

The Mediating Role of Organizational Cynicism Perceived by Employees on the Effect of Applied Managerial Power Sources on the Intention to Quit

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This article is derived from the author's M.A. dissertation entitled "The Mediating Role of Organizational Cynicism Perceived by Employees on the Effect of Applied Managerial Power Sources on the Intention to Quit".

Abstract

In this study, it was tried to determine the mediating role of organizational cynicism perceptions of employees in the effect of managerial power sources applied by five-star hotel management managers on their intention to leave. The research universe of the study is the five-star hotel businesses in Istanbul. The sample of the research consists of 272 hotel employees determined by random sampling method among the employees in these enterprises, and the survey method was used in the research. Data were collected by face-to-face and online survey method. The data obtained as a result of the research were analyzed through the statistical program called SPSS. In this context, correlation analysis was performed to determine the relationships between the variables. As a result of the analysis; A negative and significant relationship was found between managerial power sources, organizational cynicism and turnover intention. A positive and significant relationship was found between organizational cynicism and turnover intention. Regression analysis was performed to look at the effects of variables on each other. As a result of this analysis; It has been seen that managerial power sources have a negative and significant effect on turnover intention and organizational cynicism. It was determined that organizational cynicism had a positive and significant effect on intention to leave. The Sobel test was applied to determine the mediating role of organizational cynicism perceptions of employees in the effect of applied managerial power sources on their intention to leave. According to the results of the analysis, it was determined that the mediating role of organizational cynicism was significant in the effect of managerial power sources on turnover intention.

Keywords: Intention to leave; managerial power sources; organizational cynicism.

INTRODUCTION

In the socio-economic conditions of today's world, where rapid changes are experienced in every field, it is possible to say that the human circulation between countries and cities is at the highest level in history due to various reasons. Thanks to the opportunities and conveniences brought by the technological developments in communication and transportation, together with the rising living standards in the recent past, traveling is no longer a luxury for many societies, and in some cases, it has even become a necessity. These trips may include business travel, tourist/cultural travel, faith travel, sports travel, health travel, leisure travel and educational travel (Uysal, Xiangping, & Sirakaya-Turk, 2008, p. 415). Depending on these travels, the accommodation sector had to develop and diversify in a way that could address the socio-economic expectations of different segments of the societies. In today's world, where globalization and intense competition increase under developing technological conditions, the demand for accommodation businesses is increasing and the number of hotel businesses is increasing accordingly, and they have more complex management and operation systems. The increasing number of businesses naturally requires the employment of more employees. At this point, human resources management and the feelings of employees towards the organization in which they are employed have become extremely important for these businesses because, especially for the service sector, the only resource that can provide competitive advantage to organizations is human resources. As the high level of interaction between the user and the service provider increases, so does the importance of the employee in the service sectors. Since many types of services rely on direct and personal interaction between customers and employees, this interaction significantly influences the customer's perceptual experience of service quality. When customers evaluate the standard of service they receive, they often evaluate the people who provide the service. Therefore, the success of the employees directly affects the success of the service and the organization (Özkanlısoy & Akkartal, 2020, p. 142).

Reasons such as the unfair attitudes of their managers and the negativities in the working environment or conditions can drag the employees into organizational cynicism, cause them to develop negative attitudes towards the organization they work for and reduce their desire to continue working in their current job. In such a case, employees may develop an intention to leave the job and this process may go up to the

decision to leave the job. At this point, the ways and methods that managers use in managing employees, their attitudes and behaviors towards employees, it would not be wrong to say that it is quite effective on the thoughts and perspectives of the employees about their organizations. The development of the intention to leave the job means the beginning of a material and morally corrosive process for both employees and companies because educating and accommodating employees is a difficult and costly endeavor for companies (Hom, Mitchell, Lee, & Griffeth, 2012, p. 831). However, although the intention to leave the job indicates the beginning of a dangerous process, this process is also a preventable process with various precautions and practices.

