

**Organizational Cronyism and Job Satisfaction in College Teachers: Exploring the Role of Workplace Incivility**Nafeesa Ashiq<sup>1</sup>, Faiz Younas<sup>2\*</sup>**Abstract**

This research investigated the potential buffering effect of incivility at workplace amid organizational cronyism and job satisfaction in college teachers. Cross-sectional research design was employed and participants were recruited through non-probability, purposive sampling. It was hypothesized that organizational cronyism, workplace incivility, and job satisfaction might be significantly correlated with each other. Furthermore, organizational cronyism and workplace incivility are expected to be significant predictors of job satisfaction. A sample of 207 college teachers ( $M_{age} = 34.41$ ,  $SD_{age} = 8.04$ ) was collected from seven different colleges. The Perceived Organizational Cronyism Scale (Turhan, 2014), Workplace Incivility Scale (Cortina et al., 2013), and Job Satisfaction Scale (Macdonald & MacIntyre, 1997) were utilized to assess study variables. SPSS 23 was used to analyze data. The results showed that organizational cronyism and workplace incivility are significant predictors of job satisfaction, with a significant association between them. Workplace incivility also served as a moderator between in-group bias and job satisfaction and reciprocal exchange of favor and job satisfaction. The findings contribute valuable knowledge for organizational behavior within the Pakistani context. Interventions to reduce incivility, such as civility training programs, clear reporting mechanisms and leadership role modeling can help improve job satisfaction and overall organizational climate.

**Keywords:** College Teachers, Job Satisfaction, Moderation, Organizational Cronyism, Workplace Incivility

Received: 26 July 2025; Revised Received: 01 September 2025; Accepted: 06 September 2025

<sup>1</sup>MPhil Scholar, Institute of Applied Psychology, University of the Punjab, Lahore, Pakistan.

<sup>2\*</sup>Lecturer, Institute of Applied Psychology, University of the Punjab, Lahore, Pakistan.

**\*Corresponding Author Email:**

faizyounasbutt.appsy@pu.edu.pk

**Introduction**

It is widely acknowledged that the teaching profession is one of the most critical and influential sectors in any society, as it is responsible for the education and development of the nation's future (Ilyas & Zamir, 2020). In Pakistan, college instructors play a substantial role in the educational

system, contributing to students' academic development and the broader social and moral fabric (Pervaiz et al., 2021). Nevertheless, college instructors frequently encounter various obstacles that can affect the quality of education they provide, their overall well-being, and their job satisfaction, despite the significance of their position (Yamoah & ul Haque, 2023). Among these obstacles is organizational cronyism, which is the employees' perception of favoritism, where a manager grants favors to certain employees owing to non-work related ties and personal allegiance rather than related to job related criteria or official rules. Turhan (2014) reported that in-group bias, paternal cronyism and reciprocal exchange of favors can be among its manifestations. Particularism and paternalism are the two primary antecedents of favoritism. In

This article is distributed under the terms of the Creative Commons Attribution Non Commercial 4.0 International License (<https://www.creativecommons.org/licenses/by-nc/4.0/>) which permits non-Commercial use, reproduction and distribution of the work without further permission provided the original work is attributed as specified.

© Copyright: The Authors (2025)

collectivist cultures, particularism is present, and individuals are regarded, handled, and controlled according to their membership in specific groups (Khatri & Tsang, 2016). Conversely, paternalism is comparable to power distance. In paternalism, employees who possess less power consent to the fact that there is unequal distribution of power within their organizations. The objective of power accumulation is to eventually control all resources within an organization, thereby increasing one's influence. In cultures with high power distance, employees are not engaged in the decision-making process, and leaders in paternalistic cultures do not publicly justify their opinions (Mughal, 2020). In addition, in-group members develop exceptionally robust personal and social relationships as they become more intimate with one another, despite the formality of their official relationships. Consequently, social informal relationships are established to address the requirements of employment that are not feasible in formal official relationships. An additional critical aspect is that these informal relationships facilitate the acquisition of additional power and influence within the organization (Khatri & Tsang, 2016). Furthermore, cronyism has substantial repercussions at individual and organizational level. When superiors treat in-group and out-group subordinates differently, it has a potential impact on subordinates' work satisfaction (Cleyman et al., 1995) and commitment to the organization. Particularism, according to Pearce et al. (2000), has a detrimental effect on commitment to and identification with the broader organization. On the other hand, at organizational level, the presence of cronyism within an organization can significantly undermine performance (Varma et al., 2020) and morale (Scandura, 1999). Besides organizational cronyism, workplace incivility is an important issue characterized by the extent to which participants personally

