

T.C.

TURKISH-GERMAN UNIVERSITY

SOCIAL SCIENCES INSTITUTE

BUSINESS MANAGEMENT

**The Effect of Favoritism on Engagement and Quiet Quitting: The
Mediating Role of Organizational Justice**

MASTER'S THESIS

Ahmet Faik ÖZATEŞ

ADVISOR

Doç. Dr. Sevgin BATUK ÜNLÜ

ISTANBUL, June 2024

T.C.
TURKISH-GERMAN UNIVERSITY
SOCIAL SCIENCES INSTITUTE
BUSINESS MANAGEMENT

**The Effect of Favoritism on Engagement and Quiet Quitting: The
Mediating Role of Organizational Justice**

MASTER'S THESIS

Ahmet Faik ÖZATEŞ
(218113008)

Thesis submission Date to Institute : 9.05.2024

Thesis Defence Date : 17.05.2024

Thesis Advisor :Doç. Dr. Sevgin BATUK ÜNLÜ

Other Jury Members : Prof. Dr. Müge KLEIN

Dr. Öğr. Üyesi Alev ÖZER TORGALÖZ

Dr. Öğr. Üyesi Hüseyin Hayri NUROĞLU

ISTANBUL, June 2024

T.C.

TURKISH-GERMAN UNIVERSITY

SOCIAL SCIENCES INSTITUTE

BUSINESS MANAGEMENT

**The Effect of Favoritism on Engagement and Quiet Quitting: The
Mediating Role of Organizational Justice**

MASTER'S THESIS

Ahmet Faik ÖZATEŞ
(218113008)

ADVISOR

Doç. Dr. Sevgin BATUK ÜNLÜ

ISTANBUL, June 2024

Contents

	<u>Page Number</u>
Content	iii
Summary	v
List of Figures	vi
List of Tables	vii
1. Introduction	1
2. Literature	3
2.1. Favoritism.....	3
2.1.1. Studies about Favoritism.....	5
2.2. Organizational engagement.....	5
2.2.1. Dedication	7
2.2.2. Vigor.....	8
2.2.3. Absorption.....	9
2.3. Quiet quitting.....	10
2.4. Organizational Justice	12
2.4.1. Procedural Justice.....	13
2.4.2. Distributive Justice	14
2.4.3. Interactional Justice.....	15
2.5. Social Exchange Theory.....	15
3. Methodology	17
4. Analysis.....	21
5. Findings.....	22
5.1. Reliability Analyzes of Scales.....	22
5.2. Factor Analysis on Scales	23
5.2.1. Factors of Favoritism Scale.....	23
5.2.2. Factors of Organizational Justice Scale	25
5.2.3. Factors of Organizational Engagement Scale	27
5.2.4. Factors of Quiet quitting	28
5.3. Descriptive Statics of Variable and Relationship Between Them	29
5.4. Hyphotesis Test.....	31

5.4.1. Regression Analysis For the Effect of Favoritism On Quiet quitting Through Organizational Justice	31
5.4.2. Regression Analysis For the Effect of Favoritism On Organizational Engagement Through Organizational Justice	32
5.5. Analysis of Demograpihcs	33
5.5.1. Quiet quitting and Manageral Position.....	34
5.5.2. Organizational Engagement and Gender.....	34
5.6. Summary of Findings	34
6. Discussion	35
7. References	39

Summary

The Effect of Favoritism on Engagement and Quiet Quitting: The Mediating Role of Organizational Justice

The purpose of this thesis is to investigate the complex dynamics of favoritism within organisational settings, as well as its influence on employee engagement and the phenomena of "quiet quitting." The purpose of this study is to test the notion that favoritism, so far as employees perceive it, has substantial ramifications for their level of engagement with the organisation as well as their tendency to disengage from the organisation in a covert manner.

The examination of the role that organisational justice plays as a mediator in the connection between favoritism and employee outcomes is an essential component of this research. This study intends to explore the processes via which organisational justice may reduce or intensify the harmful impacts of favoritism on employee engagement and the risk of quiet resigning. This will be accomplished by diving into the perceived justice that exists within the structure of the organisation.

The results of this study have important implications for businesses that are considering ways to improve the health and happiness of their workforce and to keep them on board. Organisations are able to develop targeted interventions and policies to foster a fair and inclusive workplace culture by first gaining an understanding of the complex interplay between favoritism, organisational justice, and employee outcomes. This, in turn, leads to increased levels of employee engagement and a reduction in the number of instances in which employees quietly quit their jobs.

List of Figures

	<u>Page Number</u>
Figure 1 - Hyphotesis with variables and their positioning.....	23

List of Tables

	<u>Page Number</u>
Table 1	23
Table 2	253
Table 3	25
Table 4	28
Table 5	29
Table 6	31
Table 7	32
Table 8	33

1. Introduction

Favoritism is a prevalent phenomenon observed in both public and private institutions, which can have major effects. Favoritism is the practice of prioritizing self-interest over justice, competence, and equality in the management process. It is a long-standing phenomenon that is prevalent primarily in underdeveloped or developing countries. (Macit & Erdem, 2020)

There is a reference of the concept of justice in conjunction with the concept of right, and the fact that the parties holding the sources of power seem to support the rights of the people who have the rights stands out as the first examples of justice. The concept of justice is articulated as a framework that provides an explanation for feelings of trust and reliability among workers. When viewed in this light, justice refers to the act of observing and complying with laws and rights. When it comes to individuals living in harmony with one another in the same environment, justice is considered to be an essential phenomenon. On the other hand, if we include the concept of favoritism in the equation, we will have the opportunity to study the responses of individuals to favoritism as well as the degree to which they see justice. Within the scope of this study, we investigated the manner in which employees working in the private sector perceive these two primary concepts, as well as the implications of this perception on organizational engagement and quiet quitting, which we utilise as additional factors (İyigün, 2012).

When it comes to the social dynamics and organizational efficiency in today's business sector, the emotional and psychological well-being of employees is really important topic. When it comes to the management of human resources, the impact of employees' perceptions of favoritism and justice on quiet quitting and organizational engagement is extremely crucial in private sector companies. This is especially true where human resources management is concerned.

If human resources do not give enough importance to employees and do not make an evaluation based on these concepts, the employee can quickly begin the process of quiet quitting to recalibrate work and life domains. Quiet quitting, which is a very trendy topic in the business world nowadays, refers to doing the bare minimum for the work without any extra effort and contribution (Tapper, 2022).

In today's dynamic and competitive workplace environments, the notion of favoritism persists as a significant concern impacting organizational dynamics and employee well-being. This thesis delves into the intricate relationship between favoritism, employee engagement, and the phenomenon of quiet quitting, with a particular focus on the mediating role played by organizational justice.

Topic is chosen to be able to contribute to both scholarly understanding and practical application by examining the multifaceted dynamics of favoritism, organizational justice, and their impact on employee engagement and quitting behavior. Through rigorous empirical investigation, it is our aim to provide actionable insights that empower organizations to cultivate environments where every employee feels valued, respected, and motivated to contribute their best. Some of the variables that are mentioned in this study are relatively new, therefore theoretical background can be supported with the outcomes of this study.

In practical application, there are organizations that seeking way of improving in human resources areas. These organizations can benefit from combining outcomes of this and related other studies.

This study's major purpose is to investigate the extent to which employees' opinions of favoritism and their perceptions of justice in the private sector are correlated with one another. In addition, the purpose of this study is to evaluate the potential impact that this association may have on the employees' sense of engagement to the company as well as their tendency to resign secretly. In order to accomplish this core objective, the secondary objectives that have been defined are as follows:

There will be an investigation into the perception of justice and the perception of favoritism, which will be carried out by conducting an analysis that takes into account the fundamental concepts that are found in the existing literature and in previous research. This article will provide an explanation of the definitions, measures, and past research that has been carried out on these topics.

An in-depth investigation into the concepts of organizational engagement and quiet resignation, as articulated in the relevant literature, will be carried out. Particular attention will be paid to the implications of these ideas in the context of the workplace.

An investigation on the possible effects that favoritism and the perception of justice may have on the decision to leave silently and the level of engagement to the organization: The purpose of this study is to investigate the potential links between the sense of favoritism and the perception of justice on the tendency to quiet quitting and the levels of engagement to

the company. In this analysis, we will investigate the possible changes that may occur in the links that exist between employees working in the private sector.

Within the context of the management of human resources and the emotional well-being of employees working for private sector organizations, this study especially tackles a key issue that deserves attention. It is possible to have a substantial impact on the creation of policies and plans for businesses by gaining an understanding of the extent to which perceived favoritism and perceived justice influence the propensity to quit one's job without giving notice and the level of loyalty to one's organization.

2. Literature

2.1. Favoritism

Favoritism occurs when managers favor hiring and promoting people who already work for the company or want to join the company based on personal relationships and/or subjective feelings rather than objective standards based on skills, abilities, and knowledge (Yıldırım and Tokgöz, 2020).

Favoritism, which is an inevitable concept in the business world, can occur wherever there are people and can be considered as an organization. Although the concept of favoritism has existed practically since the beginning of mankind, the theoretical talk and writing about it has increased in recent years. During the financial crises in history, there was a lot of discussion about favoritism, and it was thought to be the main cause of the crises. (Özkanan and Erdem, 2014).

Favoritism is defined differently depending on the culture. Inappropriate and unreasonable privileges have been granted to associates of employees and supervisors in the public and other sectors without regard for the law (Erdem and Mer, 2012).

One of the major issues that favoritism has effects on is bureaucracy. It is a form of corruption that primarily affects decision-making in the public sector. The abuse of the system of favoritism in the hiring of civil servants to the bureaucracy by General Jackson, who won the US presidential election in 1828, is where it first started to appear in the literature on politics and administration. It is seen in various ways depending on the country. Even though

favoritism is commonly discussed in studies nowadays, a comprehensive framework still cannot be created (Özkanan and Erdem, 2014).

In place of hiring people who are qualified for the position, favoritism is the practice of hiring people based on relationships with them such as friendship or kinship. They described favoritism as the act of a public employee unconditionally favoring a coworker in a way that is against the law or ensuring that the coworker is promoted to a position without taking into account his or her skills and accomplishments, even though the employee has no legal authority to do so (Kurt and Dođramacı, 2014).