Dismissal is a situation that brings financial and moral burden for accommodation businesses as well as for businesses in all sectors. Since the tourism sector, which provides high employment and has become an industry, is affected by this situation, which can be considered as the backbone of the sector, and this may cause results that may interrupt the productivity of the sector. However, as stated above, it is possible to eliminate these possibilities and overcome the destructive consequences that may occur thanks to some preventive measures and constructive solutions in the tourism sector (Dawson, Abbott, & Shoemaker, 2011, p. 290 and 296).

The mediation role of the organizational cynicism perceptions of the employees in the effect of the managerial power sources applied in the said enterprises on the intention to leave was investigated by choosing the five-star hotel enterprises, which are thought to represent the tourism management universe best, as a cluster.

Aim and Importance of the Research

The main purpose of this research is to investigate the mediating role of the organizational cynicism attitudes of the employees in the effect of the managerial power resources applied by the department managers on the intention to leave, in the selected sector. Another aim of the research is to determine whether the sources of managerial power and organizational cynicism have an effect on the intention to leave.

Today, in the light of tourism demands and travel trends, the number of hotel businesses has increased accordingly and have more complex systems. The increasing number of hotel businesses creates employee demand because the most important resource in service-providing businesses is human. In this direction, the management of human resources becomes important in these enterprises. Well-chosen human resources, well-motivated, well-managed, satisfied with their job and being loyal to the organization

are the keys to success in these businesses. In hotel businesses, the negative power sources applied by the managers can cause negative attitudes on the employees towards their organizations. With the effect of these negativities, the intention to leave the job may develop in the employees and when a better job offer comes, they can change their organization. An employee's departure from the job can be a financial and moral burden to the organization. For this reason, in enterprises where the employee is so important, managerial power sources, organizational cynicism and intention to leave are issues that need to be investigated.

Of the literature review, no research has been found that examines the mediating role of the organizational cynicism perceptions of the employees in the effect of the managerial power sources applied by the hotel managers on the intention to leave. The fact that this subject has not been researched on the selected sector before makes the study unique and important. In this sense, it is thought that the research is important for businesses operating in the academic base and accommodation sector, both as a purpose and as a field of application. In addition, it is thought that the results of the research will shed light on the human resources department in the selected sector.

Method of Research

Survey technique, which is one of the quantitative data collection methods, was used within the scope of the study. Questionnaire technique is a questionnaire that is created in oral, written or virtual environments and is used to measure the thoughts of individuals on certain issues (Malhotra & Birks, 2007, p. 265). . The survey was carried out through the "Google Form". Approximately 550 questionnaires were distributed in the research; After removing the incompletely filled, incorrectly filled and not returned questionnaires, 272 valid questionnaires were evaluated. The data used in the study were obtained from 13 5-star hotels in Istanbul.

The field research conducted to determine the mediating role of the organizational cynicism levels of the employees in the effect of the managerial power sources applied by the department managers in the hotel enterprises on the intention to leave the job was carried out in June, July and August 2022. Most of the questionnaires were filled by the participants face to face. The questionnaire form used in the research consists of four parts.

In the first part of the questionnaire, demographic characteristics of the participants (gender, age, marital status, education level, in which department the participant works, working time in the company where the participants are located, working time of the participants in the hotel enterprises) are included. In the second part, 29 questions are asked to measure the sources of managerial power. and the phrase 'your department managers' was added to the beginning of the questions. In the third part, there are 13 questions to measure the organizational cynicism attitudes of the employees. In the last part of the questionnaire, there are 5 questions to scale the intention to leave the job.

RESULT

The results of the analysis for the research are as follows;

The Cronbach's Alpha value for each scale in the study is given in Table 1. According to the results in the table, the reliability coefficient (α) of the managerial power resources scale was found to be 0.849. This level indicates that the scale has a high degree of reliability. In addition, the reliability coefficient of the organizational cynicism scale was 0.936, and it has a high degree of reliability in our organizational cynicism variable. The reliability coefficient (α) of the turnover intention scale was determined as 0.686. This level shows that the scale has a very high reliability. The reliability coefficient of the 3-variable scale in the survey study was found to be 0.738 in total. This has a very high reliability. When the data in Table 3 are examined, it is observed that the scales in the research have a high and very high reliability.

