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DOCTORAL THESIS

Doctor of Philosophy (PhD)

IMPACT OF PATERNALISM, NEPOTISM AND FATALISM VALUES ON RECRUITMENT AND SELECTION PRACTICES IN TURKISH CONTEXT

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DECLARATION

I hereby declare that this doctoral thesis titled as "Impact of Paternalism, Nepotism and Fatalism Values on Recruitment and Selection Practices in Turkish Context" has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honour.

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ABSTRACT

Doctoral Thesis

Doctor of Philosophy (PhD)

Impact of Paternalism, Nepotism and Fatalism Values on Recruitment and Selection Practices in Turkish Context

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The study was focused on the effects of cultural values on the relationship between, recruitment, selection practices and perceived fairness where previous studies were mainly focused only on the effect of selection practices on perceived fairness and other organizational outcomes without considering recruitment practices and the role of culture. Studies which also considered the culture are found to be covering only some of the values such as individualism, collectivism and power distance. Perceived fairness and the role of cultural values on this relationship were not addressed clearly yet but considering some countries have high nepotism, paternalism and fatalism values, perceived fairness and how these cultural values affect this relationship is sensitive. Specifically, when Turkish context is analyzed cultural values make the relationship between recruitment, selection and perceived fairness more salient to study.

The study aimed to investigate the recruitment and selection methods preferred in Turkey and by focusing on the cultural values which are assumed to be pervasive in Turkey it is also aimed to investigate the roles of these values on the relationship between recruitment and selection practices and perceived fairness, and to develop a conceptual model. With regards to the aims of the study, paternalism, nepotism and fatalism are analyzed as the cultural values. Since, the aforementioned values are not investigated in this context, it shows the originality of the research study.

To test the hypotheses, data is collected from 424 employees. After confirming the factor structure of the model using AMOS, hypotheses are tested through regression analyses.

The results of the study showed that both recruitment and selection practices have effects on perceived fairness and these effects are moderated by cultural values. Nepotism and fatalism are found to be the values which are moderating the relationship between recruitment and selection practices and perceived fairness.

Keywords: Paternalism, Nepotism, Fatalism, Recruitment and Selection Practices, Perceived Fairness

ÖZET

Doktora Tezi

Türkiye Bağlamında Babacanlık, Kayırmacılık ve Kadercilik Değerlerinin

Seçme ve Yerleştirme Uygulamalarına Etkisi

Nihan KÜTAHNECİOĞLU İNAN

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Sosyal Bilimler Enstitüsü

İngilizce İşletme Anabilim Dalı

İngilizce İşletme Yönetimi Doktora Programı

Daha önce yapılmış çalışmalarda, işe alım uygulamaları ve kültürel değerlerin etkisi değerlendirilmeksizin, genel olarak seçme uygulamalarının algılanan adalete vediğer örgütsel çıktılara etkileri üzerinde durulduğu görülürken, bu çalışmada kültürel değerlerin işe alim ve seçme uygulamaları ile algılanan adalet arasındaki ilişkilere olan etkisi üzerinde durulmuştur. Algılanan adalet ve kültürel değerlerin bu ilişkideki rolü henüz ortaya açıkca konulmamış olsa da, bazı ülkelerde kayırmacılık, babacanlık, kadercilik değerlerinin yüksek oranda görüldügü düşünüldüğünde, algılanan adalet ve kültürel değerlerin bu ilişkiler üzerine olan etkisi daha çok önem kazanmaktadır. Özellikle Türkiye bağlamı analiz edildiğinde, kültürel değerler işe alım, seçme uygulamaları ve algılanan adalet arasındaki ilişki üzerine çalışılmasını daha önemli kılmaktadır.

Yapılan çalışma Türkiye'de tercih edilen işe alım ve seçme süreçlerinde kullanılan methodları ve Türkiye'de yaygın olarak görülen kültürel değerlere odaklanarak bu değerlerin işe alım ve seçme uygulamaları ile algılanan adalet arasındaki ilişkiye etkisini araştırmayı ve kavramsal bir model geliştirmeyi amaçlamıştır. Araştırmanın amaçları doğrultusunda, kültürel değerler olarak babacanlık, kayırmacılık ve kadercilik ele alınmıştır. Söz konusu değerlerin daha önce bu bağlamda araştırılmamış olması çalışmanın özgünlüğü açısından değerlendirilebilir.

Çalışmanın hipotezleri test etmek için 424 çalışandan veri toplanmıştır. Çalışma modelinin faktör yapısı AMOS kullanılarak desteklendikten sonra, hipotezler regresyon analizi ile test edilmiştir.

Çalışmanın sonuçları işe alma ve seçme süreçlerinin algılanan adalet üzerinde etkisi olduğunu ve bu etkide kültürel değerlerin düzenleyici rolü olduğunu göstermiştir. Babacanlık ve kadercilik işe alma ve seçme süreçleri ile algılanan adalet arasındaki ilişkide düzenleyici rolü olan değerler olarak bulunmuştur.

Anahtar Kelimeler: Babacanlık, Kayırmacılık, Kadercilik, İşe Alma ve Seçme Uygulamaları, Algılanan Adalet

IMPACT OF PATERNALISM, NEPOTISM AND FATALISM VALUES ON RECRUITMENT AND SELECTION PRACTICES IN TURKISH CONTEXT

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ABREVATIONS

HRM   Human Resource Management

LMX   Leader Member Exchange

OCB   Organizational Citizenship Behavior

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INTRODUCTION

Management can be seen as dependent on cultural values. More specifically, pertaining to the topic of the study; human resource management as an essential part of the management area can be influenced by cultural values (Brewster, 1995).

According to Tayeb (1988), there are some management practices that can be transferred almost without any change from one country to another; and on the other hand some management practices must be modified to make it work in another setting and even some management practices are so culture-specific that they may not always be transferable. The areas where managerial transfers are problematical are those which include human interactions and interpretations. At the core of human interactions and interpretations, HRM is a relevant field within this framework, and to be investigated in this essence. The reason of the resistance to implementing global HR systems locally is labour markets, laws and people are different (Ryan, et. al., 2003: 85).

It has been found that culturally based differences in people's attitudes, values, and beliefs affect the way in which they view management practices (Jeanquart-Barone and Peluchette, 1999: 4). Despite the fact that there are numerous theories offering explanations regarding the ways in which social and organizational context influences HRM practices, many of them doesn't discuss the role of culture in human resource management policies and practices explicitly (Aycan, et. al., 2007: 8). Moreover, while many researchers have worked to measure cross-cultural values along different dimensions, values of subcultures within specific countries have been assessed by few authors (Peppas, 2002), and most of the studies which analyze influences of nationality on managerial behavior and orientations do not cover sub-cultures within countries (Bhaskaran and Sukumaran, 2007: 55). This creates one of the motives of the current study.

The other motive is that the change in socio-cultural environment. The cultural dimensions of Hofstede (1980) have been changing in Turkey because of external and internal dynamics (Aycan, 2001: 253). Since the empirical studies focusing Turkish

nation are scarce in the literature, this gap is also tried to be covered with the current study.

To the contrary HRM is a developing field in Turkey which is in high demand, organizations show tendency to have negative attitudes towards using scientifically-based knowledge in Turkey (Ercek, 2006: 653). In this sense, HRM practices should be based on scientific knowledge and local values should be considered (Aycan, 2001: 259) in order to improve the field. Considering the importance of studies on recruitment and selection practices and the scarcity of the studies in this area specifically concentrating on Turkey, a specific focus is given to recruitment and selection practices which are used in Turkey.

The importance of culture and its effects on HRM practices are widely analyzed in the literature, on the other hand cultural guidance is not enough for recruitment and selection practices, and the effects of these practices on perceived fairness.

Figure 1: Conceptual Model of the Study
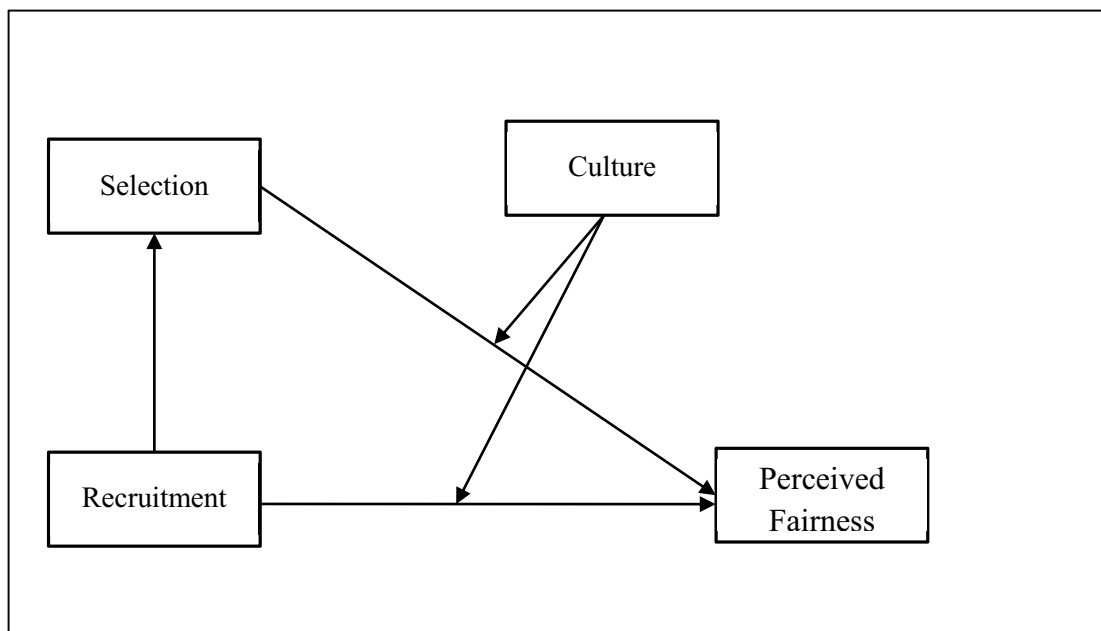
The study aims to analyze the effects of cultural values on recruitment and selection practices and the influence of these effects on perceived fairness. Moreover, the study intends to analyze the moderation effects of cultural variables on these

relationships. The selected cultural variables are explained in the next chapter. The conceptual model is given above in Figure 1.

By focusing on the relationships among the cultural values and recruitment and selection practices, and also analyzing the effects of these practices on the fairness perceptions, study intends to make a contribution providing new and important insights to understand HRM in Turkish context.

Besides, study intends to make an empirical contribution by concentrating on this area where studies are scarce. With the help of the results of the research study, study also intends to contribute to fill the practical gap by providing guidelines to organizations.

Since it is also visible that majority of the management studies cover individualistic cultures whereas most of the world's population is living in collectivistic cultures, the study also intends to contribute to the literature by focusing on Turkey – a collectivistic culture- and analyzing other values which are considered to be pervasive in the nation.

In the research study, culture is addressed as national culture and paternalism, nepotism and fatalism are taken into consideration as the values that are pervasive in Turkish nation. The effects of culture on the relationship between selection practices and perceived fairness are analyzed in the study.

In the first chapter of the study, the purpose of the study, the significance of the study and culture, national culture and human resource practices are discussed. In the following two chapters, paternalism, nepotism and fatalism, perceived fairness and recruitment and selection practices are examined, and how to relate those concepts are discussed. In the third chapter of the study, variables used in the research, and the hypotheses developed are explained, sample of the study is cleared and finally within the scope of research methodology; data collection methods used, questionnaire used and research model are examined. In the last chapter of the study, research findings are included and discussions are presented. The last part of the current study includes the conclusion, limitations of the study and the future directions.

CHAPTER 1
THEORETICAL CONCEPTS OF THE STUDY

This chapter provides a framework for the study and a baseline of the conceptual contexts needed for the research. It covers the background of the study at first, and then gives information about the purpose of the study. Afterwards the chapter continues with specifying stating the significance of the study and at last explains the theoretical concepts regarding the study.

1.1. PURPOSE OF THE STUDY

The study focuses to understand the effect of cultural values on the relationship between recruitment and selection practices and fairness perceptions of employees towards these practices.

Based on the purpose of the study, an additional supplementary aim can be highlighted which is to show how emic cultural values might explain Turkish context better than etic cultural values.

According to the aims of the study a conceptual model will be proposed and this model will be tested through an empirical investigation.

1.2. SIGNIFICANCE OF THE STUDY

By focusing on the relationship between cultural values and HRM recruitment and selection practices and perceived fairness, this study intends to fulfill three gaps. The first gap refers to theoretical gap. Based on current literature reviews, neither international nor national studies have consistent findings regarding the relationship between culture and HRM recruitment and selection processes. Among the very few studies which look for HRM and culture relationship, they don't develop and test whether emic cultural values affects HRM recruitment and selection practices well than etic cultural values. Moreover studies have done regarding the effects of these practices on the fairness perceptions are scarce and the effects of culture on these

relationships are not clear. By focusing on these areas, the study can warrant new and important insights to understand HRM in Turkish context.

The other important reason of proving a significant contribution to literature is due to the fact that international HRM literature includes studies focusing on countries having largest economies such as the US, the UK, Germany, and Japan, and studies analyzing these countries mainly concentrates on the comparison of the US and the UK, the UK and France, the UK and Germany, and the US and Japan (Aydinli, 2010: 1491); and there is an important degree of variation is visible among the selection practices used in different countries (Lévy-Leboyer, 1994 cited in Steiner and Gilliland, 1996: 135).

The second gap is related with empirical contribution of this study. Studies focusing on developing framework for HRM and culture relationship are generally scarce, but empirical studies to test these frameworks are even scarcer. Therefore one of the important issue is to collect HRM related data from employees are really important.

Considering the empirical studies, research made on the effects of values on reactions towards selection methods are relatively rare and this area needs to be reviewed (Bogićević-Milikić, 2009: 101). It can be seen that the moderating role of cultural values than performance orientation and uncertainty avoidance (e.g. Walsh, et. al., 2010: 365) are not analyzed as a factor effecting fairness perceptions towards selection. The current study also intends to make contributions in this area by analyzing three values which are not analyzed in this sense before.

The third gap refers to practical gap. HRM is very important for the success of the organizations. Positive relationship between HRM practices and organizational performance is remarked in contemporary research studies (Becker and Gerhart, 1996: 797) and HRM can be considered as a strategic unit creating competitive advantage among rivalry organizations. The domain of HRM practices involves not only systems and procedures but also and more importantly human interactions and interpretations. At the absence of specific systems and procedures, interpersonal interactions and interpretations can let cultural values to surface. However cultural guidance is generally missing or assumed in HRM recruitment and selection processes. If people are not aware of the circumstances, they may be biased at the recruitment and selection

processes. That is why the findings of the study can provide general guidelines to HR managers how recruitment and selection is affected by cultural values. Once managers know which values are important, they can modify their recruitment and selection strategies to improve the fairness perceptions of employees.

Moreover, when the national cultural values are considered it is seen that individualism–collectivism is the most commonly used dimension in the literature (Ma and Allen, 2009: 338) and although it has been pointed out that most of the world's population (considered to be more than 70%) are living in collectivistic societies (Triandis, 1994), the majority of the management studies reflect individualistic cultures (Phillips and Gully, 2002: 1188). Current study aims to focus on a collectivistic culture and analyze other values –nepotism, paternalism and fatalism- which can be also seen as another contribution which will support both theoretical and practical areas. Consequently, it can be seen that this research intends to make contributions in theoretical, empirical and practical areas.

1.3. FUNDAMENTAL CONCEPTS OF THE STUDY

Through the main objectives of the study, the fundamental concepts are determined as culture, HRM practices and perceived fairness. To specify these broad concepts; national culture and national cultural values are explained within the culture concept and specific human resource practices including recruitment and selection are clarified and the concept of perceived fairness is discussed in this part of the study.

1.3.1. Culture

There are multiple definitions of culture which tend to be vague and overly general. Being a concept which is hard to define and causing much confusion, culture has been tried to be defined by multiple disciplines, but while increasing richness, it does not necessarily increase clarity (Easterby, et. al., 1995: 35).

To provide a conceptual framework, *in this study culture is covered as the collective programming of the human mind that distinguishes the members of one human group from those of another* (Hofstede, 1981), *and elements of culture can be*

determined as shared standard operating procedures, unstated assumptions, tools, norms, values, habits about sampling the environment, and the like (Triandis, 2001: 908).

According to the definition given above, different areas of culture such as organizational culture and national culture can become a focus. Current study focuses on the national culture regarding the aims of it.

National culture shapes employees' understanding of work, the way they approach to work and their expectation about the treatment in their work and it indicates the preferable outcomes and ways of acting (Newman and Nollen, 1996: 755).

The importance of culture and cultural factors has been emphasized due to the forces in the real world. Different typologies are developed in which the cultural dimensions vary. Despite the differences among their methodologies, common drawback of these typologies may be seen as that they do not provide an understanding on how culture interacts with management practices to affect employee behavior (Erez and Earley, 1993: 12). Therefore, studies emerged to evaluate the effects of culture on management practices.

According to Kabasakal and Bodur (2008: 835-871) Turkey has an important role originating from its geographic location over two continents to be a bridge between East and West and hence being a bridge between East and West, Turkey carries both Eastern and Western values. And this situation may reveal that both traditional and modern practices can be seen at the same time in Turkey (Aldemir et. al., 2003).

Those differences in management practices can be explained with the contradiction and paradox which is confronted by Turkish management during the last three centuries (Aldemir et al., 2003). Paradox revealing from the different views among supporters of change, who turned their faces to the west (especially Western European countries) and defenders of the existing order who turned their faces to the East (Arbak, 2005: 71).

According to Arbak (2005: 74), people who live in Coastal Towns and in Inland Towns which are large and dealing with trade such as Ankara, Kayseri and Adana are taught to be influenced more by universal and modern (West European and American) values.

1.3.2. Human Resource Management (HRM) Practices

HRM was considered as a subfield of Industrial Relations till the early 1960s (Kaufman, 2001: 339). For the first time in 1964, two HRM texts appeared, in which titles mentioned that HRM is equivalent to personnel administration. On the other hand, when it comes to the organizations, generally departments did not start to use the title of HRM before mid-1980s (Strauss, 2001: 879-80).

Human resource management can be defined as a congruent and strategic approach to the management of the people who are an organization's most valued assets and who contribute to the achievement of its objectives both individually and collectively (Armstrong, 2008: 5).

According to the resource-based theory (Barney, 1991: 105-106) a firm can gain sustained competitive advantage by having resources which are valuable, rare, and imperfectly imitable and for those resources there should not be substitutes, and by implementing a value-creating strategy which is not implemented by other firms. Human capital is one of the major sources for core competence. With the increase of competition both nationally and internationally, the importance paid by business organization in order to gain competitive advantage through having competent employees increases, too. Therefore, the significance of managing human capital becomes more of an issue for business organizations.

The scope for HRM can vary across organizations. HRM can be distinguished among three major subfields which are micro HRM, strategic HRM, and international HRM. According to this distinction, micro HRM includes HR policy and practice and covers two main categories which are managing individuals and small groups and managing work organization and employee voice systems. The first category consists of recruitment, selection, orientation, training and development, performance management, and compensation and benefits and the second one consists of union-management relations. On the other hand, the overall HR strategies are covered by strategic HRM and the impacts of the strategies on performance are also tried to be measured by this subfield. Eventually, HRM practices held by business organizations which are operating internationally are covered in International HRM subfield (Boxall,

et. al., 2007) current study focuses on recruitment and selection which can be considered in Micro HRM subfield.

Schuler (2001: 244) proposed the core human resource management activities, which includes human resource planning, recruitment, selection and orientation, training, socialization and assimilation, performance and career management, compensation, employee welfare and communications (Feng, 2005: 11).

1.3.2.1. Recruitment and Selection Practices

Due to the demographic, labor, societal and cultural changes demand for qualified and competent employees is increasing which causes challenges for staffing. This situation influence organizational decision makers and make them recognize that staffing has a great role in gaining competitive advantage. However, there is still relatively little research concentrating on the value of staffing and there are many gaps between research and practice (Ployhart, 2006: 869).

Staffing includes recruitment and selection practices that are closely linked to each other, but they have been considered as separate practices (e.g. Roe and van den Berg, 2003, Ryan et. al., 1999) that should be approached differently.

Research on selection has been a one of the central pillars of the foundations of Industrial, Work and Organisational (IWO) psychology (Anderson, et. al., 2004). On the other hand, to have successful and effective selection process an adequate number of people should apply for vacant positions. This can be provided by a successful recruitment process (Ployhart, 2006: 870). However, since the role of talent in providing sustainable competitive advantage has been becoming more important day by day (Hiltrop, 1999: 422), to learn how to attract best applicants is becoming more critical (Chapman, et. al., 2005: 928) and harder accordingly (Hiltrop, 1999: 422).

