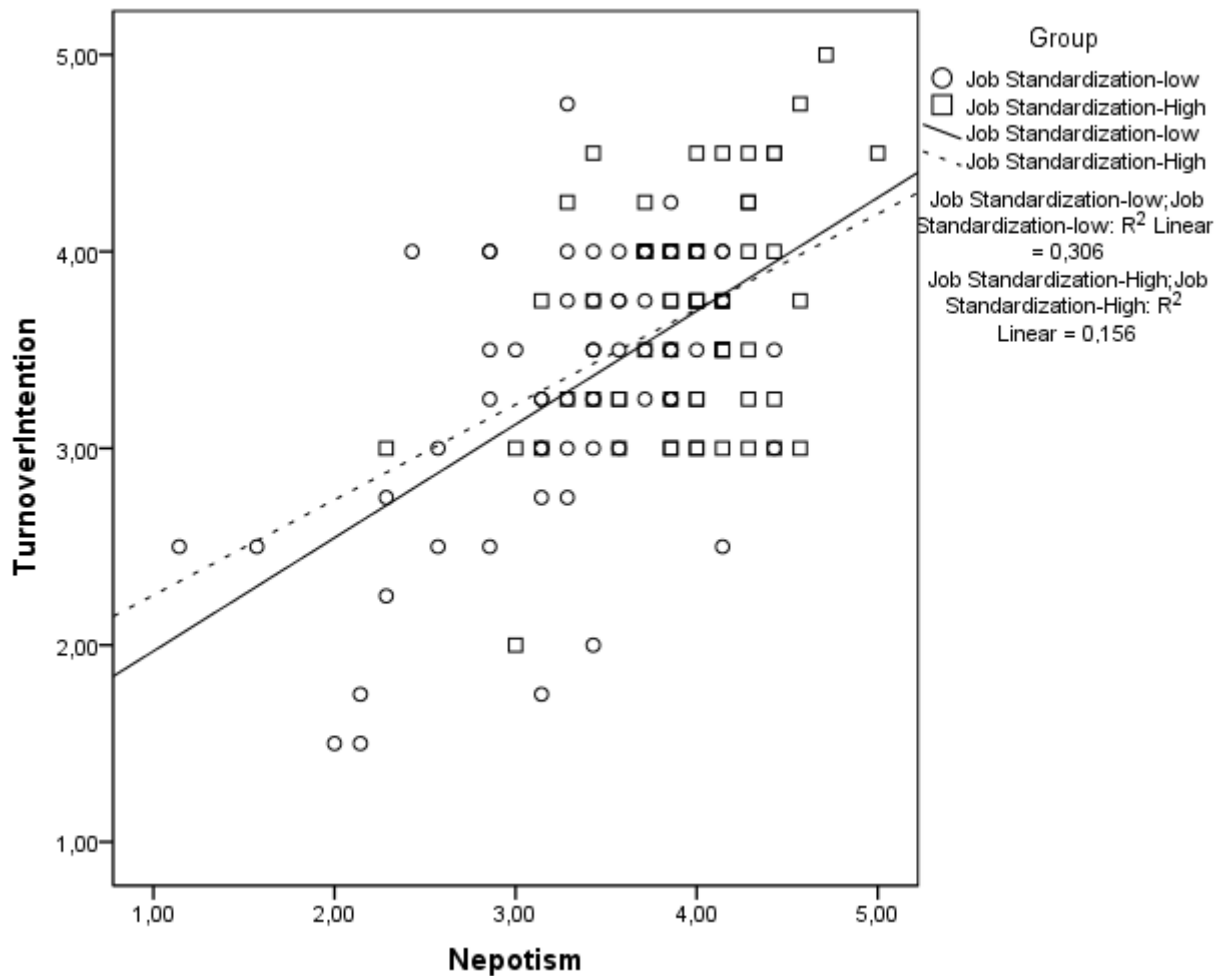


Figure 5: Moderating role of job standardization

Evaluation and Conclusion

Before evaluating the results which have been obtained from the data of 134 hotel employees, it is vital to put emphasis on the importance of the research. First of all, this research is performed on employees of a hotel of which working hours is long and the work load is heavy; no matter how rich the opportunities on social facilities are. The perception of nepotism of these employees and the effect of nepotism on their turnover intention is the focus of this study. It is presumed that results of this study will be valuable for the managers of the tourism sector, which forms a great deal of Turkish economy due to the rich amount of tourism businesses. Apart from this, the study has performed validity and reliability analyses on concept of job standardization, of which not an adaptation is present in national literature. The findings below are obtained as a result of the analysis performed on the received data.

First of the findings of this study is that job standardization scale of which do not have an adaptation in Turkish has proven to be valid and reliable in national literature, thus it can be used in future researches of national literature. Another

finding is that perception of nepotism (3,647), job standardization (3,716) and turnover intention (3,502) of employees are at an important level even though not very high. When considered that nepotism applications are commonly seen in service sector (Araslı & Tümer, 2008; Altındağ, 2014) and due to paternalistic nature of Turkish culture in which family comes before the individual, the trust for family members and acquaintances is high and similarly loyalty and commitment is strong between them (Özler et al., 2007); it is an expected result to see that hotel employees have a high perception of nepotism. On the other hand, the fact that corporate hotel businesses have agency costs (confliction of personal goals of the principal (boss) and the agent (manager) or when the agent does not make use of an opportunity which would increase the income of the principle etc.) enhances nepotism applications and causing the employment of trustworthy people and acquaintances in the organization. And the fact that there is a possibility of having certain applications in place in order to avoid from agency costs explains the perception of nepotism among the employees.

