

Favouritism in Ship Management: A Scale Development and Validation

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The most important determinant of quality and safety in ship management is human resources. Personnel turnover rate, job satisfaction level of seafarers, organizational commitment, high level and individual well-being of the employees, have an important role in ensuring quality and safety. In many studies, it may be seen in the results of research that favouritism increases job stress and personnel turnover rate, while decreasing job satisfaction, organizational commitment, motivation, and teamwork. Favouritism has a negative impact on safety and quality management of ships. Based on this important consideration, in this study seafarers' perceptions have been measured, with an aim at developing a valid and reliable favouritism scale. The scale questions, prepared on the basis of semi-structured interviews and favouritism studies, have been applied to 252 different seafarers. As a result of the factor analyses conducted in SPSS 23, a 22-item favouritism scale, consisting of three factors related to demographic and personal characteristics, social rights and opportunities and operational processes, has been developed. The reliability and validity studies of the scale have been conducted, and it has been observed that the scale has high reliability.

KEY WORDS

- ~ Ship management
- ~ Seafarers
- ~ Favouritism
- ~ Human resources management
- ~ Maritime business management

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1. INTRODUCTION

The profession of seafaring maritime is a stressful and difficult one, requiring struggle with nature and natural conditions. Management of ships, due to the nature of the profession, is more difficult than other organizations and structures. In recent years, there has been a string of international regulations for management of seafarers. In particular, the Marine Labour Convention 2006 is an important beginning. Although there have been significant improvements in marine technology in recent years, there is no substantial reduction in the number of accidents. No doubt that the most important reason is that about 80% of accidents are caused by human error (Portela, 2005: 4). In the maritime industry, it is known that approximately 80% or more of all maritime accidents are completely or at least partially caused by human error, whereas only a few of them are caused by technical error (IMO, 2008). The fact that 85% of marine accidents are caused by human errors reveals the importance of the human element for safe and high-quality ship management. Increasing the motivation of seafarers, ensuring their commitment to the organization, and reducing work stress are extremely important issues. As a result of research, Adams' Equity Theory of Motivation has suggested the effect of reward injustice on the motivation of employees (Eren, 2017). Emergence of organizational injustice has a direct relationship to favouritism. Favouritism in ship management, with different difficulties in itself, is a situation that needs to be eliminated. This is an absolute requirement for safe and quality ship management. Tsai and Liou described that (2017); There were four primary dimensions relating to seafarers' management, namely, work attitude, loyalty, payment and welfare, and opportunity. The results revealed that dimensions of payment, welfare, and opportunity had a significantly positive effect on seafarers' loyalty; only the dimension of payment and welfare was found to significantly affect the work attitude. However, these four dimensions were all found to have a positive effect on the work performance as well. All of these dimensions are associated with a positive ship organization climate. Positive ship organization climate is related to favouritism. For this reason, we have aimed at developing a scale that measures favouritism in ship management. The opinions of seafarers and academicians with professional experience have been obtained. Favouritism includes many human resources management processes, such as remuneration, promotion, subsistence, and business planning, starting from the process of finding and placing candidates. The favouritism types, as identified in the literature, are added to the studied items.

2. WHAT IS FAVOURITISM?

Increasing economic integration of countries, along with globalization, leads to serious competition among businesses, dependence on foreign markets, and economic crises that can assume a global dimension (Uyan, 2017: 282). Therefore, the importance of the human resource factor and its management, that will ensure compliance with these global conditions, becomes more evident. However, in the field of human resources, the problem begins in the early stage, namely in recruitment. As a matter of fact, HR managers in businesses in many countries may diverge from professional standards in recruitment and engage in various forms of favouritism (Begley et al. 2010; Chen et al. 2015). Favouritism in recruitment and selection continues to be a challenging issue in societies where the effects of globalization are increasing, whereas managers are expected to base their recruitment decisions solely on the qualifications and merits of the candidates (Stahl et al. 2012). Favouritism is defined as recruitment, appraisal, and promotion based on connections instead of merit (Prendergast and Topel, 1993). Favouritism is generally considered an unethical practice because of its association with a number of negative side effects, such as the loss of productivity, decreased job satisfaction, increased stress, discrimination, and corruption (Khatri and Tsang 2003; Pearce 2015; Pearce et al. 2000). These definitions are also clearly understood from the dictionary meaning of the concept. The word favour as a verb in English is associated with favouritism, favouring, grace, kindness. Favour, with the addition of the suffix 'ism', has been adopted as 'favouritism' (Glossary for the European Union, 2009). Favouritism may be characterized as unique benefits or treatment given by executives to 'recipients', including relatives, dear companions, townsmen, neighbours and acquaintances (Arasli and Tumer, 2008; Loewe et al., 2008). Favouritism has been characterized as a demonstration of favouring companions, family, and other people who