The entire purpose of HRM is to assure the success of the organization through people (Armstrong, 2008: 9). This success can be ensured by having appropriate human resource which can be provided by selecting right people. At this point the human resource cycle given below can show explicitly how important selection process is for human resource practices.

Figure 2: The Human Resource Cycle
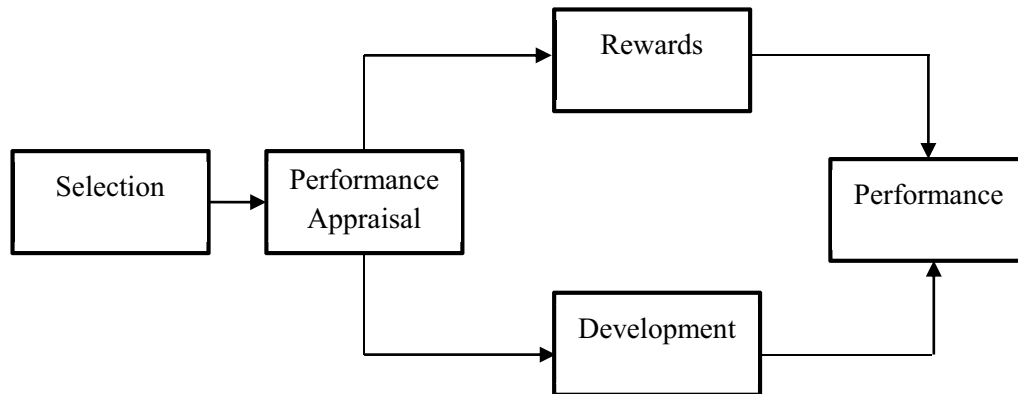
Resource: Fombrun and Devanna (1984), cited in Armstrong (2008: 6).

As it can be seen in the figure above, human resource cycle may be considered to begin with selection process. It can be extended to the recruitment process, since a good selection process can be achieved after a well-designed recruitment process. In that respect, without an accurate selection, management practices will not be successful.

Moreover, in obtaining a workforce which may be a source of competitive advantage, selection procedures have an important role (Greer, 2003: 406). There is also a positive relationship between use of staffing practices (recruitment and selection) and organization's profitability (Terpstra and Rozell, 1993: 42).

1.3.3. Perceived Fairness

Perceptions of applicants and the organizational attractiveness has been becoming more essential since employees are seen as customers of organizations, selection procedures can cause lawsuits against organizations and the validity of the selection procedure can also be effected by negative applicant reactions (Borman, et. al., 1997: 318).

Interpretation of fairness reactions come from the organizational justice literature (Imus and Ryan, 2005). Also, justice and fairness have been used

interchangeably in the literature (e.g. Cohen-Charash 2001: 279). Greenberg (1987) introduced the concept of *organizational justice* as 'a blanket term to describe a group of general social psychological and sociological theories that focused on people's perceptions of fairness by showing their applicability to organizations' (Greenberg, 2009: 182).

Discussions of organizational justice have focused on the distributive and procedural justice (Gilliland, 1993: 695). Organizational justice is identified as the role of fairness in the workplace, and has gained importance in the sense that the employees who feel that they are treated fairly will be more likely to have positive attitudes about their supervisors, their work and work outcomes (Moorman, 1991), where procedural justice is considered as a function of the extent to which a number of procedural rules are satisfied or violated (Gilliland, 1993: 697) or perceived fairness of the policies and procedures used to make decisions and distributive justice is considered as fairness of outcome distributions (Greenberg, 1990: 400).

On the other hand, it is also argued that procedural and distributive justice are constructs which are similar because of the reason that procedural justice evaluations are based on the outcomes of the procedure where outcome of a process can also be seen as a process of another outcome (Cropanzano and Ambrose, 2001, cited in Colquitt, 2001: 387).

Procedural justice affects perceived correctness of the selection process whereas distributive justice affects perceived correctness of the selection decision and these perceptions affect attitudes, intentions, and behaviors of the employees (Ployhart and Ryan, 1998: 3). Current study focuses on the procedural justice construct, since the study focuses on the employees' fairness perceptions of recruitment and selection process.

Procedural justice has an essential role in the area that focuses on fairness perceptions. Gilliland (1993: 696) proposed that procedural justice associated with the formal properties of the selection system such as job relatedness, explanations made during the process, and interpersonal treatment and job relatedness is a very essential factor influencing fairness perceptions of selection process.

It has been assumed that perceptions of human resource practices are more substantial than the written policies (Kooij, et. al., 2010: 1112) and fairness perceptions

towards selection procedures has gained importance over the last two decades (Bernerth, et. al., 2006: 545). Perceptions are also found to be related with perceived organizational attractiveness (Anderson, et. al., 2004).

Justice knowledge has emerged from the research done in North-American and Western European settings like where most of the other organizational research has been done (Morris, et. al., 1999: 784), but the enquiries are manifested regarding the differences among the perceptions towards selection processes based on the culture (Anderson, et. al., 2003). Applicant reactions to selection methods have been given a great focus over recent years (Anderson and Witvliet, 2008). Many studies in the literature (e.g. Ababneh and Chhinzer, 2014; Anderson and Witvliet, 2008; Anderson, et. al., 2010; Bertolino and Steiner, 2007; Chan and Schmitt, 2004; Hausknecht, et. al., 2004; Ryan and Ployhart, 2000) paid attention to this and many other studies (e.g. Rynes and Connerley, 1993; Steiner and Gilliland, 1996) focus on the fairness of selection tools and their job relatedness.

Research has been done to identify the selection process from the organizational point of view, and in this sense validity and utility of selection methods have been analyzed to provide benefit to organizations (Hausknecht et. al. 2004: 641)

Validity of selection methods has been a widely investigated topic, but on the other hand social validity has become another important concept which focuses on the reactions to selection methods (e.g. Schuler 1993). Afterwards in the late 1980s and early 1990s, with regards to business, legal, ethical, technological and scientific forces the applicant reactions developed as a field to understand the perspective of the applicants towards selection (Hausknecht et. al. 2004: 675), and since organizational justice theory is applied to reactions of applicants to selection process by Gilliland (1993), literature in this area has been developing day by day (Bertolino and Steiner, 2007: 197).

Literature shows that fairness perceptions of the selection process are important for organization as well as the individual. It is also found that fairness perceptions of employees have an impact not only on performance, job satisfaction, organizational citizenship behavior that may differ regarding the culture (Fischer and Smith, 2006: 543), self-perceptions, different kind of attitudes and behaviors (Hausknecht et. al.

2004: 643), but also on reputation of the organization, applicant decision making and litigation (Anderson, 2001: 202).

In accordance with the gap in the current literature, and the importance of field research in this area (Truxillo, et. al., 2002), the current study embraces the perceived fairness of recruitment and selection methods used in organizations. The table given below which is adapted from Ryan's (2000) study presents an overview of the literature focusing on the selection practices and the perceptions of them.

Table 1: Summary of Research on Selection Practices

Author(s)	Selection Procedure	Perceptions
Arvey, Strickland, Drauden and Martin (1990)	Mechanical and math tests comparison, math and work sample test, test, not described	Motivation, lack of concentration, belief in tests, comparative anxiety, test ease, external attribution, general need achievement, future effects, preparation
Murphy, Thornton And Reynolds (1990)	Various drug testing procedures	Acceptability of procedure
Singer (1990)	Selection in general scenario	Self-generated statements, 21 fairness determinants
Murphy, Thornton and Prue (1991)	Drug testing	Acceptability of procedure
Robertson, Iles, Gratton and Sharpley (1991)	Biodata, situational interview, assessment center	Beliefs about adequacy of selection procedures, perceived career impact
Schmit and Ryan (1992)	Cognitive ability and personality test	Test-taking attitude survey
Kluger and Rothstein (1993)	Computerized biodata, computerized cognitive ability, computerized trainability test, computerized work sample	Fairness, difficulty, fakability, usefulness of feedback, improvability of performance control, involvement, intrusion, relevance, cognitive interference
Latham and Finnegan (1993)	Descriptions of patterned, situational, and unstructured interviews	Perceptions of interview format

Table 1: Summary of Research on Selection Practices (continued)

Author(s)	Selection Procedure	Perceptions
Rynes and Connerley (1993)	Scenarios: Generic interview, cognitive ability, psychological assessment, reference checks, simulation based interview, handwriting sample, written simulation, drug test, overt integrity test, business-related test, personality inventory	General reaction, beliefs about employer's ability to accurately interpret, beliefs about whether employer needs information, beliefs about performance
Smither, Reilly, Millsap, Pearlman and Stoffey (1993)	Descriptions of cognitive ability battery personality test, in-basket, leaderless group discussion, biodata, unstructured interview, structured interview (had been through both kinds of interviews	Predictive validity, face validity, perceived knowledge of results, likelihood of improvement, affect, procedural justice, distributive justice
Gilliland (1994)	Work sample, cognitive ability, overt integrity	Procedural fairness; distributive fairness
Macan, Avedon, Paese and Smith (1994)	Cognitive ability, assessment center	Face validity, fairness, control, overall satisfaction with process

Table 1: Summary of Research on Selection Practices (continued)

Author(s)	Selection Procedure	Perceptions
Rosse, Miller and Stecher (1994)	Interview *or* personality test and interview *or* personality and ability tests and interview	Privacy protection and appropriateness
Gilliland (1995)	Generated critical incidents	Fair and unfair treatment
Saks, Leck and Saunders (1995)	-	Application blank
Ryan, Greguras, and Ployhart (1996)	Descriptions of various physical ability tests (PATs)	Job-relatedness, fairness, consistency, improvement beliefs, practice effects, typical *v.* maximal performance, timing of tests, order, rest periods between tests, scoring options, training programs
Steiner and Gilliland (1996)	Descriptions of 10 procedures: interviews, resumes, work sample, biodata, written ability tests, personal references, personality tests, honesty tests, personal contacts, graphology	Process favorability, scientific evidence, face validity, opportunity to perform, employer's right, widely used, interpersonal warmth, respectful of privacy
Chan (1997)	Personality and cognitive ability	Perceived predictive validity
Chan and Schmitt (1997)	Situational judgment test	Face validity

Table 1: Summary of Research on Selection Practices (continued)

Author(s)	Selection Procedure	Perceptions
Chan, Schmitt, DeShon, Clause and Delbridge (1997)	Cognitive ability test battery	Face validity, test-taking motivation
Ployhart and Ryan (1997)	GRE (Graduate Record Examinations), GPA (Grade Point Averages), research and work experiences, research interests, letters of recommendation, personal statement	Process fairness, outcome fairness
Schmit and Ryan (1997)	Ability examination	Motivation, anxiety, belief in tests
Thorsteinson and Ryan (1997)	Cognitive ability, personality test, biodata inventory	Procedural fairness, distributive fairness
Bauer, Maertz, Dolen and Campion (1998)	Cognitive aptitude and knowledge test	Procedural justice: information, chance to perform, treatment at test site, consistency of test administration, job-relatedness
Chan, Schmitt, Jennings, Clause and Delbridge (1998)	Reading comprehension test, video-based procedures test	Job-relatedness, test fairness
Chan, Schmitt, Sacco and Deshon (1998)	Cognitive ability battery, personality test	Belief in tests, face validity, predictive validity, fairness

Table 1: Summary of Research on Selection Practices (continued)

Author(s)	Selection Procedure	Perceptions
Kohn and Dipboye (1998)	Transcripts of structured and unstructured interviews, interview scenarios	Interview fairness, perceptions of the interviewer
Ployhart and Ryan (1998)	Cognitive ability test	Process fairness, outcome fairness
Ryan and Greguras (1998)	-	Response format preference, test fairness
Ryan, Ployhart, Greguras and Schmit (1998)	Ability exam	Motivation, anxiety
Ployhart, Ryan and Bennett (1999)	Scenarios: Cognitive ability and job knowledge test; GRE, GPA, research interests, personal statement, research experience, work experience, letter of recommendation	Process fairness, explanation adequacy
Ryan and Chan (1999)	Multiple choice knowledge exam	Procedural fairness, information, interpersonal treatment, consistency of administration, face validity, predictive validity, motivation, anxiety, belief in tests, outcome satisfaction, outcome fairness

Table 1: Summary of Research on Selection Practices (continued)

Author(s)	Selection Procedure	Perceptions
Truxillo and Bauer (1999)	Multiple-choice and writing sample tests, video test, physical ability test, multiple-choice test	Outcome fairness, process fairness, perceptions of banding
Ryan, Sacco, McFarland and Kriska (2000)	Cognitive ability/biodata test; writing sample; panel interview	Predictive validity, fairness, selection information, interpersonal treatment, perceptions of interview, perceptions of cognitive ability

Resource: Adapted from Ryan and Ployhart (2000).

1.4. NATIONAL CULTURE AND HUMAN RESOURCE MANAGEMENT PRACTICES

Differences among countries can be based on labour-force characteristics, institutional and regulatory environments, but the general focus of the international management literature is on national differences in culture (Gerhart and Fang, 2005: 971).

It has been reported that national culture can influence many HR practices such as selection, performance management and compensation (Hannah and Iverson, 2004 cited in Jeanine, et. al., 2014).

Before starting a discussion regarding the relationship between national culture and HRM, national culture should be defined. In addition to the debate about the definition of culture, it is not clear how to define the concept of national culture (Silverthorne, 2005: 25). Culture as a phenomenon is a very broad concept, and when it comes to study national culture, it is a complex set of norms, values, assumptions, attitudes, and beliefs that are characteristics of particular groups, and the groups' strategies for survival which constitute successful attempts to adapt to the external environment (Triandis, 1993). It can be said that there are two approaches which are primary in describing and analyzing national cultures. These approaches entitled as emic and etic approaches. The focus of emic approach is to understand a phenomenon within a particular culture and to do so the researcher does unicultural researches. Conversely, etic approach aims to study a phenomenon in order to build a universal law that can state the commonalities and differences among different cultures. To do so, etic approach uses equivalent concepts, indicators or metrics (Peng, et. al., 1991: 99). To increase effectiveness, management practices should be adapted to the local cultures (Newman and Nollen, 1996: 773) in which organizations are doing business. In this context, emic approaches should be held and national cultures should be realized.

Cultural values may vary in different nations (Kluckhohn and Strodbeck, 1961), since they are shared by individuals having a common geographic and resource base (Earley, 1997). National cultural contexts shape managerial values, approaches and effectiveness (Paşa, et. al., 2001), therefore differences among the cultures may

affect the management practices in different cultures. (Feng, 2005: 23). In turn, those differences may influence HRM decisions in managing people (Feng, 2005: 23). Because, designing and implementing HRM practices are considered to be affected by the differences among managers' cultures (Jackson, 2001) since the culture shapes the values of the managers which will affect their behaviour. Moreover, employee preferences are found to be dependent on the cultural norms (Ramamoorthy and Carroll, 1998: 581).

The effects of culture on human resource practices have been a widely investigated area in management literature, since organizations found to be culture-bound (Hofstede, 1980: 372), and human resource management is considered to be culture specific (Becker and Gerhart, 1996; Budhwar and Khatri, 2001; Brewster, 2007). International human resource management literature includes research studies comparing different countries and even regions regarding the differences in human resource practices depending on the cultural differences.

Significant interest has been taken in the influences of national culture on national HRM practices recently, and insights to our comprehension of the relevance of particular value and belief sets to the appropriateness and acceptability of particular HRM practices in a given national context are contributed in the literature (Leat and El-Kot, 2007: 152).

In this study, an emic approach is followed, in the direction of the argument that cultures and nations are different (Erez and Early, 1993), and besides this argument there may also different subcultures within the national culture (Hofstede, 1997). In this respect, emic approach can be seen as more appropriate to analyze a single culture and provide information about this culture without making comparisons.

CHAPTER 2
RELATIONSHIP BETWEEN NATIONAL CULTURE, RECRUITMENT
AND SELECTION PRACTICES AND PERCEIVED FAIRNESS

It is a widely shared fact that management practices should not be universal (Newman and Nollen, 1996: 753). But there is a limitation in management literature focusing on the human resource management practices in Turkish context. And this condition leads to the development of the present study.

Since, as well as the job content, type of industry and labour market, culture is also determined as a factor effecting selection process (Roe and van den Berg, 2003: 258), this chapter specifies the relationship between cultural values that are pervasive in Turkish context and recruitment and selection practices. In the first part of this chapter, paternalism, nepotism and fatalism are covered that considered to be national values specific to Turkish nation. The second section of the chapter includes the recruitment and selection practices in Turkish context. The last part of the chapter covers the relationship between those cultural values on the relationship between recruitment and selection practices and perceived fairness.

2.1. TURKISH NATIONAL CULTURE AND VALUES SPECIFIC TO TURKISH NATION

Cultural values can influence organizational processes immediately and those processes and managerial practices may vary depending on the cultural values. Those which are acceptable may be seen as unacceptable in another nation (Erez and Earley, 1993: 24). Those differences in national cultures may require differences in management practices (Paşa, et. al., 2001: 559).

National culture can be seen as a major force shaping individual work values (Ralston, et. al., 2008: 9), and in a situation where management practices are not consistent with national culture, employees of an organization may feel dissatisfied, distracted, uncomfortable, and uncommitted (Newman and Nollen, 1996: 755). Differentiation and comparison of HRM practices among countries has become a more important focus with the globalization, and Hofstede's model (1980) has become the

most popular model and it has been used in many management studies (Papalexandris and Panayotopoulou, 2004).

Hofstede (1980) investigated attitudes of 116.000 employees working in IBM in 40 countries and his work grouped culture in several divisions. But according to the argument in the literature the measures used by Hofstede (1980) reflects the Western values of those who designed them (Smith, et. al., 1996: 233), therefore the values specific to Turkish nation should be involved in researches. To do so, it is essential to determine those values based on Turkish culture. Considering the importance of identifying and examining emic (culture specific) dimensions (Pellegrini and Scandura, 2006: 267), the current study focuses on some emic dimensions that are specific to Turkish nation. The present study also aims to focus on the recruitment and selection practices covered in human resources management, in Turkish context.

Turkey is one of the more developed Middle Eastern counties and its role either in the world's political or economic scene is becoming increasingly significant (Aycan and Kirmanoğlu, 2007: 112). Due to its growing population and its strategic location Turkey is considered to be one of the main emerging markets (Jennings, 1996 cited in Wasti, 1998: 609) and based on its growing supply of young workers Turkey has been considered as a potential global economic power (Recruiter, 2014, http://www.recruiter.co.uk/analysis/2014/12/global-spotlight-on-turkey/,24.04.2015). Moreover, it is assumed and also confirmed that Turkey has its own cultural value system since it is close to Middle East and it is also located between Europe and Aisa (Woldu, et. al., 2012 and Kabasakal and Dastmalchian, 2001).

Turkish society has been appeared to be a closed system for almost the last three centuries, and Turkish management faced the dilemma and paradox occurred among supporters of change in other words who turned their faces to the west (especially Western European countries) and defenders of the existing order who turned their faces to the East (Arbak, 2005: 71). Besides, facing many changes both in social and economic life Turkey is now considered as a country having traditional and modern values together (Wasti, 1998).

Turkish cultural values can be covered as inland values and coastal land values. Inland values can be seen in rural and relatively close parts of Turkey, in which the typical values and characteristics are patrimonial, collectivist, traditionalist-

conventionalist, cooperative, little tolerance to uncertainty, little or no tolerance to deviants, militarist, religious, dependent, fatalistic, scholastic, obedient to elderly, autocratic-centralized, rural, closed systems (Aldemir, 1995). On the other hand, coastal land societies which are distinctly different than traditional inland societies are very flexible, open to change and ready to initiate private enterprises. The basis of this difference is that in coastal cities intensive interaction with foreign cultures due to the trade transactions (Arbak, 2005: 73). The values given in Table 1 can be seen as factors that will affect organizational values, managers' styles (Arbak, 2005: 74) and therefore the management practices.

Table 2: Inland Town and Coastal Town Values

BASIC INLAND VALUES	BASIC COASTAL VALUES
Being patrimonial	Open to change
Collectivism	Flexible-adaptive
Being conventionalist-traditional	Rationalism
Cooperation	Creative-innovative
Little tolerance to uncertainty	Risk Taker
Dependent	Entrepreneur
Centralized	Achievement oriented
Militarist	Individualistic
Religious	Appreciation for impersonal
Fatalistic	relations
Rural	Self-confident
Obedience to authority	Competitive
Appreciation for personal relations	Ends oriented (pragmatic and
Means-oriented (bureaucratic)	efficiency oriented)

Resource: Aldemir, (1995).