experience uncivil conduct. The described uncivil behaviors are firsthand encounters with particular behaviors, not abstract perceptions or responses to imagined circumstances (Cortina et al., 2013). Witnessed incivility, instigated incivility, and experienced incivility are three primary types of workplace incivility. Schilpzand et al. (2016) delineated three distinct categories of precursors associated with the experience of incivility. The identified factors encompassed dispositional, behavioral, and situational antecedents.

These negative workplace behaviors influence job satisfaction which is the affective and attitudinal reactions employees have towards various facets of their work environment (Macdonald & MacIntyre, 1997). In 1969, Smith et al. conducted a significant classification of the components that contribute to job satisfaction. According to this classification, employment satisfaction encompasses the job itself, supervision, promotion, relationship with colleagues, and salary (Scott et al., 2005).

Several studies highlighted the detrimental influence of organizational cronyism and workplace incivility on job satisfaction. The particular cultural and institutional framework of Pakistan exacerbates these challenges, emphasizing the importance of further investigation into how these dynamics combine to affect college teachers. This research aims to address a notable gap in current literature by examining the interplay between organizational cronyism, workplace incivility, and job satisfaction among college professors.

### **Literature Review**

Jones (2020) argued that preferential treatment at work adversely affects employee's job satisfaction. Similarly, another study demonstrated the negative relationship between perceptions of nepotism and several aspects of job satisfaction (Yavuz et al., 2020). This preferential treatment not only

significantly negatively impact job satisfaction, but also increases the tendency of employees to leave the organization (Jimoh et al., 2020). Moreover, Turan (2015) examined how organizational cronyism negatively influences organizational commitment and job satisfaction, which in turn affects employees' career success. In the same vein, Mohamed and Abdel-Hafez (2021) concluded that nepotism has a highly substantial negative link with organizational commitment and work satisfaction, and a highly significant positive correlation with intention to resign. Similarly, Shaheen et al. (2020) disclosed that organizational cronyism harms positive employee attitudes such as job satisfaction by fostering an environment of unfair treatment where in-group members (cronies) receive privileges while out-group members face discrimination. Conversely, Hlaing and Piriapada (2021) inferred that nepotism has a detrimental effect on organizational commitment, whereas favoritism and nepotism have a beneficial effect on job motivation and job satisfaction. Furthermore, Opengart et al. (2022) found the negative impact of incivility between coworkers and superiors on job satisfaction and emotion control. Moreover, Khan et al., (2021) concluded that workplace incivility harms job satisfaction and highlights

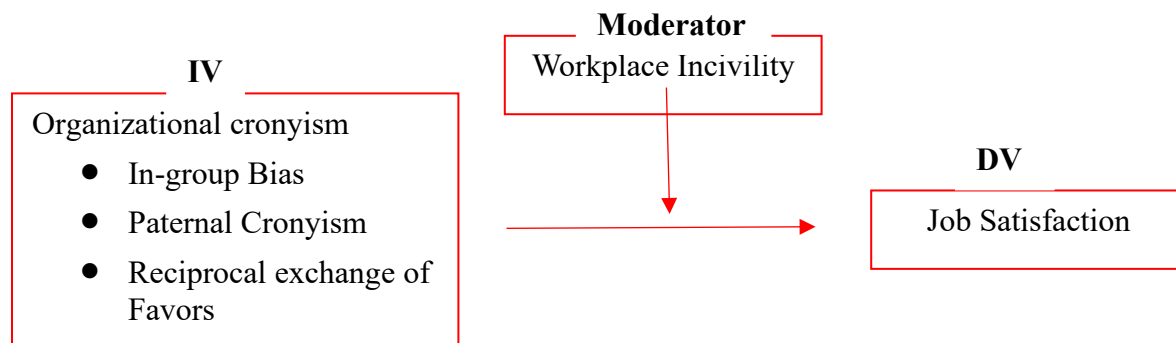
mechanisms such as subjective well-being and organizational climate that influence this relationship. In the same vein, a nationwide study was conducted in nurses and deduced that compared to male respondents, female respondents were substantially more inclined to name workplace incivility as a key cause of their job dissatisfaction (Kwak, 2020). Additionally, workplace incivility has detrimental effects on job satisfaction which in turn elevates turnover intention (Chen & Wang, 2019). Likewise, Parray et al. (2023) concluded that emotional exhaustion influenced employee job outcomes and workplace incivility.