are close and trusted to the detriment of open interests. Thus, it is an abuse of open obligations and a ruined conveyance of open assets (Luo 2004). Nevertheless, educational understanding of the systems and conditions through which inclination progresses or blocks non-beneficiaries' turnover point, is 'considered a mindful and cognizant need to leave the firm inside the not all that far off future' (Kalemci Tuzun and Kalemci, 2012: 518). Favouritism may be defined as senior executives working in the public or private sector unfairly protecting and supporting the people they feel close to (Erdem and Meriç, 2013: 142). The word 'favouritism' alludes to incorporation of a gathering and enlistment of these individuals, instead of the most loved staff playing out the best work. The word is comprehensively comprehended and regarded, it means fulfilling (Nadler and Schulman, 2006).

Özkanan and Erdem (2014) stated that favouritism, which may be noticed even with simple observation, is that a person from any position establishes a relationship context through the view of proximity. It refers to a practice in which one tries to see official and social relations through these informal channels.

3. TYPES OF FAVOURITISM

In the literature, it is seen that there are many concepts under the umbrella concept of favouritism (Shore, 2005; Araslı and Tümer, 2008; Aydoğan, 2009; Asunakutlu, 2010; Beresford, 2015, Meriç and Erdem 2013, Meriç and Erdem 2012).

Nepotism encompasses relatives with family ties, while favouritism involves promotion of acquaintances other than one's own relatives and family members (Asunakutlu and Avci, 2010, p. 97).

3.1. Nepotism

According to the Oxford English dictionary, the origin of nepotism is derived from the Latin word for "nephew" or "nepot". These words also mean the children of a person's brother or sister, namely "nephew", "cousin". Nepotism means special support of relatives (especially in terms of employment) by a person of a higher position (Hornby, 1985: 566). Nepotism is characterized as support or assistance presented based on family relationship and not on legitimacy (Milgram, L., et al. 1999: 263).

Today, nepotism is used for people who abuse their position for the benefit of their family (Ford and McLaughlin, 1985: 57). The idea of nepotism, which may appear rational and characteristic, is by and large connected with a negative situation by organizations (Asunakutlu and Avci, 2010). Nepotism is a practice providing not only employment to family members, friends, and acquaintances, but also many other benefits such as promotions and raises. From this point of view, the concept of nepotism is considered as a non-professional behaviour (Büte, 2011b:138).

Nepotism is a more common phenomenon in the family businesses of countries where traditional ties and relations are intense, and the marketing system is underdeveloped, but it is also encountered in developed countries (Özsemerci, 2002: 13). One of the basic attributes of family organizations is "nepotism", signifying "the contracting and headway of inadequate or underqualified relatives just by prudence of their relationship to a representative, official or investor" (Wong & Kleiner, 1994). In recruitment for and appointment to organizational tasks, the principle of merit is replaced by personal factors, such as kinship and blood ties, rather than skills, level of education, and job applicability (Büte, 2011, p. 137-138).

Hayajenh, Maghrabi and Al-Dabbagh (1994, p.51) reported that "nepotism practices negatively affect representatives, the board, and associations. This negative effect has prompted different bothersome qualities, for example, workers' non-attendance/turnover, board disillusionment, disappointment, stress, and association in execution."

A conflict may arise between the competent employees of the field and “nepotism”, which may generate dissatisfied workers who are less motivated to work (Brandts and Sola, 2006). Nepotism is a situation which creates victims and often harms organizational relations (Arasli et al., 2006: 295). Despite all these disadvantages, people continue to use kinship relationships to get their jobs done more quickly (Meriç & Erdem, 2013: 469). Nepotism is all the more noticeably the reason for strife if there should be an occurrence of enrollment or advancement of a family relative (Abdalla et al., 1998).