According to Hofstede's study (Hofstede, 1981, 2001) Turkey is a relatively high power distant (score of 66 and the world average for this dimension is 55), relatively collectivist (score of 37 and the world average is 45 for individualism), more on the feminine side (score of 45 and the world average is 50 for the masculinity

dimension), and scores high on the uncertainty avoidance dimension (score of 85 and the world average is 64). High power distance, high uncertainty avoidance and collectivism are found to be the values possessed by Turkish culture in many other studies (e.g. Sargut, 2001; Paşa, et. al., 2001).

The studies analyzing the effects of culture mainly focusing on collectivism and power distance dimensions (Milikić, 2009). There are also other studies that reveals high power distant, collectivistic, and fatalistic characteristics of developing countries (e.g. Budhwar and Debrah 2001; Aycan 2005).

As a result of economic reforms Turkey has experienced a series of major economic changes. Besides, high inflation rate and economic instability has effected Turkey for a long time (Erdoğmuş, 2004: 158). These situations are considered to be increasing uncertainty avoidance in Turkey.

High uncertainty avoidance can be considered to be increasing the level of power distance, because when society feels pressure caused by unknown circumstances this situation may increase the need to feel secured which can be achieved by authority and high power distance. Therefore, maintaining high-power distance can also be seen as a solution for overcoming effects of uncertainty (Pellegrini and Scandura, 2006: 265). Moreover, a positive relationship between power distance and uncertainty avoidance values and the Muslim religion is also argued (Taylor, 2003 cited in Pellegrini and Scandura, 2006: 266). This can be seen as another reason for having a high power distant and uncertainty avoidant culture in Turkey where Islam is the main religion.

Power distance is considered to be high in developing countries, and this situation leads to an authoritarian and paternalistic management style in organizations (Wasti, 1998: 611). In Turkey, power inequalities are accepted and instead of participating the decision making process, employees prefers their superiors to decide (Pellegrini and Scandura, 2006: 269). Besides, Sargut (2001) characterizes the structures of Turkish organizations as pyramids where in most of the situations horizontal communication among employees are not visible that also proves power inequalities. This is argued to be reducing the uncertainty since the manager's decisions are accepted without question.

Being a developing country Turkey assumed to be fatalistic. It is also argued that in societies where uncertainty avoidance is high, people turn to God to reduce the effect of uncertainty (Sargut, 2001). This also explains why fatalism is a value which is expected to be important in Turkey. Being a high power distant society (that is also influenced by uncertainty avoidance) Turkey is also expected to be a nation where paternalism is valued.

Being a feminine society in Turkey "*softer aspects of culture such as leveling with others, consensus, sympathy for the underdog are valued and encouraged. Conflicts are avoided in private and work life and consensus at the end is important. Leisure time is important for Turks, it is the time when the whole family, clan and friends come together to enjoy life*" (Hofstede, 2001). Since Turkey is seen as a feminine society where family, clans and friends are seen to be very important, nepotism is also expected be an important value in Turkish nation.

In the study, a focus is given to Hofstede's cultural dimensions, since this classification has been successfully attempted to explain differences in HRM practices across different cultures in past research (Milikic 2009: 98). Moreover the relationship between these dimensions and paternalism, nepotism and fatalism are discussed since these are the values assumed to be essential in Turkey and selected as the cultural variables of the current study.

2.1.1. Paternalism

Paternalism can be defined as the extent to which an organization or society accepts and encourages that people in authority provide care, protection and guidance to their subordinates, just as they would do to their own children. In return, subordinates are expected to show loyalty and deference to the superiors (Aycan et. al., 2000: 197). In this sense, in organizational context as well as the professional lives, personal lives of the subordinates are guided by the manager (Gelfand et al., 2007) and this can be explained by fatherly behavior toward employees. In a paternalistic relationship, manager considers employees' needs and provides guidance to them regarding their individual situation while the organization is considering employees' health, education, personal well-being and family life. And sometimes this relationship

may even appear in which paternalistic leaders make decisions for their followers (Kabasakal and Bodur, 2008: 848-70). In those relations, the superior can also expect personal favors from his or her subordinates, as if he or she is a father, a close friend, or a brother (Aycan, 2006).

It can be argued that paternalism is an asymmetric power relationship (Padavic and Earnest, 1994), where power inequalities are visible between a leader and his or her subordinates. This kind of relationships are accepted in cultures that are characterized by high power distance and criticized in Western cultures which are low power distance societies (Pellegrini and Scandura, 2008: 570). Besides power distance, collectivism and is also a shared cultural value of highly paternalistic nations. This is also proved with studies of Mendonca and Kanungo (1994), Aycan (2006) and Gelfand, et. al., (2007). Besides, developing countries are more likely to be high power distant, to have strong family bonds, and to look for care from the organization (Dickson et. al., 2003), and these aspects lead to a paternalistic culture.

In collectivist societies people grow up in cohesive in-groups (Hofstede and Hofstede, 2005), where personal relationships are highly valued (Hofstede, 2001), high conformity, more responsibility-taking for others, and more interdependence are of primary importance (Aycan, 2006: 450). Since personal relationships are valued more in collectivistic societies, this leads the expectation of more frequent contact in organizations (Pellegrini and Scandura, 2006: 268). This relationship between employee and the employer can be considered to be similar with family relationship instead of task relationship, and protection is provided by the employer in exchange for loyalty (Wasti, 1998: 623). This exchange relationship is also seen in paternalistic relations where a person who has the authority protects people under their care and they expect loyalty from them (Aycan, et. al., 1999; James, et. al., 1996). In family owned businesses paternalism is the leadership style which is dominant (Dyer, 1986) and it can be seen as an essential reason why paternalism is pervasive in Turkey, where most of the businesses are family owned.

The study in which Aycan and her colleagues (2000) tested the model of culture fit which is developed by Kanungo and Jaeger (1990) and developed by Mendonca and Kanungo (1994), ten countries are investigated and the results showed that these ten nations have different scores on paternalism. Turkey was rated as a highly

paternalistic nation. Turkish workers perceive their manager as a father or a protector (Aycan et al., 2000; Aycan and Kanungo 2000), and paternalism has become more important in contemporary studies as a cultural value which is pervasive for Turkish people (Aycan and Kanungo, 2000; Yetim and Yetim, 2006).

Considering the power distance and collectivism dimensions regarding Turkey, it becomes very understandable that paternalism is a widely shared value in Turkey. In Turkey, individuals receive help from their family and in-groups while they are dealing with their problems. Besides the traditional family norms, the legal structure influences paternalistic practices. For instance, if an employee is fired, regarding the years of service a severance payment must be made and if a female employee wants to resign within one year after she got married, the same severance payment must be made. This shows the effect of family norms on business practices and the patriarchal nature of the family structure in Turkey (Pellegrini and Scandura, 2008: 571). Moreover, the effects of Ottoman Empire can be considered as visible in Turkish nation such as in family-tribal traditions that leads to authoritarian practices in management (Dorfman and House, 2004: 63). These practices can also be seen as revealing nepotism and paternalism in organizations.

2.1.2. Nepotism

The roots of nepotism considered to be based on favoritism. Favoritism in the workplace means giving preferential treatment -that can be intentional and subconscious- to one or more employees. Cronyism can be seen as a type of favoritism that favors friends and business associates (Indvik, 2012: 14-15). Nepotism, the unfair practice by a powerful person of giving jobs and other favors to relatives (Merriam-Webster, 2015, http://www.merriam-webster.com/dictionary/nepotism, 15.03.2015). Guanxi -the Chinese term that means "connections," "relations," or "relationships-practices which are found to be negatively correlated with trust in management (Chen, et. al., 2004: 203) is also seen as a nepotistic practice. But in the current study practices giving preferential treatment to some employees is taken into consideration together as nepotism.

Nepotism can also be defined as a practice in which unqualified or underqualified relatives are hired or promoted due to their relationship with a person in the organization (Wong and Kleiner, 1994). On the other hand, throughout the literature nepotism is described as particularistic in-group solidarity which is contrasted with the universalistic and utilitarian criteria of recruitment, appointments and resource allocation that are understood as the principles guiding behavior in economically rational organizations (Kragh, 2012: 249).

When formal and informal relationships overlap in an organization –e.g. as a manager having employees coming from the same hometown- a conflict can occur among manager's responsibilities and informal relationships that may cause fairness problems (Chen, et. al., 2004: 200). Studies revealed that family has a critical role in work organizations which are composed of two different social institutions; the family and the business. These social institutions have their own principles, norms and rules (Lansberg, 1983) and the differences among them can create conflicts. According to this approach the things that parents and chief executive officers (CEOs) should do regarding HRM functions are different. Parents should provide opportunities to relatives when it is needed whereas CEOs should hire only people who are most competent (for more information see Lansberg, 1983).

Individuals in collectivistic cultures describe themselves along with their families or the groups that they belong to. Considering loyalty towards community, one of the sub-dimensions of individualism-collectivism, individuals in collectivistic cultures can be seen as they feel loyal to their communities and they are obliged to fulfill the demands of their in-group members in the community, such as their relatives, friends and colleagues (Aycan and Kirmanoğlu, 2007: 116). In collectivistic cultures, where group membership has a very important role in society in-group members are favored (Chen, et. al., 2002: 572).

In a review of the literature, nepotism can be considered as widespread around the world, but it is highly visible in the developing societies (Abdalla, et. al., 1998: 554). On the other hand, nepotism has received limited attention and it can be seen as one of the least studied and most poorly understood human resource practice (Vinton, 1998). Moreover, research that explicitly covers nepotism in developing countries is very scarce (Kragh, 2012: 247-49).

To consider nepotism, degree of professionalism and institutionalization should also be addressed. In small states where it is quite difficult to establish professionalism and institutionalization because of the tendency of employees to be related or know each other personally, nepotism is likely to occur more frequently. Several external factors like sociocultural, economic, educational and political structures can contribute to establish connections between people and force them to support their close relatives or friends (Arasli, et. al., 2006: 295). This can cause obstacles regarding hiring, placement, rewarding, development and retention of staff in these institutions (Arasli and Tumer, 2008: 1238). In this respect, it can be expected that in smaller states of Turkey nepotism would be more pervasive.

Having collectivistic characteristics, many of the Middle Eastern countries base on close knit communities and this situation creates social pressure on some managers to help their friends when it comes to staffing instead of using formal methods (Tanova and Nadiri, 2005: 695).

As it is mentioned in Turkish Constitution, family is the foundation of the Turkish society. One of the most important values in the society is loyalty to the family, and the basis of social relations is based mostly on kinship relations (Wasti, 1998: 614). The collectivistic property of Turkish nation can be seen as a factor cherishing interpersonal and family relations (Yeganeh and Su, 2008: 212) which would reveal nepotism and the situation that Namazie (2003: 363) stated companies in Iran are based on nepotism and prefer to employ people who are known to them rather than people who they do not know. This situation can also occur in Turkish companies.

Job stress (Arasli and Tumer, 2008); lower levels of organizational trust (Keles, et. al., 2011) and decreased employee satisfaction and commitment due to perceptions of inequity and discrimination (Laker and Williams, 2003) can be considered as some of the consequences of nepotism.

Considering historical transformation of society, it can be seen as comprehensible that transforming from rural and pre-industrial to urban and industrial norms and values which are family and kinship oriented are gradually changing. This change reveals the notion that all individuals should be treated equally according to utility and merit and kinship should be disregarded (Kragh, 2012: 249).

Being a developing country Turkey is expected to have nepotism as a cultural value which is pervasive for Turkish people.

2.1.3. Fatalism

Fatalism is a tendency to believe in the efficacy of environmental rather than personal forces in understanding the causes of life outcomes, including both success and failure outcomes (Wheaton, 1983: 211). Fatalism does not denote religiosity, but it is the extent to which people in an organization or society believe that it is not possible to control completely the outcomes of one's actions (Aycan, et. al., 2000: 198). Therefore this construct can be clarified as a belief in an external locus of control over the events in one's life. As opposite of instrumentalism - in which the individual believes that he or she can master, control or effectively alter the environment, in fatalism the individual believes that he or she is more or less at the mercy of the environment (Ross, et. al., 1983: 384). Consequently, it can be said that fatalism is characterized as external locus of control, predetermination, acceptance of reality, or a coping response (Esparza, 2008: 3).

In hierarchical cultures, future planning is deemed to be unnecessary when events are perceived to be beyond the control of the individuals' plans may change to accommodate the requests of high-level executives. For example, despite the succession plans, the nephew of a high level officer may be unexpectedly appointed to a managerial position or an unsuccessful family member 'promoted' to a position where he or she is given a passive role; this way he or she does not lose face (Aycan, 2005: 1103). Future planning is linked to the future orientation dimension. House et. al. (2002: 6) defined future orientation as *"the degree to which individuals in organizations or societies engage in future-oriented behaviors such as planning, investing in the future, and delaying* gratification". Since Turkey is found to be below the world average (Hofstede, 2001), this can be considered as supporting the view that fatalism is pervasive in Turkish nation.

Besides, fatalism can also be linked with Islam, in which it is assumed that the future is best left to Allah (Leat and El-Kot, 2007: 151) and it can be assumed that in Islamic countries fatalism can be viewed valued. Since Turkey is a hierarchical culture

in which most of the people are Muslims, fatalism is expected to be a cultural value which is pervasive for Turkish people. Moreover, the survey conducted by TUSIAD (1991) indicated that 46 percent of the sample was found to be fatalists (Wasti, 1998: 622).

2.2. HUMAN RESOURCE MANAGEMENT PRACTICES IN TURKEY

Researches focus on Europe and U.S. dominates human resources literature and there is scarcity in researches conducted to understand Turkey and developing countries with similar properties.

The HR literature provides a discussion on transfers of managerial practices, and specifically on convergence and divergence in human resource practices that manifests two different points of views. Review introduced by Tayfur (2013: 625) states that directional convergence is present that means companies in Turkey follow the same trends prevailing in the USA or Europe, nevertheless the patterns differ with respect to Turkish companies' understanding and implementation of these trends.

Small and medium sized enterprises (SMEs) have a very important role in Turkish economy. Most of the business organizations are private companies that are family businesses (Gurbuz and Mert, 2011: 1806). Since most of the firms are small or medium sized, those firms have a large share in total employment (Bakan, et. al., 2013: 86). SMEs are mainly using traditional personnel administration practices, and more effort should be given in order to implement effective HRM practices (Özçelik and Ferman, 2006). In this sense, human resources are very essential assets for them and they need competent and qualified employees in order to be successful.

The study focuses on the specific cultural values of Turkish nation and look for their effects on recruitment and selection practices which would decrease the tendency of convergence. It is hoped to contribute the literature regarding human resource practices in Turkey which is contemporarily not very comprehensive.

To maintain organizational effectiveness and competitiveness in Turkey's dynamic economy, human resource management should be recognized as one of the most essential tools. Being a developing field in a developing country, human resource management in Turkey has both advantages and disadvantages. The wide interest

shown by both students and business organizations can be seen as an evident advantage. On the other side of this condition, expertise and know-how to give guidance and meet the demands of business organizations are not adequate (Aycan, 2001: 252). Know-how about the field has been imported through interactions with foreign counterparts, and the attention given to human rights issues and effective utilization of human capital has been increased due to being a part of the European Union. On the other hand, Turkey faces uncertainties which cause negative effects on HRM practices (Aycan, 2001: 253).

Consequently, regarding the reality that Turkish national and organizational culture is a blend of Western and Eastern values, it is predictable that some organizations follow the trends in HRM practices, but they may also experience some difficulties due to some of the emic characteristics of both the national and organizational cultures (Aycan, 2001: 253).

When it comes to focus on human resource practices in Turkish context, the empirical study conducted by Arthur Andersen (2000) can provide guidance. The mentioned study collected data from 307 organizations doing business in private sector, and the results indicate the main functions of human resources which starts with staffing, and in descending order goes on wage determination and compensation, training and development, health-related issues, performance evaluation, pay-roll design and maintenance, transfers and promotions, catering services, transportation services, job security and career planning (Aycan, 2001: 256). In this context, the thesis study is designed to focus on recruitment and selection practices – seen to be the most essential practice in Turkish context.

2.2.1. Recruitment and Selection Practices in Turkey

To gain organizational success, selection procedures must be reliable and valid. Validity in selection process can be achieved the test or interview predicts job performance in the position for which applicants are being selected (Greer, 2003: 408).

The study conducted in Turkey by Arthur Andersen (2000) manifests that the most popular recruitment practices among the participating organizations, include suggestions from employees and other contacts which is seen as a reflection of the

collectivistic nature of the culture (Aycan, 2001: 256) may also be seen as a sign for nepotism. These practices are covered in the current study in addition to the formal practices that are thought to be used. The results also indicates that as selection tools among only a few organizations use objective and standard tests, interviews are unstructured and heavily influenced by the interviewer's intuition and subjective evaluation, and a few popular objective tests which are used by these organizations are just translated from English to Turkish without a proper adaptation and standardization procedure (Aycan, 2001: 256). This can be also seen as a tendency to use more informal tools in the selection processes.

According to a recent study conducted by Bakan and his colleagues (2013: 91), most popular recruitment channels used by the participating organizations are recommendations from employees and other contacts, and it can be considered as a reflection of collectivist nature of Turkish culture. The study also states that face-to-face interviews are the most frequently used selection method, and only a few of the participating organizations use objective and standard tests.

With the help of successful recruitment and selection practices employees who are able to make good decisions can be hired and this can be considered as one important reason why HRM practices can improve organizational performance (Ahmad and Schroeder, 2003: 20).

2.3. RELATIONSHIP BETWEEN CULTURE, RECRUITMENT AND SELECTION PRACTICES AND FAIRNESS PERCEPTIONS

Culture is one of the most analyzed topics both in management literature and interdisciplinary studies. Specifically, there are some studies which are extensively referred in management literature, such as the conceptualizations offered by Hofstede (1980), Schwartz (1999), and Trompenaars (1998) which are conducted at different times, with different samples, and used different methods, but share some remarkable similarities (Elenkov and Manev, 2005: 386).

On the other hand, by reviewing the literature it can be seen that cross-cultural studies are mainly using the concepts designed in one culture and not comparing potential differences among different cultures (Adler, 2002), hence there is a need in

the literature for studies that have an emic point of view instead of only having etic research strategies to generalize the results (Scandura and Dorfman, 2004: 288).

Hofstede's cultural framework has been accepted as important and reasonable for describing differences among nations (Triandis 1982, cited in Newman and Nollen, 1996: 755), but it is lacking data from important regions of the world (Schwartz, 1999: 24). On the other hand, it may not be enough to use those conceptualizations, since culture is not a notion which can be generalized for every nation. This point of view brings out to carry emic perspectives while designing the study.

National cultures differ from one country to another and these differences may affect management behavior differently. Management practices may produce better outcomes when it is congruent with societal culture (Newman and Nollen, 1995: 766). Since, it is generally accepted that culture represents the software of mind (Hofstede, 1991) rather than hardware, culture effects certain people-related management issues which can also be called 'soft' aspects of organizations such as human resource management practices than the 'hard' aspects, such as financial and technical matters (Tayeb, 1988). Those management practices which are soft aspects of organizations may be seen as the most culture-dependent practices in organizations. In this respect, recruitment and selection practices may differ among different national cultures which may have different cultural characteristics. For instance, informal networks of relatives, friends and acquaintances are used in recruitment process in traditional and industrializing societies, whereas formal procedures such as interviews, written tests and assessment centers can be used in selection process in an advanced industrialized society in which managers have high level of professionalism (Tayeb, 2005: 31).

Work sample tests or written ability tests which focuses on the superior skills and abilities are considered to be more favorable in individualistic cultures such as US whereas collectivist cultures (e.g. Singapore) focus on characteristics of applicants that may affect the relationship between the employees in turn. Also, individuals in cultures which are having small power distance are more likely to be concerned about misuse of private information whereas individuals in high power distance cultures are more likely to accept that organizations have right to ask for information that will provide a better selection process even there is an impact on the applicant (Phillips and Gully, 2002: 1188-1189).

Hence, it can be argued that collectivism supports informal recruitment methods and use of sources based on networks (Aycan, 2005: 1084) and similarly cultures that are collectivist and high power distant predominantly focuses on socio-political connections rather than knowledge, skills and abilities which can be considered as hard criteria (Budhwar and Khatri, 2001: 805) or formal recruitment point of view.

Tayeb (2005: 32) states that in many developing nations new recruits learn the skills needed to perform their jobs by means of apprenticeship. In this situation the relationship between the young recruit and the supervisor is very much like that between teacher and pupil, even parent and child which may be also seen as a clue for paternalism. Being a developing nation, this kind of paternalistic relationships can be seen in Turkey.

Another important finding regarding Turkish society, obtained by GLOBE Study is that in-group collectivism is high and family is always available to support the members. Likewise in Turkish society, in Turkish organizations in-group ties and interdependent relationships are valued and practiced, and people trust family members and other in-groups - including the same school or region- more than others and this can be seen as a sign of nepotism (Kabasakal and Bodur, 2008).

