

NEPOTISM, CRONYISM, AND ORGANIZATIONAL COMMITMENT AMONG RESCUE WORKERS: EXAMINING ORGANIZATIONAL ALIENATION AS A MEDIATOR

¹*Ishtiaq Ahmad**

**PhD Scholar, Department of Psychology, Hazara University Mansehra, KPK.*

Email: ishtiaqahmad@iub.edu.pk

²*Dr. Sumaira Naz*

Assistant Professor, Department of Psychology, Hazara University Mansehra, KPK.

Email: sumaira_naz_awan@yahoo.com

³*Dr. Shagufta Parveen*

Assistant Professor, Department of Psychology, Hazara University Mansehra, KPK Email: shaguftak27@gmail.com

ABSTRACT

Rescue work is a very demanding occupation that bears high organizational commitment because it is risk-prone, teamwork-dependent, and directly affects the community through safety provision. Nonetheless, some undesirable organizational practices like nepotism and cronyism can undermine the psychological attachment of employees to their organization. In the current research, the association between nepotism, cronyism, and organizational commitment was investigated among rescue workers, and the association of organizational alienation as an intermediate factor examined. A quantitative correlational research design was adopted, whereby a sample of $N = 400$ rescue workers working with Rescue 1122 in Pakistan was sampled with the help of convenience sampling. The sample consisted of emergency responders, ambulance workers, and disaster management personnel who had at least one year of job experience. The administration included standardized self-report measures such as the Nepotism Scale, Organizational Cronyism Scale, Work Alienation Scale, and Organizational Commitment Scale. Data were analyzed with Pearson product-moment correlation and covariance-based structural equation modeling (CB-SEM). The results indicated strong negative associations between nepotism, cronyism and organizational commitment. Nepotism and cronyism were also found to be significant positive predictors of organizational alienation, as well as negative predictors of organizational commitment. The mediation analysis also revealed that organizational alienation significantly mediated the relationship of nepotism and cronyism with organization commitment in a partial manner. These results indicate that favoritism in rescue organizations strains a sense of alienation, which ultimately erodes the level of commitment of employees to their organization. The study shows that organizational practices that are transparent, just, and based on merit are significant in emergency service institutions to minimize alienation, promote commitment, and elevate overall organizational effectiveness and provision of services.

Keywords: *Nepotism; Cronyism; Organizational Alienation; Organizational Commitment*

INTRODUCTION

Organizational commitment to the rescue workers is a critical factor that defines the effectiveness of the organization, workforce stability and quality of services in emergency response systems. Firefighters, ambulance, emergency medical technicians and disaster response workers are the rescue workers who work in risk prone, unpredictable environments that are highly sensitive. Their functions require long-lasting psychological involvement, collaboration, and dedication to organizational objectives because they directly affect the results of public safety in their performance (Meyer & Allen, 1997; Patterson et al., 2019). Organization commitment of rescue workers has therefore engaged weight of interest among researchers and policymakers who wish to enhance performance and welfare of employees of emergency services.

Organizational commitment is the emotional attachment that an employee has to the organization that includes the emotional engagement, the sense of perceived obligation as well as

the need to stay in the organization (Mowday et al., 1982). The three components model that has been widely accepted states that commitment is in three dimensions namely affective, continuance, and normative dimensions (Meyer & Allen, 1997). The affective type of commitment is especially relevant in the context of rescue work, since workers are usually driven not only by altruism, professional self-definition, but also by the sense of duty. Rescue workers have been found to be highly committed, thereby leading to high job performance, organizational citizenship behavior, resilience, and reduced turnover intentions (Brough & Biggs, 2015; Violanti et al., 2017).

Regardless of its significance, it is becoming more difficult to maintain organizational commitment in rescue workers. Emergency service organizations are usually faced with limited availability of resources, work overloads, contacts with traumatic events and random work schedules. Unless effectively addressed, these work-related stress factors may slowly deteriorate the psychological commitment of employees towards their company (Patterson et al., 2019; Stanley et al., 2021). Although the job-related stressors have received substantial research, it has also been found out that organizational and managerial aspects especially fairness and equity in human resource practices are equally important in determining the level of commitment.