3.2. Cronyism

The word cronyism comes from the word ‘crony’ which means long-term close friends used by Cambridge University students in arguments among themselves in the 1660s (Khatri Tsang, 2003, p. 290). Cronyism is a type of favoritism which consists in applying the criteria such as spouse, friend, and fellow countryman, without considering the equality principle in the recruitment process of public officials and some private sector employees (Aktan, 2001:57). The concept of organizational cronyism, as perceived in organizations in working life, is “any privileged preferred treatment based on certain criteria (personal relationships, personal loyalty, etc.) regardless of the performance criteria of employees or formal procedures by employees (Turhan, M., 2014:15). Cronyism is characterized as ‘an equal trade exchange where one gathering shows support to another, dependent on their mutual participation in an informal organization, to the detriment of outgroup individuals who have an equivalent or better guarantee than the esteemed asset’ (Khatri, Tsang and Begley 2006, 62). If there is a tendency to favour people from the same tribe or community, this is called tribalism (Loewe et al., 2007: 21; Pope, 2000: 197). It is referred to as solidarity networks that emerge among employees from the same province, district, or region. Other ties, such as relatives and friends, are used as descriptors to help people identify their closeness (Dubetsky, 1976: 445). Where simple membership is obstructed, citizenship runs to the rescue as a solution-generating form of belonging. As a result of this, it is possible to perceive the relations of citizenship as guardianship (Köse, 2008: 230).

4. NEGATIVE INFLUENCE OF FAVOURITISM ON ORGANIZATIONS

J. S. Adams, by conducting some research and experimentation on motivation in the US General Electric business, found that reward justice has a very important value in terms of constantly motivating and encouraging employees. If there is inequality, it is observed that the reward justice is disrupted, and an imbalance occurs (Eren, 2012; 522). Keleş et al. (2011). The most important reason for deterioration of reward justice is due to favouritism practices at enterprises and organizations. The results of the study speculates that ways of nepotism, bias, and cronyism are contrarily identified with hierarchical trust. The primary finding of their research was that nepotism, favouritism, and cronyism decreases authoritative trust in privately-run companies. Organizational injustice is an important stress factor. Stress makes the contradiction between one's competencies and the requirements of the environment more prominent (Vermunt and Steensma, 2003). Reward injustice negatively affects work motivation. Since favouritism generally involves inefficiencies in many dimensions, employees quit when they feel discrimination. This results in employee turnover costs and loss of specific human capital (Prendergast and Topel, 1993: 9). Research has demonstrated that bias and nepotism in organizations may prompt negative representative results including diminished occupation fulfilment and higher expectations to stop (Arasli and Tumer 2008; Pearce et al.2000). As indicated by a study completed by Arasli and Tumer (2008) with 576 bank representatives in northern Cyprus, it was discovered that nepotism, favouritism, and cronyism create occupation anxiety in the working environment, thus expanding disappointment of the staff in their organization. They discovered that nepotism has the highest negative impact on employment stress.

The outcomes of bias and nepotism may be listed as the following:

- personnel's demotivation;
- personnel's lack of care, loss of self-confidence and capacities;
- social distance, the sentiment of being unnecessary in the organization;
- permanent dread and negative expectant speculation (dread of downgrading from the position being involved, rightsizing, and so on.);
- dismissal of high-potential colleagues urgent dismissal of highly qualified employees in order to create vacancies for the ones 'favoured' by the management or top echelons of the company;
- wasteful manpower arrangements, for example, arrangement of a task or a position those representatives who do not deserve it at all by their quality or expertise;
- limitation or absence of rivalry concerning promising projects or major situations among colleagues;
- responsible conduct with respect to top picks and 'nepots' in view of their certitude «I won't be rebuffed on the grounds that I'm a pet or relative»;
- favourites' intemperate conduct putting at risk financial security of the activities of the organization;
- destructing establishments of cooperation;
- creating feeble («unhealthy») hierarchical culture portrayed by interests, and thriving of mobbing, i.e. mental and, in some extraordinary cases, physical threatening by the favourite due to their feeling of exemption;
- a favourite's negative impact upon managerial basic leadership, being manifest in the way that the favourite, based on his own advantages, forces the boss into his own contemplations about who must be utilized, contracted, involved in an exchange or not, and so on (Safina, 2015:632-633).