Favoritism is simple to spot. It can be recognized even only by observation, by familiarity with people in all positions, and by associations with both formal and informal social communication methods. For the organization to grow, a dependable work environment where organizational procedures are carried out fairly is essential. Favoritism is viewed as a factor that threatens this stable workplace environment and organizational development. Favoritism occurs when hiring and promoting people who already work for the organization or who aspire to do so is based on subjective factors such as relationships and/or feelings rather than objective standards based on aptitude, ability, and expertise. When the definitions of favoritism in the literature are analyzed, it becomes clear that they all place an emphasis on injustice and breaking the law while allowing people or groups to be favored, safeguarded, and rewarded for a variety of reasons, such as blood ties or friendship relationships (Özkanan & Erdem, 2014).

Favoritism, preferential treatment, backing, defending, and attacking in order to get an edge is referred to as favoritism. The term "favorer" in favoritism refers to the person who receives special treatment because of their position within the organization, and the term "favored" refers to the person who is somehow related to the favorer. Favoritism behavior between the favorer and the favoree ignores ideas like ability and merit in favor of advancing an unjust and unethical ideal (Yıldırım & Tokgöz, 2020)

Favoritism, which is characterized as an evil behavior, is a phenomenon that is observed not only in Turkey but also in other societies around the world. Legal restrictions have reduced favoritism in wealthy nations, but it still exists in underdeveloped nations. People often behave informally, especially in developing nations. The cramming of cadres based on personal preferences and satisfaction is a widespread practice in both public and private institutions in both developed and developing nations. Without following the principles of equality and regardless of an applicant's qualities, including experience and

superiority, staff positions are filled. As a result, organizations' performance and accomplishments fall short of expectations (Everett, Faber, & Crockett, 2015).

2.1.1. Studies about Favoritism

Although favoritism is a subject that has recently been included in the literature as academic studies, it has started to be studied a lot and has managed to be the subject of many articles. A few of the many studies conducted so far are as follows. Favoritism is a global institution that exists everywhere, and it is starting to be regarded as a moral concern. How favoritism manifests itself in relationships between subordinates and superiors in an organization was examined in multiple studies. The research's findings revealed that favoritism is a persistent problem in the organization and that it is the primary driver of tension and conflict there. Additionally, it was discovered that favoritism hinders employee cooperation and produces an unequal environment in the workplace (Samuel, Onuoha, & Ojo, 2014).

The phenomenon of favoritism in the context of hiring processes was examined in a study conducted by Ponzio and Scoppa (2010). Research findings indicate that individuals with lower levels of education have a greater propensity towards endorsing nepotistic behaviors. Furthermore, firms that provide overtime wages demonstrate elevated levels of favoritism. Additionally, employers tend to assign less importance to abilities and education throughout the recruiting process (Ponzio & Scoppa, 2011).

The fundamental objective of the study conducted by Lasisi, Constanta, and Eluwole (2022) was to examine perspectives on favoritism and its impact on organizational engagement and trust. Based on the results of the study, it can be concluded that cronyism has a modestly adverse correlation with both organizational loyalty and trust. On the other hand, perceived favoritism demonstrates a noteworthy negative association with both variables (Lasisi, Constanța, & Eluwole, 2022).

2.2. Organizational engagement

Organizational engagement refers to the process by which employees integrate themselves into the fabric of the organization, driven by a combination of obligation and trust. Steers (1977) provided a description of organizational engagement as a state of integration inside an

individual. In contrast, O'Reilly (1989) offered a definition of organizational engagement as the combination of employees' trust in the organization's reputation, their assurance in the organization, and their sense of affiliation with it. Luthans (1995) characterized it as the alignment between the objectives of the organization and its personnel, while Mowday, Porter, and Steers (1982) referred to it as the assimilation of employees into the organization and their sustained affiliation with it.

Organizations can be defined as social entities or groups of individuals that facilitate the achievement of set goals. The presence of employee organizational engagement is crucial for organizations to effectively attain their aims and objectives. When an individual demonstrates engagement to an organization, it becomes crucial to assess their ability to strike a harmonious equilibrium between their personal interests and the objectives of the organization. Following the 1960s, there was an increase in the prevalence of organizational engagement inside the workplace. During the 1960s, Becker assessed organizational engagement by examining the concept of loyalty. Similarly, in 1961, Etzioni explored the classification and various dimensions of organizational engagement. Reichers (1985) and Becker (1960) provided empirical evidence showcasing the capacity for engagement to adjust (Karahana & Yilmaz, 2014).

Organizational engagement is a crucial factor that ensures employees' engagement with the organization, adherence to its objectives and values, and enhancement of overall organizational performance. Consequently, individuals within the workforce exhibit heightened levels of engagement towards the organization, thereby facilitating the expeditious and triumphant attainment of its objectives. Based on available studies, organizational engagement is found to have a significant impact on employee behavior within the context of the organization. Specifically, it has been observed that higher levels of organizational engagement are associated with a reduction in undesirable employee behaviors such as absenteeism, early job departure, and decreased work productivity. Furthermore, it has been suggested that organizational engagement can also contribute positively to overall corporate performance and success. Employees who exhibit a greater degree of organizational engagement tend to have longer tenures within the company and possess a heightened ability to align their personal values with the ideals espoused by the organization. Extensive data substantiates the positive impact of a highly engaged workforce on organizational outcomes. Negative employee behaviors might potentially lead to employee attrition, as positive employee behaviors towards the organization facilitate employee integration within the

organizational context. Consequently, organizational engagement assumes a pivotal role in evaluating the psychological welfare of the organization (Öztürk & Şeremet, 2021).

In addition, the nature of the work and the amount of justice inside the organization are also recognized as organizational variables. Furthermore, the nature of the work and the amount of justice inside the organization are also recognized as organizational variables. Furthermore, the organizational determinants that are acknowledged include the nature of the task and the level of justice inside the organization. Furthermore, the organizational determinants that are acknowledged include the nature of the task and the level of justice inside the organization (Karahan & Yılmaz, 2014).

2.2.1. Dedication

Delving into the intricate facets of Dedication as a crucial element of job engagement requires a comprehensive exploration of various dimensions. Firstly, the study of the impact of strong work involvement on job commitment and organizational loyalty necessitates an in-depth analysis of how individuals' heightened dedication translates into sustained commitment to their specific roles and, by extension, to the overarching goals and values of the organization. This involves investigating the psychological and behavioral aspects that underpin this commitment, such as a sense of purpose, alignment with organizational objectives, and a feeling of contribution to the larger mission (Öztürk & Şeremet, 2021).

Simultaneously, the investigation into the role of enthusiasm in fostering a positive work environment requires a nuanced approach. Researchers should delve into the ways in which enthusiasm acts as a catalyst for creating a vibrant and collaborative workplace culture. This entails exploring not only individual enthusiasm but also its ripple effects on team dynamics, communication, and overall employee morale. By identifying the factors that amplify or dampen enthusiasm, researchers can provide organizations with strategic insights into shaping a work environment that cultivates and sustains positive energy, ultimately contributing to enhanced job engagement (Wefald & Downey, 2009).

Furthermore, the identification of factors contributing to a sense of pride and inspiration among employees demands a meticulous examination of the elements that go beyond mere task completion. These factors could encompass recognition and acknowledgment for achievements, opportunities for skill development and career advancement, a supportive and

inclusive organizational culture, and alignment with the company's values and mission. Understanding the sources of pride and inspiration helps create a roadmap for organizations to tailor their practices and initiatives, reinforcing a sense of purpose and fulfillment among employees.

In essence, a holistic exploration of Dedication involves unraveling the complex interplay between strong work involvement, enthusiasm, and the multitude of factors that contribute to pride and inspiration. This research not only advances our theoretical understanding of employee engagement but also provides practical insights for organizational leaders seeking to create an environment that nurtures dedication, promotes positive workplace dynamics, and fosters a deep sense of pride and inspiration among their workforces (Wefald & Downey, 2009).

2.2.2. Vigor

In the realm of workplace dynamics, it is crucial to explore the intricate relationships between employee engagement and key factors defined by Schaufeli, Salanova, et al. (2002). Delving into the impact of high energy levels on overall job performance and productivity, researchers can investigate the correlation between employees' energy levels and their efficiency in task completion. This exploration should extend to understanding how sustained high energy influences various aspects of work, including task initiation, completion, and overall work quality, thereby affecting job performance metrics and organizational outcomes. Simultaneously, the inquiry into the relationship between resilience and job satisfaction involves examining how resilient individuals navigate workplace challenges and setbacks. By exploring whether higher levels of resilience are linked to increased job satisfaction and a more positive work experience, researchers can shed light on the role of resilience in buffering the negative effects of stress on overall well-being. Moreover, interventions and strategies aimed at enhancing and sustaining vigor in the workplace warrant investigation. This encompasses assessing the effectiveness of workplace wellness programs, examining the impact of leadership styles and management practices on fostering a conducive environment for vigor, and exploring the role of job design, workload management, and organizational culture in supporting sustained high energy levels. Additionally, evaluating the effectiveness of training programs targeted at enhancing individual resilience and its subsequent impact on vigor contributes valuable insights. The examination of work-life balance as a determinant of vigor involves investigating its influence on energy levels and overall job engagement.

Researchers can assess the impact of flexible work arrangements, such as telecommuting or compressed workweeks, on reducing work-related stressors and promoting sustained high energy levels. The consideration of organizational policies supporting work-life balance, such as parental leave and flexible scheduling, adds a crucial dimension to understanding the relationship between work-life balance and vigor. Lastly, exploring the connection between employee well-being and vigor involves investigating the relationship between physical health, mental well-being, and sustained energy levels. This includes assessing the impact of exercise programs, health initiatives, and stress management practices on promoting and sustaining vigor. Understanding how a positive and supportive workplace culture contributes to overall well-being and vigor is essential, considering factors like leadership behaviors, communication practices, and teamwork. In essence, a holistic exploration of these dimensions provides a comprehensive understanding of the intricate interplay between key factors and job engagement in the workplace (Wefald & Downey, 2009).

2.2.3. Absorption

Exploring the dimension of Absorption within the context of job engagement demands a meticulous examination of its multifaceted components to contribute scholarly insights to the field. Initially, a comprehensive investigation is required into the psychological state associated with being immersed in work and its intricate connections to creativity and innovation. This inquiry involves a thorough exploration of how deep engagement fosters a state of flow, characterized by heightened focus, intrinsic motivation, and a harmonious alignment of skills and challenges. Unraveling the complexities of this psychological state not only enhances theoretical understanding but also provides nuanced insights for organizations seeking to leverage absorption for fostering creativity and innovation.

