

Does psychological detachment, behavioral integrity and emotional exhaustion impact the relationship between organizational nepotism-cronyism and unitarism social capital?

Mohamed Nasr Saeed

Assist. Prof. in Business Administration Dept., Faculty of Commerce, Benha University, Egypt

Citation: Mohamed Nasr Saeed (2022) Does psychological detachment, behavioral integrity and emotional exhaustion impact the relationship between organizational nepotism-cronyism and unitarism social capital? *Global Journal of Human Resource Management*, Vol.10, No.4, pp.76-95

ABSTRACT: *Is organizational favoritism a phenomenon or a real problem? Is (organizational Favouritism-(nepotism-cronyism)-(ONC): widespread in the higher education sector like other sectors? What is the effect of (emotional exhaustion) on social capital? What effects of psychological detachment and organizational integrity on that relationship? Will studying this benefit the competitive landscape of the higher education sector in Egypt? How do managers detect and treat these organizational gaps such as organizational-(favouritism and emotional exhaustion) and enhance a role of psychological detachment and organizational integrity in enhancing social capital? a sample of (412) managers and employees from higher education sector in Egypt were surveyed. a seven-part questionnaire evaluating the study's axes (behavioral integrity, organizational nepotism-cronyism, psychological detachment, emotional exhaustion and unitarism social capital). This research study relationship of organizational nepotism-cronyism as independent variable and unitarism social capital as dependent variable and study impacts of emotional exhaustion as an intermediate variable on this relationship. Finally, study the impact of psychological detachment as the first moderator variable and behavioral integrity as a second moderator variable on this relationship. The study reached some results related to these variables, in addition to providing some recommendations related to raising the efficiency of the education sector and overcoming these obstacles and regulatory gaps in a way that strengthens the higher education sector, universities, institutes, and Egyptian educational institutions*

KEYWORDS: psychological detachment, emotional exhaustion, behavioral integrity, organizational favouritism, nepotism-cronyism, unitarism social capital, favouritism, pluralism, bibliometric analysis.

INTRODUCTION

The ideology of (unity and social capital) is one of the vital and influential topics on the performance and efficiency of psychological relations and organizational performance because it is closely related to employee relations, human resources and human capital and affects their intellectual performance to turn into intellectual capital. Which, in turn, is linked through social relations with social capital, which improves efficiency performance of the organization and its employees (e.g., Jawahar et al., 2021; Gerbasi et al., 2015; Quade et al., 2017; Labianca & Brass, 2006; Afshari et al., 2020; Chen et al., 2016; Pastoriza & Arino, 2013), both intellectually and practically. However, we find that there are harmful variables (such as nepotism and emotional exhaustion), which have become very prevalent, especially in the education sector and universities,

and affect the workers' values, ethics and job behavior, and prevent scientific benefit from social capital and limit its advantages and objectives, which requires study and analysis to avoid these negatives and enhance the role of social capital. Social capital is organized, practical and realistic. these variables may undermine this ideology and negatively affect social capital and limit the advantages of social capital on the other side of the research vision, we find that there are two variables that is likely to be a performance enhancer (psychological detachment and organizational integrity), which may modify and mitigate these negative effects of negative harmful factors. This is the core of the study and the axis of the relational ethical analysis of unitarism social capital (USC) as dependent variable and its impact by organizational nepotism-cronyism (ONC) as an independent variable, emotional exhaustion (EE) as a mediator variable, psychological detachment (PD) as a first moderator variable and organizational integrity (OI) as a second moderator variable).

LITERATURE REVIEW

Psychological Detachment (PD)

Psychological Detachment (PD) refers to individual's sensation and realization of being away from the status, situations and workplace (Sonnentag et al., 2010). Detachment means to be free from obligations relating to your employment, such as taking calls at home or actively participating in activities relevant to your workplace. psychological detachment increasing health issues, emotional and psychological exhaustion, sleep issues, and general health issues could result from a reduction in emotional detachment (Sonnentag et al., 2010; Sonnentag & Fritz, 2015). Intense emotional exhaustion is a directly result of higher rates of work stress, which also results in lower levels of psychological detachment (Sonnentag and Fritz, 2007; Sonnentag & Fritz, 2015; Sonnentag et al., 2010). Thus, through its three characteristics (relaxation, mastery, and control), moderate or adequate psychological detachment promotes overall health, lessens psychological weariness, and may act as a protective buffer against the negative effects of job demands and stressors on emotional exhaustion (Minkkinen et al., 2021). which enhances and maintains general health and increases vitality and activity. It means that one is not working on any projects or considering opportunities or issues relating to one's job at home or after work. psychological detachment from one's job in day-to-day life refers to putting one's physical and mental health on hold while at work (Sonnentag et al., 2010). According to research on recovery, psychological detachment has a positive impact on employee satisfaction because it enables workers to temporarily "let-go" of thoughts and activities related to employment (Vithana, 2021; Sonnentag & Fritz, 2015; Sonnentag and Fritz, 2007).

Behavioral Integrity (BI)

Leader behavioral integrity (LBI) and follower trust in leader's behavioral integrity (LBI) is an important area in organizational and HRM research (e.g., Palanski and Yammarino, 2009). Integrity is the active commitment to a set of ethically justifiable principles and values, and it is regarded as a crucial quality of effective business executives (e.g., Kirkpatrick & Locke, 1991; Becker, 1998; Yukl & Van Fleet, 1992). Integrity as a "predictor of work performance," a critical factor in determining employee loyalty and organizational trust (e.g., Leroy et al., 2012; Butler & Cantrell, 1984). Employee voice and employee loyalty are often positively impacted by a CEO's integrity (e.g., Arjoon, 2005; Peng & Wei, 2019). Leader behavioral integrity (LBI) has three dimensions: information sharing, cooperative behavior and joint decision making. Contrarily, CEOs with poor integrity are more likely to have a negative impact on their employees (e.g., Dikolli et al., 2012; Irianto et al., 2009). Transparent leaders have high organizational behavioral integrity in all situations, even under negative or unfavorable conditions, A leader's ability to be

open and transparency with followers might change followers' attribution (e.g., Vogelgesang et al., 2013). Trust in the leader is impacted positively by a leader's behavioral integrity (LBI) (e.g., Gala & Kashmiri, 2022; Palanski & Yammarino, 2009). A leader's high level of behavioral integrity may provide followers trust in the decisions the leader will do. A follower is more likely to trust the leader if they feel confident, leader behavioral integrity (LBI) may result in trust (e.g., Gu et al., 2016; Simons, 2002; Simons et al., 2007; Gatling et al., 2017). The concepts of behavioral integrity and moral integrity are distinct: while behavioral integrity concentrates on the consistency of leaders' words and deeds, moral integrity concentrates on the consistency of leaders' actions with global moral standards (e.g., Erkutlu et al., 2016; Simons et al., 2015). Behavioral integrity is how others perceive a leader's integrity, whereas relational transparency is how people perceive a leader's desire to be open and transparent (e.g., Ren et al., 2022; Vogelgesang et al., 2013; Gala & Kashmiri, 2022; Vithana, 2021; Simons, 2002).

Emotional Exhaustion

Emotional exhaustion (EE) is the last and most important stage of burnout, which occurs when an employee feels completely exhausted (e.g., Griffin et al., 2010; Maslach, 1981; Roy & Avdija, 2012). Several researchers have emphasized that one of the variables impacting performance results is emotional exhaustion (Maslach et al., 2001; Roy & Avdija, 2012; Garland, 2004; Cropanzano et al., 2003; Maslach, 1982; Griffin et al., 2010). While few research have focused on relationship between emotional exhaustion and job satisfaction or personal achievement (e.g., Mohler & Byrne, 2004; Arabaci, 2010; Saiphon, 2010, Karl & Peluchette, 2006, Sharma et al., 2010; Karatepe & Tekinkus, 2006). Additionally, the major part and root of organizational job burnout is the feeling of emotional exhaustion suffered by an employee (e.g., Hatinen et al., 2007; Mohler & Byrne, 2004; Hall et al., 2010; Michinov, 2005; Keinan & Malach, 2007). It is clear that emotional exhaustion can be prevalent, have negatively impacting on one's mood, and contribute to Work-Family Conflict-(WFC). (e.g., Vithana, 2021; Avdija & Roy, 2013; Sharma et al., 2010; Matin et al., 2012; Johnson et al., 2005; Howard et al., 2004; Hall et al., 2010). Notable that a variety of organizational issues, including poor wages, inaccurate career job expectations, and heavy work stress, lead to emotional exhaustion (e.g., Jensen & Rundmo, 2015; Diefendorff & Richard, 2003; Matin et al., 2012; Zapf, 2002; Wilk & Moynihan, 2005).