The findings have shown that nepotism is an important precursor of turnover intention, and when perception of nepotism increases, turnover intention significantly increases as well. This finding is seen to be in parallel with those in previous studies (Büte & Tekarşlan, 2010; Bolat et al., 2017). Keles et al. (2011) claimed that granting of privileges to certain individuals is an extremely disturbing situation to the organization's employees, and the lack of trust arising under such conditions negatively affects job satisfaction, organizational commitment, organizational trust, loyalty, and individual performance, and it can hinder the internal system of management. As seen here, favouritism is one of the negative viruses of organizations that affect trust, and it has negative influence upon performance (Ören, 2007; Keleş and Özkan, 2011). Asakanutlu and Avcı (2010) wanted to determine the relationship between nepotism perception and job satisfaction, and they conducted research on 123 employees working at marble companies. Their results confirmed the existence of a negative relationship between the perception of favouritism (nepotism) and job satisfaction.

5. FAVOURITISM IN FAMILY BUSINESSES

Problems arise when other employees suspect favouritism on selection criteria or promotion that are different depending on the person, i.e. whether they belong to the family of the owner of the company or family of the manager or to a privileged group based on unfair criteria (Grensing-Pophal, 2007). Some researchers have found that nepotism in family businesses causes lack of trust in employees other than family members, leading to termination of qualified workers (Kocabas and Baytekin, 2004: 424; Vural and Sohol, 2004: 330; Büte, 2011: 176; Keles et al., 2011: 11). One of the negative results of nepotism is the turnover intention of employees (Bolat, et al., 2017; Araslı & Tümer, 2008). It may be argued that this unfair competition arising from nepotism will lead to a decrease in job satisfaction of non-family managers and employees. Many researchers, examining the relationship between nepotism and job satisfaction, have also suggested that nepotism leads to a reduction in job satisfaction (Araslı and Tümer, 2008: 1237; Araslı et al., 2006:304; Asunakutlu and Avcı, 2010: 105). Araslı, Arıcı and Arıcı's studies focused on non-family employees. The authors showed that favoritism leads to perceptions of psychological contract violation, which in turn causes a higher degree of turnover intention. Additionally, this situation causes lack of trust in non-family members, a decrease in job satisfaction and

performance of employees, as well as a decrease in productivity (Ateş, 2005: 13). Especially recruitment or promotion of an acquaintance without considering their skills will make employees who are not from the family think that there is no sense of justice in the organization, and they will feel distrust. Injustice and distrust negatively affect job satisfaction, motivation, and performance (Büte & Tekarslan, 2010).

Particularly in family businesses, where high performance is expected from non-family members, the wage system is likely to favour family members, frequently leading managers in the company (Büte, 2009: 737).