Besides paternalism and nepotism, fatalism can be also observed in Turkey, since interpretations of Islam promote fatalism (Kabasakal and Bodur, 2008). On the other hand, Turkish society has a mixed set of values, it is open to change but also conservative, it is neither democratic nor totally autocratic, neither industrialized nor technologically backward, and it values achievement as much as security and relationships at work (Esmer, 1998). In Turkey, large social distances can be seen among groups that belong different classes in society and organizations. Moreover, power and resource allocation in Turkey is generally based on hierarchy and centralization of authority and influence is an important characteristic of Turkish society (Kabasakal and Bodur, 2008).

After analyzing eighty six studies regarding applicant reactions to selection process, Hausknecht, et. al. (2004) presented that tendency to perceive the organization favorable is higher when the applicants have positive experiences in selection process.

To be fair in selection procedures relatively objective practices should be used in which subjectivity in decision making is minimized. In this sense, using subjective selection tools such as informal interviews, not keeping track of any data can be considered as less fair in selection than using test scores, developing specific criteria and having formalized decision rules. Besides, all applicants should be treated same in order to be consistent and fair (Arvey and Renz, 1992: 332-33).

To make a selection decision, employers may use many different variables. Job-related variables such as work experience, knowledge and skills are perceived as fairer than variables which are not job-related -personality, values, interests and connections- (Arvey and Renz, 1992: 334). Hausknecht et al. (2004: 651) found that interviews, CVs and references are perceived relatively favorably whereas personal contacts are found be perceived as least favorable. Even though it is still the most commonly used one, interview is found to be a very flawed method and it is argued to be used more for social processes than gathering selection information (Barclay, 1999: 134).

It is argued in the literature that culture can moderate the procedural favorability of selection methods (Moscoso and Salgado, 2004: 188). In this sense, the current study assumes that cultural values will moderate perceived fairness.

Since the conclusions made about culture's role in the use of and reactions to selection methods are not considered to be clear enough till a few years ago (e.g. Bertolino and Steiner, 2007: 199), a literature review is done regarding this area. The overview of the research studies are given below.

Table 3: Overview of the Research Studies

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
Steiner and Gilliland (1996)	-	10 selection procedures 7 procedural dimensions	259 college students France: 117 U.S.: 142	Questionnaire	Selection decisions based on interviews, work-sample tests, and resumes were perceived favorably in both cultures. Graphology was perceived more favorably in France than in the United States, but even French reactions toward graphology were somewhat negative. The perceived face validity of the selection procedure was the strongest correlate of favorability reactions among both samples.
Mueller, Iverson and Jo (1999)	Individualism/collectivism Respect for authority	Fairness perceptions Advancement opportunities	1568 teachers U.S.: 812 South Korea: 756	Questionnaire	It is found that the more one's expectations about job-related rewards are met, the greater the perception of just treatment.

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					For participants from U.S., met expectations about autonomy are more important in explaining justice evaluations, whereas met expectations about advancement opportunities are more important for participants from South Korea.
Brockner, et al. (2001)	Power distance	Reactions to voice Organizational commitment Work attitudes Job performance	254 participants China: 118 university students U.S.: 136 MBA students	Scenario-based questionnaire	The tendency for people to respond less favorably (i.e., with lower organizational commitment) to lower levels of voice was greater in low power distance cultures (United States and Germany) than in high power distance cultures (People's Republic of China, Mexico, and Hong Kong). A similar interactive effect of voice and people's power distance beliefs on

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					employees' work attitudes and job performance is found.
Rahim, et. al. (2001)	Power distance Collectivism/individualism	Distributive justice Procedural justice Interactional justice Organizational commitment Turnover intention	591 participants U.S.: 154 faculty and 148 managers Bangladesh: 156 faculty and 133 managers	Questionnaire	A key finding of our study is that U.S. versus Bangladesh nationality had little influence on the nature of the relationships between distributive, procedural, and interactional justice and employees' organizational commitment and turnover intention.
Begley, et. al. (2002)	Power distance	Procedural justice Distributive justice Job satisfaction	440 employees from Beijing	Questionnaire	Higher power distance relates with procedural justice while lower power distance relates with distributive justice. For those higher in power distance, increases in procedural justice predict

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
		Affective trust Intention to quit Organizational citizenship behavior (OCB)			increased job satisfaction and organizational citizenship behavior and decreased intent to quit. For those lower in power distance, increases in distributive justice predict increased job satisfaction and OCB and decreased intent to quit. The low power distance interaction with distributive justice in predicting affective trust is evident. Interactions of procedural with distributive justice are absent.
Murphy-Berman and Berman (2002)	Individualism/collectivism	Perceptions of fairness Reasons for allocating Personality traits Attributions	215 university students Hong Kong:101 Indonesia: 114	Scenario-based questionnaire	It is found that Hong Kong respondents perceived that the use of merit was fairer and more principled than the use of need, but they also perceived that the allocator who favored merit was less

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					nice, more selfish, and acted less because of concern for others' welfare. Indonesian respondents saw the use of need as being fairer than the use of merit, and they perceived that the allocator who favored the needy was nicer and acted more out of concern for others. Respondents from both cultures tended to rate the allocator more positively when resources were being given out than when resources were being taken away.
Marcus (2003)	-	Process favorability	213 university students from Germany	Questionnaire	Steiner and Gilliland's (1996) study results (including French and American students) are compared and subjects in

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
		Attitudes towards written tests			all three nations rated widespread methods (e.g. interview, résumés) or obviously job-related procedures (work sample tests) most favorably, followed by paper-and-pencil tests, whereas personal contacts and graphology appeared in the negative range.
Tata, Fu, Wu (2003)	Uncertainty avoidance Societal emphasis on collectivism Gender egalitarianism	Three principles of procedural justice (consistency, social sensitivity, and account-giving) Judgments of fairness	156 non-managerial employees working in service organizations U.S.: 92 64 China: 64	Questionnaire	Culture can influence employees' perceptions of the fairness of procedural justice principles. The principle of social sensitivity was perceived as fairer in China (collectivistic) than in U.S. (individualistic). Differences between men and women in perceived fairness of account-giving were exaggerated in China (low in

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					gender egalitarianism) and lessened in the U.S. (high in gender egalitarianism).
Tata (2005)	Individualism/collectivism Power distance or authoritarianism/egalitarianism	Two aspects of procedural justice (structural aspects/voice and social aspects/interpersonal justice)	321 university students China: 148 U.S.: 173	Scenario-based experimental study	Chinese students were more likely to value interpersonal justice (i.e.. being treated with dignity and respect, and being provided with explanations of grading procedures) and perceived the lack of interpersonal justice as less fair than did U.S. participants. U.S. students were more likely to perceive voice (i.e., the opportunity to discuss and appeal a grading decision) as fair.
Erdogan and Liden (2006)	Collectivism (moderator)	Justice perceptions	124 white-colar focal employees from Turkey	Questionnaire	It is found that interactional justice had a weaker positive relationship with LMX for individuals high in collectivism. Distributive justice had a nonsignificant

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
		Leader Member Exchange (LMX) Core self-evaluations (CSE)			relationship with LMX for those high in collectivism, whereas there was a positive relationship for those low in collectivism. Finally, for collectivists there was a negative relationship between interactional justice perceptions.
Bertolino and Steiner (2007)	-	Fairness reactions	137 university students from Italy	Questionnaire	Work-sample tests were found to be the most favorably rated of the selection methods, followed by resumes, written ability tests, interviews and personal references. Graphology was perceived negatively. Opportunity to perform and the perceived face validity of selection procedures were the strongest procedural justice dimensions for

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					predicting the process favorability ratings.
Kim and Leung (2007)	Materialism Power distance	Distributive justice Procedural justice Interactional justice Organizational justice Turnover intention Job satisfaction	555 employees China: 149 Japan: 109 Korea: 149 U.S: 148	Questionnaire	Distributive justice was related to overall fairness less strongly for Americans and Japanese than for Chinese and Koreans. Interactional justice was related to overall fairness more strongly for Americans and Japanese than for Chinese and Koreans. Materialism seems to provide a coherent account of these cultural differences. Overall fairness showed a stronger effect on turnover intention for Americans than for Chinese and Koreans. For job satisfaction, the effect of overall fairness was stronger for

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					Americans than for Chinese, Koreans, and Japanese. Power distance seems to provide an adequate account of these cultural differences.
Nikolaou and Judge (2007)	-	Fairness reactions to personnel selection methods Core self-evaluations	339 participants from Greece: 158 employees 181 students	Questionnaire	Interviews, resumes, and work samples were the best-rated and most favorably appraised methods across students and employees. Students demonstrated more positive attitudes towards psychometric tests than did employees. Face validity and opportunity to perform were the strongest correlates of considering personnel selection methods favorably.

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					The relationship between fairness reactions and CSE was weak.
Anderson and Witvliet (2008)	-	Fairness reactions to selection methods	The Netherlands: 167 participants compared with six other previously published samples covering the United States, France, Spain, Portugal, and Singapore	Questionnaire	It is found that the most popular methods among applicants were interviews, work sample tests, and resumes. Least popular methods were graphology, personal contacts, and honesty and integrity tests. Across the six countries mean process favorability correlated at .87 and mean cross-national procedural justice correlated .68. Process dimension ratings correlated at between .79 and .97 between the United States and the Netherlands.

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
Wang, Hackett and Zhang (2012)	Chinese traditionality	Procedural fairness perceptions Applicants' recommending behavior Job performance Turnover intention	218 supervisor-subordinate dyads from Mainland Chinese organizations:	Questionnaire	One component of traditionality alone (respect for authority) positively predicted applicants' procedural fairness perceptions. Applicants' procedural fairness perceptions predicted recommending behavior and job performance positively and turnover intentions negatively. There were also positive relationship between respect for authority and job performance and negative relationship between respect for authority and turnover intention. The data failed to support the moderating effect of Chinese traditionality on the relationships

Table 3: Overview of the Research Studies (continued)

Authors	Cultural Dimensions	Variables	Sample	Research Type	Findings
					between procedural fairness perceptions and outcome variables.
Murphy-Berman, Berman and Çukur (2012)	-	Fairness perceptions Personality dimensions (cold/warm and unfriendly/friendly) Reasons for allocating	129 university students U.S.: 70 Turkey: 59	Scenario-based experimental study	The U.S. students perceived greater incongruence among allocation consequences for both merit and need choices compared to the students from Turkey for whom perceptions of allocator's fairness were more aligned with perceptions of allocator's warmth.

The table is prepared by the researcher.

By reviewing the literature, it is observed that perceived fairness has been a widely analyzed concept, and the cultural values which are investigated with recruitment and selection practices and perceived fairness and justice variables basically are; individualism/collectivism, respect for authority, power distance, uncertainty avoidance, societal emphasis on collectivism, gender egalitarianism, authoritarianism/egalitarianism, materialism, and Chinese traditionality. And it is found that although there are some similarities, there are also differences among the reactions to selection methods in different countries (Steiner and Gilliland, 2001).

It can be seen that whether the values are named differently, it is visible that culture is still analyzed with a few dimensions which are mainly presented by Hofstede. Focusing on other dimensions which are specifically considered to be pervasive in Turkish nation will help to develop a new research insight.

Whereas in some studies (e.g. Steiner and Gilliland, 2001; Truxillo, et. al., 2004) culture is considered as a factor effecting the reactions towards selection practices, empirical studies focused on the difference among reactions of applicants from different cultures has not covered the aspects of culture directly, except some studies (e.g. Ryan, et. al., 2009 and Walsh, et. al., 2010). Limitation in the scope of research studies on comparisons of national differences in selection practices has been also mentioned in Ryan and her colleagues' study (1999: 359). Walsh, et. al. (2010) analyzed the moderating role of cultural practices -performance orientation and uncertainty avoidance- on the effect of selection fairness perceptions in their study. But other cultural values are not investigated as a factor effecting fairness perceptions towards recruitment and/or selection. On the other hand, most of the empirical studies in this area are investigated student participants and this causes a limitation since these participants have not experienced actual selection processes (Walsh, et. al., 2010).

Even though it is not always very possible, to do sampling in the Middle East, Africa or South America is important since a considerable amount of the world's population is located in these regions, and there are also cultural differences in many areas between these and mostly evaluated regions (Ryan et. al. 1999: 388). In the current study the focus is given on Turkish nation and contribution is intended to be made in this area.

Study assumes that informal recruitment and selection practices are used more than formal practices and Turkish organizations mainly focus on relationships rather than hard criteria. Consequently, assuming that paternalism, nepotism and fatalism are values held in Turkey it is expected to find out that those values may lead to the use of informal recruitment and selection methods in organizations.

Chapter 3 gives further information about the variables of the research study, and also includes the hypotheses, sample of the study, and research methodology and research model of the study.

CHAPTER 3
RESEARCH DESIGN

In this section, variables of the study, hypotheses, information about sample of the study, data collection methods, and research model are given.

3.1. VARIABLES OF THE STUDY AND HYPOTHESES DEVELOPMENT

The study put forward a moderated mediation model to gain insight about the fairness perceptions related to cultural values and HR recruitment and selection processes. Referring to research model, the independent variable of the study is recruitment practices, whereas outcome variable is perceived fairness. Paternalism, nepotism, and fatalism, three cultural variables analyzed in the study are the moderators of the research model where the relationship between recruitment and perceived fairness is mediated with selection practices. The predicted relationships among the variables of the study are given in the conceptual model – Figure 2.

Fundamental hypothesis of the study is that there is a positive relationship between recruitment and selection practices. The second hypothesis is that perceived fairness is effected by selection practices, and the final hypothesis is cultural values interacting with recruitment practices and effect perceived fairness over selection practices.

Human resource management includes functions which are interrelated. These functions can be related as closely linked to each other that they cannot be considered separately. Recruitment and selection functions can be considered even closer to each other. Considering the literature formality is found to be the most commonly used dimension to describe recruitment sources (Ma and Allen, 2009: 338). Current study focuses on the level of formality. It can be assumed that formal methods used in recruitment will lead to formal methods in selection; likewise informal methods used in recruitment will lead to informal methods in selection.

Recruitment methods including the use of employment agencies and newspapers are considered as formal methods whereas referrals are seen as informal methods (Taylor, 1994).

H_1: There is a positive relationship between recruitment and selection practices.

Job relatedness has gained importance since applicants view selection methods more favorable when the level of face validity - "the extent to which applicants perceive the content of the selection procedure to be related to the content of the job" (Smither et al., 1993: 54)- is high (Hausknecht et. al. 2004: 646). Literature regarding fairness perceptions on selection methods revealed that there is a high correlation between those concepts (Gilliland, 1993: 703). According to the relevant literature, increase in job relatedness of tests used as selection methods enhances perceived fairness (Schmitt, et. al., 1993; Smither, et. al., 1993), and interviews, assessment-center tasks, and cognitive ability tests are found to be more job related than personality tests, biodata forms, and cognitive ability tests (Smither, et. al., 1993). In this sense, methods perceived to be more job related can be taken as formal selection methods, on the other hand other methods can be seen as informal selection methods.

It is found that selection methods like interviews and CVs are perceived as more favorable in higher uncertainty avoidance countries (e.g. Italy), since applicants in these countries may perceive more control or voice in the selection process by using these methods (Bertolino and Steiner, 2007: 200).

Also, according to the current empirical studies (Anderson and Witvliet, 2008; Anderson et al., 2010; Bertolino and Steiner, 2007) work samples, interviews, resumes, cognitive tests, written ability tests, personal references, biodata, and personality inventories are found to be favorable selection methods, whereas honesty tests, personal contacts, graphology are found to be least favorable methods. Moorman (1991) use items regarding formal procedures to assess the degree to which fair procedures are used in the organizations. Similarly, items in the current study are developed to tap the fairness perceptions about the organization's selection procedures and the study assumes that selection methods with high job relatedness will be perceived fairer then the others.

H_2: Recruitment and selection practices have an impact on perceived fairness.

When it comes to the discussion on cultural differences, people in collectivistic cultures found to favor face-to-face interactions rather than impersonal selection tools (Steiner and Gilliland, 2001). Instead of hard criteria such as knowledge, skills and abilities (KSAs), collectivist and high power distant countries are found to be focusing more on soft criteria such as socio-political connections (Budhwar and Khatri, 2001: 805). Similarly studies focusing on the influences of culture on the selection methods concluded that the use of test scores as a selection method is uncommon in collectivistic cultures (Ramamoorthy and Carroll, 1998: 574) and in individualistic cultures such as North America, education, past experience, personality traits and cognitive skills are used as selection criteria (Aycan, 2005: 1088), and highly structured interviews are used for selection methods where these are uncommon in collectivistic cultures (Spence and Petrick, 2000: 59). National culture has been rarely used in recruitment research (Ma and Allen, 2009: 335).

Moreover, it is argued that in individualistic cultures, arms-length methods which would be purely merit-based and techniques such as head-hunting, press advertisements and selection interviews can be preferred rather than identifying suitable family or clan members through word-of-mouth referrals (Bhaskaran and Sukumaran, 2007: 62). Mentioned to be a collectivist culture (Hofstede, 1982), whether it is concluded to be less collectivist (Aycan, 2001: 253), it can be assumed that word-of-mouth referrals identifying suitable family or clan members claimed to be more preferred recruitment methods in Turkey.

As it can be seen, the current study assumes that whenever nepotism, paternalism and/or fatalism is pervasive as cultural values, informal recruitment and selection practices are used rather than formal practices.

Applicant reactions are found to be culturally related (Phillips and Gully, 2002: 1187) and similarly employees' fairness perceptions can be considered as so. Through the basic argument of the current study, it is assumed that selection practices are affected by national values and paternalism, nepotism and fatalism are seen pervasive in Turkish national.

H_3: Cultural values moderate the relationship between recruitment and selection practices and perceived fairness.

The first variable analyzed is paternalism. The results of the cross-cultural study involving 10 nation remarks that Turkey scored very high on paternalistic values (Aycan, et. al., 2000: 207). This result might be due to the Turkish family structure and norms created in the family. Members of Turkish family are expected to accept the decisions and directions of the father without question. Norms that are created in the family are also extended to other institutions in society and promote acceptance of inequalities in power distribution (Pellegrini and Scandura, 2006: 267). Beyond formal relationships among employees and managers, paternalism enhances informal interactions. This situation may affect recruitment and selection practices.

It is expected that, when paternalism is high, informal recruitment and selection practices will be used more than formal practices. In this sense, using personal acquaintances, informal interviews and references are expected to be used more than other methods. On the other hand, when paternalism is low, formal recruitment and selection practices are expected to be used more than the informal methods.

In a situation where informal recruitment and/or selection practices are used and a wrong decision is made, if the paternalism condition is high perceived fairness might not be effected since informal methods would be considered as acceptable. On the other hand, in the same situation if the paternalism is low then the perceived fairness might be effected and would be low, too since these methods would not be accepted.

$H_{3.1}$: The relationship between recruitment and selection practices and perceived fairness is stronger for employees who have high scores on paternalism compared to the employees who have low scores.

The second variable is nepotism, which has lots of implications both for management development, promotion, control, image, public relations of an organization, and for executives who have or would like to have relatives in management positions. Nepotism has been criticized mostly as being unprofessional

seen as an opponent to an analytical approach to management (Arasli, et. al., 2006: 296). The research assumes that being a developing country (World Bank, 2013), in Turkey nepotism is pervasive.

When it comes to the relationship between nepotism and human resource management practices, in companies like family firms where nepotism can be widely seen rather than meritocracy; introversion, adaption of conservative philosophies in terms of sourcing financial and human capital, lack of professionalism, informal channels of communication, family feuding, and the absence of strategically planned succession may be seen (Poutziouris, et. al., 2004: 9).

Likewise for paternalism variable, also for nepotism variable it is expected that, informal recruitment and selection practices are expected to be used more than formal practices when nepotism is high. Similarly, when nepotism is low, formal recruitment and selection practices are expected to be used more than the informal methods.

If a wrong selection decision is made because of using informal recruitment and/or selection methods, and if the nepotism condition is high in this situation, then perceived fairness might not be effected since informal methods would be accepted. But if the nepotism is low in the same condition then the perceived fairness might be effected and would be low, since these methods would not be considered as acceptable.

$H_{3.2}$: The relationship between recruitment and selection practices and perceived fairness is stronger for employees who have high scores on nepotism compared to the employees who have low scores.