Of these organizational issues, nepotism and cronyism have been cited as such that are widespread in most public and semi-public organizations, and which play a role in compromising the perceptions of fairness. Nepotism is the merit of employment opportunities by the kin and cronyism is the favoritism to friends, political friends, or preferred colleagues despite their qualifications and performance (Khatri et al., 2006). These practices are against the merit-based systems and undermine the confidence of employees to organizational leadership. Empirical data indicate that favoritism predicts negative work attitude such as dissatisfaction, disengagement, and lack of commitment to an organization (Arasli et al., 2019; Asif & Batool, 2023).

Nepotism and cronyism may be very harmful in rescue organizations where trust, coordination and mutual reliance are key to effective operation. The rescue workers rely on the equal distribution of tasks, clear promotion policies, and equal rewards to stay motivated and moral. Employees who become aware that their personal connections have an impact on decision making instead of their skills and expertise can feel frustrated, resentful, and unjust (Khatri et al., 2006; Saleem et al., 2022). These perceptions may cause erosion of emotional attachment and diminished disposition to work discretionally on behalf of the organization in the long run.

Organizational alienation is one of the most important psychological consequences of favoritism among employees. Organizational alienation is a condition that employees are detached to work, no control of organizational operations, and reduced feeling of belongingness (Seeman, 1959; Nair & Vohra, 2010). Employees who feel alienated usually believe that their work is useless and have no power to change things that they can decide. Studies demonstrate that organizational alienation is a powerful indicator of such negative consequences as burnout, psychological withdrawal, and a decrease in organizational commitment (Banai et al., 2004; Chiaburu et al., 2014).

In rescue work, the applicability of organizational alienation is especially high. Under the most severe circumstances the rescue workers are supposed to show their devotion, bravery, and emotional engagement. In the case of such professionals when they feel alienated because of unfairness or exclusion, the ability to engage psychologically may decrease, which leads to the lack of motivation and the loss of loyalty (Pienaar et al., 2018). The alienation can also interfere with teamwork and trust- both critical to efficient emergency response and, therefore, organizational operations and service delivery.

Theoretical views are very supportive of the nepotism, alienation and commitment to the organization. According to the Social Exchange Theory, employment relationships depend on mutual exchanges between employees; employees feel that they are treated well and supported, which in turn results in commitment and loyalty (Blau, 1964). On the other hand, favoritism is an infringement of this exchange relationship, and the employees turn psychologically withdrawn. In

the same manner, the Organizational Justice Theory highlights that distributive and procedural injustice, which are often the outcomes of nepotism and cronyism, are highly linked with alienation and lack of commitment (Colquitt et al., 2013; Cropanzano et al., 2017).

Empirical literature has continuously shown that unjust organizational procedures augment the levels of alienation and reduce devotion in every occupational context. As an illustration, Banai et al. (2004) discovered that perceived deficit of control and unjust management practices were one of the key predictors of organizational alienation and as a result of this alienation was low commitment. Later research proved that emotional exhaustion, disengagement, and reduced loyalty to the organization are all linked to favoritism within the environment of the public sector organization (Arasli et al., 2019; Asif & Batool, 2023). Nevertheless, there are limited studies that explicitly study such dynamics amongst the rescue workers.

This disparity is more pronounced in developing nations like Pakistan, where teams of rescue and emergency services have to work under the multifaceted socio-political conditions. Such institutions may be reprimanded by the public sector because of the prejudice in hiring and promoting the employees, which may harm the morale of the workers and the efficiency of the organization (Saleem et al., 2022). The workers at these systems will feel even more alienated because of the lack of career ladders and a sense of unfairness and it is thus imperative to empirically test out these associations in the local context.