6. METHOD

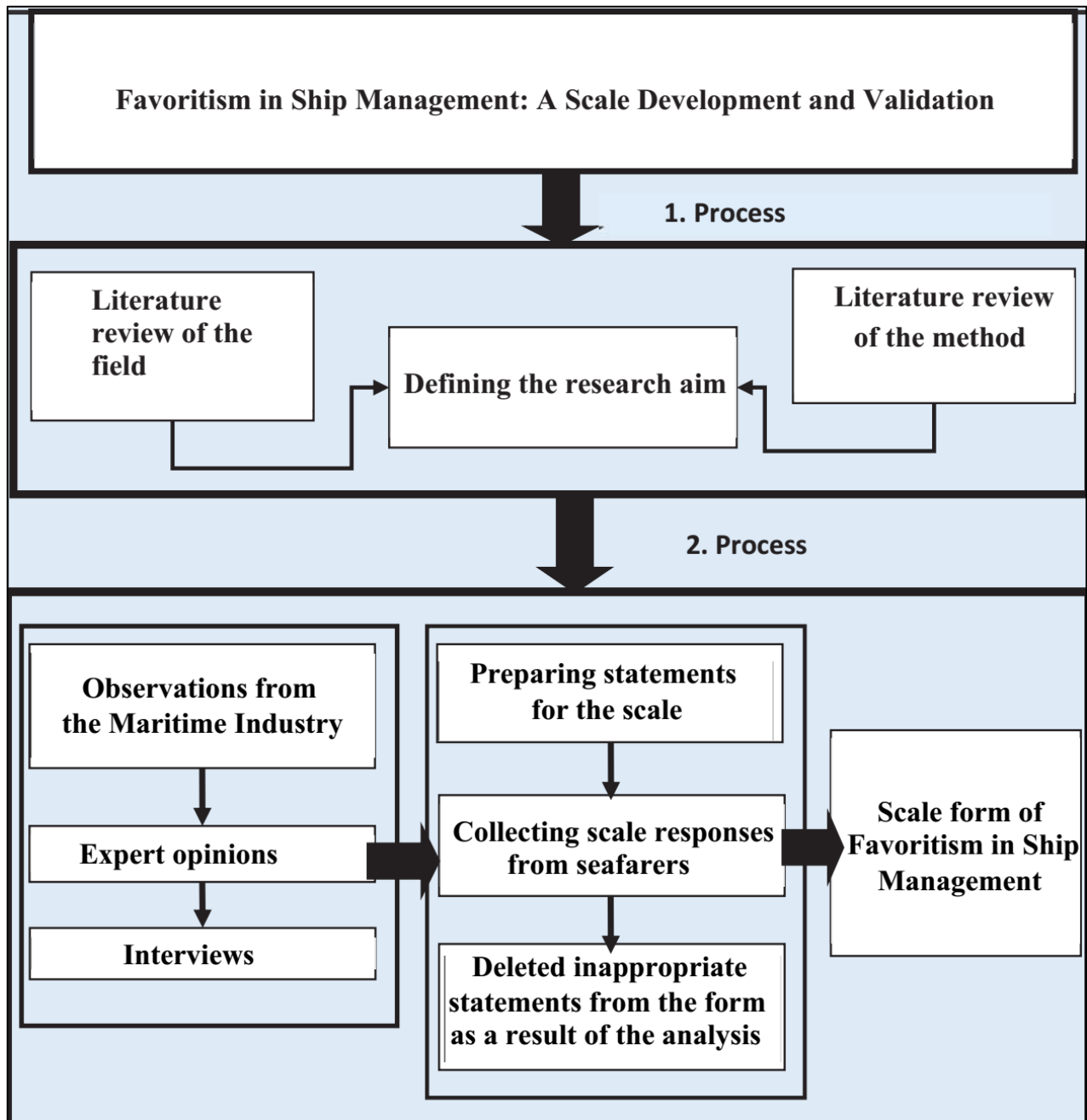


Figure 1. Process of the favouritism in Ship Management Scale Development and Validation

7. OBJECTIVE

In management of ships, achievement of a positive organizational climate, development of healthy communication, organizational commitment, and job satisfaction levels play an important role. Favouritism is one of the significant issues that affect all these aspects negatively. The objective of this study has been to develop a valid and reliable scale within the perspective of the perceptions of seafarers of favouritism.

8. SAMPLE

In the scale development study, comprising a total of 252 seafarers, there were 106 deck officers, 54 engine officers, 46 deck personnel, 28 engine personnel, and 18 cabin personnel. Based on the types of ships they worked on, there were 144 people in General Cargo / Freighter Handy-Size and over, 68 people in Liquid Fuel or Chemical Tankers, 10 people in Crude Oil Tankers, 14 people in RO-RO-RO/PAX-RO-LA or passenger ships and 16 people in Coasters. Based on the schools they graduated from, 58 were trainees, 75 had vocational high school degrees, 3 had military high school degrees, 46 had two-year university degrees, and 60 had undergraduate degrees. Among the participants, 243 were men, 9 were women, while 133 were married, and 119 were single.