Organizational Nepotism-Cronyism

Organizational Nepotism-Cronyism (ONC): Favouritism is divided in two categories: Nepotism and Cronyism. First, Nepotism is: Favouritism based on kinship. it based on relationships and courtesy of relatives, family and acquaintances. So, it is based on courtesy of relatives and marginalization of others. The basis of favoritism is that it is based on giving preference to employees on the basis of kinship and not on according to competence and merit. It is a compliment and a preference for relatives without criteria or clear rules. It includes appointing family members and relatives to high positions or promoting to high positions, and granting them powers and authorities in some positions. Nepotism is existing in organization, career-based, entertainment and many organizational sectors. Nepotism probably undermine unitarism social capital (e.g., Jawahar et al., 2021; Akuffo & Kivipöld, 2019; Zhang & Gill, 2019; Khatri, 2017; Turhan, 2014). Second, Cronyism is: Favouritism is based on friendship. Cronyism includes Favoritism which based on relationships to friends or relatives of friends or promotion to higher positions and granting powers and privileges to friends in return marginalizing others who deserve promotion and those powers without clear rules or criteria. And therefore, Nepotism-Cronyism are Favouritism based on kinship or friendship without efficiency or competency and based on marginalization others, it involved hiring and firing employees from their jobs. Favouritism-cronyism is a universal societal issue that can happen vertically or horizontally. Interactions based

on favouritism amongst subordinates at the same level referred to horizontal cronyism vs. vertical cronyism, which refers to interactions between managers and subordinates. (e.g., He et al., 2021; Vithana, 2021; Turhan, 2014; Khatri & Tsang, 2003; Nguyen & Cragg, 2012; Brandts & Sola, 2010; Yang et al., 2021; Horak, 2017; Johnson & Mitton, 2003).

Unitarism Social Capital

The ideologies of the worker relations perspective are divided into two parts: (1) The pluralistic perspective, which is the collective perspective. It is a perspective focused on personal management. It is a philosophical perspective based on collective pluralism. Which adopts the idea and philosophy that the interest of the employee and the management are different interests, meaning that the objectives of the management and the employees are different and not the same, and therefore confidence, productivity and efficiency among all parties decrease. (2) The unitaristic perspective, which is the individual perspective. It is a perspective focused on human resource management. It is a philosophical perspective based on individual unitarist. Which adopts the idea and philosophy that everyone is one individual. And that everyone's interest is one and not different, and the objectives of the management and employees must be the same, and thus the high confidence between all parties increases. The ideology of unitarism social capital (USC) philosophy emphasizes the common goals held by every organization's employee. it holds that both management and the employees are devoted to the success of the business. According to unitarism, everybody in an organization is seen as contributing to the same goals, making it seem like one big family. This viewpoint views conflicting goals as unnatural. Furthermore, this approach assumes a paternalistic attitude. and anticipates the loyalty and performance efficiency of the employees. According to pluralism, recognizing that different employee groups have varied needs and desires is the best way to foster positive workplace interactions. Therefore, management must come to agreements. This idea accepts disagreements and views them positively. Pluralism rejects the use of authority by the management. It suggests that authority should be decentralized rather than centralized. pluralism allow employees opportunities to express their thoughts. Furthermore, pluralism does not take a paternalistic approach, therefore it does not demand devotion from the workforce. The research focuses on unitarism social capital perspective as it is the most appropriate for the research variables, as it focuses on the fact that management and employees are one entity and one common interest. In particular, which the research focuses on as a dependent variable, which focused on the fundamental premise of the social capital theory which refers to social networks between people create resources. Social capital known as the total of all the resources, both present and future, that are a part of, accessed via, and generated from a person's or a group's network of interactions. (e.g., Jawahar et al., 2021; Nahapiet & Ghoshal, 1998; Coleman, 1988). Social capital encourages shared goals adjustment of newcomers, mutuality, respect, esteem, appreciation, and exchange of information and knowledge (e.g., Vithana, 2021; Jawahar et al., 2021; Leana & Van Buren, 1999; Fang et al., 2017; Yen et al., 2015; Kuznetsova & Matveeva, 2015; Ring, 1996). According to prior studies, social capital offers various advantages, including a decrease in staff turnover and absence, an increase in employee satisfaction, and a sharing and exchange of knowledge and information (e.g., Jawahar et al., 2021; Dess & Shaw, 2001; Nahapiet & Ghoshal, 1998; Van Emmerik et al., 2007). Unique interactions within the organization produce a value that is exceedingly difficult to reproduce, granting a social capital advantage over competitors (e.g., Jawahar et al., 2021; Barney, 1991; Fonti & Maoret, 2016).

Research problem

Through an exploratory study conducted by the researcher for some Egyptian universities and institutes, and by the nature of my work and my experience at the university, the researcher

explored and made sure that there are some problems in higher education in general and universities and institutes in particular, where universities and institutes suffer from many problems represented to many factors that limit the head Social money such as: organizational Favouritism (nepotism-cronyism)-(ONC) and emotional exhaustion (EE), which are likely to affect negatively on social capital and reduce the efficiency of the performance of intellectual, human and social capital (e.g., Jawahar et al., 2021; Turhan, 2014; Ilies et al., 2020; Klumper et al., 2019; Cortina et al., 2013; Ilies et al., 2020). The researcher found some problems related to the subject of the study. The researcher found the spread of (organizational nepotism-cronyism-(ONC) in the appointment of some jobs and departments in universities and institutes, and there is a problem of emotional exhaustion (EE) which causes feelings of frustration and job stress, which results many psychological and emotional problems and job stress for workers and problems which may undermine social capital, which causes undermine employees relations, job abandonment, neglect and job indifference, increase rate of job turnover and a decrease in the efficiency of workers' performance and the efficiency of performance and quality of education in institutes, universities and the field of higher education (e.g., May & Jones, 2018; Coco & Lagravinese, 2014; Evangelinos & Jones, 2009). This calls for studying and analyzing these problems and the negative impacts on field of higher education, which represents the root and core quality of life in any society. So, the research problem represented in these questions: Dose there a linking between organizational nepotism-cronyism (ONC) and social capital?) and is there an influential role for emotional exhaustion (EE) as mediating variables on the relationship between (nepotism-cronyism and social capital? Is there a role or impact for psychological detachment (PD) and organizational integrity (OI) on modifying the relationship between favouritism (nepotism-cronyism) and social capital? As these questions represent a real problem that the field of higher education is struggling which crystallized through several previous phenomena over the years, and these negative phenomena include, for example, but not limited to: the decrease in the quality of higher education, the increase in the turnover of workers, the lack of motivation for achievement among workers and students, Low performance efficiency. to determine the study's significance problem, the novelty of the research topic, and the novelty of the four variables under study through bibliometric analysis-exporting data from Web of Science (WOS) database into VOS-Viewer. Through Bibliometric analysis-exporting data from (WOS) database into VOS-Viewer, it becomes clear how important the research problem is, the novelty of the research topic, and the novelty of the four variables under study, within the limits of the researcher's knowledge. There is only one research linking between cronyism and social capital (Jawahar et al., 2021) and only one research linking favouritism (nepotism-cronyism) and emotional exhaustion (Abubakar et al., 2017), there are twelve (12) researches linking psychological detachment and social capital, three (3) researches linking behavioral integrity and social capital (Chaman et al., 2022; Nair et al., 2021; Forstner et al., 2021), seven (7) researches linking nepotism-cronyism and social capital and there are (87) researches linking psychological detachment and emotional exhaustion, and there are (61) researches linking emotional exhaustion and social capital. Within the limits of the researcher's knowledge, there is no study that linked any three variables among the four variables on which the study is based. all of this analysis shows in: (Fig.1; Fig.2; Fig.3; Fig.4; Fig.5; Fig.6 Fig.7) as follows:

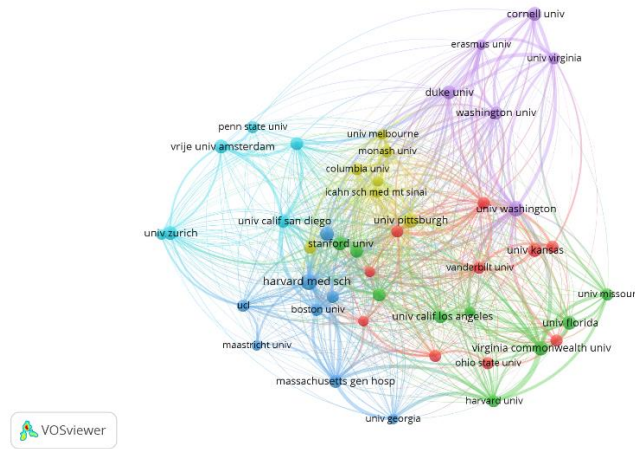


Fig. 4 – Bibliometric analysis VOSviewer behavioral integrity (BI).