Table 1: Reliability analyzes of managerial power sources, organizational cynicism and turnover intention scales

| Scales | Items (# Question) | Cronbach's Alfa (α) |
|------------------------|--------------------|------------------------------|
| ManagerialPower Source | 1-29 | 0.849 |
| OrganizationalCynicism | 30-42 | 0.936 |
| IntentiontoLeave | 43-47 | 0.686 |
| Whole Scale | 1-47 | 0.738 |

Kaiser-Meyer-Olkin (KMO) and Bartlett sphericity tests were applied to determine whether the managerial power scale is suitable for factor analysis. When the test results in Table 2 are examined; It is seen that the Kaiser-Meyer-Olkin (KMO) sample fit value

(0.883) is at the “meritorious” level and the Bartlett Sphericity Test result is significant (Chi-Square= 4197.708; p= 0.000 <0.05). In line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 2: KMO and Bartlett Test Results for Managerial Power Scale

| | | |
|---|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.883 |
| Bartlett’s Test of Sphericity | Approx Chi-Square | 4197.708 |
| | Degress of Freedom | 406 |
| | Significance | 0.000 |

After managerial power, Kaiser-Meyer-Olkin (KMO) and Bartlett Globality tests were used to determine whether the organizational trust scale is suitable for factor analysis. When the results in Table 3 are examined; It is seen that the Kaiser-Meyer Olkin (KMO) sample fit value (0.914) is at the “excellent” level and the Bartlett Sphericity Test result (Chi-Square= 3235.145; p= 0.000 <0.05) is significant. In line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 3: KMO and Bartlett Sphericity Test Results for Organizational Cynicism Scale

| | | |
|--|--------------------|-----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.914 |
| Bartlett’s Test of Shericity | Approx Chi-Square | 3235.145 |
| | Degrees of Freedom | 78 |
| | Significance | 0.000 |

Finally, the results of the Kaiser-Meyer-Olkin (KMO) and Bartlett sphericity test were included in order to determine whether the turnover intention scale was suitable for factor analysis. When the results in Table 11 are examined; It is seen that the Kaiser-Meyer-Olkin (KMO) sample fit value isin the "meritorious" degree with 0.878and the Bartlett Sphericity Test result (Chi-Square=1409.375; p=0.000<0.05) is significant. In

line with these results, it is understood that the data are suitable for factor analysis and the factor analysis result is valid.

Table 4: KMO and Bartlett Sphericity Test Results for Intention to Quit Scale

| | | |
|--|--------------------|-----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.878 |
| Bartlett's Test of Sphericity | Approx Chi-Square | 1409.375 |
| | Degress of Freedom | 10 |
| | Significance | 0.000 |

According to Table 5, on Administrative power; It was determined that there is a negative and significant relationship between organizational cynicism ($r = -0.444$) and intention to leave ($r = -0.449$) variables. In addition, a positive and significant relationship was found between organizational cynicism and turnover intention ($r = 0.678$).

Table 5: Correlation analysis of managerial power sources, organizational cynicism and turnover intention

| | | Managerial Power Sources | Organizational Cynicism | Intention to Leave |
|--------------------------|---------------------|--------------------------|-------------------------|--------------------|
| Managerial Power Sources | Pearson Correlation | 1 | | |
| | Sig. (2-tailed) | | | |
| Organizational Cynicism | Pearson Correlation | -0.444** | 1 | |
| | Sig. (2-tailed) | 0,000 | | 0.000 |
| Intention to Leave | Pearson Correlation | -0.449** | 0.678** | 1 |
| | Sig. (2-tailed) | 0.000 | 0.000 | |

The explanation rate of the dependent variable by the independent variable in the model was 48.4% (Adapted R Squared=0.484). Looking at Table 18, a negative and significant effect of the power sources applied by the hotel management managers on the intention to leave was determined. This means, as the managerial power resources applied by the managers increase, the turnover decreases. A positive and significant effect was found on the organizational cynicism perceptions of the employees, which is our other variable, on the intention to leave. This means that as employees' perceptions of organizational cynicism increase, so does their intention to leave.