Concurrently, the study of the temporal effects of rapid time passage and the challenges arising from an inability to detach from work on work-life balance is of paramount importance. Researchers must delve into the implications of an environment where time seems to elapse swiftly due to intense absorption, examining its consequences on employee well-being and personal lives. Identifying potential pitfalls, such as burnout and strained personal relationships, contributes to a scholarly discourse on the delicate equilibrium between professional commitment and the imperative of a fulfilling personal life.

Furthermore, a comprehensive investigation into Absorption necessitates the identification of potential drawbacks associated with excessive engagement in work-related tasks. This involves an in-depth exploration of factors such as heightened stress, diminished job satisfaction, and adverse health effects. The scholarly endeavor extends to the development of targeted strategies that contribute to maintaining a healthy work-life integration. This may encompass the establishment of clear boundaries for work hours, promotion of regular breaks, and cultivation of a workplace culture that recognizes the importance of downtime and personal rejuvenation.

In summary, the scholarly examination of Absorption transcends a surface-level acknowledgment, requiring a profound unraveling of its intricacies and implications for creativity, innovation, and work-life balance. This research not only enriches theoretical frameworks but also provides invaluable recommendations for individuals and organizations, offering a scholarly foundation for future investigations in the realm of job engagement (Wefald & Downey, 2009).

2.3. Quiet quitting

The idea of quiet quitting first appeared in German management literature, where it has been studied extensively, although it has received less attention in international literature (Seçer, 2011).

The concept of quiet quitting was initially introduced by researcher Höhn. According to the individual's assertion, a phenomenon known as "quiet quitting" takes place when an employee deliberately surrenders their proactive approach within the organizational context, disengages from their sense of dedication, and consequently refuses to comply with the responsibilities imposed upon them. Despite not meeting the requisite qualifications, the business retains the individual as an employee. The individual in question does not, however, contribute to the overall impression of dedication. The individual in question lacks any inclination towards the goals and objectives of the organization. The individual has a predominantly passive demeanor within the professional setting. (Schmitz, Gayler, & Jehle, 2002).

Quiet quitting refers to the act of fulfilling only the basic requirements of a task without exceeding them. Individuals who discontinue their efforts do not possess a favorable attitude

towards the expectation of exerting greater effort or dedicating additional time to their work. Furthermore, they decline to undertake additional work or assignments that do not offer compensation or any other form of advantage to them. By refraining from expending additional effort, individuals are effectively conforming to the prevailing mentality of the workplace culture. The primary factors contributing to individuals choosing to keep silent include a lack of well-defined objectives, inadequate acknowledgment of their contributions, and the desire to establish a harmonious equilibrium between professional and personal engagements. (Tapper, 2022).

The concept of maintaining silence achieved significant traction within the mainstream media landscape of Turkey during the summer of 2022. The concept of Quiet Leave has received significant coverage in several online journals and periodicals, such as the Harvard Business Review, Forbes, the World Economic Forum, the Wall Street Journal, and the New York Times. Undoubtedly, the media has given considerable attention to social media posts that highlight the notion that work should not be the focal focus of one's existence. The phenomenon of silent job resigning has gained momentum as a reaction to the Great Quit, a socio-economic movement that opposes the practices of the business sector. This trend has been observed in several countries, such as the United States, China, and the United Kingdom (Aydin & Azizoglu, 2022).

The presence of many elements that significantly impact the labor force is steadily rising as a result of evolving working circumstances and advancements in the external environment. Following the global epidemic, the prominence of quiet quitting has notably increased, with this factor being commonly cited. Despite the recent surge in interest, it is evident that there is currently a lack of reliable and practical evaluations, as well as a universally accepted definition of quiet quitting within organizational contexts. In its most basic interpretation, quiet quitting refers to the absence of employees engaging in extra-role behaviors. Regarding quiet quitting, employees restrict their workload, accomplish prescribed duties at a minimal level, and exhibit a preference for refraining from undertaking work-related responsibilities outside their primary role definitions. Rather than prioritizing their careers as the central focus of their life, individuals opt to adhere to the prescribed work hours outlined in their job descriptions and allocate time for their personal lives outside of the organizational context. Empirical research indicates that individuals who exhibit elevated levels of organizational engagement tend to exert more effort beyond the scope of their prescribed job responsibilities due to their strong identification with their respective positions.

The concept of "quiet quitting," which is grounded in the theories of COR (Conservation of Resources), SET (Social Exchange Theory), and TOG (Theory of Goal Setting), represents a call for organizational transformation. It highlights the phenomenon wherein employees demonstrate a lack of willingness to engage in extra role behaviors that extend beyond the prescribed responsibilities outlined in their job descriptions. This stands in contrast to managers' expectations of employees exhibiting both exceptional performance and discretionary behaviors that go beyond their formal job requirements. (Arar, Cetiner, & Yurdakul, 2023)

2.4. Organizational Justice

Organizational justice is a state in which all attitudes and behaviors that are exhibited within an organization are established and implemented in a manner that encompasses and encompasses all employees of the organization, both in terms of material and moral considerations, and in a manner that promotes equitable and unbiased policies. This state can be thought of as a situation in which all attitudes and behaviors that are exhibited within an organization are established and implemented in a manner that encompasses and encompasses all employees of the organization. Organizational justice is a term that refers to the many practices that are utilized by employees as well as employers in relation to the implementation of reward and punishment systems, as well as the decision-making procedures that take place inside a company. When discussing an organization's level of justice, this word refers to the degree to which it does so. When the framework of the idea of organizational justice is examined, it is found to incorporate a number of different aspects. These aspects include the distribution of employee responsibilities, the maintenance of working hours, the provision of a fair working environment in terms of both economic and social welfare within the workplace, and the provision of adequate compensation. The establishment of a merit-based system for job allocation and the acknowledgement of merit when promoting individuals are two essential components of an effective strategy for achieving organizational justice. The adoption of fair policies is seen as a key principle by organizations and is given high priority. The equality theory developed by Adams (1965) serves as the basis for a number of research that have been conducted on this topic. This theory is both directly connected to and derived from the idea of organizational justice (Beugré, 2002).

In the prior discussion, the idea of organizational justice was defined as the practice of insuring equal treatment of all employees working within a firm, so embracing the core precept of impartial operation. This was done in order to ensure that all employees felt they were being treated in the same manner. There is no denying that the well-established principle of fair order has an effect on the overall performance and efficiency of the workers. As a result, the existence of organizational justice inside a workplace is essential from both a social point of view, which is associated with day-to-day operations, and from a point of view that is associated with organization. It is imperative for organizations to establish and maintain the necessary conditions aligned with the principles of organizational justice in order to ensure the timely realization of organizational goals and plans, the attainment of optimal levels of organizational success, and the enhancement of job satisfaction, engagement, and performance among organizational members. This can be achieved by ensuring that the necessary conditions are aligned with the principles of organizational justice. (Greenberg, 1990)

Employees are expected to identify themselves as members of the organization and concurrently place trust in the management of the organization when the organization has a strong perception of justice. This is the case in organizations that have the characteristics described above. On the other hand, when organizational justice is not dispersed in an adequate and vital manner, it has a negative impact on the mental well-being of employees and might make it more difficult for them to be motivated. As a consequence of this, the company suffers negative effects as a result of the fact that this factor contributes to the incidence or escalation of the intention to leave the organization. (Şahin & Kavas, 2016)

In companies that are marked by low perceived levels of organizational justice, it is likely that employees will experience demoralization, hesitancy, and disruptive acts that are incongruent with the predominant corporate culture. This is because low levels of perceived organizational justice are associated with low levels of organizational justice. As a direct result of this condition, the level of competitiveness that the organization possesses within the sector would suffer. (Şahin & Kavas, 2016)

2.4.1. Procedural Justice

Within the existing corpus of literature, the concept of procedural justice is frequently referred to as procedural justice or procedural justice. Procedural justice is a component of

organizational justice. The term "procedural justice" refers to the application of organizational procedures to individuals within a workforce in a manner that is fair and impartial. This is done with the intention of reducing or eliminating instances of excessive or insufficient compensation, ensuring the individuals' participation in decision-making processes, and giving them access to information regarding the outcomes. Scholars agree that procedural justice refers to the regulation of the manner and approach used in addressing matters that influence working conditions within an organization, including but not limited to promotion, compensation, remuneration, and working hours, all of which are carried out under equitable circumstances. This definition of procedural justice relates to the regulation of the manner and approach used in addressing matters that influence working conditions. In the context of organizational decision-making, it is vital to align with ethical principles, and this requires the assimilation of the perspectives of both managerial and employee stakeholders. It is anticipated that the implementation of procedural justice in accordance with applicable legal statutes and regulations will result in favorable outcomes for workers and make a positive contribution to the organization. When employees believe that the management of their company is not acting in a way that is fair and just according to established procedures, their level of faith in the company's leadership may decrease. This deterioration of loyalty to the organization as well as the management can have a negative impact on employee performance, which in turn can have a negative impact on the overall success of the firm. It is vital to construct a fair operational framework by adhering to the legal norms that control the working of organizations, as this will ensure that the framework will be able to function for an extended period of time. This will help to minimize the effects of the unfavorable circumstances. (Rollinson, 2002)

2.4.2. Distributive Justice

The idea of distributive justice requires that different people be treated differently depending on particular characteristics that have been ethically and objectively differentiated. Therefore, it is of the utmost importance to treat employees in a comparable and consistent manner when they are confronted with concerns and circumstances that are similar to one another. On the other hand, individuals who possess unique qualities should be handled in a manner that appropriately highlights and respects their uniqueness and should be accorded the respect that comes along with that. This approach to justice is founded on the fundamental

ideas underlying the equality theory. As a result, it is dependent on the application of fair methods in the distribution of incentives or penalties to workers, as well as in the employees' progress or salary levels. There is a possibility that an employee's level of output will be directly influenced by their feeling of negativity or prejudice in respect to distributive justice. In addition, the employee who believes they have been treated unfairly is more likely to experience difficulties in their interpersonal relationships with their fellow workers. As a consequence of this, the situation may result in a tense professional environment, which is generally regarded as being bad in any context that involves an organization.(Foley, Kidder, & Powell, 2002)

2.4.3. Interactional Justice

Interaction justice, the final category of organizational justice, pertains to the human and social dimensions of diverse practices inside organizations. This pertains to the conduct exhibited by individuals who possess and manage resources in relation to their workforce. (Greenberg, 1990)

Interactional justice refers to the consideration of the approach and manner in which judgements are communicated to employees. In organizational contexts where interactional justice is implemented, it is imperative that this process is conducted in a manner that is both respectful and honest, thereby conveying a sense of worth and appreciation for the employee, rather than resorting to impolite directives. This form of organizational justice focuses on the prioritization and safeguarding of human values and communication. In this context, the concept of materiality assumes a somewhat subordinate role. The perception of justice is shaped by the manager's ability to cultivate positive relationships with employees through practices such as valuing their contributions, treating them with respect, providing clear explanations and justifications for decisions, demonstrating empathy in all circumstances, and actively listening to their concerns.(Colquitt & Greenberg, 2003)

2.5. Social Exchange Theory

Social Exchange Theory (SET) is a foundational framework in organizational behavior that offers profound insights into how individuals navigate social interactions within

organizational contexts. At its core, SET posits that individuals engage in these interactions based on a rational assessment of what they invest (costs) and what they gain (rewards) from these exchanges. This rational evaluation serves as a guiding principle in understanding human behavior and decision-making processes within social and organizational settings.