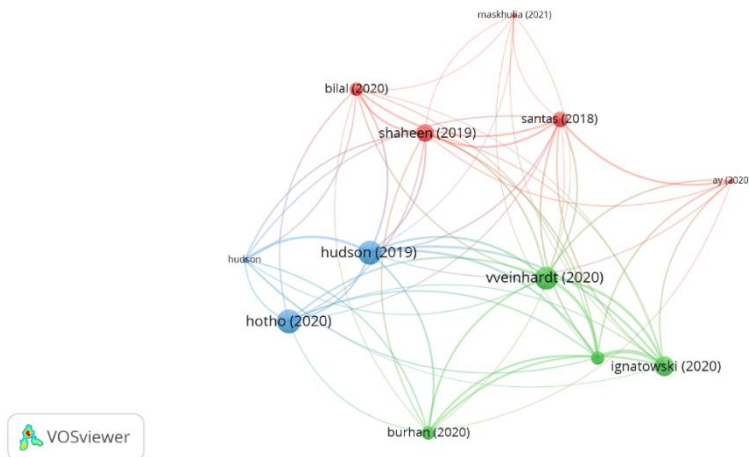


Fig. 5 – Bibliometric analysis VOSviewer nepotism-cronyism

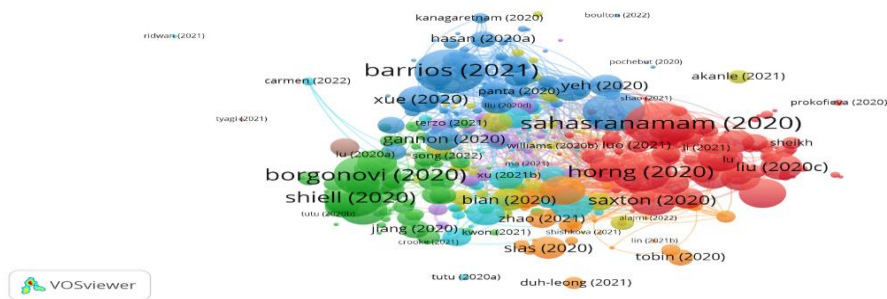


Fig. 6 – Bibliometric analysis VOSviewer social capital

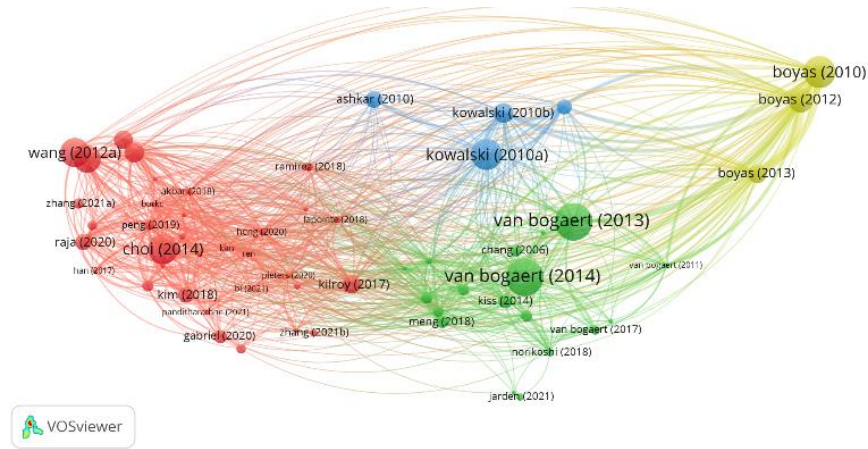


Fig. 7 – Bibliometric analysis VOSviewer emotional exhaustion and social capital

1. Formulating a Research Framework and Hypotheses

A research approach was created to examine the relationship between Organizational Nepotism-Cronyism (ONC) and Unitarism Social Capital (USC), as well as the impact of Emotional Exhaustion (EE), Psychological Detachment (PD) and Behavioral Integrity (BI) (Fig.8). displays the model for the suggested research framework.

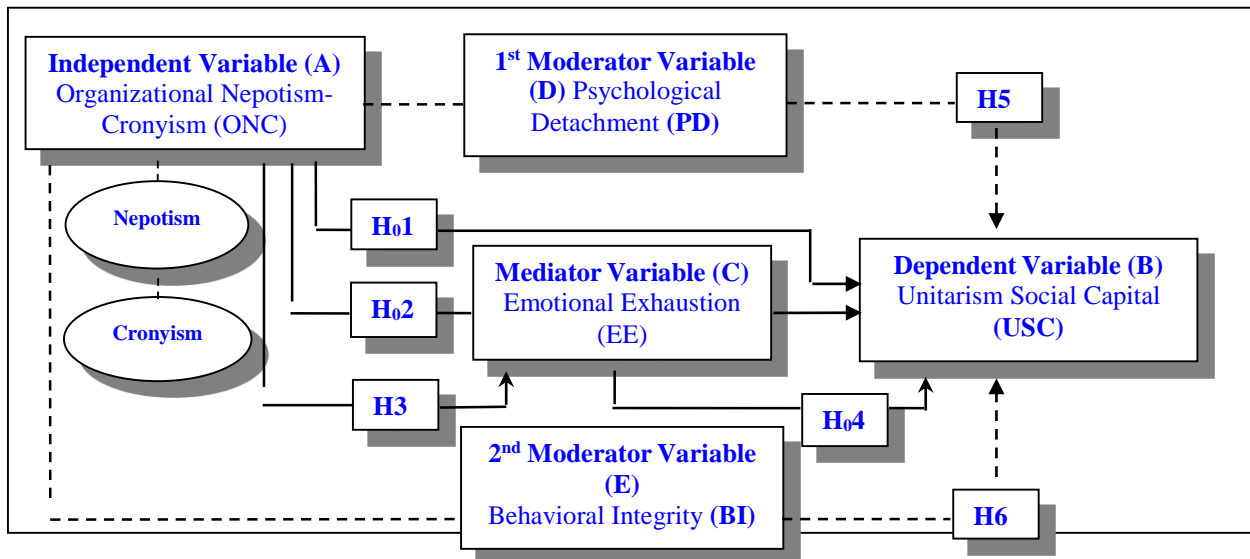


Fig. 8 - Proposed Research Framework

The five research variables were examined using the following five hypotheses Organizational Nepotism-Cronyism (ONC), Emotional Exhaustion (EE), Psychological Detachment (PD) and Behavioral Integrity (BI) affect Unitarism Social Capital (USC):

- ▶ (H₀1): (ONC) has a direct negative effect on (USC).
- ▶ (H₀2): (ONC) was an indirect and negative effect on (USC) through (EE).
- ▶ (H₃): (ONC) has a direct positive effect on (EE).
- ▶ (H₀4): (EE) has a direct negative effect on (USC).
- ▶ (H₅): (PD) was moderated the relationship between (ONC) and (USC).
- ▶ (H₆): (BI) has moderating the linking between (ONC) and (USC).

RESEARCH METHODOLOGY

Research Design

To analyze data and identify relationship between the study's variables and hypotheses, including any direct or indirect effects (Byrne, 2016). In order to measure organizational nepotism-cronyism (ONC), emotional exhaustion (EE), psychological detachment (PD), behavioral integrity (BI) and unitarism social capital (USC), a questionnaire was created using the quantitative analysis method of the AMOS statistical program as well as the structure equation modelling (SEM) method.