### Theoretical Framework

Current study employed Motivation-Hygiene theory (Herzberg, 2015) to explain how organizational cronyism and workplace incivility affect job satisfaction. According to Herzberg, job satisfaction often results from motivators such as recognition and achievement, while dissatisfaction arises from poor hygiene factors like unfair work environment. Organizational cronyism undermines both by replacing merit with favoritism, it weakens motivators and creates perceptions of injustice. When combined with workplace incivility, which includes disrespectful or rude behaviors, the negative impact on job satisfaction intensifies.

**Figure 1**

*Conceptual Model of Job Satisfaction in College Teachers*



## Rationale

Although previous studies suggested interrelatedness between the study variables, a research gap exists concerning the buffering effect of workplace incivility between organizational cronyism and job satisfaction. Hence, this research inquiry set out to test the potential dynamic within the Pakistani context and especially in a sample of college instructors teaching in different public sector colleges. In the light of existing literature, following objectives and hypotheses were formulated for the current study.

## Research Objectives

- To determine the relationship among organizational cronyism, workplace incivility, and job satisfaction in college teachers.
- To determine the predictive role of organizational cronyism and workplace incivility on job satisfaction in college teachers.
- To determine the moderating effect of workplace incivility between organizational cronyism and job satisfaction.
- To examine how sociodemographic variables, differ in college teachers' level of job satisfaction.

## Research Hypotheses

- Organizational cronyism (in-group bias, paternal cronyism, and reciprocal exchange of favors), and workplace incivility would be negatively related to job satisfaction.
- Organizational cronyism (in-group bias, paternal cronyism, and reciprocal exchange of favors) and workplace incivility would predict job satisfaction.
- Workplace incivility would moderate organizational cronyism and job satisfaction.
- There would be demographic differences across organizational cronyism, workplace incivility and job satisfaction.

## Method

### Participants and Procedure

In this cross-sectional correlational study, 207 teachers (aged 25-60 years) were collected using non-probability purposive sampling technique from seven government colleges of Pakistan ( $n= 82$  men and  $n= 125$  women). Only those participants were chosen who met defined criteria such as tenure status, teaching experience and educational qualification. Before hypothesis testing, the assessment measures were translated into Urdu language following MAPI guidelines. Pilot data ( $N=10$ ) were analyzed for both forward and backward translations. Workplace incivility scale ( $\alpha = .87, .86$ ) and Job satisfaction scale ( $\alpha = .85, .84$ ) showed good internal consistency whereas Perceived organizational cronyism scale ( $\alpha = .64, .64$ ) showed moderate internal consistency. Potential volunteers were contacted while adhering to all institutional and APA-mandated ethical guidelines, and only individuals who agreed to participate were included in the final pool. Their privacy was protected during the whole study process by using anonymous data coding. SPSS version 23 was used to analyze data. Firstly, Cronbach's alpha assessed psychometric properties of study variables, Pearson product moment correlation investigated relationship, Hierarchical regression analysis determined predictive association, an independent samples t-test examined sociodemographic differences and Multiple hierarchical regression analysis evaluated moderation. The results were interpreted in light of the body of existing research.

### Assessment Measures

#### Sociodemographic Information Sheet

The basic demographic information of the participants was collected.