The principles of SET extend beyond mere cost-benefit analysis. They encompass several key aspects that intricately shape the dynamics of social exchanges and influence outcomes within organizations. These aspects include:

1. **Reciprocity:** SET emphasizes the concept of reciprocity, where individuals tend to respond positively to actions that benefit them or reciprocate favors received from others. This reciprocity forms the basis of ongoing social exchanges, fostering trust and cooperation among individuals within organizational networks.
2. **Trust:** Trust plays a pivotal role in SET, as individuals are more likely to engage in exchanges and collaborations when they trust others to reciprocate fairly and uphold their commitments. Trust levels influence the depth and longevity of social relationships, impacting teamwork, information sharing, and collaborative efforts within organizational teams and units.
3. **Justice:** The perception of justice is a central theme in SET, encompassing notions of distributive justice (fair outcomes), procedural justice (fair processes), and interactional justice (fair interpersonal treatment). Justice perceptions significantly influence individuals' satisfaction levels, trust in organizational systems, and willingness to engage in cooperative behaviors.
4. **Mutual Benefits:** SET emphasizes the pursuit of mutual benefits in social exchanges, where individuals seek outcomes that are advantageous to both parties involved. This pursuit of mutual gains fosters long-term relationships, strengthens social networks, and contributes to the overall cohesion and effectiveness of organizational teams and structures.

By incorporating these key aspects, SET provides a comprehensive framework for understanding how social interactions unfold, how trust and cooperation develop, and how individuals navigate the complexities of interpersonal relationships within organizational contexts. The application of SET principles extends to various organizational phenomena, including leadership dynamics, team collaborations, conflict resolutions, and employee

engagement initiatives. Understanding the nuances of SET enhances our insights into human behavior in organizational settings, guiding strategies for fostering positive social exchanges, building trust, promoting justice, and enhancing organizational outcomes. Future research endeavors may explore specific contexts, cultural influences, and situational factors that shape the application and effectiveness of SET principles in diverse organizational environments, contributing to continuous theoretical refinement and practical relevance in organizational behavior studies (Ahmad & Nawaz & Ishaq & Khan & Ashraf, 2023)

3. Methodology

In this part of the study, information about the method used in the research is given. Under this heading, the research model and hypotheses developed, the data collection method, the population and sampling technique determined in the research are given.

The objective of this thesis was to examine the connections between workplace favoritism, organizational justice, inclination towards quiet quitting and organizational engagement among employed individuals.

Data Collection:

To collect the data, questionnaires were distributed to a sample that was representative of the working population across a variety of industries. 157 people participated in the study by filling out an online questionnaire. The goal of these questionnaires was to collect numerical data regarding the perceptions and experiences of favoritism in the workplace that respondents had, as well as the impact that favoritism had on the environment in which they work. With the purpose of determining how employees feel about favoritism, the surveys were designed to collect standardized data using scales and structured questions. In questionnaire, 8 questions were asked to participants to access information such as gender, level of education, total working time, total working time in the university where they are currently working, age, marital status, whether they work as an administrator or not, and working time in the institution where they are currently working.

Descriptive Statistics: Quantitative research method is used for this study. It is a scientific approach by collecting, analyzing, and interpreting numerical data. This method aims to quantitatively measure events and obtain numerical data. Quantitative research

usually involves analyzing data using statistical analyzes and mathematical models. The quantitative research method aims to generalize over large groups of participants and to obtain statistically significant results. This method carries out the data collection process using tools such as questionnaires, scales, observation forms and experimental studies. The data obtained are then processed and interpreted through statistical analyzes. Quantitative research can focus on testing specific hypotheses, analyzing relationships and understanding the relationships between variables. This type of research is often supported by graphs, tables or statistical measures where numerical data are presented in numerical expressions. The quantitative research method is a frequently used research approach to obtain non-subjective and generalizable results. Researchers generally prefer this method for analyzing numerical data and presenting objective findings.

The descriptive relational survey model is a statistical framework used for the purpose of gathering and analyzing quantitative data in the context of a research investigation. This model is utilized to analyze the interconnections between variables and comprehend their mutual associations. This model type is centered around delineating the data and reviewing the connections between variables. Specifically, it is employed to identify relationships among variables. Correlation pertains to the association between two or more variables and the way these variables correlate. The descriptive correlational survey model is commonly employed when there is a multitude of variables and a need to comprehend the correlations among these variables. This model incorporates statistical methodologies for analyzing the dataset and visualizing the interrelationships among variables.

In this model, the data set is initially reviewed, and the distribution and features of the variables are assessed. Subsequently, statistical methodologies such as correlation analysis are employed to comprehend the interconnections among variables. These studies are conducted to comprehend the interrelationships between variables and ascertain the impact of variables on one another.

The descriptive correlational survey model offers a structured approach for researchers to analyze and interpret a dataset, enabling them to accurately characterize the data and comprehend the connections between different variables. This model serves as a crucial instrument for addressing and evaluating research inquiries.

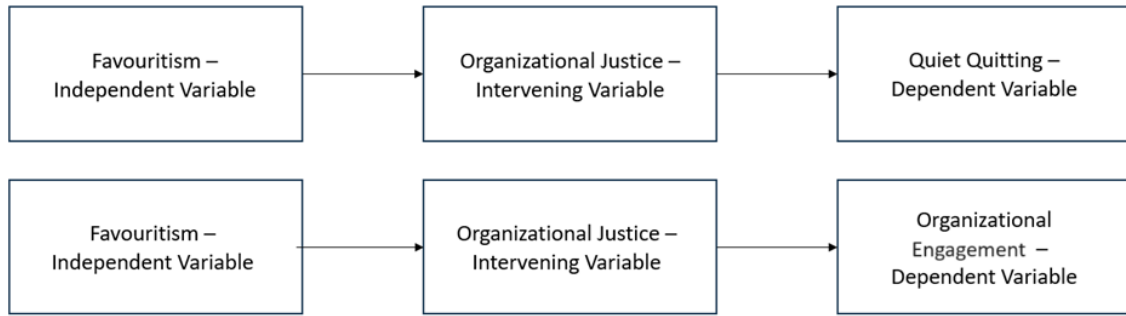


Figure 1 – Hypothesis with variables and their positioning

Main Hypothesis: Favoritism affects quiet quitting and organizational engagement through the perception of justice in a positive way. In other words, as favoritism increases, firstly the perception of justice of the individual will be damaged, and then he/she will be dragged into quiet quitting / detachment from the organization. The second hypothesis is Favoritism affects organizational engagement and organizational engagement through the perception of justice in a positive way.

H1: Favoritism has a significant positive effect on quiet quitting and this effect is mediated by organizational justice.

H2: Favoritism has a significant negative effect on quiet quitting and this effect is mediated by organizational justice.

All variables Social Exchange Theory (SET) provides a robust framework for understanding complex workplace dynamics, particularly concerning favoritism, quiet quitting, and organizational engagement. Applying SET principles to hypotheses regarding these phenomena reveals intricate relationships crucial for comprehending employee behaviors and organizational outcomes.

Favoritism in organizations often breeds perceptions of injustice among employees due to unequal treatment in promotions, resource allocation, or decision-making processes. Hypotheses suggest an inverse relationship between increasing favoritism and perceptions of justice, influencing trust levels and justice perceptions.

Quiet quitting, characterized by reduced engagement and withdrawal behaviors, is often a response to perceived injustices fueled by favoritism. Hypotheses propose that as favoritism intensifies, employees are more likely to experience disillusionment, leading to decreased motivation, commitment, and productivity.

Conversely, organizations that prioritize justice and equitable treatment align with SET principles of reciprocity and mutual benefits. Hypotheses indicate that such organizations experience higher levels of employee engagement, commitment, and loyalty, driven by positive social exchanges and perceptions of organizational justice.

The alignment of these hypotheses with SET principles posits that increasing favoritism negatively impacts perceptions of justice, subsequently leading to heightened tendencies towards quiet quitting. Conversely, fair and equitable organizational practices foster greater organizational engagement and commitment among employees, in line with SET principles.

This comprehensive framework bridges Social Exchange Theory with hypotheses on favoritism, quiet quitting, and organizational engagement, providing insights crucial for strategic interventions aimed at mitigating favoritism, promoting justice, and enhancing overall organizational effectiveness and employee well-being.

3.1. Favoritism Scale

No clear specific source could be found for the favoritism scale. This scale has been used extensively in different theses and articles and has validity and reliability.

The first 6 questions belong to the sub-factors of "ingroup bias", the next 5 questions belong to the sub-factors of "paternal favoritism" and the last 4 questions belong to the sub-factors of "mutual exchange of interests". Likert type for scale items is "1=strongly disagree", "2=disagree", "3=undecided", "4=agree", "5=strongly agree". The scale includes differentiated responses. If there are high scores on the scale, it means that the perception of favoritism is higher.

3.2. Organizational Justice Scale

The organizational justice scale developed by Niehoff and Moorman (1993) was used. The Organizational Justice Scale consists of three dimensions: distributive justice, procedural justice and interaction justice. There are a total of 20 questions in the scale. First 6 items other than 2nd item items are used to measure distribution justice. The remaining others are used to

measure stakeholder Interaction justice. The 2nd item is excluded due to lack of relevance in outputs. Likert type for scale items is "1=strongly disagree", "2=disagree", "3=undecided", "4=agree", "5=strongly agree". The scale includes differentiated responses. If there are high scores on the scale, it means that the perception of organizational justice is higher.