Data Collection

As a suitable technique for measuring the opinions of the research population, we used the questionnaire tool to collect data. The target population was a total of (412) employees working in the higher education sector in Egypt (including: Some universities, institutes, some higher education centers and institutions, and scientific research centers). was rejected for (27) subjects due to incomplete data. A completion rate of 93.84% was achieved overall with (439) valid replies for data analysis.

Questionnaire Development

The questionnaire was divided into three parts: identification information, demographic information about the respondents, and assessments of the four research variables listed below. Psychological detachment (PD) measured by a (4-item scale) from (REQ) (Sonnetag & Fritz, 2007), ($\alpha = .87$). depending on three dimensions: (1) relaxation (Cronbach alpha (α) = 0.928), (2) mastery (Cronbach alpha (α) = 0.934), (3) control (Cronbach alpha (α) = 0.909). Behavioral integrity (BI) was measure by an-(eight-item)-scale designed by (Simons et al., 2007), in order to ensure validity and non-manipulation check, that slightly adjusted to reflect the name of the leader in the scenario to measure employees' perceptions about leader's behavioral integrity (LBI) in the written scenarios (Cronbach alpha (α) = 0.913). emotional exhaustion (EE) is (mediator variable) was measured based on (five measurable items) taken from the Maslach Organizational Job Burnout Inventory (MBI-GS), (Maslach et al., 1996). However, the researcher modifies the items in accordance with the study's objectives Cronbach's alpha ($\alpha = 0.951$). Organizational Nepotism-Cronyism (ONC) measured by the (15 item scale) developed by (Turhan, 2014). with a few small

phrasing changes to fit the context of the application's field in higher education (Cronbach alpha (α) = 0.962). Unitarism social capital (USC): all dimensions of (USC) cannot be measured using a single scale (Andrews, 2010; Jawahar et al., 2021). 5-item scale was used to gauge relational social capital. developed by (Simons & Peterson, 2000; Jawahar et al., 2021) measuring “intra-personal trust” (Cronbach alpha (α) = 0.924). 5-item scale were used to evaluate cognitive social capital. (Tsai & Ghoshal, 1998) (Cronbach alpha (α) = 0.937). 5-item scale used to measure structural social capital developed by (Nielsen et al., 2000) (Cronbach alpha (α) = 0.908). On a 5-point scale with anchors, relational, cognitive, and structural social capital were measured by ranging from 1 to 5: strongly disagree to strongly agree (Cronbach alpha (α) = 0.971).

Pre-test Analysis

The questionnaire was double-verified to ensure high-quality data collection: (1) Three researchers analyzed at the questions' content validity to verify its relevance and validity while adjusting for latent factors. For questions to be considered acceptable, Item-Objective Congruence index (Rovinelli & Hambleton, 1977) recommends (IOC)-values ranging from [0.67-1.00]. (Turner & Carlson, 2003). (2) Scores for each variable for Cronbach's alpha (α), a measure of survey reliability, ranged from [0.7 to 0.902]. (Cronbach, 1951).

RESULTS

Analysis of Measurement Model

Structural equation model-(SEM)-(CFA) to verify tested-proposed model's overall data, convenient, and overall relations between these sections (AMOS). Using a two-step technique recommended by to assess the measurement model's reliability, validity, and discriminate validity, we analyzed the structural model to investigate our study hypotheses (Anderson & Gerbing, 1988). The system's convergent and discriminate validity, reliability, and validity were all assessed (CFA). The study approach that has been proposed considers unitarism social capital, psychological detachment, behavioral integrity, organizational cronyism and nepotism, and apathy. The results of all constructions (CR), as shown in, are within the allowed range of 0.69. (Table.1). (Bagozzi & Yi, 1988). This signifies that the data's core logic meets a high quality. Applying a second-order model is recommended for the initial inspection. It is first critical for building and validate a second-order model. The outcomes of second order analysis as follows.: The df is 58, the CMIN/df is 1.798, the GFI is 0.947, (the RMSEA is 0.053), (the CFI is 0.874), and (the NFI is 0.849). The (chi-square value is 92.15). The relevant factors were loaded with the (CFA)-(USC)-(relational, cognitive, and structural) items utilized to measure. Due to the fact that each item was attributed to just one component, results closely matched the model. Root mean square error of approximation (RMSEA) = 0.053; standardized root means square residual (SRMR) = 0.049; 2 (df) = 267.22 (89), 2/(df) = 3.65; comparative fit index (CFI) = 0.91; incremental fit index (IFI) = 0.91; When compared to all fit indices, the suggested value was greater. This demonstrates that the data and the model are both sound. each value, criteria are (BA= 0.829), (BS= 0.842), (PQ= 0.643), and (BL= 0.511). which means that each of the four first-order

impacts (BA, BS, PQ, and BL), analyzed by the four reflecting factors, was given as a reason by (BE). Using convergent and discriminate validities, the measurement model was further validated. AMOS-outcomes are shown in (Table.1) together with the measurement model's construct validity as verified by composite reliability (CR).

Table.1- Verify the survey's instrument using factor analysis.

CFA Model	AVE	CR	CMIN/df	CFI	TLI	GFI	AGFI	NFI	RMSEA
			< 3	≥ 0.90	≥ 0.90	≥ 0.90	≥ 0.90	≥ 0.90	< 0.08
ONC	0.622	0.846	1.810	0.925	0.911	0.977	0.962	0.983	0.000
EE	0.579	0.865	1.767	0.981	0.928	0.923	0.947	0.964	0.046
PD	0.636	0.781	1.564	0.32	0.907	0.946	0.965	0.975	0.058
BI	0.569	0.883	2.923	0.966	0.982	0.920	0.911	0.927	0.090
USC	0.673	0.813	2.508	0.964	0.933	0.974	0.985	0.921	0.049

Source: based on the findings of the statistical analysis tool AMOS and prepared by the researcher

First, according to (AVE), factor loading, differentiated validity, and convergent validity are all recognized and advantageous for one index (e.g., Hair et al., 2010; Fornell & Larcker, 1981). If the value is greater than (0.5) but less than (0.7), The (AVE) value should be higher than the customary cut-off of 0.50 when it is greater than > 0.5 and equal to or bigger than (0.7). The great majority of the variation is explained by this principle. The survey instrument's validity is shown by the fact that the (AVE) is higher than the permitted range of (0.581 to 0.775).

Table.2- The squared root estimation of AVE and the factor correlation coefficients.

Study variables	ONC	EE	PD	BI	USC
ONC	0.892				
EE	0.807	0.834			
PD	0.776	0.878	0.876		
BI	0.862	0.854	0.758	0.857	
USC	0.839	0.654	0.793	0.792	0.828

Note: the diagonal values represent the estimated AVE's squared root.

This demonstrated that the measurement scales are adequate and that the (CFA model) achieved the requirement for discriminating validity. The loading on the associated factor was lower for each item than the cross-loading on other factors. In order to test a structural equation model (SEM) containing implicit variables, the CFA model was used. Finally, multicollinearity was not a concern as shown by the observed variables' square multiple correlation (R^2) values, which were not larger than > 0.9.

The Structural Path Model's Analysis

The path coefficients of the structural models were determined. AMOS was used to do a path analysis and test model assumptions. Thus according, a study sample at around 200 cases or at least 5 or 10 cases per parameter is required when using SEM (Kline, 2015). With 412 participants, this study had an adequate sample size. illustrates the result. The actual and suggested values of the model fit indices are displayed in (Table.3). The following goodness-of-fit measures were used to assess the study model: According to the table, the chi-square value is 289.76, the df value is 142, the GFI value is 0.954, the CMIN/df value is 2.453, the NFI value is 0.963, the RMSEA value is 0.0723, and the CFI value is 0.928. This showed that the model and the data fit each other well. The hypotheses, t-values, and path coefficients are shown in (Table.3) for the dependent constructs.