Table 6: Regression analysis for the effects of managerial power sources and organizational cynicism on turnover intention

| Independent Variable | Standart Beta (β) | T | Sig. | Tolerance | VIF |
|--------------------------|---------------------------|--------|-------|-----------|-------|
| Constant | 2.398 | 6.225 | 0.000 | | |
| Managerial Power Sources | -0.343 | -3.772 | 0.000 | 0.803 | 1.245 |
| Organizational Cynicism | 0.559 | 12.257 | 0.000 | 0.803 | 1.245 |

*p<0.05** p<0.000 R: ,698 R²: 0.487
 F: 127.904 p: 0.000 Durbin-Watson: 1.798

When Table 7 is examined, it has been determined that the power sources applied by hotel management managers have a negative and significant effect on the organizational cynicism perceptions of the employees. This means, organizational cynicism attitudes increase as the managerial power resources applied by the managers increase.

Table 7: Regression analysis for the effect of managerial power sources on organizational cynicism

| Independent Variables | Standart Beta (β) | T | Sig. |
|--------------------------|---------------------------|-------|-------|
| Constant | 5.881 | 0.369 | 0.000 |
| Managerial Power Sources | - 0.884 | 0.109 | 0.000 |

*p<0.05** p<0.000 R: 0.444 R²: 0.197
 F: 66.137 p: 0.000 Durbin-Watson: 1.745

According to Table 8; it has been determined that the managerial power sources applied by the managers significantly affect the organizational cynicism perceptions of the employees ($\beta = -0.884$ $p < 0.000$) and the intention to leave ($\beta = -0.238$ $p < 0.000$). Later, managerial power sources were analyzed together with organizational cynicism. As a result of the analysis; administrative power sources ($\beta = -0.343$ $p < 0.000$) and organizational cynicism ($\beta = 0.559$ $p < 0.000$) were found to have significant effects on turnover intention. When the mediating variable was included in the analysis together with the independent variable, a decrease was observed in the coefficient of the independent variable ($\beta = -0.343 < \beta = -0.238$). If there is a decrease in the effect of the independent variable on the dependent variable after adding the mediator variable, the Sobel test can be used to determine this. (Sobel, 1982).

Table 8: Regression analysis table for Sobel test suitability.

| Independent Variable | Dependent Variable | Constant | Standard Beta (β) | T | Sig . |
|--------------------------|-------------------------|----------|---------------------------|-------|-------|
| Managerial Power Sources | Organizational Cynicism | 5,881 | -0.884 | 0.109 | 0.000 |

The relationship given as $PS = 5.881 - 0.884MPS + e$ is significant. To be used in the Sobel test, the managerial power supplies coefficient value was noted as "a" and the standard error value of the coefficient as "s_a".

| | | | | | |
|--------------------------|-------------------|--|--------|-------|-------|
| Managerial Power Sources | Intention to Quit | | -0.238 | 0.102 | 0.000 |
|--------------------------|-------------------|--|--------|-------|-------|

| | | | | | |
|--------------------------|-------------------|-------|--------|--------|-------|
| Managerial Power Sources | Intention to Quit | 2.398 | -0.343 | -3.772 | 0.000 |
| Organizational Cynicism | | | 0.559 | 0.046 | 0.000 |

The relationship given as $IAN = 2.398 - 0.343MPS + 0.559OC + e$ is significant. To be used in the Sobel test, the organizational cynicism coefficient value was noted as "b" and the standard error value of the coefficient was noted as "s_b".

| Input: | Test statistic: | Std. Error: | p-value: |
|----------------------|---------------------------|-------------|----------|
| a -0.884 | Sobel test: -6.74578917 | 0.07325399 | 0.00235 |
| b 0.559 | Aroian test: -6.73004259 | 0.07342539 | 0.00423 |
| s _a 0.109 | Goodman test: -6.76164679 | 0.0730822 | 0.00145 |
| s _b 0.046 | Reset all | Calculate | |

Figure 2: Interactive Screen Output of Sobel Test Coefficients

Evaluation of Intermediary Effect; the p-values in the last column of Figure 5, the significance value (significance level); since the alpha value was less than 0.05, the effect of organizational cynicism as a mediator variable was found to be significant.