Examining the last cultural dimension, in first place it should be indicated that; opposed to the individuals in developed countries who have an internal locus of control; those in developing countries typically have a stronger sense of fatalism (Wasti, 1998: 611). Accordingly, Turkey can be seen as fatalistic. However, according to the results of the study conducted by Aycan et al. (2000) including a ten-country cross-cultural research to test the model of culture fit (MCF) explored by Mendonca and Kanungo (1994) Turkey was found to be highly paternalistic, moderately collectivistic and hierarchical, but non-fatalistic (Aycan, 2001: 253). On the other hand, earlier studies claim that Turkish people have external locus of control (Sargut,

2001), and partly because of the Islamic tradition, they typically perceive events to be beyond their control and make little effort to change adverse conditions they encounter in life. The survey conducted by TÜSIAD (1991) on the values of the contemporary Turkish society also confirmed this observation: 46 percent of the sample was found to be fatalists (Wasti, 1998: 622). In relation to their fatalistic approach, HRM practices in these cultures mainly reflect an informal nature which is loose and less structured (Keleş and Aycan, 2011: 3083). In the current study it is predicted that Turkey is a fatalistic country and fatalism is assumed as a factor affecting recruitment and selection practices.

In a similar vein, it is expected that, informal recruitment and selection practices are expected to be used more than formal practices when fatalism is high, and when fatalism is low, formal recruitment and selection practices are expected to be used more than the informal methods. Due to the informal recruitment and/or selection methods, if a wrong decision is made perceived fairness might not be affected under a high fatalism condition, since informal methods would be accepted in this situation. But if the same decision is made under a condition where fatalism is low, then the perceived fairness would be low, because these methods would not be accepted.

$H_{3.3:}$ The relationship between recruitment and selection practices and perceived fairness is stronger for employees who have high scores on fatalism compared to the employees who have low scores.

After recruitment process, candidates who might or might not be suitable for the organization can be put in the applicant pool to be selected. In the condition where the candidate is not selected the perceived fairness cannot be discussed (when employees are taken as the participants). Thus, recruitment should be taken into consideration where the selection decision is made (employee is selected), and then only perceived fairness can be analyzed.

3.2. SAMPLE OF THE STUDY

Study focused on relatively more industrialized metropolitan cities of Turkey, and includes İzmir, Ankara, İstanbul, Bursa, Adana and Gaziantep. The selection of the cities are based on the inland-coastal land distinction. Study intended to make comparisons among inland and coastal lands. In this sense, Ankara and Gaziantep are selected as inland cities, and Adana, Bursa, İstanbul and İzmir are selected as coastal land cities. Moreover, the economies of the aforementioned cities are considered to select them.

The population of the study covers the employees, human resource department staff and managers of private institutions. Questionnaires are delivered face to face and sent as an online survey to the participants of the study. Data was collected from 460 participants who were working as employees, human resource department and managers. After the elimination of not valid questionnaires, 424 valid questionnaires left to be analyzed. 160 of the participants were from inland cities and 264 of the participants were from coastal land cities. The study focused on Small and Medium-Sized Enterprises (SMEs) doing business in these cities.

Table 4: Characteristics of Participants of the Research Study (N = 424)

Characteristic	Frequency	%
Gender		
Women	213	50.24
Men	211	49.76
Education		
High School Graduate	54	12.73
Associate Degree	48	11.32
University Graduate	189	44.57
Master's Degree	116	27.35
PhD Degree	17	4
Employment Status		
Employee	203	47.87
Manager	221	52.13

Descriptive analysis was performed in order to present demographics regarding participants. 213 participants are women, and 211 are men. 17 of the participants have a PhD degree; 116 of them have a master's degree; 189 of the participants are university graduates; 48 of them have an associate degree, and 54 of them are graduated from high school. 221 of the participants are managers, and 203 of them are employees.

3.3. RESEARCH METHODOLOGY

Research methodology includes data collection methods and questionnaire used in the research study and research model of the study.

3.3.1. Data Collection Methods Used in the Research Study

In the research study a quantitative approach is used. In situations where participants may be inaccessible by a single method of administration, mixed-mode surveys must be done (Dillman, 2011: 25) and mail procedures can be used with other types of self-administered methods in different ways (Dillman, 2007: 219). In this direction, two different methods are followed for data collection. In the first method, companies are visited by one person and data is collected by delivering questionnaires by hand and collecting them back. When conditions are not suitable to collect data by using online survey, a second method is employed. In the second method, questionnaire of the study is transferred into an online survey that is designed in a platform (website) called Limeservice. Thereafter, this online survey is emailed to the employees from different cities. In this process member lists obtained from chambers of industry and commerce of those cities, and Linkedin groups regarding Human Resources, and groups of specific industries from different cities are used to reach participants.

The main objective in quantitative research is to generalize findings by attaining large samples that can be considered as representative. Convenience sampling which "involves drawing samples that are both easily accessible and willing to participate in a study" is selected for the current study (Teddlie and Yu, 2007: 78).

In data collection process, member lists of Gaziantep Chamber of Commerce, Gaziantep Chamber of Industry and Agean Exporters' Association are used in order to reach companies. Data collection is done by sending online survey link to the companies; reaching employees by using Linkedin groups, and by delivering questionnaires by hand and collecting them back.

Pre-admission of the research study is that participants have given true information and answered the questionnaire according to their actual thoughts.

3.3.2. Questionnaire Used in the Research Study

In the first part of the questionnaire, participants are asked to determine the recruitment and selection practices used in their organizations. The scale used regarding the selection practices is formed by reviewing the relevant literature and adapting the widely used methods according to Turkish context.

Current study focuses on the level of formality of the methods used in organizations and covers informal recruitment methods as; referrals and word-of-mouth from family or friends, internal sources. On the other hand, formal recruitment methods are determined as; using newspapers, candidate pools formed in advance, consulting firms, universities, employment websites and İŞKUR (Turkish Labor Agency). For all items, a seven-point Likert scale (e.g. 1: never used, 7: mostly used) was used.

According to the focus of the study the selection tools are determined through referring the study of Schmidt and Hunter (1998) and their meta-analytic findings based on the examination of 85 years of research in personnel psychology and the study of Hausknecht, et. al., (2004: 660) in which 10 selection tools -interviews, work sample, resumes, references, cognitive ability, personality tests, biodata, personal contacts, honesty tests, graphology- are selected according to their aggregated means across different studies. Aforementioned article is considered as to be one of the best meta-analyses of selection methods (Robertson and Smith, 2001).

Besides reviewing literature, methods are determined by considering the practices followed in Turkey. The selection tools used in the current study are reference, interview (structured/formal), interview (unstructured/informal), formal

test, cognitive ability (conscientiousness) test, personality inventory, performance test and CV. Structured interviews, formal test, cognitive ability test, performance test and CV are analyzed as formal methods, whereas reference, unstructured interview, personality inventory are analyzed as informal methods. For all items, a seven-point Likert scale (e.g. 1: never used, 7: mostly used) was used.

Questionnaire also includes the important factors that are effecting selection decisions. Loyalty, compatibility with organization members and trustworthiness are the characteristics that managers look for in their selection decisions (Adler and Jelinek, 1986 cited in Wasti, 1998). In the current stduy the factors given are covered in the questionnaire; *being adaptable to different situations, being mild-mannered, agreeable, being a part of in-groups, loyal, being a relative of someone in the organization, compatible with the values of the society, personal acquaintances (informal factors), having technical knowledge, experience, education, skills (formal factors)* are analyzed as the factors effecting selection decisions. For all items, a seven-point Likert scale (e.g. 1: not considered, 7: mostly considered) was used.

In the second part of the questionnaire, questions are asked to measure three cultural dimensions; paternalism, nepotism, and fatalism. Scales used to measure cultural dimensions are adopted from previous validated studies by Aycan's (2006); Abdalla, et. al., (1994) and Aycan, et. al. (2000).

Paternalism was measured with five items based upon Aycan's (2006) study. Two sample items from this scale are "Behaves like a family member (father/mother or elder brother/sister) towards his / her employees." and "Provides advice to employees like a senior family member." Items of the paternalism scale are translated into Turkish and independently translated back into English to check for consistency of meaning. For all items, a seven-point Likert scale (e.g. 1 = totally disagree, 2: disagree, 3: somewhat disagree, 4: neither disagree nor agree, 5: somewhat agree, 6: agree, 7= totally agree) was used (Cronbach's alpha: .834).

To measure nepotism dimension, six items based on the studies of Abdalla et. al., (1994) was used. Two sample items for this scale are "Having a family-dominated firm makes administering the human resource function difficult." and "I would dislike having a relative of mine working with me in my department." Forward and backward translation used for the scale translation of nepotism scale. For all items, a seven-point

Likert scale (e.g. 1 = totally disagree, 2: disagree, 3: somewhat disagree, 4: neither disagree nor agree, 5: somewhat agree, 6: agree, 7= totally agree) was used (Cronbach's alpha: .537). The alpha coefficient of in-group nepotism scale was .775 and it was .738 for out-group nepotism.

Fatalism dimension was measured with five items based upon the study of Aycan, et. al. (2000). Two sample items from this scale are; "Most of the time, it doesn't pay to try hard because things never turn out right anyway." and "Planning only makes a person unhappy since your plans hardly ever work out anyway." For all items, a seven-point Likert scale (e.g. 1 = totally disagree, 2: disagree, 3: somewhat disagree, 4: neither disagree nor agree, 5: somewhat agree, 6: agree, 7= totally agree) was used (Cronbach's alpha: .746). To control for order effects, questions related with cultural variables are randomly listed.

Many studies are done to analyze favorability perceptions of applicants and procedural justice dimensions related with these perceptions utilized Steiner and Gilliland's (1996) methodology and ten selection tools used in their research. However, these researches mainly limited to the samples from North America and Europe (Ababneh and Chhinzer, 2014). The questionnaire developed by Steiner and Gilliland (1996) aims to assess favorability for selection methods which includes two items; "How would you rate the effectiveness of this method for identifying qualified people for the job you indicated above?" and "If you did not get the job based on this selection method, what would you think of the fairness of this procedure?"

Scale used to measure the perceived fairness is developed by the researcher by reviewing the literature. Items used in the studies of Gilliland (1994) and Steiner and Gilliland (1996) are adapted and the items were developed by using the guidelines prepared by Hinkin (1998). Items were written in simple and short way, every item included one question and only positive wording was used to prevent confusions. After the preparation two academic experts reviewed the items to check if they are clear.

After data collection items were also checked through exploratory factor analysis to see whether item reduction needs to be done. But since all items in the scale loaded more than .40 and the scale showed high reliability (Cronbach's alpha: .894) – since .70 is acceptable for an alpha coefficient of a newly developed scale (Nunnally, 1978) - item reduction was not done.

The scale includes five items. Two sample items from this scale are; "In our company selection decisions are reliable." and "In our company procedures in selection process are done completely in order to avoid any kind of mistakes." For all items, a seven-point Likert scale (e.g. 1 = totally disagree, 2: disagree, 3: somewhat disagree, 4: neither disagree nor agree, 5: somewhat agree, 6: agree, 7= totally agree) was used.

As demographic questions of the study, respondents are asked to indicate their highest level of education which is measured by seven levels of education: elementary school, secondary school, high school, upper secondary education, university, Master's degree and Doctor of Philosophy (Ph.D.) degree.

The respondents are also asked how many years they have been working for, how many years they have been working for in their current work, (approximate) number of people working in their company, the sector their company does business in, the city their company does business in, if there are more than one the cities/regions their company does business in, and the department/area that the respondent works for. Respondents are also asked whether they are managers or not.

3.3.3. Research Model of the Study

With regards to the hypotheses discussed, research model of the study is given below in Figure 3. According to the hypotheses of the study, research model shows the relationships between recruitment and selection practices and perceived fairness and the moderation effects of paternalism, nepotism and fatalism on these relationships.

Figure 3: Research Model of the Study
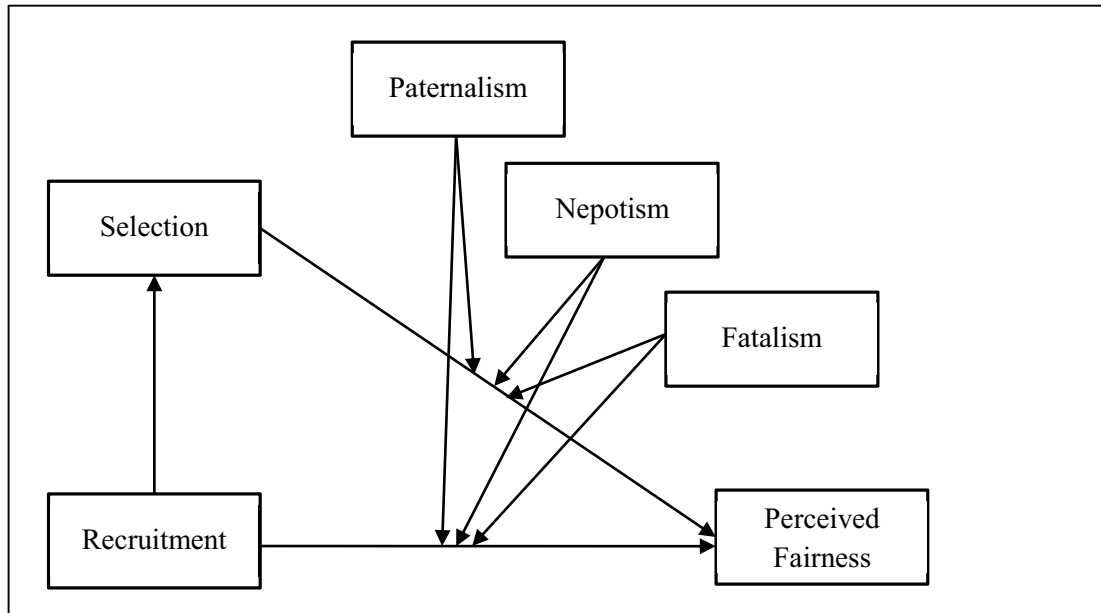
Recruitment is the independent variable and perceived fairness is the outcome variable, whereas selection is the mediator, and paternalism, nepotism and fatalism variables are moderators of the study, which are given in the model.

CHAPTER 4

RESEARCH FINDINGS

SPSS 20 and AMOS 16 programs were used for data analysis. Descriptive statistics, exploratory factor analyses and regression analyses are done by SPSS 20, and confirmatory factor analyses (CFA) are conducted by AMOS 16. Hypotheses of the research study are tested with significance level of .05.

4.1. DESCRIPTIVE STATISTICS

Table 5 shows the correlation matrix for the dependent and independent variables of the study (N = 424).

Table 5: Means, Standard Deviations, and Correlations of Major Variables

	M	SD	1	2	3	4
1. Paternalism	3.19	1.55	α = .834			
2. Nepotism	4.62	1.17	.157**	α = .537		
3. Fatalism	5.18	1.41	.050	.410**	α = .746	
4. Perceived fairness	2.52	1.45	.495**	.083	-.044	α = .894

N= 424, M: Mean, SD: Standard Deviation, p* < .05 and **p < .01.

4.2. EXPLORATORY FACTOR ANALYSIS

Before analyses are conducted, the data set is cleaned with the elimination of cases in which there were high missing answers and inconvenient answers to the control questions. After these controls, the remaining data set is composed of 424 cases, and violations of normality tests shows that the data set is normally distributed. To analyze the data Skewnes and Kurtosis z values and Shapiro-Wilk test are used. According to the normality analysis Skewnes and Kurtosis z values should be between -1.96 and +1.96 and the Shapiro-Wilk test p value should be above 0.05. Shapiro-

Wilk's test (p > .05) (Razali and Wah, 2011) showed that the dependent variables are normally distributed for independent variables.

After the data set is cleaned and normality tests are conducted, it is also essential to discuss the validity of the measures used in the study. Construct validity and external validity has gained a great importance in the literature. Construct validity is about generalizing to causes and effects, whereas external validity is about generalizing across populations of persons and settings and across different cause and effect constructs (Cook and Campbell, 1976 cited in William, et. al., 2002: 467).

Focusing on one nation, external validity is not the main aim of the current study. On the other hand, other classifications of validity divides validity into internal and external validity, where internal validity consists of face validity, content validity, criterion validity and construct validity (Singh, 2007: 79). Face validity can be considered as a judgment done by the scientific community and it tries to find out if the indicator really measures the construct' on the other hand content validity indicates the degree to which the elements of the assessment instrument are representative of and relevant to the targeted construct, and can be seen as an important component of construct validity (Haynes, et. al., 1995). According to this type of validity all areas in the conceptual scope should be represented by the measures (Neuman, 2007: 118).

Construct validity is also divided into two sub-categories; convergent and discriminate validity. Convergent validity examines the degree to which the measures used are similar to the other measures of the same concept developed through other methods' and the discriminant validity examines the degree to which the measures used are not similar to the other measures of a different concept (Singh, 2007: 79).

Since for the widely used scales reliability and validity of the measure are considered to be established (e.g. Pavot and Diener, 1993), content validity of the scales that are used to measure paternalism, nepotism, and fatalism can be considered as evident since these scales has been used and tested in literature. For the recruitment and selection practices used in the study, similar like in Lievens and his colleagues' (2003) study, the reliability and validity information is taken from of Schmidt and Hunter's (1998) meta-analyses.

To ensure content validity for the scales that are developed by a researcher, items should be reviewed by knowledgeable people in order to evaluate item quality,

the extent to which a set of items reflects the content domain, item clarity, grammar and face validity (Worthington and Whittaker, 2006). Accordingly, for the questions regarding the perceived fairness of the participants among these processes are examined by two academic experts including item content, length of these instruments, and wording and format of these items. Convergent validity can be seen as evident by examining factor loadings of the items.

After normality tests and validity analyses, exploratory factor analyses are conducted in order to understand the factor structure of the variables. Factor analyses are followed with reliability analyses that test the reliability scores of the scales; paternalism, nepotism and fatalism.

In exploratory factor analysis principle axis factoring approach with direct oblimin rotation is used, because principal-axis is found to be one of the exploratory methods which is able to recover the correct factor model a majority of the time (Gerbing and Hamilton, 1996 as cited in Worthington and Whittaker, 2006), and 'oblique rotations are considered to work well' (Ford, et. al., 1986) including the direct oblimin (Jennrich and Sampson, 1966 as cited in Ford, et. al., 1986).

Since Kaiser (1958) indicated that the eigenvalues less than 1.0 reflect potentially unstable factors (as cited in Worthington and Whittaker, 2006), in the current study eigenvalues greater than 1 are taken into consideration and results given show a good fit with the data (eigenvalues greater than 1).

In accordance with the common rule that '*only variables with factor loadings greater than .40 should be considered as significant*' (Ford, et. al., 1986: 296), only variables that have greater factor loadings than .40 are taken into consideration in the research study.

Since paternalism scale has only one factor, factor matrix is given to show the factor loadings. Paternalism scale has originally five items; since exploratory factor analysis yielded factor loadings of more than .40 for all of the items scale is used without removing any items.

Table 6: Factor Matrix for Paternalism Scale

Scale item	Factor 1
Behaves like a family member (father/mother or elder brother/sister) towards his / her employees.	,668
Provides advice to employees like a senior family member.	,825
Creates a family environment in the workplace.	,786
Feels responsible from employees as if they are his or her own children.	,743
Protects employees from outside criticisms.	,526

Nepotism scale originally consists of two different dimensions and nine items in total and all of the items are put together for a factor analysis. Initial exploratory factor analysis yielded factor loadings of less than .40 for the first item 'having a family-dominated firm makes administering the human resource function difficult', thus this item is removed. After removing the first item factor analysis is done again. This time second factor 'nepotism complicates personnel's role in training for executive succession' had a factor loading less than .40 and it is removed. The last item which is 'I would dislike having one of the executives' relatives working in my department' is also removed from the scale since its factor loading is less than .40. The number of factors became 2 after this removal. Items gathered under the factors show the same structure as the original scale.

After last step of item deletion the factor loading of the item 'overall, organizations which allow nepotism are less effective than organizations that prohibit it' decreased to .117 which is not acceptable. Thus, this item is also deleted and the final factor structure of the scale is reached. This structure includes two factors. The first three items are included in the first factor and this factor is related with general situations. The last two items are included in the second factor and this factor is related with the specific situations in which employee's relative is working in the same organization. These two factors can be considered as out group nepotism and in group

nepotism respectively. Since nepotism scale has two factors, pattern matrix is given to show the factor loadings.

Table 7: Pattern Matrix for Nepotism Scale

	Factor	
Scale item	1	2
There is really no difference between hiring good employees and relatives of employees.	,637	
Nepotism is alright as long as the people who are related do not work for the same supervisor.	,664	
Nepotism is alright as long as the relatives are not boss and subordinate.	,795	
I would dislike having a relative of mine working with me in my department.		,800
I would dislike having a relative of mine directly under me as a subordinate.		,797

Since fatalism scale has only one factor, factor matrix is given to show the factor loadings. Fatalism scale has originally five items; since exploratory factor analysis yielded factor loadings of more than .40 for all of the items, scale is used without removing any items.