#### Perceived Organizational Cronyism (POC) Scale

Turhan (2014) developed a 15-item multidimensional scale. Scale comprises

three distinct dimensions: in-group bias, paternal cronyism, and the reciprocal exchange of favors. The instrument employs a 5-point Likert-type scale. Higher score indicates higher perception of organizational cronyism. The possible range of score is 15 to 75. The reliability of the scale is .80.

#### Workplace Incivility Scale (WIS)

Cortina et al., (2013) created unidimensional workplace incivility scale. The instrument comprises 12 statements, with respondents required to evaluate the frequency of workplace incivility they have encountered over the past year. The instrument employs a 5-point Likert-type scale, offering a range of response options Never (0), Once or twice (1), Sometimes (2), Often (3), Many times (4). Higher score indicates higher incivility experiences. Possible range of score is 0 to 48. The reliability of the scale is .89.

#### Job Satisfaction Scale (JSS)

Macdonald and MacIntyre (1997) constructed a 10-item JSS scale. Participants are instructed to rate each statement as strongly disagree (1), disagree (2), don't know (3), agree (4), strongly agree (5). Greater score indicates enhanced job satisfaction. Possible range of scores is 10 to 50. The scale demonstrated reliability coefficient of .77.

#### Results

A review of the sample indicated that most of the teachers were women (60.4%), had age range of 25-60years ( $M = 34.41$ ,  $SD = 8.04$ ), belonged to urban areas (82.6%) and had a been working in the same college for 5 years ( $M = 5.78$ ,  $SD = 5.96$ ). Meanwhile, reliability analysis showed that IB, PC and REF had alpha value of .82, .71, .66 respectively. The WIS had a value of .89, however, the JSS had a relatively lower alpha value (.52).

**Table 1**

*Correlations and Alpha Reliability Indices of Study Variables (N=207)*

Variables	<i>M</i>	<i>SD</i>	Range	$\alpha$	1	2	3	4	5
1.In-group Bias	16.78	5.31	6-30	.82	-	.72***	.70***	.33***	-.44***
2.Paternal Cronyism	13.81	3.86	5-24	.71		-	.66***	.34***	-.36***
3.Reciprocal Exchange of favors	9.44	3.01	4-20	.66			-	.39***	-.29***
4.Workplace Incivility	7.10	7.53	0-33	.89				-	-.27***
5.Job Satisfaction	38.45	10.89	10-100	.52					-

Note: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

Table 1 highlights that all study variables had acceptable alpha reliability indices except for JSS. Moreover, the correlation analysis

depicted that JSS had negative relationship with all study variables.

**Table 2**

*Multiple Hierarchical Regression Analysis showing Independent Variables (i.e., In-group Bias (IB), Paternal Cronyism (PC), Reciprocal Exchange of Favors (REF) and Workplace Incivility) as predictors for Job Satisfaction in College Teachers (N=207)*

Variable	Job Satisfaction			SE	$\beta$	$R^2$	$\Delta R^2$
	$B$	95% CI					
		LL	UL				
Model 1						.20***	.20***
IB	-.85***	-1.25	-.44	.21	-.41***		
PC	-.27	-.81	.25	.27	-.09		
REF	.20	-.45	.86	.33	.05		
Model 2						.22***	.01*
WIS	-.22*	-.41	-.02	.09	-.15*		

*Note.* \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , In-group Bias, PC= Paternal Cronyism, REF= Reciprocal Exchange of Favor, WIS= Workplace Incivility Scale.

Table 2 presents the results of multiple hierarchical regression analysis examining in-group bias, paternal cronyism, reciprocal exchange of favors and workplace incivility as predictors of job satisfaction. In Model 1, the R-square value of 0.20 revealed that subscales of organizational cronyism explained 20% variance in job satisfaction

with  $F(3, 203) = 17.33$ ,  $p < .001$ . In model 2, the R square value of .22 revealed that workplace incivility explained 22% variance in job satisfaction with  $F(4, 202) = 14.52$ ,  $p < .001$ . The results concluded that in-group bias and workplace incivility were significant negative predictors of job satisfaction.