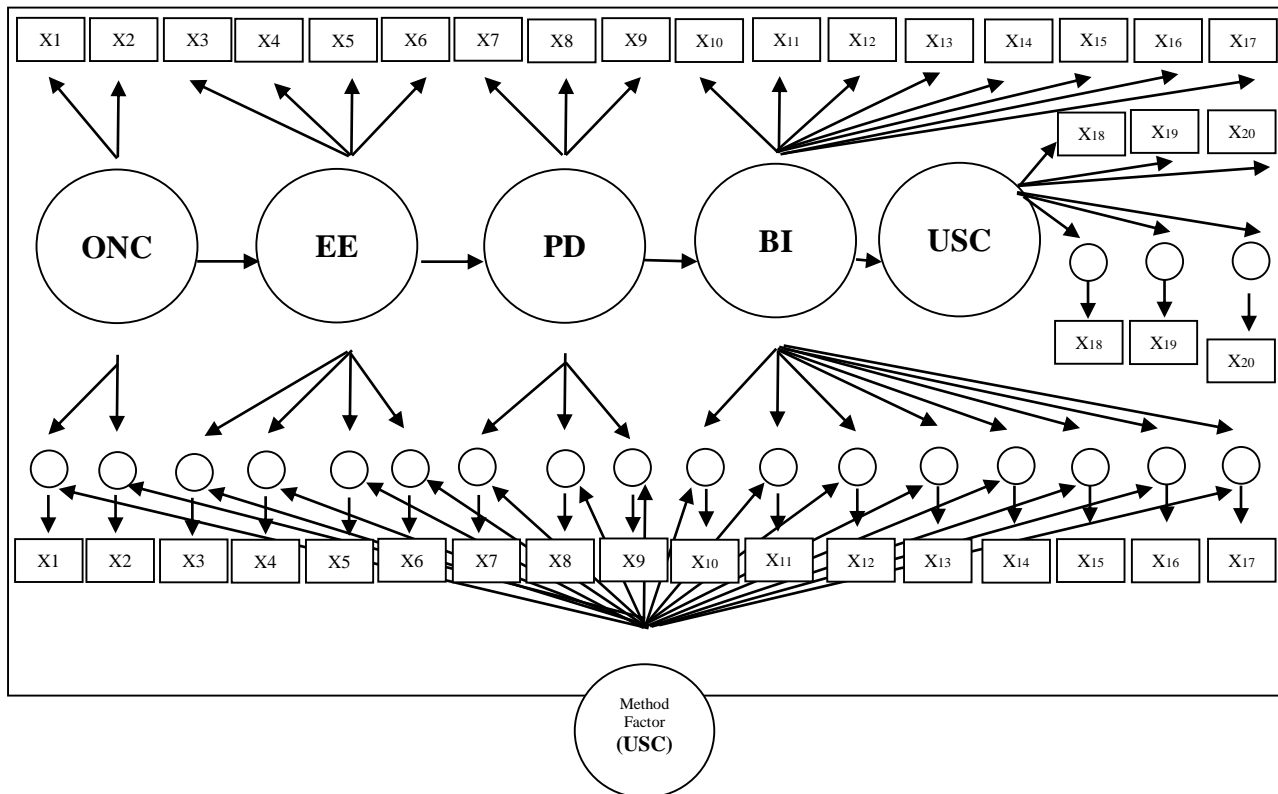


Figure 9. PLS model for evaluating common-method bias.

Table.3- Suggested and actual values for fit indices

Appropriate Indicator	CMIN/df	GFI/Path	NFI/Path	RMSEA	TLI	CFI/Path	P-value
Suggested Value	< 3.836	> 0.920	> 0.796	< 0.345	≥ 0.90	> 0.889	0.0 sig
Reality Value	2.519	0.928	0.962	0.0532	0.921	0.922	0.0 sig
Dependent Variables (DV)	Independent Variables (IV)						-
	R ²	ONC	EE	PD	BI	S.Es/Path	P-value
EE	0.928	0.872	-	0.698	0.863	0.782	0.0 sig
PD	0.937	0.832	0.664	-	0.829	0.821	0.0 sig
BI	0.908	0.234	-	0.590	-	0.886	0.0 sig
USC	0.946	0.866	0.721	0.325	0.475	0.784	0.0 sig
Hypotheses			β	t-value	Conclusion		P-value
(H ₀₁): (ONC) has a direct negative effect on (USC).			0.926	18.674 **	Approved		0.0 sig
(H ₀₂): (ONC) was an indirect and negative effect on (USC) through (EE).			0.982	20.431 **	Approved		0.0 sig
(H ₃): (ONC) has a direct positive effect on (EE).			0.947	13.665 **	Approved		0.0 sig
(H ₀₄): (EE) has a direct negative effect on (USC).			0.893	15.809 **	Approved		0.0 sig
(H ₅): (PD) was moderated the relationship between (ONC) and (USC).			0.958	22.716 **	Approved		0.0 sig
(H ₆): (BI) has moderating the linking between (ONC) and (USC).			0.930	16.332 **	Approved		0.0 sig

Notes: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; Fit indices: Chi-square = 289.76; $df = 142$; GFI = 0.954; CMIN/df = 2.453; NFI = 0.963; RMSEA = 0.0723; CFI = 0.928.

AMOS factorial analysis showed that the value of (R-squared-R²) for the study variables (emotional exhaustion (EE), psychological detachment (PD), behavioral integrity (BI) and unitarism social capital (USC)), respectively: (R²=0.928, 0.937, 0.898 and 0.908), Which explains that the variables are interrelated and each variable affects the rest of the variables and explains the changes in the variables of the research in a large and acceptable proportion. The importance

and validity of each hypothesis can be tested through the (t-value) and (β) values in (Table.3), which indicate that the model is accurate and able to predict the dependent variables (unitarism and social capital)-(USC), the independent variables (IV)-organizational nepotism-cronyism (ONC), the mediator variable (MEV)-emotional exhaustion (EE), and the two modified variables (MOV)-(psychological detachment (PD) and behavioral integrity (BI)) with high accuracy. According to the results of (AMOS) analysis and path analysis from (Table.3), it becomes clear that ($\beta = 0.926$, t-value = 18.674, sig < 0.001) of the two variables related to the first hypothesis (Organizational Nepotism-Cronyism (ONC) and unitarism social capital (USC)) and which approved the validity of the first hypothesis (H_01), which assumes a direct negative effect between (Nepotism-Cronyism (ONC)) and (USC). In addition to (Table.3), show that ($\beta = 0.982$, t-value = 20.431, sig < 0.001) of the three variables related to the second hypothesis (Nepotism-Cronyism (ONC)-(IV) and (USC)-(DV) through (EE)-(MEV)) which approved the validity of the second hypothesis (H_02), which supposes indirect negative effect between ((ONC)) and (USC) through (EE). In addition to (Table.3), display that ($\beta = 0.947$, t-value = 13.665, sig < 0.001) of the two variables related to the third hypothesis (Nepotism-Cronyism (ONC)-(IV) and (EE)-(MEV) as dependent variable-(DV) which approved the third hypothesis (H_3), which supposes direct positive effect between ((ONC)) and (EE). Additionally, to (Table.3), display that ($\beta = 0.893$, t-value = 15.809, sig < 0.001) of the two variables related to the fourth hypothesis ((EE)-(MEV) as independent variable-(IV) and (USC)-(DV) which approved the fourth hypothesis (H_04), which assume direct negative effect between ((EE)) and (USC). Additionally, to (Table.3), offer that ($\beta = 0.958$, t-value = 22.716, sig < 0.001) of the three variables of the fifth hypothesis ((ONC) as (IV) and (USC)-(DV) and (PD) as 1st moderator Variable-(1stMOV) which approved the fifth hypothesis (H_5), which suppose (PD) moderated the relationship between ((ONC)) and (USC). Additionally, to (Table.3), display that ($\beta = 0.930$, t-value = 16.332, sig < 0.001) of the three variables of the six hypothesis (Nepotism-Cronyism (ONC)-(IV), unitarism social capital (USC)-(DV) and (BI) as 2nd moderator Variable-(2ndMOV) which approved the six hypothesis (H_6), which suppose (BI) moderated the linking between ((ONC)) and (USC). Thus, according to the analysis of the previous results, it is clear that (ONC) has an effect of 0.866 on (USC) which proves a direct negative impact on (USC), (ONC) has an impact 0.872 on (EE) which means a direct positive effect on (EE), and an indirect and negative effect on (USC) through (EE). Additionally, (EE) has an impact 0.721 on (USC) which confirm that a direct negative effect on (USC), Additionally, (PD) has an effect 0.325 on (USC) proves that psychological detachment (PD) was moderated and modify the relationship between (ONC) and (USC) and behavioral integrity-(BI) has an effect 0.475 on (USC) proves that (PD) was moderating and modify the linking between (ONC) and (USC).