Table 8: Factor Matrix for Fatalism Scale

Scale item	Factor 1
Most of the time, it doesn't pay to try hard because things never turn out right anyway.	,667
Planning only makes a person unhappy since your plans hardly ever work out anyway.	,633
When bad things are going to happen they just are going to happen no matter what you do to stop them.	,578
When one is born, the success or failure one is going to have is already in one's destiny, so one might as well accept.	,705
The wise person lives for today and lets tomorrow take care of itself.	,474

Perceived fairness scale has only one factor, factor matrix is given in Table 9 to show the factor loadings. Exploratory factor analysis yielded factor loadings of more than .40 for all of the items, scale is used without removing any items.

Table 9: Factor Matrix for Perceived Fairness Scale

Scale item	Factor 1
In our company selection decisions are made to select the right person for the right job.	,780
In our company recruitment is done in right channels.	,786
In our company selection decisions are reliable.	,842
In our company procedures in selection process are done completely in order to avoid any kind of mistakes.	,775
In our company selection process works well from the first to the last step.	,791

Items which are used to measure the recruitment and selection practices cannot be considered as a scale. The fundamental reason is that these items are not reflecting those practices as latent variables. 'Latent variables are phenomena of theoretical interest which cannot be directly observed and have to be assessed by manifest measures which are observable' (Diamantopoulos, et. al., 2008). For instance, a recruitment or selection practice which is used at one time for one specific position might not be used at another time or for another position. Those items can be considered as independent from each other. Therefore these constructs cannot be treated as reflective. Because in reflective models a change in the latent variable causes variation in all measures simultaneously (Diamantopoulos, et. al., 2008), on the other hand without necessarily affecting any of the other indicators of the construct, a change in a formative indicator can cause changes in the construct (Franke, et. al., 2008).

In behavioral and organizational sciences remarkable amount of attention is given to construct validity. As a result of this, more effort has been given in reporting confirmatory factor analyses results, convergent and discriminant validity, and internal consistency reliability in scale validation process (MacKenzie, et. al., 2005). Due to these directions, confirmatory factor analysis is also done to provide the fit statistics of the tested models.

4.3. CONFIRMATORY FACTOR ANALYSIS

A structural equation model is conducted in AMOS, and confirmatory factor analysis is done to compare the fit statistics of the models tested. Table 10 shows the results of the confirmatory factor analysis that include CMIN, df, CFI and RMSEA values of the models tested. Model 1 includes only one factor which is perceived fairness; Model 2 includes two factors -paternalism as a cultural value effecting perceived fairness and perceived fairness; fatalism is added to these variables to get Model 3; Model 4 includes also nepotism as another cultural dimension effecting perceived fairness, and the last model, Model 5 includes two factors of nepotism; nepotism in-group, nepotism out-group, and fatalism, paternalism, and perceived fairness.

Table 10: Summary of Models Tested and Fit Statistics

Model	Description	CMIN	df	CMIN/df	CFI	RMSEA
Model 1	Perceived Fairness	2146.001	275	7.804	.514	.127
Model 2	Paternalism, Perceived Fairness	1712.342	274	6.249	.627	.111
Model 3	Fatalism, Paternalism, Perceived Fairness	1294.253	272	4.758	.735	.094
Model 4	Nepotism, Fatalism, Paternalism, Perceived Fairness	867.285	269	3.224	.845	.073
Model 5	Nepotism in-group, Nepotism out-group, Fatalism, Paternalism, Perceived Fairness	596.414	265	2.251	.914	.054

CMIN (x^2): Chi-square; df: degrees of freedom CFI: Comparative fit index; RMSEA: Root mean square error of approximation

With regards to the CMIN/df, CFI and RMSEA values given, comparisons can be made among different models. Compared to the other models, it is visible that fit indices of Model 5 indicates a good model fit (CMIN= 596.414, DF= 265, p= .000, CMIN/DF= 2.251, CFI= .914, RMSEA= .054) (Hu and Bentler, 1999: 4).

As it can be seen in Table 11, the mostly used recruitment methods found to be job search websites/engines ($\mu = 5.97$) and applicant pool ($\mu = 5.27$). Acquaintances from outside the organization ($\mu = 4.22$) are also found to be commonly used recruitment methods whereas newspaper advertisements found to be the least used one ($\mu = 2.69$).

Table 11: Means of Recruitment Methods Used in Organizations

Recruitment methods	Means
Newspaper advertisement	2.69
Applicant pool	5.27
Acquaintances from outside the company	4.22
Consultancy firms	3.99
Universities	3.09
Internal advertisement	4.57
Job search websites/engines	5.97
ISKUR	4.03

(1: never used, 7: mostly used)

The results showed that formal methods are used more than informal ones. But on the other hand, acquaintances from outside the organization is one of the mostly used methods in recruitment which can be considered as a result that supports nepotism is an important value in Turkey and it has an influence on human resource management practices.

Table 12: Means of Selection Methods Used in Organizations

Selection methods	Means
Reference	5.08
Informal interview	4.61
Formal test	4.20
Formal/Structured Interview	5.63
Cognitive ability test	4.77
Personality inventory	4.70
Performance test	4.48
CV	5.46

(1: never used, 7: mostly used)

The mostly used selection methods found to be interview (μ = 5.63) and CV (μ = 5.46) which can be considered as a formal method. On the other hand, formal test (μ = 4.20) is found to be the least used selection methods. This methods is considered to be a formal one, whereas some informal methods such as informal interview (μ = 4.61) and personality inventory (μ = 4.70) and reference (μ = 5.08) are seen to be relatively widely used.

These results showed that informal methods are used more than formal methods, and it can be considered as literature is supported since interview is found to be the mostly used selection method.

Table 13: Means of Factors Effecting Selection Decisions

Factors effecting selection decisions	Means
Adaptable to different situations	2.07
Job related knowledge	5.42
Experience	2.51
Mild-mannered	2.45
Agreeable	2.15
Be a part of in-groups	2.75
Loyal	2.06
Being a relative of someone in the organization	5.42
Compatible with the values of the society	2.72
Experience	5.55
Education	5.59
Skills	5.18
Personal acquaintances	4.36

(1: not considered, 7: mostly considered)

Factors effecting selection decisions are also analyzed in the research. Education ($\mu = 5.59$) and experience ($\mu = 5.55$) are found to be the most important factors that can be considered as hard criteria. However, being a relative of someone in the organization is also found to be the third most important factor ($\mu = 5.42$) and

which is not related with job and cannot seen as a hard criteria. Other factors are not found substantial in selection decisions.

These results showed that hard criteria are considered more than soft criteria in selection decisions, and this is an opposite result compared with the results of mostly used selection methods where informal methods are followed. Contrary to this result, being a relative of someone in the organization is found to be a very important factor effecting selection decisions, and this can be considered as a result supporting the theory that nepotism is pervasive in Turkish nation and it has an effect on human resource management practices.

The study also compared the results of inland and coastal land cities by doing cluster analysis but no difference was visible.

4.4. REGRESSION ANALYSIS

Process macro for regression analysis is used to conduct mediation and moderation analyses. Moderation analysis is used to find out if the size or sign of the effect of a variable -considered to be a casual one (X) - on outcome variable (Y) depends in one way or another on a moderator variable(s). On the other hand, mediation analysis is used to determine if the independent variable (X) influences the dependent variable (Y) directly as well as indirectly through a mediator variable (M) located between X and Y (Hayes, 2012).

In the current study, regarding the aims of it, process regression analysis is used in order to conduct moderated mediation analysis and to understand the mediation and moderation relationships among the variables. The direct and/or indirect effects of an independent variable X on a dependent variable Y through one or more mediators (M) to be moderated is allowed by this model. If the moderation of X on M, the effect of M on Y, or both of them are evident, it shows the contingent nature of X's effect on Y through the mediator/mediators depending on moderator (Hayes, 2012).

According to the research model of the study cultural variables –paternalism, nepotism and fatalism (and power distance) - are taken as the moderators of the study, recruitment practices are as independent variable, selection practices as mediator and perceived fairness as outcome variable. Recruitment and selection practices are

considered to be formal or informal and during the analysis informal recruitment practices are taken to the analysis with informal selection practices and these analyses are conducted separately for each practice. Same is followed for formal recruitment and selection practices.

Model 15 is used in the PROCESS regression analyses. A conceptual diagram is given below to show the model used.

Figure 4: Conceptual Diagram of Model 15
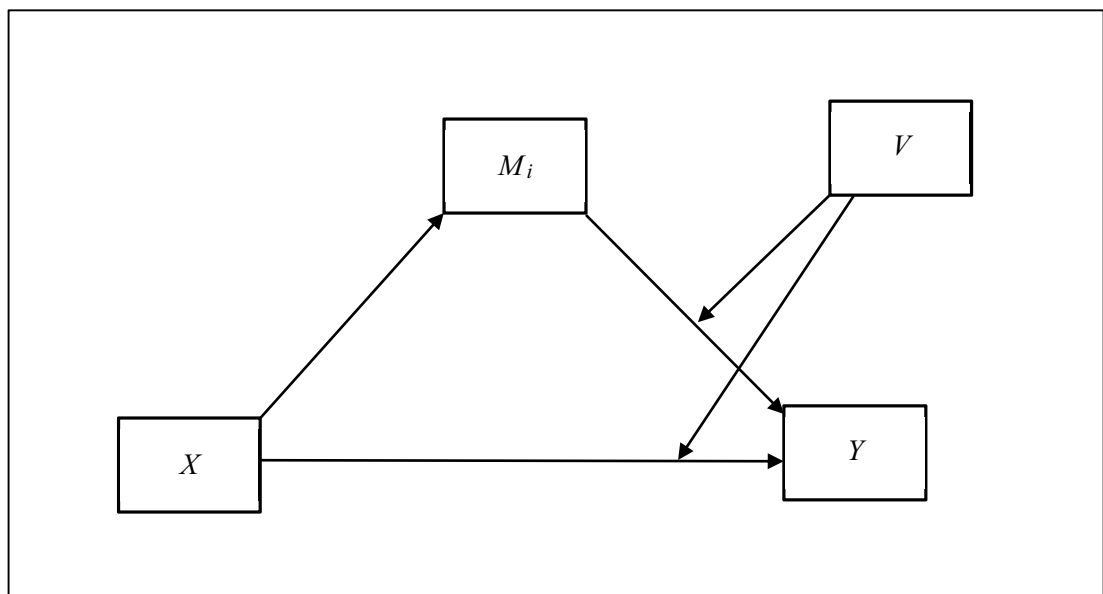
Resource: Hayes, 2013.

Hayes' procedures are followed for moderated mediation with bootstrapping to test the conditional indirect effects of our mediator (selection) on the relationship between recruitment practices (X) and perceived fairness (Y) at different levels of our moderators (paternalism, nepotism and fatalism) (Hayes, 2012; Preacher, et. al., 2007). For the first analysis variables used are mentioned below:

   Y (dependent variable) = Perceived fairness

   X (independent variable) = Recruitment (applicant pool)

   M (mediator) = Selection (interview)

   W (moderator) = Nepotism (in-group)

Figure 5: Moderated Mediation Analysis I
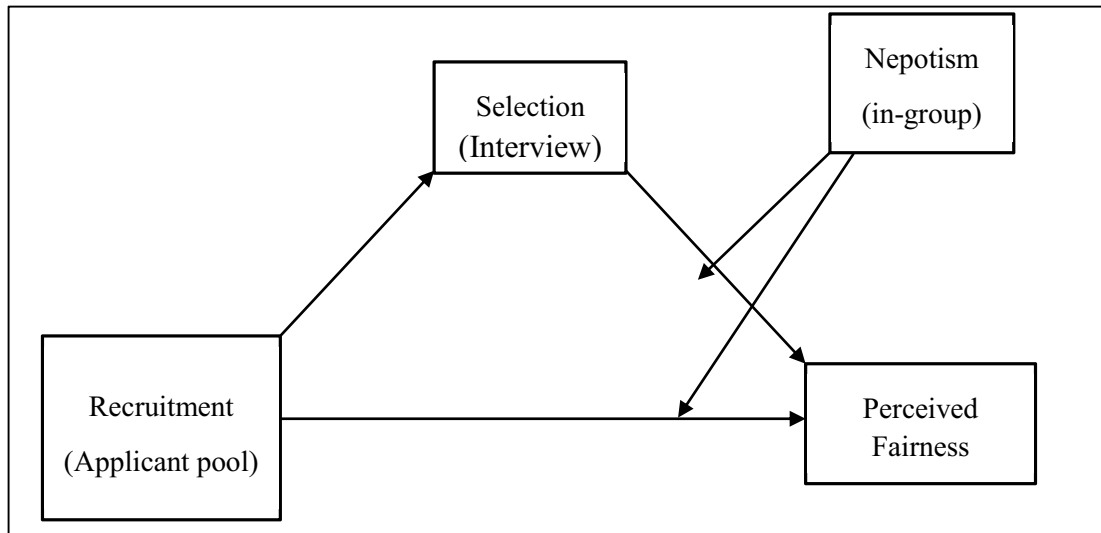
Results of the analysis show significant findings for nepotism (in-group). The findings are given and discussed below.

Table 14: Moderated Mediation Analysis I: Variables

Model	β	SE	T	p	R^2
Mediator variable:					.014
Selection: Interview					
Constant	.000	.102	.000	1.000	
Recruitment: Applicant pool	.137	.061	2.24	.025	
Dependent variable:					.040
Perceived fairness					
Constant	2.529	.070	35.95	.000	
Selection: Interview	-.034	.034	-1.00	.361	
Recruitment: Applicant pool	-.096	.420	-2.29	.021	
Selection x Nepotism (in-group)	.041	.017	2.34	.019	
Recruitment x Nepotism (in-group)	.010	.025	.41	.675	

Note. N = 424. Recruitment: applicant pool, selection: interview and nepotism (in-group) is centered in the analyses; bootstrap sample = 1.000. SE = standard error.

The analysis reported in Table 14 supports our first hypothesis. The model summary for selection shows that formal recruitment practice (applicant pool) had a significant effect on formal selection practice (coefficient: .137, t: 2.24, p: .025).

Table 15: Conditional Direct Effects of Recruitment on Perceived Fairness at Values of Nepotism (in-group)

Effect	SE	t	P	Bootstrap CI
-.1166	.0586	-1.9908	.0472	[-.2318, -.0015]
-.0966	.0420	-2.2999	.0219	[-.1791, -.0140]
-.0765	.0685	-1.1170	.2646	[-.2111, .0581]

The conditional direct effects analysis in Table 15 shows that the direct effect of recruitment on perceived fairness <u>was not significant</u> under the nepotism (in-group) condition (coefficient: 0.41, t: .41, p: .675).

There is a conditional indirect effect of recruitment on perceived fairness under the nepotism condition (coefficient: .010, t: 2.34, p: .019). This effect is visible when nepotism is high (bootstrap lower bound -0.0402, upper bound -0.0022)

Table 16: Conditional Indirect Effects of Recruitment on Perceived Fairness at Values of Nepotism (in-group)

Nepotism (in-group)	Effect	SE	Bootstrap CI
-1.8969	**-.0154**	.0092	[-0.0402, -0.0022]
.0000	-.0047	.0054	[-0.0198, 0.0023]
1.8969	.0061	.0079	[-0.0060, 0.0271]

For the second analysis variables used are mentioned below:

Y (dependent variable) = Perceived fairness

X (independent variable) = Recruitment (acquaintances from outside the organization)

M (mediator) = Selection (personal acquaintances)

W (moderator) = Fatalism

Figure 6: Moderated Mediation Analysis II
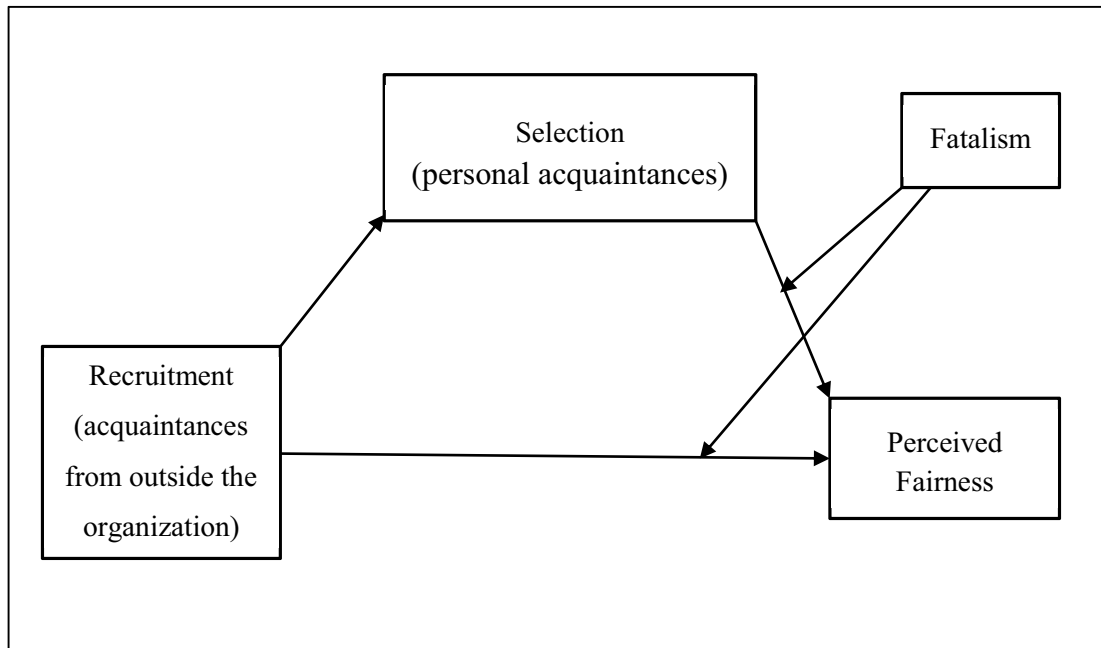
Results of the analysis show significant findings for fatalism. The findings are given and discussed below.

The analysis reported in Table 17 support our first hypothesis. The model summary for selection shows that informal recruitment practice had a significant effect on informal selection practice (coefficient: .125, t: 2.36, p: .018).

Table 17: Moderated Mediation Analysis II: Variables

Model	β	SE	t	p	R²
Mediator variable:					.015
Selection: personal acquaintances					
Constant	.000	.094	.000	1.000	
Recruitment: acquaintances from outside the organization	.125	.053	2.36	.018	
Dependent variable:					.035
Perceived fairness					
Constant	2.526	.070	36.02	.000	
Selection: personal acquaintances	.113	.038	2.99	.002	
Recruitment: acquaintances from outside the Organization	.020	.038	.547	.584	
Selection x Fatalism	.051	.026	1.96	.050	
Recruitment x Fatalism	.011	.024	.47	.634	

Note. N = 424. Recruitment: acquaintances from outside the organization, selection: personal acquaintances and fatalism is centered in the analyses; bootstrap sample = 1.000. SE = standard error.

Table 18: Conditional Direct Effects of Recruitment on Perceived Fairness at Values of Fatalism

Effect	SE	t	P	Bootstrap CI
.0044	.0493	.0897	.0472	[-0.0925, 0.1014]
.0209	.0382	.5470	.0219	[-0.0542, 0.0960]
.0374	.0537	.6960	.2646	[-0.0681, 0.1429]

The conditional direct effects analysis in Table 18 shows that the direct effect of recruitment on perceived fairness **was not significant** under the fatalism condition (coefficient: 0.11, t: .47, p: .634). Likewise in the first analysis, this insignificance signals that there is mediation. The conditional indirect effect analysis in Table 19

shows that the effect was explained by the indirect effect of recruitment on perceived fairness under the fatalism condition. This effect is visible only when the fatalism level is medium or low (bootstrap lower bound .0027, upper bound .0335, and bootstrap lower bound .0048, upper bound .0564). When nepotism level is low this effect is removed.