**Table 3**

*Independent Sample t-test for demographic differences between variables of In-group Bias, Paternal Cronyism, Reciprocal Exchange of Favors, Workplace Incivility and Job Satisfaction (N=207)*

Variable	Male (n=82)		Female (n=125)		$t(205)$	$p$	Cohen's $d$
	$M$	$SD$	$M$	$SD$			
IB	17.52	5.60	16.29	5.06	1.63	.10	0.23
PC	13.82	3.89	13.80	3.86	.04	.96	0.01
REF	10.20	3.06	8.95	2.88	2.98**	.003	0.42
WIS	8.89	7.54	5.93	7.31	2.81**	.006	0.39
JSS	38.53	9.34	38.41	11.84	.08	.93	0.01
	Unmarried (n=105)		Married (n=102)				
IB	16.54	5.12	17.02	5.50	-.65	.51	0.09
PC	13.53	3.44	14.10	4.25	-1.06	.28	0.15
REF	9.20	3.10	9.70	2.90	-1.20	.22	0.17
WIS	6.67	8.02	7.54	7.00	-.83	.40	0.12
JSS	36.26	7.47	40.71	13.21	-2.99**	.003	0.41

*Note.* \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , In-group Bias (IB), Paternal Cronyism (PC), Reciprocal exchange of favors (REF), Workplace Incivility Scale (WIS), Job Satisfaction Scale (JSS).

The results indicated significant demographic differences in reciprocal exchange of favor, workplace incivility and job satisfaction. It was revealed that males exhibit greater scores on reciprocal exchange of favors ( $M=10.20$ ,  $SD= 3.06$ ). The value of Cohen's  $d$  was .42 ( $<.50$ ) for reciprocal exchange of favor, indicating a small effect size. Similarly, males showed greater scores

on workplace incivility ( $M= 8.89$ ,  $SD= 7.54$ ). The value of Cohen's  $d$  was .39 ( $<.50$ ) for workplace incivility, indicating a small effect size. There were significant marital status differences for job satisfaction, married individuals exhibited greater scores on job satisfaction ( $M=36.26$ ,  $SD= 7.47$ ). The value of Cohen's  $d$  was .41 ( $< 0.5$ ) for job satisfaction, indicating a small effect size.

**Table 4**

*Moderating role of Workplace Incivility In-Group Bias, Paternal Cronyism, Reciprocal Exchange of Favors and Job Satisfaction (N=207)*

Variable	Model 1			Model 2			Model 3		
	B	$\beta$	SE	B	$\beta$	SE	B	$\beta$	SE
(Constant)	38.39		.73	38.18		.67	37.53		.71
WIS	-.40***	-.27***	.09	-.21*	-.14*	.09	-.22*	-.15*	.09
IB				-.81***	-.39***	.13	-.78***	-.38***	.13
IB $\times$ WIS							.05**	.16**	.01
R <sup>2</sup>	.07***			.21***			.24***		
$\Delta R^2$				.14***			.03**		
(Constant)	38.39		.73	38.33		.69	38.04		.76
WIS	-.40***	-.27***	.09	-.25*	-.17*	.09	-.27**	-.19**	.10
PC				-.85***	-.30***	.19	-.82***	-.29***	.19
PC $\times$ WIS							.03	.06	.03
R <sup>2</sup>	.07***			.15***			.16***		
$\Delta R^2$				.08***			.00		
(Constant)	38.32		.73	38.27		.71	37.41		.78
WIS	-.40***	-.27***	.09	-.27*	-.18*	.10	-.30**	-.21**	.10
REF				-.81**	-.22**	.25	-.79**	-.22**	.25
REF $\times$ WIS							.09*	.16*	.03
R <sup>2</sup>	.07***			.12***			.15***		
$\Delta R^2$				.04**			.03*		

Note. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , In-group Bias (IB), Paternal Cronyism (PC), Reciprocal exchange of favors (REF), Workplace Incivility Scale (WIS),