In addition, as much as past studies have examined direct associations between nepotism, cronyism, and organizational commitment, limited literature has examined psychological mediation mechanisms of these associations. Organizational alienation is a hypothetically based and empirically proven mediator, which can be used to describe how unfair practice is converted into a lack of commitment (Nair & Vohra, 2010; Chiaburu et al., 2014). Such an understanding of the mechanism is important to formulate interventions that will increase the engagement and retention of employees in rescue organizations. Rescue workers play a crucial part in achieving safety of people by attending to emergencies, disasters and life-threatening circumstances. The professionals need a high level of organizational commitment to feel motivated, be resilient and deliver quality performance because of the nature of their work which is demanding and high risk. Nonetheless, any organizational culture that derails fairness and merit like nepotism and cronyism can affect psychological attachment of the rescue workers to their respective organization negatively and make them less committed.

Despite the broad amount of literature on nepotism and cronyism within the context of the public sector organizations, little has been said regarding the psychological impact of these phenomena on the rescue workers, especially in the developing countries. If there exists favoritism in the hiring, promotions and decision-making processes, then the effect of powerlessness, exclusion and injustice may be experienced, which would consequently lead to alienation in the organization. Employees who are alienated tend to engage less emotionally, less effort, and they become less committed to the organization and this may ultimately impact on the quality of services and organizational performance.

Although the earlier studies have investigated the direct impacts of favoritism on job satisfaction and commitment (Demaj, 2012; Jackson, 2020), there is scarcity of empirical studies to understand the underlying psychological processes that appear to explain the relationship. Specifically, the moderating impact of organizational alienation has not been adequately researched in the environment of rescue and emergency service institutions. It would be necessary to fill this gap to come up with evidence-based solutions to enhance employee health and organizational performance. Hence, the current research offers empirical data regarding the effect of nepotism and cronyism on organizational commitment among rescue workers in terms of organizational alienation. This study has an impact on the preexisting literature and present some practical implications to the leaders, policymakers, and administrators of any rescue organization

by showing the role of clear, merit-based practices in helping commit and decrease alienation among the staff.

Hypotheses

In accordance with the current literature and theoretical base, the current research hypothesis is as follows:

1. There would be significant negative correlation of nepotism and cronyism with organization commitment among rescue workers
2. Organizational alliance would be a significant mediator in relationship of nepotism and cronyism with organization commitment among rescue workers.

RESEARCH METHODS

Sample

The current research adhered to a correlational research design which was quantitative in nature. The sample size was comprised of rescue workers who were working in rescue 1122 in Pakistan. The respondents consisted of emergency workers, ambulance workers, and disaster management workers. The total 400 rescue workers were chosen as a sample. The participants have been chosen with the help of the convenience sampling method. The study involved both the male and female rescue workers. The sample size was between 18 and 45 years of age with a minimum of 1 year of job experience in rescue 1122.

Instruments

Demographic Sheet. The basic information about the respondents collected by the use of a demographic information sheet was their age, gender, marital, job type and job experience.

Nepotism Scale (Khatiri et al., 2006). This scale is the Nepotism, which is a self-report scale that helps in determining the perception of employees of favoritism in the organization. The measure includes 8 items that are measured on a five-item Likert scale with the highest acceptable rating of 5 (Strongly Agree) to the lowest rating of 1 (Strongly Disagree). The increase in the scores implies an increase in the perceived levels of nepotism and cronyism. The scale has shown a high reliability and validity with the reported Cronbach's alpha coefficients of .84.

Organizational Cronyism Scale (Turhan, 2014). Organizational cronyism was measured using Turhan's (2014) fifteen-item scale. The Likert scale, which ranges from 1 (strongly disagree) to 5 (strongly agree), was utilized. "Our manager treats employees with whom he has a closer personal connection with more tolerance" is an example item. Due to noticeably decreased outside loading levels, the first and fifteenth organizational cronyism items were eliminated. The organizational cronyism Cronbach's alpha value was 0.829.

Work Alienation Scale (Nair & Vohra, 2009). The eight-item Nair and Vohra (2009) scale was used to gauge organizational alienation (e.g., "I do not feel connected to the events in my workplace"). On a seven-point Likert agreement scale, participants expressed their answers. Increased organizational alienation is indicated by the higher scores. The scale's stated Cronbach's alpha of 0.860 indicates that it is quite consistent.

Organizational Commitment Scale Upinder et al. (2002) created the eight-item self-administered organizational commitment measure. The age range for this questionnaire is 22 to 55. A five-item Likert scale ranging from strongly agree to strongly disagree is included. A split-half reliability coefficient was used to evaluate the questionnaire's dependability; the result was 0.607.