3.3. Quiet Quitting Scale

Scale is developed by Edgar Schmitz, Bärbel Gayler, and Peter Jehle. And firstly, used in Quality criteria and structural analysis of internal dismissal, *Zeitschrift für Personalforschung*, 16th Vol., Issue 1, 2002. This scale consists of 14 items in five-point Likert type. Scale items are "1=strongly disagree", "2=disagree", "3=undecided", "4=agree", "5=strongly agree". The scale includes differentiated responses. If there are high scores on the scale, it means that the perception of quiet quitting is higher.

3.4. Organizational Engagement Scale

Scale is developed by Schaufeli & Bakker (2003). This scale consists of 12 items. But there is a shortened version which consists of 9 items in five-point Likert type. This shortened version is used in this project. Scale items are "1=strongly disagree", "2=disagree", "3=undecided", "4=agree", "5=strongly agree". 1st, 2nd and 5th questions are for "Vigor". 3rd, 4th and 7th questions are for "Dedication". 6th, 8th and 9th questions are for "Absorption". The scale includes differentiated responses. If there are high scores on the scale, it means that the perception of organizational engagement is higher.

4. Analysis

Data Analysis:

To conduct quantitative data analysis, statistical analysis software SPSS was used. A variety of statistical techniques, such as descriptive statistics, correlation analysis, and regression analysis, were used to analyze the collected data. The findings of these analyzes

facilitated an examination of the relationships between the components and the prospective predictions.

The aim of this study was to assess the degree to which quantitative methods were used to collect and analyze data, with the goal of quantifying the relationships between the participants' perceptions. The results were derived from a quantitative study that examined the correlations among workplace favoritism, organizational justice, quiet quitting, and pay satisfaction. This inquiry additionally enabled the execution of a statistical analysis of these associations.

In this context, confirmatory factor analysis was used to determine the validity of the scales used in the research, and then reliability analysis (Cronbach Alpha) was applied to determine the reliability values of the scales. Subsequently, kurtosis and skewness values were calculated to determine whether the data in the study were suitable for normal distribution. After determining the suitability of the data for normal distribution, firstly Correlation analysis was applied to examine the relationships between the variables of the study, and then regression analysis was applied to determine the effect of independent variables on the dependent variable.

5. Findings

In this part, the reliability of the scales is tested, and factor analyzes are conducted. After that, the correlation analyzes, the regression analyzes for hypotheses testing and the results of the analyzes for demographics are given.

5.1. Reliability Analyzes of Scales

The reliability of the scales used in the study are presented in Table 1. As seen in the table, Cronbach Alpha coefficient is greater than 70. It means that all the scales are reliable and therefore, they are used in the study to test the interrelations of the variables.

Scales	Cronbach Alpha
Organizational Justice	0,97

Favoritism	0,95
Organizational Engagement	0,93
Quiet Quitting	0,80

Table 1

5.2. Factor Analysis on Scales

In this part, factor analyzes are conducted to find out the dimensions of the scales. Also, reliability analyzes for these dimensions are carried out.

5.2.1. Factors of Favoritism Scale

The results of the factor analysis for favoritism scale are given in Table 2. During the analysis, 2. and 12. items are reversed in terms of answers because of the factor meaning of items. They both have opposite meanings when we compare it to the other items. It is found that 15 items have settled under 2 factors.

In this analysis, it is seen that 66,96% of the variance (KMO= 0,923 and Bartlett Sphericity Test Chi Square: 1934,023; sd:105; $p < 0.001$) can be explained by these two factors. There are some differences in factors when we compare it to the original distribution. It was originally three factors whereas in this analysis two factors are given as an output. The reliability analyzes for the factors have implied alpha scores greater than 70.

	Favoritism	Factor Variance %	Factor Loading	Alpha %
F1	DECISION MAKING AND REWARDS	58,467		0,96
1	I7 In our organization, the interests of those who show unconditional loyalty to our manager are taken into consideration more		0,85	

2	I6 In our organization, the mistakes of employees who have good relations with our manager are ignored		0,83	
3	I5 In our organization, the opinions of employees who have close relations with the manager are taken into consideration more when making decisions		0,82	
4	I11 Our manager rewards those who are loyal to him rather than those who are loyal to our organization		0,80	
5	I14 Our manager rewards employees who behave in accordance with his/her own interests		0,79	
6	I3 When resolving conflicts, the manager favours the employees he/she considers close to him/her		0,77	
7	I1 Our manager is more tolerant towards employees with whom he has a personal relationship		0,77	
8	I10 My manager ignores the mistakes of subordinates who show loyalty to him/her		0,77	
9	I8 Our manager rewards those who do not criticise his decisions		0,76	
10	I9 In our organization, loyalty to the manager is the most important criterion in personnel evaluation		0,76	
11	I13 When employees support our manager on an issue, they expect a reward in return		0,76	
12	I4 In our organization, employees who have good personal relations with the manager are sent to events that will contribute financially or career-wise		0,69	
13	I15 Our manager considers his/her own interests rather than the interests of the organization when making decisions about employees		0,64	
F2	ORGANIZATIONAL FOCUS	8,499		0,56

14	I12 In our organization, manager-employee relations are based on the interests of the organization rather than personal interests		0,82	
15	I2 In our organization, employees are rewarded based on their performance rather than their personal relations with the manager		0,74	

Table 2

5.2.2. Factors of Organizational Justice Scale

The results of the factor analysis for favoritism scale are given in Table 3. During the analysis, 2. Item is excluded because the factor loadings of the item have taken similar values under different factors. It is found that the remaining 19 items have settled under 2 factors. In original scale source, it is found that there are 3 factors. These factors are procedure justice, distribution justice and interaction justice. For interaction justice and the distribution justice, the items are loaded under parallel to the original distribution of the factor. However, procedure justice and interaction justice items are combined in one factor as an outcome of the data analysis. That is why the name of only one factor is kept the same. The other factors are combined into one. Therefore, the phrase “stakeholder interaction justice” used as a headline for combining the items.

In this analysis, it is seen that 66,96% of the variance (KMO= 0,954 and Bartlett Sphericity Test Chi Square: 3030,754; sd:171; p<0.001) can be explained by these two factors. There are some differences in factors when we compare it to the original distribution. It was originally three factors whereas in this analysis two factors are given as an output. The reliability analyzes for the factors have implied alpha scores greater than 70.

	Organizational Justice	Factor Variance %	Factor Loading	Alpha %
F1	STAKEHOLDER INTERACTION JUSTICE	64,04		0,96

1	I19 When making decisions about my job, my managers give me rational explanations		0,86	
2	I18 My supervisors give appropriate reasons for decisions related to my work		0,83	
3	I9 Managers explain decisions to employees and provide additional information when requested		0,78	
4	I17 My managers discuss with me the consequences of decisions about my work		0,77	
5	I20 My managers clearly explain every decision taken about my job to me		0,77	
6	I8 Managers gather accurate and complete information before making business decisions		0,77	
7	I14 My managers are sensitive to my personal needs when making decisions about my job		0,77	
8	I13 My managers treat me with respect and give importance to me while making decisions about my job		0,75	
9	I7 Managers take the opinions of all employees before making business decisions		0,74	
10	I16 When making decisions about my job, my managers consider my rights as an employee		0,74	
11	I15 My managers are honest and sincere with me when making decisions about my job		0,73	
12	I12 My managers treat me kindly and caringly when making decisions about my job		0,72	
13	I10 All work-related decisions are applied without discrimination to all employees affected by them		0,66	
14	I11 Employees may challenge managers' work-related decisions or request that these decisions be reconsidered by higher authorities.		0,66	

F2	DISTRIBUTION JUSTICE	6,81		0,89
15	I3 I consider my workload to be fair		0,87	
16	I5 I believe that my job responsibilities are fair		0,81	
17	I1 My work schedule is fair		0,80	
18	I4 When evaluated as a whole, I think that the gains I have obtained from my workplace are fair		0,65	
19	I6 Decisions regarding work are made by managers in an impartial manner		0,57	

Table 3

5.2.3. Factors of Organizational Engagement Scale

The results of the factor analysis for organizational engagement scale are given in Table 4. During the analysis, 6. Item is excluded because the factor loadings of the item have taken similar values under different factors. It is found that the remaining 8 items have settled under 2 factors. In original scale source, it is found that there are 3 factors. These factors are vigor, dedication and absorption. Original absorption items match with the output, but dedication and vigor don't match. Therefore, the phrase "Passion" is used as a headline for combining the items under dedication and vigor.

In this analysis, it is seen that 82,23% of the variance (KMO= 0,852 and Bartlett Sphericity Test Chi Square: 1258,135; sd:28; $p < 0.001$) can be explained by these two factors. There are some differences in factors when we compare it to the original distribution. It was originally three factors whereas in this analysis two factors are given as an output. The reliability analyzes for the factors have implied alpha scores greater than 70.

	Organizational Engagement	Factor Variance %	Factor Loading	Alpha %
F1	PASSION	68,11		0,94
1	I4 My work gives me the enthusiasm to work		0,90	
2	I3 I am eager and enthusiastic about my work		0,89	
3	I1 I feel energised at work		0,88	
4	I2 I feel strong and vigorous in my work		0,84	
5	I5 When I get up in the morning I am eager to go to work		0,75	
6	I7 I am proud of my work		0,61	
F2	ABSORPTION	14,12		0,95
7	I8 When I work, I concentrate completely on my work		0,94	
8	I9 I immerse myself in my work		0,93	

Table 4

5.2.4. Factors of Quiet quitting

The results of the factor analysis for quiet quitting scale are given in Table 5. During the analysis, 1. and 10. Item is excluded because the factor loadings of the item have taken similar values under different factors. In original scale source, it is found that there are 3 factors. However, in this study, it is found that the remaining 8 items have settled under 2 factors. Motivation and engagement is one of them, the other one is dissatisfaction.

In this analysis, it is seen that 82,23% of the variance (KMO= 0,852 and Bartlett Sphericity Test Chi Square: 1258,135; sd:28; p<0.001) can be explained by these two factors. There are some differences in factors when we compare it to the original distribution. It was originally three factors whereas in this analysis two factors are given as an output. The reliability analyzes for the factors have implied alpha scores greater than 70.