Table 19: Conditional Indirect Effects of Recruitment on Perceived Fairness at Values of Fatalism

| Fatalism	Effect	SE	Bootstrap CI
-1.4153	.0052	.0075	[-0.0068, 0.0234]
.0000	.0143	.0079	[0.0027, 0.0335]
1.4153	.0234	.0122	[0.0048, 0.0564]

For the third analysis variables used are mentioned below:

Y (dependent variable) = Perceived fairness

X (independent variable) = Recruitment (universities)

M (mediator) = Selection (written test)

W (moderator) = Nepotism (out-group)

Figure 7: Moderated Mediation Analysis III
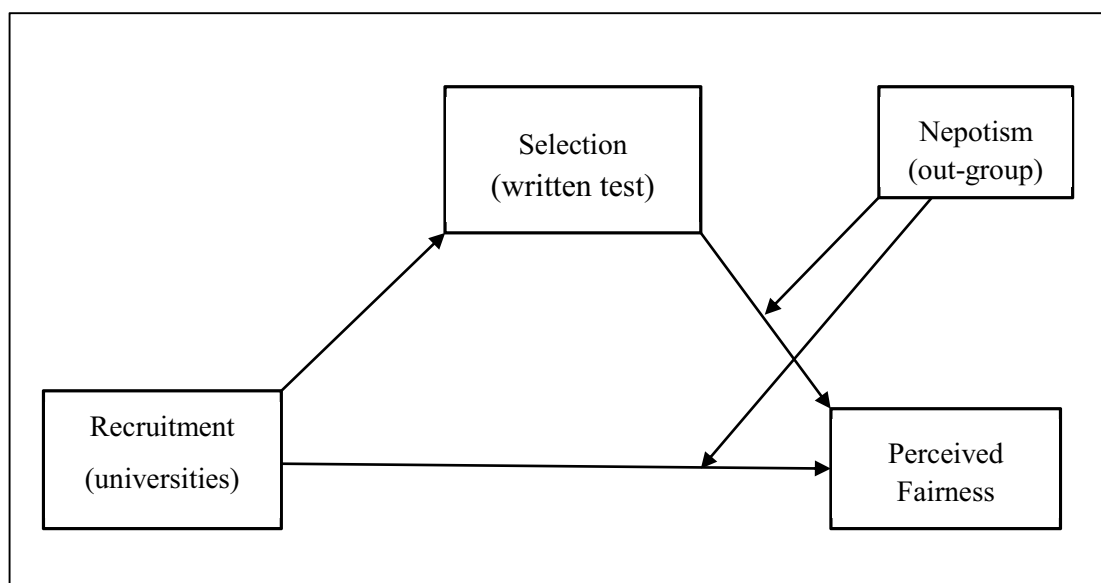
Results of the analysis show significant findings for nepotism. The findings are given and discussed below.

Table 20: Moderated Mediation Analysis III: Variables

Model	β	SE	t	p	R^2
Mediator variable:					.040
Selection: written test					
Constant	.000	.106	.000	1.000	
Recruitment: universities	.231	.056	4.07	.000	
Dependent variable:					.031
Perceived fairness					
Constant	2.563	.072	35.14	.000	
Selection: written test	-.036	.033	-1.08	.278	
Recruitment: universities	.044	.040	1.101	.271	
Selection x Nepotism (out-group)	-.013	.020	-.63	.523	
Recruitment x Nepotism (out-group)	-.074	.024	-3.00	.002	

Note. N = 424. Recruitment: universities, selection: written test and nepotism (out-group) is centered in the analyses; bootstrap sample = 1.000. SE = standard error.

The analyses reported in Table 20 support our first hypothesis. The model summary for selection shows that formal recruitment practice had a significant effect on formal selection practice (coefficient: .231, t: 4.07, p: .000).

Table 21: Conditional Direct Effects of Recruitment on Perceived Fairness at Values of Nepotism (out-group)

Effect	SE	t	P	Bootstrap CI
.1577	.0563	1.8021	.0053	[0.0471, 0.2682]
.0442	.0401	1.1016	.2713	[-0.0347, 0.1231]
-.0431	.0485	-.8880	.3751	[-0.1385, 0.0523]

The conditional direct effects analysis in Table 21 shows that the direct effect of recruitment on perceived fairness was significant under the nepotism (out-group) condition (coefficient: -.74, t: -3.00, p: .002). This direct effect is visible when nepotism (out-group) condition is high (bootstrap lower bound .0471, upper bound .2682). When nepotism (out-group) condition is medium or low, this effect is removed. This significance shows that there is not mediation, and without the mediation role of selection recruitment has an effect on perceived fairness. This is also supported with the conditional indirect effect analysis in Table 22 which shows that there is no indirect effect of recruitment on perceived fairness.

Table 22: Conditional Indirect Effects of Recruitment on Perceived Fairness at Values of Nepotism (out-group)

Nepotism (out-group)	Effect	SE	Bootstrap CI
-1.5312	-.0037	.0104	[-0.0268, 0.0153]
.0000	-.0084	.0079	[-0.0274, 0.0049]
1.1785	-.0119	.0099	[-0.0344, 0.0043]

Figure 8: Moderated Mediation Analysis IV
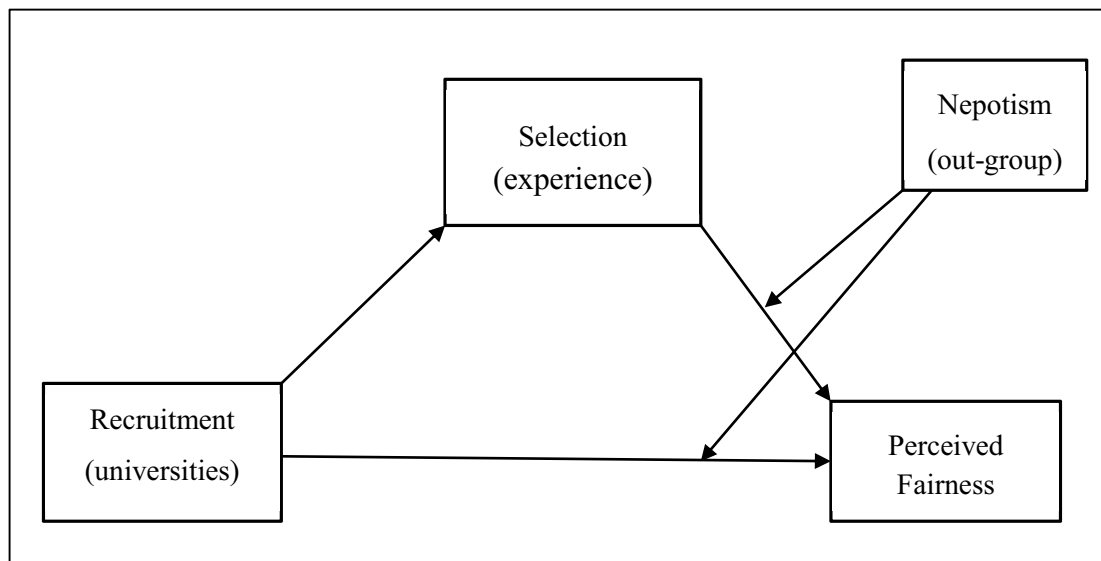
For the fourth analysis variables used are mentioned below:

Y (dependent variable) = Perceived fairness

X (independent variable) = Recruitment (universities)

M (mediator) = Selection (experience)

W (moderator) = Nepotism (out-group)

Results of the analysis show significant findings for nepotism. The findings are given and discussed below.

Table 23: Moderated Mediation Analysis IV: Variables

Model	β	SE	t	p	R^2
Mediator variable:					.010
Selection: experience					
Constant	.000	.098	.000	1.000	
Recruitment: universities	-.107	.051	-2.10	.036	
Dependent variable:					.054
Perceived fairness					
Constant	2.550	.071	35.57	.000	
Selection: experience	-.108	.035	-3.05	.002	
Recruitment: universities	.020	.039	.52	.599	
Selection x Nepotism (out-group)	.028	.024	1.14	.252	
Recruitment x Nepotism (out-group)	-.063	.027	-2.34	.019	

Note. N = 424. Recruitment: universities, selection: experience and nepotism (out-group) is centered in the analyses; bootstrap sample = 1.000. SE = standard error.

The analyses reported in Table 23 support our first hypothesis. The model summary for selection shows that formal recruitment practice had a significant effect on selection (coefficient: -.107, t: -2.10, p: .036).

**Table 24:** Conditional Direct Effects of Recruitment on Perceived Fairness at Values of Nepotism (out-group)

Effect	SE	t	P	Bootstrap CI
.1183	.0600	1.9716	.0493	[0.0004, 0.2362]
.0205	.0390	.5250	.5998	[-0.0562, 0.0972]
-.0548	.0479	-1.1442	.2532	[-0.1489, 0.0393]

The conditional direct effects analysis in Table 24 shows that the direct effect of recruitment on perceived fairness <u>was significant</u> under the nepotism (out-group) condition (coefficient: -0.63, t: -2.34, p: .019). This direct effect is visible when nepotism (out-group) condition is high (bootstrap lower bound .0004, upper bound .2362). When nepotism (out-group) condition is medium or low, this effect is removed. This significance shows that mediation is not visible which means without the mediation role of selection, recruitment has an effect on perceived fairness.

Table 25: Conditional Indirect Effects of Recruitment on Perceived Fairness at Values of Nepotism (out-group)

Nepotism (out-group)	Effect	SE	Bootstrap CI
-1.5312	.0163	.0098	[0.0031, 0.0433]
.0000	.0117	.0067	[0.0026, 0.0292]
1.1785	.0081	.0060	[0.0001, 0.0266]

For the fifth analysis variables used are mentioned below:

Y (dependent variable) = Perceived fairness

X (independent variable) = Recruitment (universities)

M (mediator) = Selection (experience)

W (moderator) = Nepotism (in-group)

Figure 9: Moderated Mediation Analysis V
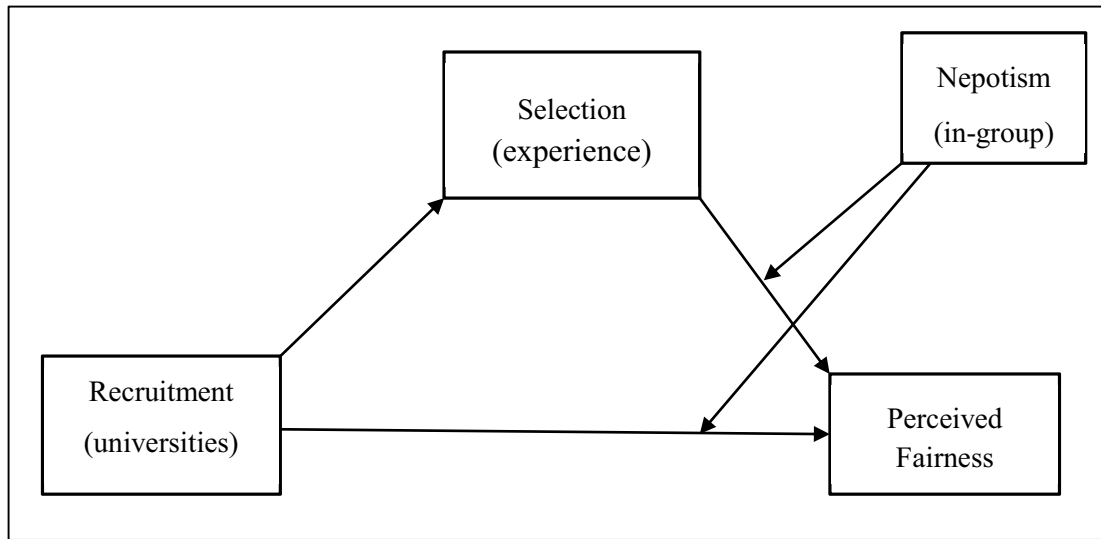
Results of the analysis show significant findings for nepotism. The findings are given and discussed below.

Table 26: Moderated Mediation Analysis V: Variables

Model	β	SE	t	p	R^2
Mediator variable:					.010
Selection: experience					
Constant	.000	.098	.000	1.000	
Recruitment: universities	-.107	.051	-2.10	.036	
Dependent variable:					.057
Perceived fairness					
Constant	2.535	.070	35.81	.000	
Selection: experience	-.127	.039	-3.27	.001	
Recruitment: universities	.032	.037	.85	.395	
Selection x Nepotism (in-group)	-.012	.026	-.45	.646	
Recruitment x Nepotism (in-group)	.055	.021	2.60	.009	

Note. N = 424. Recruitment: universities, selection: experience and nepotism (in-group) is centered in the analyses; bootstrap sample = 1.000. SE = standard error.

The analyses reported in Table 26 support our first hypothesis. The model summary for selection shows that formal recruitment practice had a significant effect on selection (coefficient: -.107, t: -2.10, p: .036).

Table 27: Conditional Direct Effects of Recruitment on Perceived Fairness at Values of Nepotism (in-group)

Effect	SE	t	P	Bootstrap CI
-.0737	.0522	-1.4110	.1590	[-0.1763, 0.0290]
.0321	.0377	.8501	.3958	[-0.0421, 0.1063]
.1379	.0586	2.3529	.0191	[0.0227, 0.2530]

The conditional direct effects analysis in Table 27 shows that the direct effect of recruitment on perceived fairness <u>was significant</u> under the nepotism (in-group) condition (coefficient: 0.55, t: 2.60, p: .009). This direct effect is visible when nepotism (in-group) condition is low (bootstrap lower bound .0227, upper bound .2530). When nepotism (in-group) condition is medium or high, this effect is removed. This shows that there is not mediation.

Table 28: Conditional Indirect Effects of Recruitment on Perceived Fairness at Values of Nepotism (in-group)

Nepotism (in-group)	Effect	SE	Bootstrap CI
-1.8969	.0113	.0078	[0.0010, 0.0334]
.0000	.0138	.0076	[0.0033, 0.0345]
1.8969	.0162	.0105	[0.0029, 0.0491]

For the last analysis variables used are mentioned below:

   Y (dependent variable) = Perceived fairness

   X (independent variable) = Recruitment (universities)

M (mediator) = Selection (written test)

W (moderator) = Fatalism

Figure 10: Moderated Mediation Analysis VI
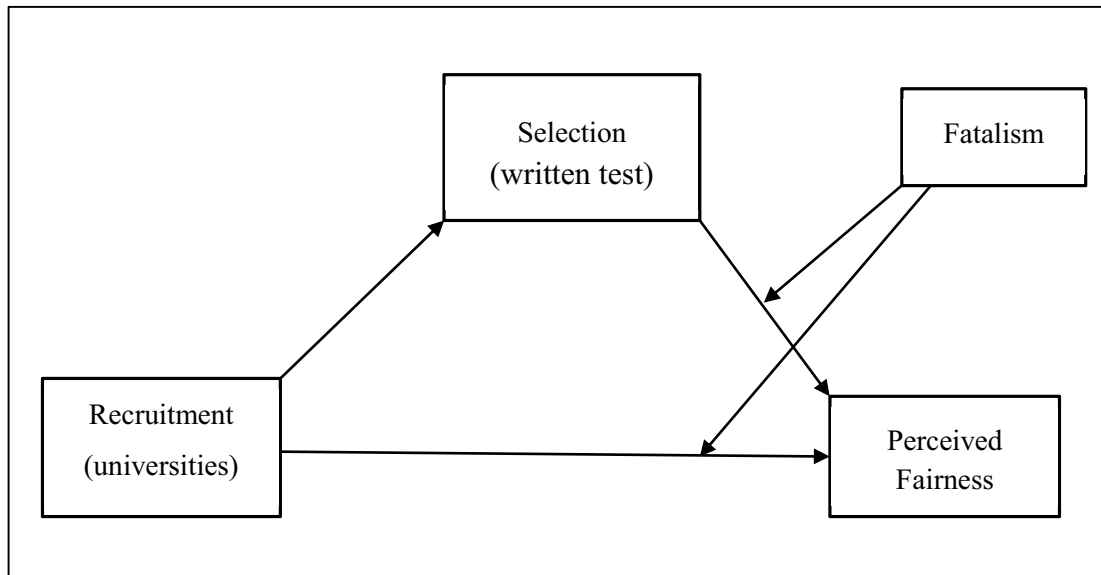
Results of the analysis show significant findings for nepotism. The findings are given and discussed below.

The analyses reported in Table 29 support our first hypothesis. The model summary for selection shows that formal recruitment practice had a significant effect on selection (coefficient: .231, t: 4.07, p: .000).

Table 29: Moderated Mediation Analysis VI: Variables

Model	β	SE	t	p	R^2
Mediator variable:					.040
Selection: written test					
Constant	.000	.106	.000	1.000	
Recruitment: universities	.231	.056	4.076	.000	
Dependent variable:					.030
Perceived fairness					
Constant	2.535	.071	35.66	.000	
Selection: written test	-.022	.033	-.65	.510	
Recruitment: universities	.039	.039	.97	.327	
Selection x Fatalism	-.010	.021	-.48	.627	
Recruitment x Fatalism	-.084	.028	-2.94	.003	

Note. N = 424. Recruitment: universities, selection: written test and fatalism is centered in the analyses; bootstrap sample = 1.000. SE = standard error.

Table 30: Conditional Direct Effects of Recruitment on Perceived Fairness at Values of Fatalism

Effect	SE	t	P	Bootstrap CI
.1580	.0547	2.8880	.0041	[0.0505, 0.2655]
.0390	.0398	.9795	.3279	[-0.0392, 0.1172]
-.0800	.0587	-1.3624	.1738	[-0.1955, 0.0354]

The conditional direct effects analysis in Table 30 shows that the direct effect of recruitment on perceived fairness <u>was significant</u> under the fatalism condition (coefficient: -0.84, t: -2.94, p: .003). This direct effect is visible when fatalism condition is high (bootstrap lower bound .0505, upper bound .2655). When fatalism condition is medium or low, this effect is removed. This significance shows that mediation is not visible which means without the mediation role of selection, recruitment has an effect on perceived fairness.

Table 31: Conditional Indirect Effects of Recruitment on Perceived Fairness at Values of Fatalism

Fatalism	Effect	SE	Bootstrap CI
-1.4153	-.0017	.0103	[-0.0010, 0.0172]
.0000	-.0052	.0079	[-0.0033, 0.0082]
1.4153	-.0086	.0107	[-0.0029, 0.0088]

When regression analyses are taken into consideration, it can be summarized that under nepotism (in-group) and fatalism conditions, selection (both formal and informal) practices mediated the relationship between recruitment and perceived fairness. This shows the indirect effects of selection practices on perceived fairness, and these effects are visible when nepotism (in-group) level is medium or high, and when fatalism level is low or medium. These results supported the third hypothesis of the study where perceived fairness is effected by selection practices and this effect is moderated by culture. On the other hand, for paternalism value no significant result is visible.

The third, fourth, fifth and the sixth analyses show that recruitment has also a direct effect on perceived fairness without the mediation role of selection. Direct effects were visible under high nepotism (out-group), high fatalism and low nepotism (in-group) conditions. In this sense, third hypothesis for nepotism condition can be considered to be rejected for in-group nepotism since direct effects are visible only the condition is low. On the other hand, rest of the results in aforementioned analyses supported the third hypothesis of the study. There was no significant moderation effect of paternalism in these analyses.

The reason of the situation that moderation effect of paternalism was not significant in the analyses can be related to the fact that paternalistic relations with the managers are developed after being a member of the organization. The summary of the results of hypotheses testing is given in Table 32.

Table 32: Summary of the Results of Hypotheses Testing

Hypothesis	Result
H_1: There is a positive relationship between recruitment and selection practices.	Accepted
H_2: Recruitment and selection practices have an impact on perceived fairness.	Accepted
H3: Cultural values moderate the relationship between recruitment and selection practices and perceived fairness.	Accepted
$H_{3.1}$: The relationship between recruitment and selection practices and perceived fairness is stronger for employees who have high scores on paternalism compared to the employees who have low scores.	Rejected
$H_{3.2}$: The relationship between recruitment and selection practices and perceived fairness is stronger for employees who have high scores on nepotism compared to the employees who have low scores.	Accepted
$H_{3.3}$: The relationship between recruitment and selection practices and perceived fairness is stronger for employees who have high scores on fatalism compared to the employees who have low scores.	Accepted

CONCLUSION

By always being embedded in certain institutional environments and constrained by political systems, policies and interventions held by governments and certain social norms; management has been a phenomenon which is closely related to culture (Feng, 2005: 2). Effecting people-related management issues, culture has become one of the most analyzed concept both in management literature and interdisciplinary studies. As being a soft aspect of organizations, HRM practices are affected by culture, human resource management has been seen culturally bounded more than other management practices and therefore cross cultural studies focusing on human resource management practices has gained importance. However, the theoretical, practical and empirical gaps in the literature – studies focusing on Turkish nation- reveal the need for research in this area.

Recruitment and selection practices can be seen as very essential practices that have been studied in literature in many areas. But when it comes to the studies related with recruitment and selection practices and effects of culture on these practices, it is hard to find emic studies that are focusing on Turkish nation. Besides, empirical studies focusing on Turkish nation mostly consider the same cultural dimensions that are revealed by Hofstede. These studies focusing on Turkey and its cultural values have found out that Turkish nation is collectivistic, high power distant, uncertainty avoidant and it feminine.

Current study considered Turkish nation as having its own cultural value system due to the closeness to Middle East and being located between Europe and Aisa, and in this sense, analyzed paternalism, nepotism and fatalism as cultural dimensions which needs to be considered.