9. METHOD

The study, which has been carried out with seafarers working in the maritime sector, has measured the perceptions of favouritism in management of ships. Looking in the maritime literature, it may be seen that so far there has been no study conducted on this topic. The studies scale of favoritism in other fields and the studies conducted by Araslı et. al , Büte et. al , Keleş et. al. Meriç, were used as a source information for the scale. To obtain expert opinion for the purpose of determining the types of favouritism that may be found in ship management, semi-structured interviews have been carried out with three Oceangoing Masters who had worked at administrative duties in maritime establishments and as ship captains, two Unlimited Chief Engineers who had worked as engine inspectors in maritime establishments, and two individuals who were continuing to work at sea with qualifications of Oceangoing Master and Chief Engineer. An appointment was made with each seafarer's expert. Appointments from these officers were conducted on average half-hour interviews in their office. The interviews were conducted according to the semi-structured interviews method. The opinions of seafarers who were members of the Maritime Association and the representative of ITF for Turkey were taken into consideration after the questionnaire questions had been created. After submitting the draft scale form consisting of 40 items for expert opinion, the resulting form consisted of 33 questions due to removal of 7 items that were found unnecessary. The Favouritism in Ship Management Scale was formed as a 5-point Likert-type scale, allowing responses from 1 to 5 as "1- Never" and "5- Always". Among the 260 individuals working on different types of ships, departments and levels which were subjected to the study of the "Favoritism in Ship Management Scale", the responses given by 252 who answered the questions of the scale were analyzed. The seafarers stated that the seafarer is a person of the world and has no religion or nationality, so questions about these cannot be asked to the seafarer during recruitment. As a result of these criticisms of the seafarers, the question of religion was avoided, and item 12, with the statement "there is discrimination based on the beliefs, religions, and sects of seafarers", was removed from the scale. With a total of 32 items, exploratory factor analysis was conducted on the scale to explain its construct validity. Although the factor load values of 0.45 and above are considered a good measure, in practice this limit value can be reduced by 0.30 (Büyüköztürk, 2019). While deciding on whether or not the items would stay in the scale in the exploratory factor analysis, the minimum factor load value was determined as 0.40. Additionally, if the differences in the factor loads of one item in two factors were 0.10 or lower, such an item was considered to be an overlapped item. In this context, the items with factor load values of 0.40, overlapped items, and the items that were considered as failing to provide semantic integrity with the other items in their factor, were removed from the scale.

10. DISCUSSION OF FINDINGS

Using the data collected as a result of the responses from the seafarers to the “Favouritism in Ship Management Scale”, the scale was tested for validity and reliability. To test the suitability of the data for factor analysis, Kaiser-Meyer-Olkin (KMO) (sampling sufficiency statistic) and Bartlett’s Sphericity (BS) Test results were examined. The KMO value needs to be higher than 0.60, and its significance value needs to be smaller than 0.05. As a result of finding the KMO value as 0.946, it was determined that the dataset was suitable and excellent for factor analysis. The results of the Bartlett’s (BS) test [$\chi^2= 6610,410$; $p<.05$] revealed the significance level of 0.000, which showed a sufficient relationship for subjecting the variables to factor analysis. For the data in the dataset, we have tried to reach a meaningful conceptual scale structure for principal components analysis by reducing items. At first, 4 factors with eigenvalues of 1 were obtained. By using the varimax rotation method, the items that were found to be loaded onto more than one factor were removed from the scale. After firstly removing the item 6, varimax rotation was applied. The same procedure was applied for the items 11, 16, 17, 7, 8, 23, 21 and 24. With 10 orthogonal rotations, the scale was formed to include three factors, and 9 items were removed from the scale. Among the items collected under three factors, the item 22 was removed from the scale as it was in a different category than the other items in its factor. In the rotation procedure applied after removing this item, the scale which became suitable in terms of its factor loads in its item took its final form with a total of 22 items. With the factorial structure of the scale, the item load values were adjusted. The item-total correlations, eigenvalues, total variance, and alpha coefficients are given in Table 1.

Which ship are you working on ?				
	Frequency	Percent	Valid Percent	Cumulative Percent
General Cargo	144	57,1	57,1	57,1
Chemical or Fuel tanker	68	27,0	27,0	84,1
Crude oil Tanker	10	4,0	4,0	88,1
RO-RO or Passenger ships	14	5,6	5,6	93,7
Coaster	16	6,3	6,3	100,0
Total	252	100,0	100,0	

Department				
	Frequency	Percent	Valid Percent	Cumulative Percent
Deck Officer	106	42,1	42,1	42,1
Engine Officer	54	21,4	21,4	63,5
Deck personnel	46	18,3	18,3	81,7
Engine personnel	28	11,1	11,1	92,9
Catering personnel	18	7,1	7,1	100,0
Total	252	100,0	100,0	

Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Course	58	23,0	23,0	23,0
Vocational High School	75	29,8	29,8	52,8
Military School	3	1,2	1,2	54,0
College 2 years	46	18,3	18,3	72,2
Bachelor	60	23,8	23,8	96,0
Others	10	4,0	4,0	100,0
Total	252	100,0	100,0	

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Man	243	96,4	96,4	96,4
Women	9	3,6	3,6	100,0
Total	252	100,0	100,0	