	Quiet quitting	Factor Variance %	Factor Loading	Alpha %
F1	MOTIVATION AND ENGAGEMENT	43,411		0,80
1	I7 I no longer feel joy and peace in my work		0,80	
2	I5 I'd quit my job if I could		0,72	
3	I9 I look forward to breaks/leaves		0,70	
4	I8 It's easier to say yes than to have my ideas rejected.		0,70	
5	I6 I often talk to my colleagues about the quirks of managers		0,69	
F2	DISSATISFACTION	13,477		0,55
6	I3 I often perform my duties according to the rules		0,74	
7	I4 I used to be more dedicated to my work.		0,68	
8	I2 Over time, I lost interest in the subjects of my work		0,54	

Table 5

5.3. Descriptive Statics of Variable and Relationship Between Them

A thesis that focuses on the descriptive statistics of variables and their interrelationships would often concentrate on analyzing and presenting numerical information in order to characterize the features of variables included within a dataset and investigate the connections or linkages that exist between these variables. In this process, a comprehensive analysis and presentation of the many statistical measures and methodologies that are used to summarize and interpret data is carried out. The results of this analysis provide insights into the distributions, central trends, dispersion, and correlations of the data. By utilizing graphical and numerical tools to illustrate the properties of variables and uncover patterns or dependencies among them, the purpose of this thesis is to contribute to a comprehensive understanding of statistical analysis and its application in exploring relationships within

datasets. This will be accomplished by elucidating the fundamental concepts of descriptive statistics.

Evaluation of the hypotheses in the research is accomplished via the use of regression analysis. The importance of ensuring that the variables are connected with one another cannot be overstated before beginning the process of conducting regression research. Therefore, it is essential to do research on the factors of interest before beginning the process. As may be seen in the table

Corelation

		1	2	3	4	5	6	7	8	9
1	Manageral_Position	1								
2	Years in Current Company	-,159*	1							
3	Org_Justice	-,159*	-0,80	1						
4	Favoritism	0,145	,129	-,666**	1					
5	Org_Engage	-,228**	0,73	,495**	-,370**	1				
6	Quiet_Q	0,046	,051	-,397**	,500**	-,419**	1			
7	Gender	0,143	,027	-0,13	0,07	0,013	-0,044	1		

8	Marital Status	-0,078	0,321*	-0,041	0,08	0,145	-0,009	-0,077	1	
9	Age	-,183*	0,589**	-0,062	0,119	0,144	-0,076	0,045	,463**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 6

The variables to be included in the regression analysis have a substantial correlation.

Normal distribution was observed for all comparisons. When examining the link with the total favoritism score, only age was found to be associated with it (p=0.005; cc=0.22). The relationship between managerial position and total favoritism score was modest and did not reach statistical significance (p=0.071; cc=0.14).

No statistically significant correlation was found between any of the binary components and the overall favoritism scores in t-tests.

A notable disparity was seen when comparing the cumulative favoritism scores across five different age cohorts. However, in post hoc testing, none of the pairings of age groups showed statistically significant differences after applying the Bonferroni correction.

When classifying age groups into two main categories using a threshold of 35 years, comparing the overall levels of favoritism in these groups did not provide any noteworthy disparities.

5.4. Hyphotesis Test

5.4.1. Regression Analysis For the Effect of Favoritism On Quiet quitting Through Organizational Justice

Our first hyphotesis claims that there is a positive relation between favoritism and quiet quitting on people who are workers. In order to test this hyphotesis regression is used with and without interviening variable. It is called three step regression analysis (Baron & Kenny, 1986).

In the table (7) we see the statistical analyzes to test the mediator role of organizational justice. In the first step it is found that favoritism has significant effect on quiet quitting ($p < 0.001$). In the second step, it is seen that organizational justice doesn't have significant effect on quiet quitting as an intervening variable ($p > 0.05$).

Model	R ²	R ² _{adj}	F	P _{model}	B	t	P
1	0,250	0,245	51,720	0,000			
Dependent Variable: Quiet quitting							
Independent Variable: Favoritism					0,500	7,192	0,000
2	0,258	0,248	26,705	0,000			
Dependent Variable: Quiet quitting							
Independent Variable: Favoritism					0,424	4,552	0,000
Interviening Variable: Organizational Justice					-0,115	-1,232	0,220

Table 7

5.4.2. Regression Analysis For the Effect of Favoritism On Organizational Engagement Through Organizational Justice

In the table 8 we see the statistical analyzes to test the mediator role of organizational justice. In the first step it is found that favoritism has significant effect on organizational engagement ($p < 0.001$). It is seen that organizational justice have significant effect on organizational engagement as an intervening variable ($p > 0.05$) Organizational justice took over favoritism that is why favouristm becomes insignificant.

Model	R ²	R ² adj	F	P model	B	t	P
1	0,137	0,131	24,607	0,000			
Dependent Variable: Organizationan Engagement							
Independent Variable: Favoritism					-0,37	-4,961	0,000
2	0,248	0,238	25,423	0,000			
Dependent Variable: Organizationan Engagement							
Independent Variable: Favoritism					-0,07	-0,772	0,441
Interviening Variable: Organizational Justice					0,447	4,773	0,000

Table 8

5.5. Analysis of Demographihcs

This section investigates if there are significant differences in the study variables based on demographic characteristics. To demonstrate these differences, the independent groups t-test and ANOVA analysis are used.

Since sample size is adequate, independent groups t-test is used to determine whether research variables shows significant differences according to gender, managerial position, marital status, age and the years spend in the current company or not. In the analysis, there are two significant correlated variable found.

5.5.1. Quiet quitting and Manageral Position

One of the relation between variables is quiet quitting and managerial position. In the correlation analysis it is found that $p=0,046 < 0,05$. Being in a managerial position has significant correlation with quiet quitting. (Table - 6)

5.5.2. Organizational Engagement and Gender

The other correlation is between gender and organizational engagement. (Table-6). $p=0,013 < 0,05$. Total sample size is 157 but for gender in 6 answers gender wasn't specified. In sample size of 151, gender has significantly correlated with organizational engagement

5.6. Summary of Findings

In this study, several psychological constructs were analyzed, focusing on their factor structures, internal consistencies, and interrelationships. The results provide critical insights into the underlying dimensions of favoritism, organizational justice, organizational engagement, and quiet quitting, along with their interdependencies.

The Favoritism Scale analysis revealed a total of 15 items that were grouped under two distinct factors. Although the initial theoretical distribution of the scale suggested the presence of three factors, empirical analysis reduced this to two. The internal consistency of these factors was confirmed with Cronbach's Alpha coefficients exceeding 70%, indicating a high level of reliability. Similarly, the Organizational Justice scale, which initially posited three factors, was found to comprise two factors upon analysis. A total of 19 items were grouped into these two factors, and the reliability of these factors was robust, with Cronbach's Alpha coefficients surpassing the 70% threshold, ensuring the dependability of the scale in measuring organizational justice accurately.

The Organizational Engagement scale demonstrated that its eight items clustered into two factors, despite the original scale proposing three factors. The reliability of these factors was strong, with Cronbach's Alpha coefficients above 70%, ensuring that the scale reliably measures organizational engagement. For the Quiet Quitting scale, eight items were grouped under two factors, deviating from the original three-factor structure. The internal consistency

of these factors was confirmed with Cronbach's Alpha coefficients exceeding 70%. Additionally, the study explored the relationship between managerial position and favoritism score, finding a moderate correlation ($p=0.071$; $cc=0.14$) that did not reach statistical significance. No significant correlations were found between the favoritism score and other variables. Despite notable disparities in cumulative favoritism scores across different age cohorts, none were statistically significant after Bonferroni correction. Furthermore, classifying age groups using a 35-year threshold did not reveal significant differences in favoritism levels between these groups.

A hypothesis positing a positive relationship between favoritism and quiet quitting among workers was tested using regression analysis, both with and without an intervening variable, following the method proposed by Baron and Kenny (1986). The results showed that organizational justice, when used as a mediating variable, did not have a significant impact on quiet quitting ($p>0.05$) or organizational engagement ($p>0.05$). Additionally, a significant correlation was identified between gender and organizational engagement ($p=0.013$), suggesting that gender may play a role in how engaged employees feel within an organization.

Overall, the findings from factor analyses and relational assessments contribute significantly to the understanding of the measured constructs and their interrelationships. Despite deviations from the original factor structures, the identified relationships between constructs enhance the comprehensive understanding of these phenomena. The study underscores the complexity of workplace dynamics and the importance of reliable measurement tools in organizational research. The deviations from the originally proposed factor structures highlight the necessity for ongoing validation and refinement of psychological scales to ensure their applicability across different contexts.

6. Discussion

In this section, the consistency of findings acquired in this research and literature is discussed. In this regard, the first subject handled is factor analyses, hypothesis tests, and the correlations among the sub-dimensions of the variables the difference tests.

The factor analysis conducted on the Favoritism, Organizational Justice, Organizational Engagement, and Quiet Quitting scales revealed a consolidation of items into two distinct factors for each scale. This contrasted with the original scales, which were designed with three factors in mind. Despite this deviation, the calculated Cronbach's Alpha coefficients surpassed the acceptable threshold of 70%, signifying strong internal consistency within the factors, thereby validating the reliability of the scales used in this study.

Significant associations emerged between certain scales and demographic variables. Notably, the Favoritism score exhibited a significant correlation with age ($p=0.005$; $cc=0.22$), indicating a relationship between age and favoritism levels within the organizational context. While a moderate relationship was observed between managerial position and favoritism scores, it did not reach statistical significance ($p=0.071$; $cc=0.14$). However, no statistically significant correlations were found between the favoritism score and other demographic variables. Further classification of age groups into two main categories using a threshold of 35 years did not yield significant differences in overall favoritism levels between these groups after Bonferroni correction.

The regression analysis testing the relationship between favoritism and quiet quitting, considering organizational justice as a mediating variable, revealed insightful outcomes. Organizational justice did not demonstrate a significant impact on quiet quitting ($p>0.05$) or organizational engagement ($p>0.05$), contrary to the initially hypothesized positive relationship between favoritism and quiet quitting among workers.

While the factor structures deviated from the original scales, our findings contribute significantly to understanding the measured constructs and their relationships within the organizational context. Despite the reduction in factors, the high internal consistency and the identified correlations between certain scales and demographic variables offer valuable insights. Our study provides nuanced insights into the dynamics of favoritism, organizational justice, engagement, and quiet quitting, highlighting the need for further exploration in these areas.

The exploration of favoritism's impact on quiet quitting and organizational engagement through the lens of perceived justice not only contributes to academic understanding but also offers actionable insights for real-world application in various organizational contexts.

For the practical implementation areas, following 5 points can be a start point for the outcome of the study.