Procedure

Before the process of data collection, prior consent was given by the concerned authorities of the rescue and emergency service organizations. The participants were quizzed in their respective duty breaks at their respective work places. They were given all the information about the aim of the study and their answers would be confidential and anonymous. The inclusion in the study was fully voluntary and all the participants were informed of the same before the administration of the questionnaires. The questionnaires were applied in a paper-and-pencil format

and the respondents were allowed about 15-20 minutes to fill all the measures. Throughout the administration process, the researcher was present to answer any question or concern that the participants may have. The questionnaires were given to the respondents and after the process, the questionnaires were filled and thoroughly examined to complete the process. The completed questionnaires were then kept in a safe place and later analyzed statistically.

RESULTS

Table 4.1

Demographics Profile (N=201)

Respondent's Characteristics		<i>f (%)</i>	<i>M(SD)</i>
Age			30.22(5.21)
Gender	Male	359 (89.70)	
	Female	41 (10.30)	
Marital Status	Unmarried	72 (18.00)	
	Married	328 (82.00)	
Job Type	Contractual	132 (33.0)	
	Regular	268 (67.0)	
Job Experience	1-5 Years	110 (27.50)	
	6-10 Years	157 (39.30)	
	11-15 Year	133 (33.20)	

The results in Table 4.1 show the frequency distribution (with percentage) of the demographic sheet. The age average of participants was ($M = 30.22$, $SD = 5.21$; age range 21-45 years). In gender the male respondent's ratio is higher than female ratio such as 359 (89.70%) were male and only 41 (10.30%) were female participants. In marital status, 72 (18.00%) participants were unmarried and 328 (82.00%) participants were married. In job type of participants, 132 (33.00%) participants were working on contract base and 268 (67.00%) participants were working on regular base. In job experience, 110 (27.50%) participants had 1-5 years of job experience, 157 (39.30%) participants had 6-10 years of job experience, and 133 (33.20%) participants had 11-15 years of job experience.

Bivariate Correlation (Hypotheses 1)

The relationship among variables was measured through Pearson Product Moment Correlation Analysis and Table 4.2 showed the results of correlation.

Table 4.2

Pearson Product Moment Correlation Analysis among Study Variables (N= 400)

Variables	Nepotism	Cronyism	Organizational Alienation	Organizational Commitment
Nepotism	-	0.38**	0.32**	-0.39**
Cronyism		-	0.36**	-0.40**
Organizational Alienation			-	-0.37**
Organizational Commitment				-

** $p < .01$

The results of Table 4.3 indicated the analysis of Pearson Product Moment Correlation that revealed the nepotism was significant positive relationship with cronyism ($r = 0.38$, $p < .01$) and organizational alienation ($r = 0.32$, $p < .01$). While, nepotism was significant negative relationship with organizational commitment ($r = -0.39$, $p < .01$). Similarly, cronyism was significant positive relationship with organizational alienation ($r = 0.36$, $p < .01$). Although, cronyism was significant negative relationship with organizational commitment ($r = -0.40$, $p < .01$). However,

organizational alienation was significant negative relationship with organizational commitment ($r = -0.37, p < .01$) among rescue worker.

Structural Equation Modelling (Hypotheses 2)

The CB-SEM is used to investigate the mediating role of organizational alienation in the relationship of nepotism and cronyism with organizational commitment among rescue workers. The initial model and fit model is presented in table 3

Table 3

Model Fit Indices for Nepotism, Cronyism, and Organizational Alienation for Organizational Commitment

Model	χ^2	f	χ^2/df	FI	FI	FI	RMSEA	SRMR
Initial model	501.91		501.91	.74	00	11.1	1.12	.27
Model fit	31.96	2	2.66	.98	.94	.90	.06	.07
$\Delta\chi^2$	485.01*							

Note; N=400, in the chi square value, all change are computed comparative to the model, $\chi^2 > .05$., Goodness of fit index (GFI), comparative fit index (CFI), normed fit index (NFI), root mean square error of approximation (RMSEA), Standardized root mean square (SRMR), chi square difference ($\Delta\chi^2$).