The perception of job standardization being present is due to the fact that the sample has been chosen to be a corporate five-star hotel. Hence in corporate businesses the distribution of roles exists for the sake of perfection and the roles are carried out as per rules/regulations. The fact that the hotel employees had turnover intention can be explained first of all with nepotism and job standardization and then with long working hours and heavy workloads. The sector's labor-intensive nature conceives the intention of employees to look for alternative jobs or businesses, even though the sector offers convenient opportunities on social facilities.

In defining the effects between variables, hierarchical regression analysis has been used. It is determined from the findings of hierarchical regression analysis that the control variables (sex, marital status, age and educational status) do not effect turnover intention. Apart from this, the findings showed that nepotism is an important precursor of turnover intention and when perception of nepotism increases, turnover intention significantly increases as well. This finding is seen to be parallel with the existing studies (Büte & Tekarslan, 2010; Bolat et al., 2017) in the literature. Therefore, it is revealed that one of the reasons behind turnover intention is nepotism perception of employees.

The finding obtained on the third step of the regression analysis is that the variable which is formed with the interaction of nepotism perception and job standardization effects turnover intention positively and significantly. This finding shows that the employees who perceive nepotism along with job standardization have a higher turnover intention. Regardless of the fact that not all of the employees who had turnover intention actually leave their jobs, the intention may turn into harmful behavior for the organization in different ways. In other words, while some of the employees who have turnover intention show this intention with actual turnover, some other employees may show their reaction by neglecting their work (Başar & Varoğlu 2016) or by displaying harmful behavior for the organization (like discrediting the organization) as they cannot leave due to economical, social or family-related reasons. Therefore, even though the perception of personal or partial behavior and strengthening of this perception with job standardization may not manifest itself with the action of leaving the organization in the short term; in the long term it may create punishing behavior such as negligence or the work or the organization.

It is seen in the findings of the study that, the hotel managers who want to keep their talented employees need to especially avoid partial behavior and to diversify the work that employees are doing (like job enlargement and job enrichment activities). It is probable for hotel employees who are a part of

labor-intensive system to have intentions of leaving their job due to excessive work load and long working hours. No matter how rich social and economic resources are provided in the touristic area where the study was performed such as swimming, fun parties, touristic tours, unlimited eating-drinking, free accommodation and tips; the fact that the employees generally do not have the time to make use of these opportunities (and when they do have the time, they prefer to spend it having some rest), make all the resources fall short in changing the employees' minds about changing their jobs. In this labor-intensive sector, offering privileges to family members, friends and acquaintances strengthens the idea of changing one's job. When an employee who already thinks there are privileged ones in the organization senses that there is also standardization in the job he/she does, this will make the related intention even more powerful. This situation leads qualified and talented employees to be transferred to competitor businesses and for some this leads negligent or harmful behavior towards work or the organization. For this reason, business administrators should avoid discrimination as much as possible in employee selection and promotions and they also need to consider knowledge, talent and skills of employees for an evaluation. In Turkey, especially for promotions, apart from relative and fellow-townsmen preferential treatment, the fact that behaviors such as political favoritism and hierocratic favoritism (religious reference) are reacted normally (Özkanan & Erdem, 2015), shows that it is impossible to completely eradicate favoritism behavior. Therefore, in countries like Turkey where favoritism is inured and considered natural, business owners and managers should at least try to reduce these kinds of behaviors in employment and promotions, if not completely eliminate them.

With regard to research design, using only cross sectional method and obtaining data through questionnaire technique are among important limitations. On the other hand, the facts that the country declared state of emergency during data collection phase and that questions were answered in that period's state of mind are another limitation. If the same sample was used right after the end of state of emergency, clearer results could have been obtained. What could be suggested for future studies are keeping these limitations in mind, testing the current model with different samples and comparing them or evaluating the model with variables such as personality, culture etc. This study mainly focuses on favoritism towards family members, friends and acquaintances and behaviors such as political favoritism and hierocratic favoritism (religious reference) are disregarded. Behaviors such as favoritism toward the ones sharing the same political views (political favoritism) and favoritism resulting from religious reference of being members of a certain community (hierocratic favoritism) could also be focused for future studies.

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Appendix 1

Nepotism Scale

1. Employees at this hotel always depend on a high-ranking relative
2. Department heads are scarred off employees who have relations in upper-administration
3. I watch what I say when I talk to colleagues who are relatives of upper-administration
4. Employees try to meet the demands of other employees who have relatives in the upper administration
5. Employees value family members' benefits rather than the hotel's benefits in general
6. NEPO causes internal conflicts in the hotel
7. This hotel has to keep personnel who have not any relatives for long term
8. It is very difficult to remove or to demote people who have relatives in the upper administration.

Job Standardization Scale

1. There are no standard operating procedures in this hotel (Reverse scored).
2. We are to follow strict operating procedures at all time.
3. Whatever situation arises, we have procedures to follow in dealing with it.
4. Our hotel effectively uses automation to achieve consistency in serving customers.
5. Everyone has specific operating procedures to follow.

Turnover Intention Scale

1. I'll leave this hotel when I find a better job.
2. Except for this hotel, I am actively looking for work.
3. I seriously think about leaving my job.
4. I often think about leaving my work in this hotel.
5. I think I will be working in this hotel for the next five years (Reverse scored)