Nepotism is considered to be pervasive in Turkey, where family members and in-groups are trusted and these ties among people who are from the same family, same school or region are very important. Besides, the substantial role of Islam in Turkish nation which promotes fatalism makes this value also pervasive in the nation (Kabasakal and Bodur, 2008: 869-870).

Due to being a high power distant society, power allocation is mostly based on centralized authority and hierarchy. As well as in the society, family has a dominating

role in business life. This situation reveals a power distant leadership style, specifically the paternalistic leadership style where the leader is seen as a father protecting his children.

Having the values discussed above, Turkey is assumed to be a nation where organizations give importance more on relationships than hard criteria related with job itself. Moreover, this situation is considered to effect recruitment and selection practices that will increase the use of informal practices.

Current study takes formality level of the recruitment and selection methods into consideration and referrals and word-of-mouth from family or friends, internal sources are considered as informal recruitment methods whereas using newspapers, candidate pools formed in advance, consulting firms, universities, employment websites and İŞKUR (Turkish Labor Agency) are considered as formal recruitment methods.

The selection tools used in the current study are references, informal interview, formal test, formal interview, cognitive ability test, personality inventory, performance test and CV, where references, informal interview and personality inventory are considered as informal methods and the others as formal ones.

According to the results of the study, the mostly used recruitment methods are the job search websites/engines and applicant pools which are considered to be formal methods. On the other hand, internal advertisement and acquaintances from outside the organization are found to be the commonly used methods which are considered to be informal methods, whereas newspaper advertisements found to be the least used method.

Selection methods are also analyzed in the study and it is found that interview and CV are the most commonly used methods. Reference and personality inventory are other methods which are considered to be commonly used. This result indicates that widely used recruitment and selection methods are mixed of formal and informal methods. Findings regarding the selection methods can be considered to be consistent with findings in other research studies. For instance, CVs and interviews are found to be the mostly used selection methods likewise in the literature.

Questionnaire also included the important factors that are effecting selection decisions. Being adaptable to different situations, having technical knowledge,

experience, being mild-mannered, agreeable, being a part of in-groups, loyal, being a relative of someone in the organization, compatible with the values of the society, social media usage, hobbies, education, skills, and personal acquaintances are analyzed as the factors effecting selection decisions. The results revealed from the research study is that education is the most important factor effecting selection decisions, experience is the second factor and being a relative of someone in the organization is the third important factor effecting these decisions. This result shows similarly that, informal factors as well as formal factors have a great influence on selection decisions.

Study focused on fulfilling three gaps: theoretical, empirical and practical. Focusing on the relationships between cultural values and recruitment and selection practices, and investigating the effects of these practices on the fairness perceptions and the effect of culture on these relationships can be considered as a contribution providing new and important insights to understand HRM in Turkish context. Another important aspect of the study that provides a theoretical contribution is based on the fact that concentrating on Turkish nation, a different country than the others which has gained a great focus in the literature.

Informal practices discussed above are considered to be affecting perceived fairness. In this sense, the study developed a moderated mediation model where recruitment practices are considered to be the independent variable, perceived fairness as the outcome variable.

Current study had three main hypotheses. First, a positive relationship is assumed between recruitment and selection practices. Second assumption is that perceived fairness is affected by recruitment and selection practices, and finally cultural values are assumed to be moderating the relationship between recruitment and selection practices and perceived fairness. In relation to these hypotheses process regression analysis is used to conduct moderated mediation analysis where the direct and/or indirect effects of an independent variable(s) on a dependent variable through one or more mediators to be moderated are allowed.

The study investigated the moderated mediation effects of cultural dimensions on the relationship between selection practices and perceived fairness in business organizations in Turkey, and to reach the aim of the study a conceptual model is

proposed and tested in AMOS. In this framework, paternalism, nepotism, and fatalism are considered as the moderators and selection practices as a variable mediating the relationship between recruitment practices and perceived fairness.

Regression analysis showed that formal recruitment practice (applicant pool) has a significant effect on selection and the direct effect of recruitment on perceived fairness was not significant under the nepotism (in-group) condition. That proved that there is mediation role of selection, and the conditional indirect effect analysis showed that the indirect effect of recruitment on perceived fairness high nepotism (in-group) condition.

Analysis also showed that informal recruitment practice (acquaintances from outside the organization) has a significant effect on informal selection practice (personal acquaintances). The direct effect of recruitment was insignificant which proved that there was a mediation of selection. The indirect effect of recruitment was seen under high fatalism condition.

Regression analyses conducted, also showed that recruitment had also direct effects under some conditions. Formal recruitment practice (universities) had a direct effect on perceived fairness under high fatalism, high out-group nepotism and low in-group nepotism condition.

The results of the regression analyses showed that both recruitment and selection practices have effects on perceived fairness and these effects are moderated by cultural values. These results supports the literature where selection practices are considered to be factors effecting perceived fairness. But the main difference which can be visible is that, recruitment practices are also found to be influential on perceived fairness. Values which are analyzed in the research where also different than the values that gained importance in the literature. This can also be considered as a different insight which is contributed by the current study.

Moreover, considering the possible variations among the recruitment and selection practices used in different countries, and the research gap regarding the effects of values on perceptions towards recruitment and selection practices, reviewing this area and identifying these practices used in Turkey adds value to the literature that can be seen as a contribution.

Another contribution of the study is an empirical contribution. Since the empirical studies focusing on the HRM and culture relationship are scarce and the specific area analyzed in Turkish context is even scarcer, empirical contribution can also be considered to be visible.

The results of the study can be considered as guidelines providing insight to HR managers. This can be considered as another contribution of the study which is related with the practical gap. Since HRM practices are positively related with organizational performance, the results become more significant. Using suitable recruitment and selection methods which are found to be culturally moderated, organizations can improve the perceived fairness by understanding the values and modifying the recruitment and selection strategies.

Considering the studies concentrating on national cultural values, another gap is visible that however most of the world is living in collectivistic societies, majority of the management studies reflect individualistic cultures and other cultural values has not gained as much importance as individualism–collectivism dimension. Focusing on a collectivistic nation and analyzing other values important values which are not widely investigated –nepotism, paternalism and fatalism- the study also makes contribution in this area.

The study showed that recruitment and selection practices have an influence on perceived fairness. This result supports the literature and the studies done before.

The result which is revealed through the research study is not only showed that recruitment and selection practices effect fairness perceptions, but also these effects are moderated by cultural dimensions.

Participants of the study were employees who had a real experience on recruitment and selection practices. Most of the empirical studies in this area used students as participants who do not have an experience in employment process.

Sample size of the study was also satisfactory comparing the other studies in the literature, but there were still some limitations since the research only covered participants from cities which are relatively more industrialized or developed.

Together with the theoretical contributions, practical implications are also proposed by the current study. First of all, as it is also mentioned by (Hausknecht et. al. 2004: 674-675), perceived fairness may help to create a more positive company

image, better word-of-mouth information regarding the company procedures, and higher possibility for an applicant to accept a job offer, and vice versa it will be not very possible to attract top applicants, there will be more litigations or bad company image.

Employee selection is seen as a challenging area for human resource professionals since the methods that found to be acceptable in one culture may not be acceptable in other cultures (Ryan et al., 1999: 1187). Considering this, the study can be considered as important for the organizations that are planning to do business in Turkey and also for human resource professionals who will be responsible for the recruitment and selection practices.

Knowledge increased by the research studies will help organizations to maximize their effectiveness of their international recruitment and selection practices and to improve the favorability of domestic recruitment and selection practices (Phillips et. al. 2002: 1203).

There are also some noteworthy limitations both in the theoretical and empirical side of the current study.

Regarding the theoretical limitations, it should be mentioned that research study focused on three specific cultural dimensions which were paternalism, fatalism and nepotism. Since other potential dimensions are not examined in the study, this situation can be seen as a constraint of the research study. However, when literature is reviewed it can be seen that Turkey is investigated by many researchers with different cultural dimensions, especially the dimensions which are developed by Hofstede.

With regards to the empirical limitations, the sample of the study can be considered as the first limitation. Because of the time and cost constraints, the research study was held in particular cities –İzmir, Ankara, İstanbul, Bursa, Adana and Gaziantep. These cities are relatively more developed than the other cities in Turkey. Therefore, it is hard to generalize the results.

The questionnaire was applied to employees, managers and the human resource staff. The main reason of selecting employees, managers and human resource staff as participants is that both employees and managers have an experience regarding the recruitment and selection processes, and human resource staff and managers may have different responsibilities in these processes and all of these participants may have

different perspectives. Approximately the division of the participants was half-and-half as employees and managers, but since the same questionnaire was used for all of the participants this can also be considered as another limitation of the research study. Using convenience sampling can also be considered as a part of this limitation. This kind of sampling does not represent the whole population, and covers participants only who are reachable.

The social desirability and common method variance can also be considered as factors that have influenced the responses of the participants, and it can be sees as the last limiting factor.

Considering these aforementioned limitations of the study future directions are provided.

Due to the time and cost constraints, the study could not be held in every region of Turkey. The study can be extended to different cities among seven regions of Turkey in the future. This may help to compare the differences among cities and regions. Besides this, to focus on a specific sector could be helpful since organizations doing business in same sector would have similar aspects including recruitment and selection practices. Besides, organizations can also be compared regarding their size.

In future studies other values than paternalism, nepotism and fatalism can also be analyzed. Since most of the studies in the literature are following Hofstede's framework, other cultural frameworks can also be suggested in future research. Moreover, research can be extended to other countries, specifically countries in the Middle East to investigate the similarities and the differences between them and Turkey.

Study can be seen as a starting point for other studies that will cover related research questions. Especially, future studies concentrating on the attractiveness of recruitment and selection practices are recommended.

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APPENDICES

Appendix 1: Questionnaire in English

Dear Participant,

You are participating the survey that will be used in the empirical study of my PhD thesis which is a part of Business Administration Doctoral Program of Dokuz Eylül University Institute of Social Sciences. Your personal information (name/surname, etc.) will not be asked in the survey and your answers – being a part of a scientific research- will be kept confidential and not be shared with third parties. For the reliability and validity of the study, it is very important to answer all the questions truly. If you want the results of the study will be shared with you. Thank you for your contribution. With my best regards,

Nihan Kütahnecioğlu İnan

Please determine your opinion regarding the items given below.

In recruitment process, the methods given below are used in our company (1: never used, 7: mostly used):

	1	2	3	4	5	6	7
Newspaper advertisements are used.							
Applicant pools are used.							
Acquaintances from outside the company are asked.							
Consultancy firms are used.							
Contacted with universities.							
Announcements are made within the organization (Internal advertisement).							
Job search websites/engines (as kariyer.net, etc.) are used.							
İŞKUR (Turkish Labor Agency) is used.							

In selection process the methods given below are used in our company (1: never used, 7: mostly used):

	1	2	3	4	5	6	7
Reference							
Informal interview							
Formal test							
Interview							
Cognitive ability test							
Personality inventory							
Performance test							
CV							
Honesty test							
Graphology							

Please indicate your degree of agreement regarding the statements given below (1 = totally disagree, 7= totally agree):

	1	2	3	4	5	6	7
My manager behaves like a family member (father/mother or elder brother/sister) towards his / her employees.							
My manager provides advice to employees like a senior family member.							
My manager creates a family environment in the workplace.							
My manager feels responsible from employees as if they are his or her own children.							
My manager protects employees from outside criticisms.							
Having a family-dominated firm makes administering the human resource function difficult.							
Nepotism complicates personnel's role in training for executive succession.							
There is really no difference between hiring good employees and relatives of employees.							

	1	2	3	4	5	6	7
Nepotism is alright as long as the people who are related do not work for the same supervisor.							
Nepotism is alright as long as the relatives are not boss and subordinate.							
Overall, organizations which allow nepotism are less effective than organizations that prohibit it.							
I would dislike having a relative of mine working with me in my department.							
I would dislike having a relative of mine directly under me as a subordinate.							
I would dislike having one of the executives' relatives working in my department.							
Most of the time, it doesn't pay to try hard because things never turn out right anyway.							
Planning only makes a person unhappy since your plans hardly ever work out anyway.							
When bad things are going to happen they just are going to happen no matter what you do to stop them.							
When one is born, the success or failure one is going to have is already in one's destiny, so one might as well accept.							
The wise person lives for today and lets tomorrow take care of itself.							
In our company selection decisions are made to select (or employ) the right person for the right job.							
In our company recruitment is done in right channels.							
In our company selection decisions are reliable.							
In our company procedures in selection process are done completely in order to avoid any kind of mistakes.							
In our company selection process works well from the first to the last step.							

Factors given below are considered in selection decisions in our organization (1: not considered, 7: mostly considered):

Adaptable to different situations	1	2	3	4	5	6	7
Job related knowledge							
Experience							
Mild-mannered							
Agreeable							
Be a part of in-groups							
Loyal							
Being a relative of someone in the organization							
Compatible with the values of the society							
Social media usage							
Experience							
Hobbies							
Education							
Skills							
Personal acquaintances							

* How many years have you been working?

………………………..

* How many years have you been working for your current organization?

………………………..

* How many people are working in your organization? (You can give an approximate number.)

………………………..

* In which industry does your current organization do business?

………………………..

* In which city does your current organization do business?

………………………..

* Please determine if there are any other cities your organization does business.

………………………..

* Are you a manager? (Manager is a person who is at least one person's superior.)

(   ) Yes   (   ) No

* In which department (area) are you working? (Human Resources, Marketing, Production, etc.)

………………………………………………….

* Please determine your education status.

( ) Primary-secondary school   ( ) Bachelor's degree
( ) High school   ( ) Master's degree
( ) Two-year degree   ( ) PhD degree

* Please give your email address if you want to get information about the results of the study.

………………………………………………….

Appendix 2: Questionnaire in Turkish

Değerli Katılımcı,

Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yönetimi Doktora Programı kapsamında yapmakta olduğum doktora çalışmamın uygulama kısmında kullanacağım ankete katılmaktasınız. Ankette kişisel bilgileriniz (ad/soyad, iletişim bilgileri vb.) sorulmayacak olup ankete vereceğiniz cevaplar bilimsel bir araştırmaya konu olması bakımından gizli tutulacak ve üçüncü şahıslarla paylaşılmayacaktır. Anket sorularının tamamını eksiksiz ve içten bir biçimde yanıtlamanız yapılan çalışmanın geçerliliği ve güvenilirliği açısından büyük önem taşımaktadır. Çalışmanın sonuçları arzu ettiğiniz takdirde sizinle paylaşılacaktır. Katkılarınız için teşekkür eder, iyi çalışmalar dilerim.

Nihan Kütahnecioğlu İnan

Aşağıdaki ifadelere katılma derecenizi belirtiniz.

Şirketimizde eleman bulma sürecinde aşağıdaki methodlar kullanılır (1=hiç kullanılmaz, 7=çoğunlukla kullanılır):

	1	2	3	4	5	6	7
Gazete ilanına başvurulur.							
Daha önceden oluşturulmuş aday havuzlarına başvurulur.							
Kurum dışındaki tanıdıklara başvurulur.							
Danışmanlık firmalarına başvurulur.							
Üniversiteler ile bağlantıya geçilir.							
Kurum içi ilan duyurusu yapılır.							
İş bulma sitelerine (kariyer.net vb.) başvurulur.							
İŞKUR'a başvurulur.							

Şirketimizde seçim sürecinde aşağıdaki methodlar kullanılır (1=hiç kullanılmaz, 7=çoğunlukla kullanılır):

	1	2	3	4	5	6	7
Referanslar							
İnformal görüşme							
Yazılı sınav							
Mülakat							
Bilişsel yetenek testi							
Kişilik testi							
Performans testi							
Özgeçmiş							
Dürüstlük testi							
El yazısı testi							

Aşağıdaki ifadelere katılma derecenizi belirtiniz. (1 = kesinlikle katılıyorum, 7= kesinlikle katılmıyorum):

	1	2	3	4	5	6	7
Yöneticim çalışanlarına karşı bir aile büyüğü (baba/anne veya abi/abla) gibi davranır.							
Yöneticim çalışanlarına bir aile büyüğü gibi öğüt verir.							
Yöneticim işyerinde aile ortamı yaratmaya önem verir							
Yöneticim bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder.							
Yöneticim çalışanlarını dışarıdan gelen eleştirilere karşı korur.							
Aile şirketlerinde insan kaynakları fonksiyonunun uygulanması zordur.							
Kayırmacılık, yeni yöneticilerin yetiştirilmesinde insan kaynakları yönetiminin rolünü karmaşıklaştırır (azaltır).							
İyi çalışanları işe almak ile çalışanların yakınlarını işe almak arasında fark yoktur.							
Birbirinin yakını olan kişiler aynı yöneticiye bağlı olarak çalışmadıktan sonra kayırmacılığın sakıncası yoktur.							

	1	2	3	4	5	6	7
Birbirinin yakını olan kişiler ast ve üst ilişkisi içerisinde olmadığı sürece kayırmacılığın sakıncası yoktur.							
Genelleme yapılırsa, kayırmacılığa izin veren organizasyonlar, bunu engelleyen organizasyonlardan daha az verimlidirler.							
Bir yakınımın benimle birlikte aynı departmanda çalışması hoşuma gitmezdi.							
Bir yakınımın doğrudan bana bağlı bir çalışanım olması hoşuma gitmezdi.							
Yöneticilerin yakınlarından birinin benim departmanımda çalışması hoşuma gitmezdi.							
Çoğu zaman çok çabalamaya değmez, çünkü işler zaten hiçbir zaman istendiği gibi gitmez.							
Plan yapmak bir kişiyi yalnızca mutsuz eder çünkü yapılan planlar zaten hiçbir zaman gerçekleşmez.							
Ne kadar uğraşırsan uğraş kötü bir şeyler olacaksa önüne geçemezsin.							
İnsanın gelecekteki başarısı ya da başarısızlığı doğumuyla birlikte kaderine yazılmıştır bu yüzden kişi bunu kabul etmelidir.							
Bilge insan günü yaşar ve geleceği düşünmez.							
Kuruluşumuzda seçim kararları doğru kişiyi doğru işe yerleştirecek şekilde verilir.							
Kuruluşumuzda doğru kaynaklarda arama yapılır.							
Kuruluşumuzda seçim kararları güvenilirdir.							
Kuruluşumuzda seçim sürecindeki prosedürler (işlemler) her türlü hatadan kaçınmaya yönelik olarak eksiksiz bir şekilde yapılır.							
Kuruluşumuzda seçim süreci başından sonuna kadar iyi çalışmaktadır.							

Şirketimizde seçim kararları verilirken aşağıda verilen faktörler dikkate alınır (1=hiç dikkate alınmaz, 7=çoğunlukla dikkate alınır):

	1	2	3	4	5	6	7
Farklı durumlara uyum sağlayabilme/adapte olabilme							
İş ile ilgili bilgiye sahip olma							
Deneyim sahibi olma							
Ilımlı düşüncelere sahip olma							
Uzlaşmacı olma							
İşletmenin içindeki gruplara dahil olma							
Sadakatli olma							
İşletmede çalışanlardan birinin ailesinden olma							
Topluluğun değerleri ile uyumlu olma							
Sosyal medya kullanımı							
Deneyim							
Hobiler							
Eğitim							
Yetenekler							
Kişisel tanıdıklar							

* Kaç yıldır çalışıyorsunuz?

……………………..

* Çalışmakta olduğunuz kurumda kaç yıldır çalışıyorsunuz?

……………………..

* Kurumunuzda toplam kaç kişi çalışmaktadır? (Tam sayı olarak bilmiyorsanız yaklaşık bir sayı verebilirsiniz.)

……………………..

* Çalıştığınız kurum hangi sektörde faaliyet göstermektedir?

………………………..

* Çalıştığınız kurum hangi şehirde faaliyet göstermektedir?

………………………..

* Kurumunuzun faaliyet gösterdiği başka şehirler (bölgeler) de varsa lütfen belirtiniz.

………………………..

* Yönetici misiniz? (Yönetici en az 1 kişinin amiri olan kişidir.)

(   ) Evet   (   ) Hayır

* Kurumunuzda çalıştığınız departmanı (alanı) belirtiniz. (İnsan Kaynakları, Pazarlama, Üretim, vb.)

………………………..

* Lütfen eğitim durumunuzu belirtiniz.

( ) İlköğretim (Eski ilkokul ve ortaokul dengi)   ( ) Lisans (3 yıl ve daha fazlası
                                                              olan okullar)

( ) Lise   ( ) Yüksek Lisans

( ) Ön Lisans (2 yıllık okullar)   ( ) Doktora

* Çalışmanın sonuçları hakkında bilgilendirilmek istiyorsanız lütfen e-mail adresinizi belirtiniz.

………………………..