The complete fit model is $\chi^2 (12, 400) = 31.96, p < .001$. The model fit indices are measured to support in the indication of fit enough of data with the tested model. The model fit is examined in single key step. The indices in this step of fit relative and absolute (CFI, GFI, NFI, RMSEA, and SRMR) were measured. As the test of chi-square absolute model fit is profound to sample size and total of parameters, researchers frequently turn to numerous descriptive fit measurements to ensure the complete model fit of the data. In this regard, Hu and Bentler (1999) suggested about χ^2/df , which should be between 1 and 3, The values .08 or lesser for RMSEA and SRMR and values should be higher form .90 for CFI, NFI and GFI are deliberated as good although $.9 \leq .8$ is showed permissible. Since the RMSEA and SRMR of estimate in initial model were 1.12 and 0.27, whereas the respectively, CFI, NFI, and GFI values were .00, -11.10 and 0.74, while χ^2/df was 501.91. The model is not fit very well, according to the descriptive measures of fit. The modification process is started for model fit, as recommended that for model modification add covariance, which are significant in model (Kenny, 2024; Tomás & Oliver, 1999). So only age, gender, and job types were added in model as covariance because they were significant in model. After this once again the absolute and relative fit indices are compared. The RMSEA and SRMR for the model fit after drawing covariance was .06 and .07 individually, however the CFI, GFI, and NFI values were .94 .98, .90 individually, while χ^2/df is 2.66. These are perfect enough to model fit as it show in the figure 1.

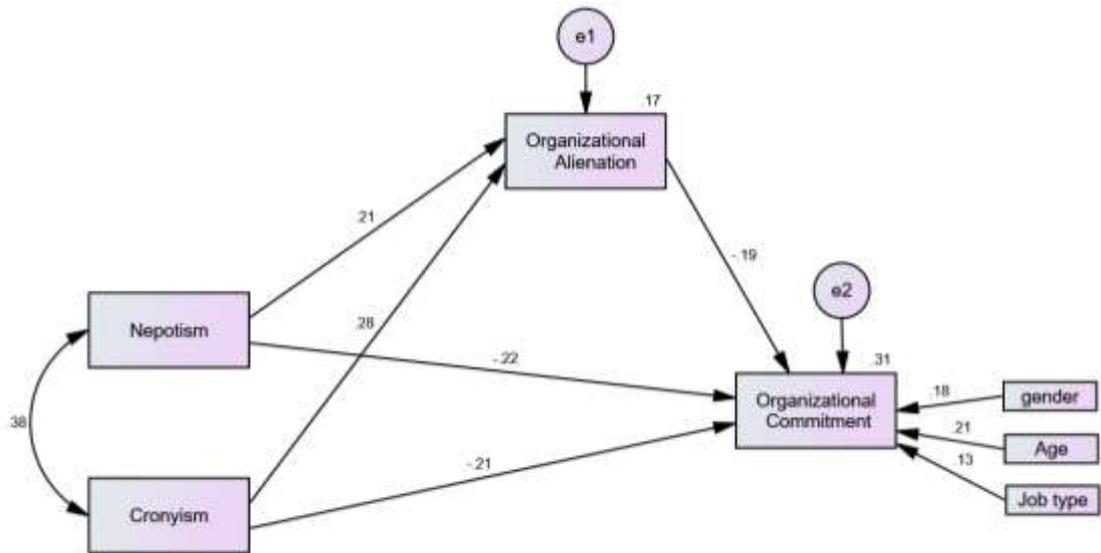


Figure 4.2: Empirical Results from a Complex Multivariate Model Representing Standardized Regression Coefficients

Afterward confirming the fit model of the estimates to measure the indirect and direct effects of nepotism and cronyism on organizational commitment through organizational alienation, analysis performed with 5000 bootstrapped samples (Hayes et al., 2017). The results can see in table 4 and 5.