Table 1. Seafarers' descriptive statistics values

As seen in Table 2, the scale consists of three factors. The eigenvalues of the 1st, 2nd and 3rd factors of the scale were respectively 5.419, 1.888 and 1.744. The 1st factor explained 24.632%, the 2nd factor explained 23.779%, and the 3rd factor explained 18.544% of the total variance. All factors explained 66.955% of the total variance together. That is, the scale explains favouritism by approximately 67%. For this study in the social sciences, this is a high ratio. The items had a minimum factor load of 0.405 and a maximum factor load of 0.817, while the Cronbach's alpha coefficient of the scale was found as 0.959. A Cronbach's alpha value of higher than 0.70 indicates a high level of reliability. This value for the factors was as 0.912 for the 1st factor, 0.924 for the 2nd factor and 0.918 for the 3rd factor. As the reliability coefficients of all factors are higher than 0.70, it shows the scale to be reliable overall. The corrected item-total correlations varies between 0.408 and 0.830.

	Item	Factors			Common factor variance	Item-total correlation coefficient	\bar{X}	SS
		F1*	F2*	F3*				
1	There is favouritism in planning leaves permit at ports.	.754			.733	.770	2.76	1.539
2	There is favoritism in planning shifts.	.768			.755	.789	2.54	1.520
3	There is favouritism in maneuvering operations and personnel job location definition.	.791			.783	.798	2.31	1.483
4	There is favouritism in distribution of duties and responsibilities in drills.	.695			.668	.736	2.19	1.485
5.	There is favouritism in planning routine jobs.	.699			.746	.790	2.63	1.487
9.	There is favouritism in issues such as provisions (rations, eating, drinking, etc.).		.649		.582	.716	2.67	1.548
10.	There is favouritism in sharing cabin materials.		.592		.631	.740	2.62	1.501
13.	There is favouritism in social activities onboard.		.602		.613	.720	2.19	1.468
14	There is favouritism in salary raises.		.701		.605	.689	2.94	1.645
15	There is favouritism in advance payments.		.775		.716	.765	2.76	1.609
18	Officers who do not do their jobs as required are favoured in terms of payment.		.630		.620	.703	2.79	1.514
19	There is favouritism in giving unpaid leaves for crew-class seafarers.		.736		.779	.830	2.53	1.488

20	There is favouritism in giving unpaid leaves for officer-class seafarers.	.728	.727	.796	2.62	1.470
25	There is favouritism among seafarers based on their occupational seniority.	.563	.531	.666	3.37	1.412
26	There is favouritism among seafarers based on where they are from.	.817	.796	.781	2.98	1.564
27	There is favouritism among seafarers based on family relations.	.788	.724	.703	3.42	1.410
28	There is favouritism based on seafarers' departments.	.674	.676	.76	2.85	1.471
29	There is favouritism based on registry records and years of work.	.724	.728	.788	2.84	1.524
30	There is favouritism in appointment of the seafarers to be rewarded for management approval.	.709	.718	.778	2.89	1.470
31	There is favouritism in punishment of officer-class seafarers who do not do their jobs properly.	.701	.693	.761	2.74	1.468
32	There is favouritism in punishment of crew-class seafarers who do not do their jobs properly.	.699	.687	.768	2.75	1.451
33	There is favouritism based on the school seafarers have graduated from.	.405	.217	.408	3.42	1.548
Eigenvalue		5.419	5.231	4.080		
Rate of explained variance 66.955%		24.632	23.779	18.544		
Cronbach's Alfa		.912	.924	.918		

Note*. **F1** Favouritism based on operational processes, **F2** Favouritism based on social rights and opportunities, **F3** Favouritism based on demographic and personal characteristics

Table 2. Favouritism scale development table

	Mean	Std. Deviation	N
Favouritism based on operational processes (F1)	2.4866	1.28971	252
Favouritism based on social rights and opportunities (F2)	2.6407	1.23465	252
Favouritism based on demographic and personal characteristics (F3)	3.0295	1.15040	252
Total_Favourotism	2.7647	1.10321	252

Table 3. Favouritism Descriptive Statistics

		(F1*)	(F2*)	(F3*)	Total Favouritism
(F1*)	Pearson Correlation	1	.753**	.691**	.867**
	Sig. (2-tailed)		.000	.000	.000
	N	252	252	252	252
(F2*)	Pearson Correlation	.753**	1	.756**	.929**
	Sig. (2-tailed)	.000		.000	.000
	N	252	252	252	252
(F3*)	Pearson Correlation	.691**	.756**	1	.918**
	Sig. (2-tailed)	.000	.000		.000
	N	252	252	252	252
Total Favouritism	Pearson Correlation	.867**	.929**	.918**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	252	252	252	252