Human Resource Policies and Practices: Organizations can review and revise their human resource policies and practices to ensure transparency, justice, and equal opportunities for all employees. This includes refining promotion criteria, performance evaluation processes, and rewards systems to mitigate perceptions of favoritism.

Leadership Training and Development: Implementing training programs for leaders and managers on justice, bias recognition, and conflict resolution can foster a culture of equity and trust within teams. Equipping leaders with skills to address justice concerns and promote open dialogue contributes significantly to reducing quiet quitting tendencies.

Organizational Culture and Values: Cultivating a culture of diversity, inclusion, and ethical conduct aligns with principles of justice and justice. Organizations can promote these values through communication channels, employee engagement initiatives, and recognition programs that celebrate contributions based on merit and performance.

Feedback Mechanisms and Employee Voice: Establishing robust feedback mechanisms such as regular surveys, suggestion boxes, or confidential reporting systems empowers employees to voice concerns related to justice and favoritism. Actively listening to employee feedback and taking prompt actions demonstrate organizational commitment to justice and employee well-being.

Continuous Learning and Improvement: Encouraging a culture of continuous learning, feedback incorporation, and improvement underscores the organization's responsiveness to justice issues. Regular evaluations of policies, practices, and employee perceptions ensure ongoing alignment with justice principles and Social Exchange Theory tenets.

By implementing these strategies, organizations not only address the challenges posed by favoritism but also foster a positive work environment conducive to employee engagement, commitment, and retention. These practical applications not only align with the theoretical

framework explored in this study but also contribute to organizational effectiveness, resilience, and long-term success in today's dynamic work environments.

7. References

- Adams, S. J. (1963). Toward and Understanding of Inequity. *Journal of Abnormal Psychology*, 67(5).
- Ahmad R, Nawaz MR, Ishaq MI, Khan MM and Ashraf HA (2023) Social exchange theory: Systematic review and future directions. *Front. Psychol.* 13:1015921
Retrieved from doi: 10.3389/fpsyg.2022.1015921
- Arar, T., Cetiner, N., & Yurdakul, G. (2023). Quiet Quitting: Building a Comprehensive Theoretical Framework. *Journal of Academic Researches and Studies*, 15(28), 122–138.
Retrieved from <https://doi.org/10.20990/kilisiibfakademik.1245216>
- Aydin, E., & Azizoglu, O. (2022). A NEW TERM FOR AN EXISTING CONCEPT: QUIET QUITTING-A SELF-DETERMINATION PERSPECTIVE. *ICCDSS*, 7(9), 285–295.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6). Retrieved from <https://doi.org/10.1037//0022-3514.51.6.1173>
- Beugré, C. D. (2002). Understanding organizational justice and its impact on managing employees: An African perspective. *International Journal of Human Resource Management*. Retrieved from <https://doi.org/10.1080/09585190210131311>
- Colquitt, J. A., & Greenberg, J. (2003). Organizational justice: A fair assessment of the state of the literature. In *Organizational Behavior: A Management Challenge*. Retrieved from <https://doi.org/10.4324/9781410607379-13>
- Dulebohn, J. H., & Martocchio, J. J. (1998). Employee perceptions of the justice of work group incentive pay plans. *Journal of Management*. Retrieved from <https://doi.org/10.1177/014920639802400401>
- Erdem, M., & Mer, E. (2012). Okul yönetiminde kayırmacılığa ilişkin ölçek geliştirme çalışması. *Eğitim Bilimleri Araştırmaları Dergisi*, 2(2).
- Everett, J. A. C., Faber, N. S., & Crockett, M. (2015). Preferences and beliefs in ingroup favoritism. *Frontiers in Behavioral Neuroscience*, 9(FEB). Retrieved from <https://doi.org/10.3389/fnbeh.2015.00015>

- Foley, S., Kidder, D. L., & Powell, G. N. (2002). The perceived glass ceiling and justice perceptions: An investigation of Hispanic law associates. *Journal of Management*, 28(4). Retrieved from [https://doi.org/10.1016/S0149-2063\(02\)00140-X](https://doi.org/10.1016/S0149-2063(02)00140-X)
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2). Retrieved from <https://doi.org/10.1177/014920639001600208>
- İşcan, F. Ö., & Timuroğlu, M. K. (2007). Örgüt Kültürünün İş Tatmini Üzerindeki Etkisi Ve Bir Uygulama. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 21(1).
- İyigün, N. Ö. (2012). Örgütsel Adalet: Kuramsal Bir Yaklaşım. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi Yıl: 11 Sayı: 21 Bahar 2012 / 1 s.49-64*, 49–64.
- Jackson, L. A., & Grabski, S. V. (1988). Perceptions of Fair Pay and the Gender Wage Gap. *Journal of Applied Social Psychology*, 18(7). Retrieved from <https://doi.org/10.1111/j.1559-1816.1988.tb00040.x>
- Karahan, A., & Yılmaz, H. (2014). Nepotizm ve Örgütsel Bağlılık Arasındaki İlişkinin İncelenmesi ve Bir Uygulama. *Selçuk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 14(27).
- Kurt, E. , & D. B. (2014). Terfi, işlem kayırmacılığı ve işe alma boyutlarında kayırmacılık davranışı algısının ölçülmesi: İstanbul ilinde faaliyet gösteren bir belediye iştirakinde çalışanlar üzerine bir araştırma. *Elektronik Mesleki Gelişim ve Araştırma Dergisi*, 2(2), 82–96.
- Lasisi, T. T., Constanța, E., & Eluwole, K. K. (2022). Workplace Favoritism and Workforce Sustainability: An Analysis of Employees' Well-Being. *Sustainability (Switzerland)*, 14(22). Retrieved from <https://doi.org/10.3390/su142214991>
- MACİT, G., & ERDEM, R. (2020). Örgütsel Sessizliğe Dair Kavramsal Bir İnceleme. *Celal Bayar Üniversitesi Sosyal Bilimler Dergisi*. Retrieved from <https://doi.org/10.18026/cbayarsos.539307>
- Özkanan, A., & Erdem, R. (2014). Yönetimde kayırmacı uygulamalar: Kavramsal bir çerçeve. *Süleyman Demirel Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 2(20).
- ÖZTÜRK, Z., & ŞEREMET, G. G. (2021). Rol Belirsizliği Ve Rol Çatışmasının Örgütsel Bağlılık İle İlişkisi (Ankara İli Bir Kamu Hastane Örneği). *Gaziantep University Journal of Social Sciences*, 20(4). Retrieved from <https://doi.org/10.21547/jss.889413>

- Ponzo, M., & Scoppa, V. (2011). A simple model of favoritism in recruitment. *Research in Economics*, 65(2). Retrieved from <https://doi.org/10.1016/j.rie.2010.09.003>
- Rollinson, D. (2002). *Organisational Behaviour and Analysis: An Integrated Approach*. Pearson Education, Harlow, 32(2).
- ŞAHİN, R., & KAVAS, E. (2016). ÖRGÜTSEL ADALET İLE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİNİN BELİRLENMESİNDE ÖĞRETMENLERE YÖNELİK BİR ARAŞTIRMA: BAYAT ÖRNEĞİ. *Süleyman Demirel Üniversitesi Vizyoner Dergisi*, 7(22998). Retrieved from <https://doi.org/10.21076/vizyoner.245975>
- Samuel, T. D., Onuoha, U. D., & Ojo, A. I. (2014). Job Satisfaction and Organisational Engagement: A Study of Library Personnel in Private Universities in Ogun State, Nigeria. *OALib*, 01(06). Retrieved from <https://doi.org/10.4236/oalib.1100687>
- Schmitz, E., Gayler, B., & Jehle, P. (2002). Gütekriterien und Strukturanalyse zur Inneren Kündigung. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 16(1). Retrieved from <https://doi.org/10.1177/239700220201600102>
- Seçer, B. (2011). İş Güvencesizliğinin İçsel İşten Ayrılma ve Yaşam Doyumuna Etkisi. *ISGUC, The Journal of Industrial Relations and Human Resources*, 13(4). Retrieved from <https://doi.org/10.4026/1303-2860.2011.0188.x>
- Summers, T. P., & Hendrix, W. H. (1991). Modelling the role of pay equity perceptions: A field study. *Journal of Occupational Psychology*, 64(2). Retrieved from <https://doi.org/10.1111/j.2044-8325.1991.tb00549.x>
- Tapper, J. (2022). Quiet quitting: why doing the bare minimum at work has gone global. *The Observer*.
- Tausky, C., & III, E. E. L. (1975). Motivation in Work Organizations. *Industrial and Labor Relations Review*, 28(3). Retrieved from <https://doi.org/10.2307/2522038>
- Wefald, A., & Downey, R. (2009). Construct dimensionality of engagement and its relation with satisfaction. *Journal of Psychology: Interdisciplinary and Applied*, 143(1). <https://doi.org/10.3200/JRLP.143.1.91-112>
- YILDIRIM, Ahmet, & TOKGÖZ, A. (2020). Kayırmacılık Algısının Örgütsel Muhalefet Davranışı Üzerindeki Etkisi. *Alanya Akademik Bakış*, 4(3). Retrieved from <https://doi.org/10.29023/alanyaakademik.688172>

YILDIRIM, Abdulrahim, & DEMİREL, E. T. (2015). ÜCRET TATMİNİNİN YAŞAM TATMİNİNİ BELİRLEYİCİ ETKİSİ VAR MI? ELAZIĞ BANKA ÇALIŞANLARI ÖRNEĞİ. *Fırat Üniversitesi Sosyal Bilimler Dergisi*, 25(2). Retrieved from <https://doi.org/10.18069/fusbed.17247>

Özgeçmiş

EDUCATION

- ① **MASTER OF ARTS**
FH BIELEFELD
UNIVERSITY, BIELEFELD
2023
International Business
Administration with thesis
- ② **MBA**
TURKISH-GERMAN
UNIVERSITY, ISTANBUL
2023
Business Administration with
thesis
- ③ **BACHELOR OF ARTS**
YILDIZ TECHNICAL
UNIVERSITY, ISTANBUL
2019

SKILLS

- Negotiation
- Time Management
- Contract Management
- Sourcing and Forecasting
- RPA
- ERP (Dracle, SAP)
- G Sult - Microsoft Office
- SQL
- Tableau