Table 4

Standardized Estimates of Direct Effects of the Paths

Variables	Organizational Alienation		Organizational Commitment	
	B	SE	B	SE
Nepotism	0.210**	0.048	-0.218**	0.046
Cronyism	0.279**	0.052	-0.213**	0.049
Organizational Alienation	-	-	-0.188**	0.044
Age			0.213**	0.042
Gender			0.176**	0.030
Job Type			0.127*	0.043

** $p < .01$, * $p < .05$

The results of direct effects show in table 4.6 that nepotism and cronyism were confirmed to be significant predictors of organizational alienation among rescue workers and contribute 16.6% ($R^2 = 0.17$) variance in organizational alienation. While, nepotism was found to be a positive significant predictor of organizational alienation ($B= 0.210, p < .01$). Same as cronyism was also confirmed to be a positive significant predictor of organizational alienation ($B= 0.279, p < .01$). Although cronyism was stronger predictor of organizational alienation than nepotism among rescue workers. However, the results of direct effects were also confirmed that nepotism, cronyism, and organizational alienation were confirmed to be significant predictors of organizational commitment among rescue workers and contribute 31.0% ($R^2 = 0.310$) variance in organizational commitment.

Whereas, nepotism was found to be a negative significant predictor of organizational commitment ($B= -0.218, p < .01$). Similarly, cronyism was also confirmed to be a negative significant predictor of organizational commitment ($B= -0.213, p < .01$). However, organizational

alienation (mediating variable) was also found to be a negative significant predictor of organizational commitment ($B = -0.188, p < .01$). Though nepotism was stronger predictor of organizational commitment than cronyism and organizational alienation among rescue workers. Meanwhile, age, gender (female) and job type (regular) were also found significant positive predictor of organizational commitment among rescue workers.

Table 5

Standardized Estimates of Indirect Effects through Organizational Alienation

Variables	Organizational Commitment	
	B	SE
Nepotism	-0.039**	.012
Cronyism	-0.052**	.017

** $p < .01$

The results of indirect effects confirmed in table 4.7 that organizational alienation confirmed significant partial mediator in relationship of nepotism and organization commitment (indirect effect; ($B = -0.039, p < .01$). In same way, organizational alienation was also confirmed significant partial mediator in relationship of cronyism and organization commitment (indirect effect; ($B = -0.052, p < .01$).

DISCUSSION

The current study investigated the connection between nepotism, cronyism and organizational commitment amongst rescue workers with a particular emphasis on mediating role of organizational alienation. The work of rescuers is high, unpredictable, and psychologically demanding, and organizational commitment is the key to successful work, collaboration, and service provision. The results of the present research give good empirical evidence of the two hypothesized theories and contribute to the existing body of literature by identifying the psychological processes in which favoritism erodes commitment in emergency service organizations.

According to the first hypothesis, the findings showed that there was a strong negative relationship between nepotism, cronyism, and organizational commitment among rescue workers. These results indicate that emotional attachment and loyalty towards the organization reduces when the rescue personnel feel that they have been favored with organizational decisions including promotions, rewards, or assignments. This finding is in line with the previous research performed in organizations of the public and semi-public sector, which has repeatedly demonstrated that nepotism and cronyism undermine trust, morale, and organizational commitment (Arasli et al., 2019; Asif and Batool, 2023; Khatri et al., 2006). The findings also corroborate the three elements approach to organizational commitment that perceived unfairness specifically harms the affective and normative commitment that are important in service-based jobs like the rescue work (Meyer et al., 2002).

Theoretically, the results can be described by the Social Exchange Theory (Blau, 1964), according to which employees feel committed when they feel that they are treated fairly and supported by their organization in return. Nepotism and cronyism also contravene these mutual expectations; that is, they consider these personal relationships instead of merit, causing staff to become psychologically detached and diminish their degree of commitment. Such violations can particularly cause harm in rescue organizations, where mutual dependence, trust, and equity are core pillars of effective coordination.

The second hypothesis was that organizational alienation would mediate the nepotism, cronyism-organizational commitment relationship, and the findings have validated the hypothesis. Nepotism and cronyism were also found to be significant positive predictors of organization alienation with organization alienation being a significant negative predictor of organization commitment. Such results suggest that not only commitment directly is influenced by favoritism but also leads to a sense of powerlessness, exclusion, and detachment, which, in turn, diminish the psychological attachment of the employees to the organization.