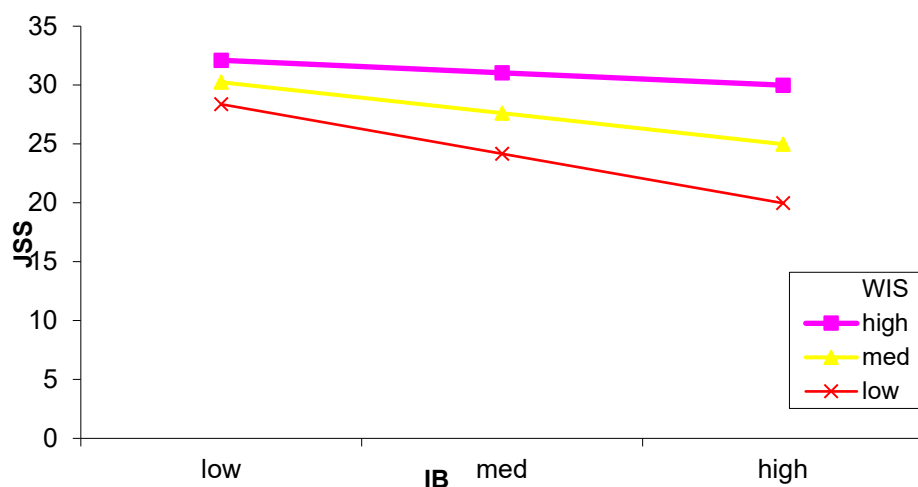
Table 4 shows the moderation of WIS between IB and job satisfaction, moderation of WIS between PC and job satisfaction and moderation of WIS between IB and job satisfaction. In Model 3 of in-group bias, the findings revealed that IB  $\times$  WIS predicted job satisfaction. The  $\Delta R^2$  value of .03 revealed a 3% variance change in model 3 with  $\Delta F(1, 203) = 6.86$ ,  $p < .01$ . Therefore, the link between IB and job satisfaction was

moderated by WIS. In Model 3 of PC, the findings revealed that PC  $\times$  WIS did not predict job satisfaction. The  $\Delta R^2$  value of .00 revealed a 0% variance change in model 3 with  $\Delta F(1, 203) = .84$ ,  $p > .05$ . Consequently, the link between PC and job satisfaction was not moderated by WIS. Lastly, in Model 3 of REF, the findings revealed that REF  $\times$  WIS predicted job satisfaction. The  $\Delta R^2$  value of .03 revealed a 3% variance change in model

3 with  $\Delta F(1, 203) = 6.65, p < .05$ . Hence, the link between REF and job satisfaction was moderated by WIS.

**Figure 2**

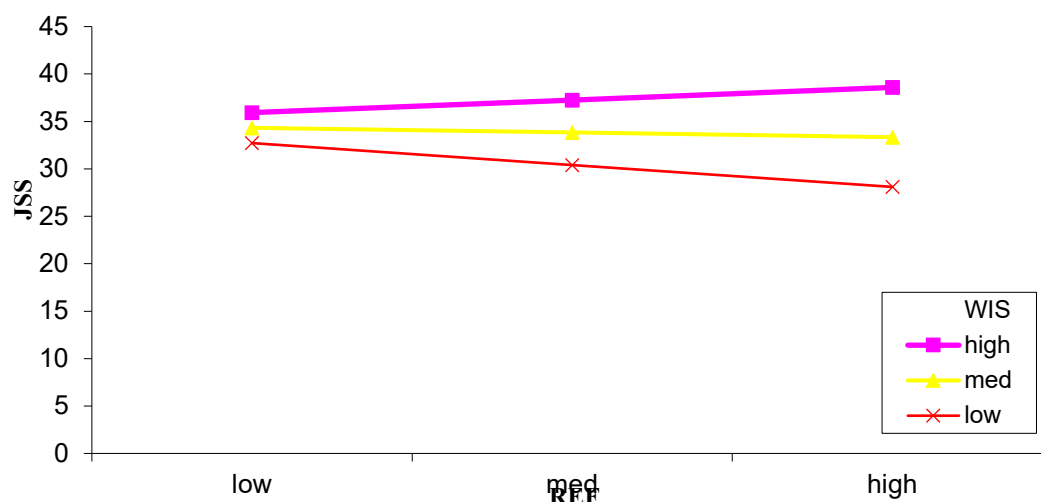
*Mod-Graph with Moderating Effect of Workplace Incivility between In-Group Bias and Job Satisfaction*