Organizational cynicism has a mediating effect on the effect of managerial power sources used by hotel management managers on turnover intention. In other words, managerial power sources have an effect on the intention to leave the job through organizational cynicism.

DISCUSSION

Due to the fact that the most important resource in the companies providing services is human, a good selection of human resources, good motivation, good management, being satisfied with their job and being loyal to the organization are the keys to success in these businesses. Another factor that will lead hotel businesses to success is customer satisfaction. In hotel businesses, there are procurement and purchasing processes in matters such as eating and drinking, cleaning and personal needs. Therefore, the differentiation of the services provided by the enterprises according to the tastes and demands of the customers also affects the supply processes because when logistics activities are managed well, the right product in the right quantity, in the right place, at the right time and in the right way, is provided to the customer. Therefore, the findings obtained in this study are also indicative in the logistics sector (Özkanlısoy & Akkartal, 2020).

When we look at the previous studies during the literature review, the mediating role of organizational cynicism perceptions in the effect of managerial power sources on turnover intention was not studied in the sample area examined or in different sample areas. In this sense, it is thought that the research will shed light on the academic base and the selected sector, as well as the human resources department, both as a purpose and as a field of application. In addition, the indicators found as a result of this study can also be used by companies that use human resources as external resources (Özkan & Akkartal, 2019).

As a result of this thesis research, it is seen that the increase in the applications of managerial power resources affects the perceptions of organizational cynicism

negatively. The resulting organizational cynicism perceptions positively affect the intention to leave. Based on this situation, it can be suggested to the practitioners in the sector that they prefer the power sources that will reduce the organizational cynicism perceptions of the employees.

It may be suggested to investigate the effect of managerial power resources dimensions on the dimensions of organizational cynicism perceptions in future studies. Likewise, in hotel businesses, which is one of the areas where human resources are of the greatest importance, it can be determined which of the managerial power resources the managers use have positive and negative results on the employees. In addition, the effect of demographic characteristics of the participants on organizational cynicism and turnover intention can also be investigated.

Since this study was carried out in Istanbul, which can be considered as the capital city of Turkey's tourism sector, it is difficult to generalize the results of the research to different hotel types, different regions and different societies because the thoughts of the employees about the managerial power and especially the concept of cynicism are shaped according to the socio-economic and cultural structure of the societies they live in. In order to understand whether the results will be similar or different, it is recommended to conduct new research in different hotel types and in different regions. In addition, qualitative research methods can be used in future studies. In this way, new ideas can be put forward by making use of the original thoughts and suggestions of the employees during the interviews.

CONCLUSION

The research model, which was created as a result of the literature review, was tested on the employees of five-star hotels operating in the province of Istanbul. In the study, the mediating role of the organizational cynicism perceptions of the employees in the effect of the managerial power sources applied by the hotel management managers on the intention to leave was determined.

The results of the demographic characteristics of the employees participating in the research are examined; 51.8% of the participants were male and 48.2% were female employees. 44.9% of the participants are single and 55.1% are married. In terms of age, 34.6% of the participants were under the age of 31, 53.3% were between the ages of 32 and 45, and 12.1% were over the age of 45. 13.6% of the employees have primary

education, 26.8% have high school degree, 29% have associate degree and 30.5% have undergraduate and graduate education. 17.9% of the participants work in the front office, 15.4% in sales and marketing, 14% in human resources, 31.6% in housekeeping and 21.7% in the kitchen and food and beverage department. Considering the working time of the employees in their enterprises; 7.7% of them have less than 1 year, 49.6% of them are between 1 and 4 years, 30.9% of them are between 5 and 9 years, 11.8% of them have a working period of more than 10 years. For the working time of the employees in the tourism sector, it is seen that 37.5% of them are in the range of 1-5 years, 36% are in the range of 6-10 years, and 26.5% are employees with more than 11 years of experience.