DISCUSSION AND CONCLUSION

As a result, the research focused on the relationships between five variables. (Organizational nepotism-cronyism (ONC), emotional exhaustion (EE), psychological detachment (PD), behavioral integrity (BI), unitarism social capital (USC)) in higher education sector in Egypt (universities, specialized scientific institutes, centers and scientific research institutions) in Egypt.

The relationship which linking behavioral integrity (BI) and social capital (SC) (Chaman et al., 2022; Nair et al., 2021; Forstner et al., 2021), has been the topic of past studies, but the effect of linking favouritism (nepotism-cronyism) and emotional exhaustion (Abubakar et al., 2017), linking organizational cronyism (OC) and social capital (SC) (Jawahar et al., 2021), While this study linking nepotism-cronyism (ONC)-(IV) affects unitarism social capital (USC)-(DV), and testing the relationships between (EE)-(MEV), (PD)-(MOV) as field of study. The findings are consistent with previous field investigations (e.g., Turhan, 2014; Jawahar et al., 2021; Gala & Kashmiri, 2022). The study concluded that cronyism-(ONC) has a negative impact on social capital, and this supports the results of previous studies Which concluded that favoritism organizational cronyism-(OC) undermine social capital is one of the factors that undermine and social capital (Jawahar et al., 2021). The study also concluded that organizational nepotism-cronyism (ONC) is the most element that undermines unitarism social capital (USC), and it concluded that organizational nepotism-cronyism (ONC) has a direct positive effect on emotional exhaustion (EE) and an indirect negative effect on unitarism social capital (USC) through the effect of organizational nepotism-cronyism (ONC)) on emotional exhaustion (EE) and that emotional exhaustion (EE) has a direct negative impact on (capital), which means that emotional exhaustion (EE) mediates relationship between organizational nepotism-cronyism (ONC) and unitarism social capital (USC). In addition, the study concluded that psychological detachment (PD) has a positive effect on unitarism social capital (USC), and even modifies the negative relationship between organizational nepotism-cronyism (ONC) and unitarism social capital (USC), as emotional exhaustion (EE) from work gives workers the recovery of their activity and moderate the negative impact between organizational nepotism-cronyism (ONC) and unitarism social capital (USC). In addition, the study concluded that Behavioral Integrity (BI) has a positive and moderate effect and moderate the negative relationship between organizational nepotism-cronyism (ONC) and unitarism social capital (USC), and this was also confirmed by some of the results of previous studies (Chaman et al., 2022; Nair et al., 2021; Forstner et al., 2021), The study also concluded the importance of unitarism as one of the keys to the success of human resources management-(HRM) as an ideological perspective that unifies the interest of employees and leaders in the organization. The study also found that the effect of behavioral integrity (BI) is greater than the effect of psychological detachment (PD) in easing the relationship between organizational nepotism-cronyism (ONC) and unitarism social capital (USC). Additionally, detecting and facing organizational and managerial corruption (OMC) and organizational nepotism-cronyism (ONC), and enhancing role of leaders' behavioral integrity (LBI) for the sustainability human capital (SHC) and unitarism social capital (USC).

Future Research Directions

The five variables that the research focused on (organizational nepotism-cronyism (ONC), emotional exhaustion (EE), psychological detachment (PD), behavioral integrity (BI) and unitarism social capital (USC)) are a unique field because it contains contemporary variables in administrative thought, which can be a step, a beginning, and a field for future research, as there is a scarcity in some variables, as the researcher indicated in the problem of the study, especially if a comparative study between (unitarism and pluralism). And the impact of both of them on unitarism social capital (USC) and the study of the effect of organizational nepotism-cronyism (ONC) on emotional exhaustion (EE), as well as the study of (integrity and capital) and the selection of vital areas of application such as the education sector, which must be promoted because it is the basis for the renaissance and civilization of advanced societies, administratively and leadership.

References

- Abubakar, A. M., Namin, B. H., Harazneh, I., Arasli, H., & Tunç, T. (2017). Does gender moderates the relationship between favoritism/nepotism, supervisor incivility, cynicism and workplace withdrawal: A neural network and SEM approach. *Tourism Management Perspectives*, 23, 129-139.
- Afshari, L., Nasab, A.H. and Dickson, G. (2020), Organizational culture, social capital, and knowledge management: an integrated model, *International Journal of Knowledge Management*, Vol. 16 No. 2, pp. 52-66.
- Akuffo, I.N. and Kivipõld, K. (2019), "Influence of leaders' authentic competences on nepotism-favouritism and cronyism", *Management Research Review*, Vol. 43 No. 4, pp. 369-386. Doi: <https://doi.org/10.1108/MRR-02-2019-0078>
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3), 411-423.
- Andrews, R. (2010), Organizational social capital, structure and performance, *Human Relations*, Vol. 63, pp. 583-608.
- Arabaci, B. (2010). The effects of depersonalization and organizational cynicism levels on the job satisfaction of educational inspectors. *African Journal of Business Management*, 4 (13), Pp.2802-2811.
- Arjoon, S. (2005), Corporate governance: an ethical perspective, *Journal of Business Ethics*, Vol. 61 No. 4, pp. 343-352.
- Avdija, A. S., & Roy, S. (2013). The Effects of Emotional Exhaustion on Prison Employees' Job Satisfaction and Personal Accomplishments. *International Journal of Criminology and Sociological Theory*, 6(4), Pp.144-154.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), 74-94.
- Barney, J. (1991), Firm resources and sustained competitive advantage, *Journal of Management*, Vol. 17, pp. 99-120.
- Becker, T.E. (1998), Integrity in organizations: beyond honesty and conscientiousness, *Academy of Management Review*, Vol. 23 No. 1, pp. 154-161.
- Brandts, J., & Sola, C. (2010). Personal relations and their effect on behaviour in an organisational setting: An experimental study. *Journal of Economic Behaviour and Organisation*, 73, 246-253.
- Business Ethics, 105(1), 53-68.
- Butler, J.K., Jr and Cantrell, R.S. (1984), A behavioral decision theory approach to modeling dyadic trust in superiors and subordinates, *Psychological Reports*, Vol. 55 No. 1, pp. 19-28.
- Byrne, B.M. (2016). equation modeling with AMOS: Basic concepts, applications, and programming. Routledge. Structural
- Chaman, S., Shaheen, S., & Hussain, A. (2022). Linking Leader's Behavioral Integrity With Workplace Ostracism: A Mediated-Moderated Model. *Frontiers in Psychology*, 13.
- Chen, L., Zheng, W., Yang, B. and Bai, S. (2016), Transformational leadership, social capital and organizational innovation, *Leadership and Organization Development Journal*, Vol. 37 No. 7, pp. 843-859.
- Coco, G., & Lagravinese, R. (2014). Cronyism and education performance. *Economic Modelling*, 38, 443-450.
- Coleman, J. (1988), "Social capital in the creation of human capital", *American Journal of Sociology*, Vol. 94, pp. 95-120.
- Cortina, L.M., Kabat-Farr, D., Leskinen, E.A., Huerta, M. and Magley, V.J. (2013), "Selective incivility as modern discrimination in organizations evidence and impact", *Journal of Management*, Vol. 39, pp. 1579-1605.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003): The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88 (1), Pp.160-169.