LANGUAGES

- English
- Turkish
- Arabic
- German

WORK EXPERIENCE

- ④ **INDIRECT BUYER | DEC 2022 - PRESENT**
JDE, ISTANBUL
 - Managing all the Indirect categories in Turkey
 - Vendor management
 - Project base sourcing, negotiating, analysing
 - Creating commercial models for related goods and services
 - Contract management
 - Process development in procurement
- ⑤ **SENIOR PROCUREMENT CATEGORY MANAGER | AUG 2022 - PRESENT**
TURKCELL, ISTANBUL
 - Procurement of goods and services that are needed in the sites of Turkcell in order to maintain their telecommunication service besides of managing operation of all the steps
 - Sourcing direct and indirect materials requested by the internal departments, dealing with vendors, and negotiating for the best price and payment term.
 - Following and enforcing the company's procurement policies and procedures.
 - Reviewing, comparing, analyzing, and approving products and services to be purchased.
 - Maintaining good supplier relations and contract management.
 - Researching and evaluating prospective suppliers.
 - Joining in strategic sourcing activities, bid evaluation, and vendor selection processes.
 - Working with key stakeholders on sourcing proposals.
 - Developing new vendor relationships.
 - Creating spreadsheets for reporting and analyzing
 - Operational excellence - RPA (UiPath, Ghost)
- ⑥ **PROCUREMENT CATEGORY MANAGER | SEP 2019 - AUG 2022**
TURKCELL, ISTANBUL
 - Managing procurement processes of Professional Services categories such as BTL, education, subscription, consultation
 - Following and enforcing the company's procurement policies and procedures.
 - Reviewing, comparing, analyzing, and approving products and services to be purchased.
- ⑦ **KAŞIF - LONG TERM INTERN | NOV 2018 - MAY 2019**
KUVEYT TURK PARTICIPATION BANK, ISTANBUL
 - Represented the individual sales part of the bank.
 - Reporting credits and deposits besides controlling of accounts.
- ⑧ **FOUNDER / MANAGER | MAR 2016 - OCT 2017**
PIZZA BOX
 - Devised, developed and monitored the establishment.
 - Managing business all operations (sales, supplies, finance, hr)

Örgütlerde Kayırmacılık ve Çalışanlar üzerindeki Etkileri

Değerli Katılımcımız,

Bu anket, Türk-Alman Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yönetimi Yüksek Lisans Programı öğrencisi Ahmet Faik Özateş tarafından, Doç. Dr. Sevgin Batuk Ünlü danışmanlığında hazırlanan yüksek lisans tez çalışmasının bir parçası olup, araştırmanın amacı kurumlarda karşılaşılabilen kayırmacılık olgusunun çalışanlar üzerindeki çeşitli etkilerini ortaya koymaktır. Ankette yer alan sorulara içtenlikle yanıt vermeniz çalışmanın güvenilirliği açısından büyük önem arz etmektedir. Anketin tamamlanması yaklaşık 10 dakika sürmektedir. Cevaplar sadece bilimsel amaçlarla kullanılacak olup, başka kişi ya da kurumlarla paylaşılmayacaktır.

Araştırmamıza yaptığınız değerli katkı için teşekkür eder, başarı dolu bir iş yaşamı dileriz.

Ahmet Faik Özateş

1. Bölüm

Çalışmakta olduğunuz kurumdaki deneyimlerinizi düşünerek aşağıda yer alan ifadelere ne ölçüde katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz. *
(1-Kesinlikle katılmıyorum; 2-Katılmıyorum; 3-Ne katılıyorum ne katılmıyorum; 4-Katılıyorum; 5-Kesinlikle katılıyorum)

	1	2	3	4	5
Çalışma programım adildir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ücretimin adil olduğunu düşünüyorum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş yükümün adil olduğu kanısındayım	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bir bütün olarak değerlendirildiğinde, işyerimden elde ettiğim kazanımların adil olduğunu düşünüyorum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş sorumluluklarımın adil olduğu kanısındayım	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Çalışanlar, yöneticilerin işle ilgili kararlarına karşı çıkabilirler yada bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimle ilgili kararlar alınırken yöneticilerim bana nazik ve ilgili davranırlar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimle ilgili kararlar alınırken yöneticilerim bana saygılı davranır ve önem verirler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimle ilgili kararlar alınırken yöneticilerim kişisel ihtiyaçlarıma karşı duyarlıdır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimle ilgili kararlar alınırken yöneticilerim, bana karşı dürüst ve samimidirler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimle ilgili kararlar alınırken yöneticilerim, bir çalışan olarak haklarımı gözetirler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticilerim, işimle ilgili kararların doğuracağı sonuçları benimle tartışırlar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticilerim, işimle ilgili kararlar için uygun gerekçeler gösterirler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimle ilgili kararlar alınırken yöneticilerim bana akla uygun açıklamalar yaparlar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticilerim, işimle ilgili alınan her kararı bana net olarak açıklarlar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

İşe ilişkin kararlar yöneticiler tarafından tarafsız bir şekilde alınmaktadır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticiler, işle ilgili kararlar alınmadan önce bütün çalışanların görüşlerini alırlar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticiler, işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticiler, alınan kararları çalışanlara açıklar ve istendiğinde ek bilgiler de verirler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlara ayırım gözetmeksizin uygulanır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Bölüm

Çalışmakta olduğunuz kurumdaki deneyimlerinizi düşünerek aşağıda yer alan ifadelere ne ölçüde katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz. *
(1-Kesinlikle katılmıyorum; 2-Katılmıyorum; 3-Ne katılıyorum ne katılmıyorum; 4-Katılıyorum; 5-Kesinlikle katılıyorum)

	1	2	3	4	5
Yöneticimiz, kişisel yakınlığı olan çalışanlara karşı daha toleranslı davranır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kurumumuzda, çalışanlar ödüllendirilirken yöneticiyle kişisel ilişkilerinden ziyade performansları dikkate alınır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimiz, çatışmaları çözümlerken kendisine yakın gördüğü çalışanlardan yana tavır alır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kurumumuzda, finansal veya kariyer olarak katkı sağlayacak etkinliklere yöneticiyle kişisel ilişkileri iyi olan çalışanlar gönderilir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kurumumuzda, kararlar alınırken yöneticiyle yakın ilişkiler olan çalışanların görüşleri daha fazla dikkate alınır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kurumumuzda, yöneticimizle ilişkileri iyi olan çalışanların hataları görmezden gelinir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kurumumuzda, yöneticimize koşulsuz sadakat gösterenlerin çıkarları daha fazla gözetilir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimiz, verdiği kararları eleştirmeyenleri ödüllendirir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kurumumuzda, personel değerlendirmede yöneticiye sadakat en önemli kriterdir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim, kendisine sadakat gösteren astların hatalarını görmezden gelir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimiz, kurumumuza bağlılık gösterenlerden çok kendisine sadık olanları ödüllendirir	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kurumumuzda, yönetici-çalışan ilişkileri kişisel çıkarlardan çok kurumun çıkarlarına dayalıdır	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Çalışanlar bir konuda yöneticimizi desteklediğinde, karşılığında ödül beklerler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Yöneticimiz,
kendi çıkarlarına
uygun davranışlar
sergileyen
çalışanları
ödüllendirir

Yöneticimiz,
çalışanlarla ilgili
karar verirken
kurumun
çıkarlarından çok
kendi çıkarlarını
düşünür

3. Bölüm

Çalışmakta olduğunuz kurumdaki deneyimlerinizi düşünerek aşağıda yer alan ifadelere ne ölçüde katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz. *
(1-Kesinlikle katılmıyorum; 2-Katılmıyorum; 3-Ne katılıyorum ne katılmıyorum; 4-Katılıyorum; 5-Kesinlikle katılıyorum)

1 2 3 4 5

İşimde kendimi
enerji dolu
hissederim

İşimde kendimi
güçlü ve dinç
hissederim

İşime karşı
istekli ve
hevesliyim

İşim bana
çalışma şevki
verir

Sabah
kalktığımda işe
gitmek için
istekliyimdir

Yoğun bir
şekilde
çalışırken
kendimi mutlu
hissederim

Yaptığım iş ile
gurur
duyuyorum

Çalışırken
tamamen
işime
konsantre olur
dalar giderim

Çalışırken
kendimi işime
kaptırırm

Çalışmakta olduğunuz kurumdaki deneyimlerinizi düşünerek aşağıda yer alan ifadelere ne ölçüde katıldığınızı ilgili kutucuğu işaretleyerek belirtiniz.
(1-Kesinlikle katılmıyorum; 2-Katılmıyorum; 3-Ne katılıyorum ne katılmıyorum; 4-Katılıyorum; 5-Kesinlikle katılıyorum)

	1	2	3	4	5
İşim için kendimi yeterince yıprattım	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zaman içinde işimdeki konulara olan ilgimi kaybettim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Görevimi sıklıkla kurallara göre yaparım	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eskiden kendimi işime daha çok verirdim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mümkün olsaydı işimden ayrılırdım	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İş arkadaşlarımla yöneticilerin tuhafılıklarıyla ilgili sıklıkla konuşuruz	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimde artık neşe ve huzur hissetmiyorum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fikirlerimin kabul görmemesindense evet demek daha kolay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Molaları/izinleri dört gözle beklerim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşimi bitirip günün sonuna geldiğimde mutlu olurum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Bölüm

Aşağıda belirtilen unsurlardan ne derece memnun olduğunuzu ilgili kutucuğu işaretleyerek belirtiniz. *

(1-Kesinlikle memnun değilim; 2-Memnun değilim; 3-Ne memnunum ne memnun değilim; 4-Memnunun; 5-Kesinlikle memnunum)

	1	2	3	4	5
Şu anki maaşım	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yan hak paketim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
En son yapılan maaş artışı	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin maaşıma olan etkisi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Bölüm

Cinsiyetiniz *

- Erkek
 Kadın
 Söylemek istemiyorum

Medeni Durumunuz *

- Evli
 Bekar
 Belirtmek istemiyorum

Yaşınız *

- 25 yaş ve altı
 26-35
 36-45
 46-55
 56 yaş ve üzeri

Eđitim Durumunuz *
(Lütfen son mezun olduđunuz seviyeyi belirtiniz.)

- İlköđretim
- Lise
- Ön Lisans
- Lisans
- Lisans Üstü

Yönetmel göreviniz mevcut mu? *

- Evet
- Hayır

Kaç yıldır iş hayatı içerisindeyiz? *

Yanıtınız _____

Ne süredir şu anki kurumunuzda çalışmaktasınız? *

Yanıtınız _____

Çalıştığınız kurumda kaç kişi görev yapmaktadır? *

- 0-50
- 51-100
- 101-300
- 301 ve üzeri