In the research, managerial power was examined within the scope of 5 dimensions; "expertise power", "charismatic power", "position power", "reward power" and "punishment power". Organizational cynicism is discussed in 3 dimensions; cognitive cynicism, emotional cynicism and behavioral cynicism. Intention to quit is also included in the study as a dimension. A 5 - point Likert -type rating was used in the study.

Considering the average of perceptions of hotel employees regarding managerial power dimensions, it has been determined that charismatic (referent) power has an average of 3.23, reward power has an average of 3.28, expert power has an average of 3.35, punishment (coercive) power has an average of 3.49 and legal (legitimate) power has an average of 3.47. According to the results obtained, it is seen that the managerial power dimension perceived at the highest level by the hotel staff is 'coercive power', followed by 'legal power' with a close average. According to the results, it is thought by the hotel employees that the department managers generally use their managerial power with the authority they derive from their positions.

When the average of the perceptions of the hotel employees participating in the research on the dimensions of organizational cynicism is investigated, it was determined that cognitive cynicism had an average of 3.00, affective cynicism 2.67, and behavioral cynicism had an average of 3.03. By looking at the results, it was determined that the behavioral cynicism levels of the employees were high. Accordingly, it is seen that the employees reflect their negative thoughts and feelings on their behaviors. It was determined that the evaluations of the participants regarding the turnover intention scale had a high value (2.87).

When the relationship between research variables is examined; it has been determined that there are negative and significant relationships between managerial power, organizational cynicism ($r=-0.444$) and turnover intention ($r=-0.449$). It has been determined that organizational cynicism has a positive and significant relationship with the variable of intention to leave ($r=0.678$).

Regression analysis was used to determine the effects of managerial power preferences of department managers on turnover intention and organizational cynicism attitudes of employees in 5-star hotel businesses in Istanbul. According to the results of the first analysis; it has been determined that the power sources applied by the hotel managers have a negative and significant effect on the intention to leave ($\beta=-0.343$; $p=0.000$). In the literature review, no study was found to determine the effect of power types used by hotel managers on their intention to leave. Therefore, a comparison could not be made regarding the effect of managerial power resources applied by hotel managers on the intention to leave. This is an indication of the originality of the study in the literature. According to another analysis result; it has been determined that managerial power sources have a negative and significant effect on organizational cynicism perceptions ($\beta =-0.884$; $p=0.000$). According to the result of this analysis; as the managerial power resources of the managers working in hotel businesses increase, the organizational cynicism perceptions of the employees decrease. This result was similar to the results of Liceli and Hassan's research (Liceli & Hassan, 2019, p. 428) on 4 and 5 star hotel employees. In the study, it was observed that the organizational cynicism perceptions of the employees decreased as the managerial power resources increased. According to the final analysis result; it has been determined that the organizational cynicism perceptions of the employees have a positive and significant effect on the intention to leave ($\beta =0.559$; $p=0.000$). In this case, as the organizational cynicism perceptions of hotel business employees increase, their intention to leave increases in direct proportion. In the study of Pelit and Soybalı on the employees of 5-star hotels in Afyonkarahisar (Pelit & Soybalı, 2021, p. 487), similar results were found, it has been determined that the organizational cynicism perceptions of the employees have a positive effect on their intention to leave.

Sobel test was applied to determine the mediating role of employees' perceptions of organizational cynicism. The coefficient value of the administrative power resources ($a= -0.884$) and the standard error value of this coefficient ($s_a=0.109$), the coefficient

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value of organizational cynicism ($b=0.559$) and the standard error value of this coefficient ($s_b=0.046$) found as a result of the regression analyzes mentioned above in the interactive calculation tool, a Sobel test was performed. As a result of the Sobel test; it has been determined that organizational cynicism has a significant mediating role in the effect of managerial power sources applied by managers on turnover intention.

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