Prior empirical evidence is strong in support of this mechanism of mediation. Research has shown that perceived unfairness in the organizational practices is a contributing factor towards feelings of alienation which in turn result in emotional withdrawal, burnout and decreased organizational commitment (Banai, 2004; Chiaburu, 2014; Nair and Vohra, 2010). The existing results build on this literature by validating organizational alienation as a partial mediator, indicating that whereas nepotism and cronyism have a direct effect on commitment, much of their effect is exhibited through the subjective effect of organizational alienation on employees.

The applicability of organizational alienation is especially strong in the case of rescue work. The commitment, bravery, and long-term emotional involvement that rescue workers have to exhibit are usually done in harsh conditions. In case these workers feel alienated because of the perceived favoritism, the motivation and belonging level can decrease, which, in turn, can impair the work in teams, trust, and the effectiveness of the organization as a whole (Pienaar et al., 2018; Shoss et al., 2023). In this way, the existing evidence makes alienation a very important psychological course connecting organizational injustice with diminished commitment in emergency service workplaces.

In general, the research work adds to the existing body of knowledge by providing an empirical confirmation of a theoretically based model that will explain how nepotism and cronyism decrease the commitment of an organization through organizational alienation among the rescue employees in a developing country setting. This fills a significant gap in the existing literature that has extensively ignored emergency service personnel in spite of their significant role in society.

Limitations and Future Suggestions

The current study has certain limitations that must be admitted regardless of its contributions. To start with, cross-sectional research design does not allow causal inferences; longitudinal or experimental strategy, designs may be used in future in order to better determine the time-based relationship among favoritism, alienation and commitment. Second, the reliance on self-report measures may introduce common method bias and social desirability effects. Supervisor ratings, peer ratings or qualitative interviews would be more enlightening.

Third, the sample was selected only among the workers of Rescue 1122 in Pakistan, which can be a limitation to the generalization of results to other emergency services or cultural settings. Comparative studies would be considered in future studies involving various rescue organizations, provinces or countries. Future research can also consider moderating factors like organizational justice, leadership style, psychological empowerment or perceived organizational support in order to gain more knowledge on what circumstances can mitigate the adverse impacts of nepotism and cronyism.

CONCLUSION

The current study explored how nepotism, cronyism, and organizational commitment are interrelated with rescue workers and organizational alienation as an intermediate factor. The results showed a negative and significant relationship between nepotism and cronyism and organizational commitment as well as positive relationship between nepotism and cronyism and organizational alienation. Moreover, the relationship between favoritism and organizational commitment was partially mediated by organizational alienation, which points to its important psychological significance.

These findings highlight the significance of equity, transparency and merit-based organizational behaviors in rescue and emergency service organizations. Since rescue work is a highly stressful and occupational environment, the development of organizational commitment can not only promote the welfare of employees but also the proper service delivery and safety of the community. Commitment, morale, and long-term effectiveness of an organization can be improved by minimizing favoritism and alienation caused by the leadership approach that encourages supportive leadership, explicit promotion guidelines, and fair decision making. In pinpointing organizational alienation as one of the crucial explanatory processes, the proposed study provides both theoretical and practical value to administrators, policymakers, and the organizational leaders who may want to enhance commitment in the rescue organizations.