- Dess, G.G. and Shaw, J.D. (2001), Voluntary turnover, social capital, and organizational performance, *Academy of Management Review*, Vol. 26 No. 3, pp. 446-456.
- Diefendorff, J. M., & Richard, E. M. (2003): Antecedents and consequences of emotional display rule perceptions. *Journal of Applied Psychology* 88 (2), Pp.284-294.
- Dikolli, S.S., Mayew, W.J. and Steffen, T.D. (2012), Honoring One's Word: CEO Integrity and Accruals Quality, Vol. 2131476, available at: <http://ssrn.com/abstract>
- Erkutlu, H. and Chafra, J. (2016), "Impact of behavioral integrity on workplace ostracism: The moderating roles of narcissistic personality and psychological distance", *Journal of Applied Research in Higher Education*, Vol. 8 No. 2, pp. 222-237. <https://doi.org/10.1108/JARHE-01-2015-0007>
- Evangelinos, K.I. and Jones, N. (2009), An analysis of social capital and environmental management of higher education institutions, *International Journal of Sustainability in Higher Education*, Vol. 10 No. 4, pp. 334-342. <https://doi.org/10.1108/14676370910990684>
- Fang, R., Mcallister, D.J. and Duffy, M.K. (2017), Down but not out: newcomers can compensate for low vertical access with strong horizontal ties and favorable core self-evaluations, *Personnel Psychology*, Vol. 70, pp. 517-555.
- Fonti, F. and Maoret, M. (2016), The direct and indirect effects of core and peripheral social capital on organizational performance, *Strategic Management Journal*, Vol. 37, pp. 1765-1786.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing research*, 382-388.
- Forstner, A. J., Awasthi, S., Wolf, C., Maron, E., Erhardt, A., Czamara, D., ... & Schumacher, J. (2021). Genome-wide association study of panic disorder reveals genetic overlap with neuroticism and depression. *Molecular psychiatry*, 26(8), 4179-4190.
- Gala, P. and Kashmiri, S. (2022), "Exploring the dark side of integrity: impact of CEO integrity on firms' innovativeness, risk-taking and proactiveness", *European Journal of Marketing*, Vol. 56 No. 7, pp. 2052-2102. <https://doi.org/10.1108/EJM-02-2021-0095>
- Garland, B. (2004). The impact of administrative support on prison treatment staff burnout: An exploratory study. *The Prison Journal*, 84(4), 452-471.
- Gatling, A., Shum, C., Book, L., & Bai, B. (2017). The influence of hospitality leaders' relational transparency on followers' trust and deviance behaviors: Mediating role of behavioral integrity. *International Journal of Hospitality Management*, 62, 11-20. doi: <http://dx.doi.org/10.1016/j.ijhm.2016.11.010>
- Gerbasi, A., Porath, C.L., Parker, A., Spreitzer, G. and Cross, R. (2015), Destructive de-energizing relationships: how thriving buffers their effect on performance, *Journal of Applied Psychology*, Vol. 100 No. 5, pp. 1423-1433.
- Griffin, M. L., Hogan, N. L., Lambert, E. G., Tucker-Gail, K. A., & Baker, D. N. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Criminal Justice and Behavior*, 37 (2), Pp.239-255.
- Griffin, M. L., Hogan, N. L., Lambert, E. G., Tucker-Gail, K. A., & Baker, D. N. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Criminal Justice and Behavior*, 37 (2), Pp.239-255.
- Gu, J., Xie, F. and Wang, X. (2016), Relationship between top management team internal social capital and strategic decision-making speed: The intermediary role of behavioral integration, *Kybernetes*, Vol. 45 No. 10, pp. 1617-1636. <https://doi.org/10.1108/K-07-2015-0188>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Canonical correlation: A supplement to multivariate data analysis. *Multivariate data analysis: a global perspective*. 7th edn. Pearson Prentice Hall Publishing, Upper Saddle River.
- Hall, G. B., Dollard, M. F., Tuckey, M. R., Winefield, A. H., & Thompson, B. M. (2010). Job demands, work-family conflict, and emotional exhaustion in police officers: A longitudinal test of competing theories. *Journal of Occupational and Organizational Psychology*, 83, Pp.237-250. doi:10.1348/096317908X401723
- Hatinen, M., Kinnunen, U., Pekkonen, M., & Kalimo, R. (2007). Comparing two burnout interventions: Perceived job control mediates decreases in burnout. *International Journal of Stress Management*. 14 (3), Pp.227-248.
- He, Q., Wu, M., Wu, W., & Fu, J. (2021). The effect of abusive supervision on employees' work procrastination behavior. *Frontiers in psychology*, 12, 596704.

- Horak, S. (2017). The informal dimension of Human Resource Management in Korea—Yongo, recruiting practices and career progression. *International Journal of Human Resource Management*, 28(10), 1409–1432.
- Howard, W. G., Donofrio, H. H., & Boles, J. S. (2004). Inter-domain work–family, family–work conflict and police work satisfaction. *Policing: An International Journal of Policing Strategies Management*, 27, Pp.380–395.
- Ilies, R., Guo, C.Y., Lim, S., Yan, K. and Li, X. (2020), Happy but uncivil? Examining when and why positive affect leads to incivility, *Journal of Business Ethics*, Vol. 165, pp. 595-614. *Industrial and Organizational Psychology*, Vol. 3, pp. 147-197.
- Irianto, G., Novianti, N., Rosalina, K. and Firmanto, Y. (2009), Integrity, unethical behavior, and tendency of fraud, *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, Vol. 16 No. 2, pp. 144-163.
- Jawahar, I. M., Bilal, A. R., Fatima, T., & Mohammed, Z. J. (2021). Does organizational cronyism undermine social capital? Testing the mediating role of workplace ostracism and the moderating role of workplace incivility. *Career Development International*, Vol. 26 No. 5, 2021, pp. 657-677. DOI: <https://doi.org/10.1108/CDI-09-2020-0228>
- Jensen, M. T., & Rundmo, T. (2015). Associations between work family conflict, emotional exhaustion, musculoskeletal pain, and gastrointestinal problems in a sample of business travellers. *Scandinavian Journal of Psychology*, 56, Pp.105–113. doi:10.1111/sjop.12177
- Johnson, L. B., Todd, M., & Subramanian, G. (2005). Violence in police families: Work–Family spillover. *Journal of Family Violence*, 20, Pp. 3–12.
- Johnson, S., & Mitton, T. (2003). Cronyism and capital controls: evidence from Malaysia. *Journal of financial economics*, 67(2), 351-382.
- Karatepe, O. M., & Tekinkus, M. (2006): The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees. *International Journal of Bank Marketing*, 24 (3), Pp.173 – 193.
- Karl, K., & Peluchette, J. V. (2006): Does workplace fun buffer the impact of emotional exhaustion on job satisfaction? *Journal of Behavioral and Applied Management*, 7 (2), Pp.128-141.
- Keinan, G., & Malach-Pines, A. (2007): Stress and burnout among prison personnel: Sources, outcomes, and intervention strategies. *Criminal Justice and Behavior*, 34 (3), Pp.380-398.
- Khatri, N. (2017). Indian brand od crony capitalism: the cultural underpinnings, IIMA Institutional Repository, available at: <http://hdl.handle.net/11718/19109>
- Khatri, N. and Tsang, E.W. (2003), Antecedents and consequences of cronyism in organizations, *Journal of Business Ethics*, Vol. 43, pp. 289-303.
- Kirkpatrick, S.A. and Locke, E.A. (1991), Leadership: do traits matter?, *Academy of Management Perspectives*, Vol. 5 No. 2, pp. 48-60.
- Kline, R. B. (2015). Principles and practice of structural equation modeling. Guilford publications.
- Kluemper, D.H., Taylor, S.G., Bowler, M., Bing, M.N. and Halbesleben, J.R.B. (2019), How leaders perceive employee deviance: blaming victims while excusing favorites, *Journal of Applied Psychology*, Vol. 104 No. 7, pp. 946-964.
- Kuznetsova, N.V. and Matveeva, E.V. (2015), Accumulation of social capital as a competitive advantage of companies which are loyal to the principles of corporate citizenship, *International Journal of Economics and Financial Issues*, Vol. 5, pp. 68-72.
- Labianca, G. and Brass, D.J. (2006), Exploring the social ledger: negative relationships and negative asymmetry in social networks in organizations, *Academy of Management Review*, Vol. 31, pp. 596-614.
- Leana, C.R. and Van Buren, H.J. (1999), Organizational social capital and employment practices, *Academy of Management Review*, Vol. 24, pp. 538-555.
- Leroy, H., Palanski, M.E. and Simons, T. (2012), Authentic leadership and behavioral integrity as drivers of follower commitment and performance, *Journal of Business Ethics*, Vol. 107 No. 3, pp. 255-264.
- Maslach C., Schaufeli W. B., and Leiter M. P., (2001). job burnout, *Annul, Rev. Psychol.*52, Pp.397–422.
- Maslach, C. (1982). *Burnout: The Cost of Caring*. Englewood Cliffs, NJ: Prentice-Hall. Pp.168-184.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, Vol. 2, Pp.99-113.