** Correlation is significant at the 0.01 level (2-tailed). Note*. F1 Favouritism based on operational processes, F2 Favouritism based on social rights and opportunities, F3 Favouritism based on demographic and personal characteristics

Table 4. Favouritism Correlation Statistics

11. CONCLUSION

Maritime favouritism is defined as favouritism of seafarers that are found to be close due to various reasons, such as family relations, place of birth, acquaintance, school-favouritism and political reasons by ship captains, chief engineers, and organization managers who lead ships. Here, sometimes, favouritism has turned into the organization's culture and may appear to provide ease in terms of finding candidates, selecting them, and placing them into the organization. In fact, all research has shown that favouritism harms organizations. It has significantly negative effects in quality and safe operation of ships. It reduces the motivation levels of employees and increases the rate of personnel turnover. Continuity of operation has importance for ships. In cases of leaving jobs, the costs of taking seafarers to their homeland create additional burdens for organizations. This is also a negative issue in terms of the orientation and awareness of seafarers. It was seen that there had been no study in the literature so far on favouritism in relation to ship management. With the purpose of revealing favouritism in ship management based on the perceptions of employed seafarers, the "Favouritism in Ship Management Scale" has been developed. After reviewing the relevant literature and obtaining the opinions of occupational experts, an item pool has been created. With the expert opinions collected as a result of the semi-structured interviews, the number of draft items has been reduced from 40 to 33. When the scale was introduced to the seafarers, the item number 12 was removed from the scale based on recommendations. The scale was formed as a 5-point Likert-type scale scored between 1 and 5 as "1- Never" and "5- Always". To determine the suitability of the data for exploratory factor analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett's Sphericity (BS) tests were carried out. The KMO value of 0.946 and the BS value of $p < 0.05$ showed that the data was suitable for exploratory factor analysis. In the factor analysis, 4 factors with eigenvalues of larger than 1 were determined at first. The items that had high factor loads in more than one factor and a difference of equal to or smaller than 0.10 between the factor loads were considered to be overlapped items, and these items were removed from the analysis by applying the varimax rotation method. The items were removed one by one, and the factor analysis was repeated after the removal of each item. After removing a total of 10 items, the number of factors that was 4 at first decreased to 3, and the number of items that was 32 before decreased to 22. As a result of the analyses, the "Favouritism in Ship Management Scale" consisting of 22 items was formed, and it included dimensions related to demographic and personal characteristics, social rights, and opportunities and operational processes. The 1st factor explained 24.632%, the 2nd factor explained 23.779%, and the 3rd factor

explained 18.544% of the total variance. That is, the scale explains favouritism by approximately 67%. For a study on management, this was a high ratio. The items had a minimum factor load of 0.405 and a maximum factor load of 0.817, while the Cronbach's alpha coefficient of the scale was found as 0.959. A Cronbach's alpha value of higher than 0.70 indicates a high level of reliability. This value for the factors was as 0.912 for the 1st factor, 0.924 for the 2nd factor and 0.918 for the 3rd factor. As the reliability coefficients of all factors were higher than 0.70, it shows the scale to be reliable overall. The corrected item-total correlations varied between 0.408 and 0.830. Considering the findings on the validity and reliability of the Favouritism in Ship Management Scale together, it may be stated that the scale is a valid and reliable data collection instrument that may be used to determine the perceptions of seafarers on whether or not captains, chief engineers, and managers who work for commercial ships practice favouritism. In the light of the findings that have been obtained, it may be stated that the measurement instrument developed within the scope of this study will fill a significant gap in the relevant literature, and it has the quality of being a measurement instrument that could be utilized in future studies.

12. SUGGESTIONS FOR FUTURE RESEARCH

Organizational behaviour issues in ship management have been influential in recent years. The well-being of seafarers is essential in the safe management of ships. Fair administration of ships affects the individual welfare of seafarers. For this purpose, this scale on favouritism has been developed. The scale has been developed and applied to Turkish seafarers. The future research can apply the Scale to different cultures, different ship types, various countries of seafarers for the validation of the research. Researchers will be able to explain the relationship between favouritism and other management issues. It is seen that the studies regarding organizational behaviour on the maritime field are limited compared to other sectors.

CONFLICT OF INTEREST

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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