References

- Abubakar, A. M., Namin, B. H., Harazneh, I., Arasli, H., & Tunç, T. (2017). Does gender moderate the relationship between favoritism/nepotism, supervisor incivility, cynicism and workplace withdrawal? *Journal of Hospitality and Tourism Management*, 33, 66–77.
- Arasli, H., Bavik, A., & Ekiz, E. H. (2019). The effects of nepotism on human resource management practices: A case study in the Turkish tourism industry. *International Journal of Sociology and Social Policy*, 26(7/8), 295–308.
- Asif, M., & Batool, S. (2023). Nepotism, organizational justice, and employee outcomes: Evidence from public sector organizations in Pakistan. *Pakistan Journal of Psychological Research*, 38(2), 245–262.
- Banai, M., Reisel, W. D., & Probst, T. M. (2004). A managerial and personal control model: Predictions of work alienation and organizational commitment in Hungary. *Journal of International Management*, 10(3), 375–392. <https://doi.org/10.1016/j.intman.2004.05.002>
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Büte, M. (2011). The effects of nepotism and favoritism on employee behaviors and human resources practices: A research on Turkish public banks. *TODAI E's Review of Public Administration*, 5(1), 185–208.
- Chiaburu, D. S., Thundiyil, T., & Wang, J. (2014). Alienation and its correlates: A meta-analysis. *European Management Journal*, 32(1), 24–36. <https://doi.org/10.1016/j.emj.2013.06.003>
- Colquitt, J. A., Zipay, K. P., Lynch, J. W., & Outlaw, R. (2013). Bringing fairness back in: A meta-analytic review of the organizational justice literature. *Journal of Applied Psychology*, 98(2), 199–236.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516.
- Demaj, E. (2012). *Nepotism, favoritism and cronyism and their effects on organizational trust and commitment: The case of the service sector in Albania* (Doctoral dissertation).
- Dhar, U., Mishra, P., & Srivastava, D. K. (2002). *Manual for Organisational Commitment Scale*. Lucknow: Vedant Publications.
- Eisenberger, R., Malone, G. P., & Presson, W. D. (2020). Optimizing perceived organizational support to enhance employee engagement. *Society for Human Resource Management Foundation*, 1–22.
- Hayes, A. F., Montoya, A. K., & Rockwood, N. J. (2017). The analysis of mechanisms and their contingencies: PROCESS versus structural equation modeling. *Australasian Marketing Journal*, 25(1), 76-81.
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: a Multidisciplinary Journal*, 6(1), 1-55.
- Jackson, E. L. (2020). *A Correlational Study of Perceptions of Favoritism, Job Satisfaction, and Job Attendance*. (Doctoral Dissertations and Projects).

- Karatepe, O. M., Rezapouraghdam, H., & Hassannia, R. (2020). Does employee perceived training improve job outcomes? The mediating role of organizational alienation. *Journal of Hospitality and Tourism Management*, 42, 1–10. <https://doi.org/10.1016/j.jhtm.2019.11.004>
- Kenny, D. A. (2024). *Measuring model fit*. Retrieved from <http://davidakenny.net/cm/fit.html>
- Khan, A. N., Malik, N., & Saleem, M. (2021). Linking perceived organizational politics to job outcomes: The mediating role of job alienation. *Journal of Public Affairs*, 21(3), e2145.
- Khatri, N., Tsang, E. W. K., & Begley, T. M. (2006). Cronyism: A cross-cultural analysis. *Journal of International Business Studies*, 37(1), 61–75.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52.
- Nair, N., & Vohra, N. (2009). Developing a new measure of work alienation. *Journal of Workplace Rights*, 14(3), 293–309.
- Nair, N., & Vohra, N. (2010). An exploration of factors predicting work alienation of knowledge workers. *Management Decision*, 48(4), 600–615. <https://doi.org/10.1108/00251741011041333>
- Nazir, S., Shafi, A., Qun, W., Nazir, N., & Tran, Q. D. (2022). Influence of organizational justice on organizational commitment: The mediating role of psychological empowerment. *Personnel Review*, 51(2), 396–414.
- Saleem, F., Malik, M. I., & Qureshi, J. A. (2022). Workplace favoritism, organizational alienation, and job attitudes: Evidence from developing economies. *Management Research Review*, 45(6), 799–816.
- Seeman, M. (1959). On the meaning of alienation. *American Sociological Review*, 24(6), 783–791.
- Shoss, M. K., Jiang, L., & Probst, T. M. (2023). When organizational injustice makes employees feel unsafe: A multilevel examination of alienation and withdrawal. *Journal of Occupational Health Psychology*, 28(1), 1–15.
- Tomas, J. M., & Oliver, A. (1999). Rosenberg's self-esteem scale: Two factors or method effects. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 84–98.
- Turhan, M. (2014). Organizational cronyism: A scale development and validation from the perspective of teachers. *Journal of Business Ethics*, 123(2), 295–308.