- Matin, H. Z., Kalali, N. S., & Anvari, M. R. A. (2012). Do demographic variables moderate the relationship between job burnout and its consequences? *Iranian Journal of Management Studies*, 5 (1), Pp.47-62.
- May, H., & Jones, M. (2018). What Can Social Capital Contribute to Student Success in Higher Education? Perspectives from Students and Institutions. In *Access to Success and Social Mobility through Higher Education: A Curate's Egg?*. Emerald Publishing Limited. pp 6-98.
- Michinov, N. (2005). Social comparison, perceived control, and occupational burnout. *Applied Psychology: An International Review*, 54, Pp.99–118.
- Minkkinen, J., Kinnunen, U., & Mauno, S. (2021). Does Psychological Detachment From Work Protect Employees under High Intensified Job Demands? *Scandinavian Journal of Work and Organizational Psychology*, 6(1): 9, 1–16. DOI: <https://doi.org/10.16993/sjwop.97>
- Mohler, C., & Byrne, Z. S. (2004). Emotional exhaustion, work relationships and health effects on organizational outcomes. Paper presented at the 19th annual conference of the Society of Industrial and Organizational Psychology, Chicago, Illinois.
- Nadeem, M., Ahmad, R., Ahmad, N., Batool, S. R., & Shafique, N. (2015). Favoritism, nepotism and cronyism as predictors of job satisfaction: Evidences from Pakistan. *Journal of Business and Management Research*, 8(1), 224-228.
- Nahapiet, J. and Ghoshal, S. (1998), Social capital, intellectual capital, and the organizational advantage, *Academy of Management Review*, Vol. 23, pp. 242-266.
- Nahapiet, J. and Ghoshal, S. (1998), "Social capital, intellectual capital, and the organizational advantage", *Academy of Management Review*, Vol. 23, pp. 242-266.
- Nair, A., Jalal, R., Liu, J., Tsang, T., McDonald, N. M., Jackson, L., ... & Dapretto, M. (2021). Altered thalamocortical connectivity in 6-week-old infants at high familial risk for autism spectrum disorder. *Cerebral Cortex*, 31(9), 4191-4205.
- Nguyen, A., & Cragg, W. (2012). Interorganizational favour exchange and the relationship between doing well and doing good. *Journal of*
- Nielsen, I.K., Jex, S.M. and Adams, G.A. (2000), Development and validation of scores on a twodimensional workplace friendship scale, *Educational and Psychological Measurement*, Vol. 60, pp. 628-643.
- Palanski, M.E., Yammarino, F.J., 2009. Integrity and leadership: a multi-level conceptual framework. *Leadersh. Q.* 20, 405–420.
- Pastoriza, D. and Arino, M.A. (2013), Does ethical leadership of supervisors generate internal social capital?, *Journal of Business Ethics*, Vol. 78 No. 3, pp. 329-341.
- Peng, H. and Wei, F. (2019), How and when does leader behavioral integrity influence employee voice? The roles of team independence climate and corporate ethical values, *Journal of Business Ethics*, Vol. 166 No. 3, pp. 505-521.
- Quade, M.J., Greenbaum, R.L. and Petrenko, O.V. (2017), I don't want to be near you, unless': the interactive effect of unethical behavior and performance onto relationship conflict and workplace ostracism, *Personnel Psychology*, Vol. 70, pp. 675-709.
- Ren, S., Babalola, M. T., Ogbonnaya, C., Hochwarter, W. A., Akemu, O., & Agyemang-Mintah, P. (2022). Employee thriving at work: The long reach of family incivility and family support. *Journal of Organizational Behavior*, 43(1), 17-35.
- Ring, P. (1996), Fragile and resilient trust and their roles in economic exchange, *Business and Society*, Vol. 35, pp. 148-175.
- Rovinelli, R. J., & Hambleton, R. K. (1977). The use of content specialists in the assessment of criterion-referenced test item validity: 1977. *Dutch J Edu Res*.
- Roy, S., & Avdija, A. S. (2012). The effect of prison security level on job satisfaction and job burnout among prison staff in the USA: An assessment. *International Journal of Criminal Justice Sciences*, 7 (2), Pp.524-538.
- Roy, S., & Avdija, A. S. (2012). The effect of prison security level on job satisfaction and job burnout among prison staff in the USA: An assessment. *International Journal of Criminal Justice Sciences*, 7 (2), Pp.524-538.
- Saiphon, Y. (2010): The emotional exhaustion, motivation and job outcomes: A study of hotel frontline employees in Phuket. (Unpublished Doctoral Dissertation). Oklahoma State University. Oklahoma.
- Sharma, A., Verma, S., Verma, C., & Malhotra, D. (2010). Stress and burnout as predictors of job satisfaction among lawyers. *European Journal of Social sciences*, 14 (3), Pp.348-359.

- Sharma, A., Verma, S., Verma, C., & Malhotra, D. (2010). Stress and burnout as predictors of job satisfaction among lawyers. *European Journal of Social sciences*, 14 (3), Pp.348-359.
- Simons, T. (2002). Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus. *Organization Science*, 13, 18–35.
- Simons, T., Friedman, R., Liu, L. A., & McLean Parks, J. (2007). Racial differences in sensitivity to behavioral integrity: Attitudinal consequences, in-group effects, and "trickle down" among Black and non-Black employees. *Journal of Applied Psychology*, 92(3), 650.
- Simons, T., Leroy, H., Collewaert, V., & Masschelein, S. (2015). How leader alignment of words and deeds affects followers: A meta analysis of behavioral integrity research. *Journal of Business Ethics*, 132, 831–844.
- Simons, T.L. and Peterson, R.S. (2000), Task conflict and relationship conflict in top management teams: the pivotal role of intragroup trust, *Journal of Applied Psychology*, Vol. 85, pp. 102-111.
- Sonnentag, S., & Fritz, C. (2007). The Recovery Experience Questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work. *Journal of Occupational Health Psychology*, 12(3), 204. DOI: <https://doi.org/10.1037/1076-8998.12.3.204>
- Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of Organizational Behavior*, 36, S72–S103. DOI: <https://doi.org/10.1002/job.1924>
- Sonnentag, S., Binnewies, C., & Mojza, E. J. (2010). Stay well and engaged when demands are high: The role of psychological detachment. *Journal of Applied Psychology*, 95, 965–976. DOI: <https://doi.org/10.1037/a0020032>
- Turhan, M. (2014). Organizational cronyism: A scale development and validation from the perspective of teachers. *Journal of Business Ethics*, 123(2), 295–308. <https://doi.org/10.1007/s10551-013-1839-3>
- Turner, R. C., & Carlson, L. (2003). Indexes of item-objective congruence for multidimensional items. *International journal of testing*, 3(2), 163-171.
- Van Emmerik, I.H., Euwema, M.C. and Bakker, A.B. (2007), Threats of workplace violence and the buffering effect of social support, *Group and Organization Management*, Vol. 32, pp. 150-175.
- Vithana, K., Soobaroyen, T., & Ntim, C. G. (2021). Human resource disclosures in UK corporate annual reports: to what extent do these reflect organisational priorities towards labour?. *Journal of Business Ethics*, 169(3), 475-497.
- Vogelgesang, G. R., Leroy, H., & Avolio, B. J. (2013). The mediating effects of leader integrity with transparency in communication and work engagement/performance. *The Leadership Quarterly*, 24(3), 405–413.
- Wilk, S. L., & Moynihan, L. M. (2005): Display rule “regulators:” The relationship between supervisors and worker emotional exhaustion. *Journal of Applied Psychology*, 90 (5), Pp.917-927.
- Yang, I., Horak, S., & Kakabadse, N. K. (2021). An integrative ethical approach to leader favoritism. *Business Ethics, the Environment & Responsibility*, 30(1), 90-101. Doi: <https://doi.org/10.1111/beer.12309>
- Yen, Y., Tseng, J. and Wang, H. (2015), The effect of internal social capital on knowledge sharing, *Knowledge Management Research and Practice*, Vol. 3, pp. 214-224.
- Yukl, G., & Van Fleet, D. D. (1992). Theory and research on leadership in organizations.
- Zapf D. (2002): Emotion work and psychological well-being. A review of the literature and some conceptual considerations. *Human Resource Management Review*, 12 (2), Pp.237-268.
- Zhang, J. and Gill, C. (2019), Leader-follower guanxi: an invisible hand of cronyism in Chinese management, *Asia Pacific Journal of Human Resources*, Vol. 57 No. 3, pp. 322-344.