Note. JSS=Job Satisfaction Scale, IB= In-group Bias, WIS= Workplace Incivility Scale

**Figure 3**

*Mod-Graph with Moderating Effect of Workplace Incivility between Reciprocal Exchange of Favor and Job Satisfaction*



Note. JSS=Job Satisfaction Scale, REF= Reciprocal Exchange of Favor, WIS= Workplace Incivility Scale

## Discussion

This research sought to examine the link among organizational cronyism, workplace incivility and job satisfaction in college instructors. Before hypothesis testing, the instruments employed in this research were translated from pre-existing measures following MAPI guidelines to optimize the efficiency of instrument development, improve participant convenience, and account for possible cultural and contextual variations. All scales had alpha coefficients  $>.70$  except job satisfaction, which was  $.52$ . This may be attributed to translation or differences in cultural interpretation of job satisfaction (Platania et al., 2021). The findings of correlational analysis revealed a significantly negative relationship among in-group bias, paternal cronyism, reciprocal exchange of favors, workplace incivility and job satisfaction indicating that as cronyism and incivility increases, job satisfaction decreases. The results align with the current body of empirical knowledge as study by Turan (2015) demonstrated negative impact of organizational cronyism on job satisfaction, which in turn affects employees' career success. Moreover, Khan et al., (2021) concluded that workplace incivility harms job satisfaction and highlights mechanisms such as subjective well-being and organizational climate that influence this relationship.

In addition, findings of multiple hierarchical regression analysis demonstrated that in-group bias was strongest negative while workplace incivility was a weaker negative predictor of job satisfaction. This implies that cronyism fosters unfair favoritism based on personal relationships, leading to low work satisfaction. Shaheen et al. (2020) disclosed that organizational cronyism harms positive employee attitudes such as job satisfaction by fostering an environment of unfair treatment where in-group members (cronies) receive privileges while out-group members face

discrimination. Moreover, a significant gender difference was observed in reciprocal exchange of favors and workplace incivility. This demonstrated that males are more inclined to involve in exchanging favors at work and uncivil behavior as compared to females. Furthermore, a significant marital status differences in job satisfaction was revealed by independent sample t-test. This indicated that married individuals are more satisfied at work as compared to unmarried. Chernyak-Hai et al. (2018) concluded in a profile analysis that men exhibit more uncivil behavior in interpersonal relations as well as towards organotin as compared to females. Lastly, workplace incivility moderated the relationship among in-group bias and job satisfaction and reciprocal exchange of favors and job satisfaction. This implies that in high uncivil workplace, the positive effect of in-group bias and exchanging favors is reduced. Liu et al. (2021) conducted a study on healthcare professionals and found that forgiveness climate mitigated the detrimental effects of incivility on job satisfaction through the mediating role of subjective well-being. Moreover, García et al. (2024) concluded in a systematic review that support from coworkers and supervisors consistently buffers the negative repercussions of incivility.

## Limitations and Suggestions

This research utilized a cross-sectional correlational design, which undermines casual interpretations. The Job Satisfaction Scale (JSS-10) used in the study demonstrated low internal consistency. Future studies should consider using psychometrically sound job satisfaction instruments. Since experienced incivility moderated the relationship, future researches should investigate incivility from perspective of instigators and bystanders. Self-report questionnaires, which are susceptible to common method variance and social desirability bias, were used to gather the data.

Using mixed-method approach, such as focus groups or interviews, could offer a greater understanding of the mechanisms behind the connections between work satisfaction, incivility, and cronyism.

### Implications

The adverse effect of organizational cronyism and workplace incivility on job satisfaction highlights the need for transparent HR policies and fair reward systems. The findings that males and married individuals differ in their experiences of cronyism, incivility, and job satisfaction suggest that tailored interventions may be needed to meet the unique needs of diverse demographics within the organization. Since uncivil environment reduce even positive effects of cronyism, interventions to reduce incivility, such as civility training programs, clear reporting mechanisms and leadership role modeling can help improve job satisfaction and overall organizational climate.

### Conclusion

The present study investigated the buffering role of workplace incivility between organizational cronyism and job satisfaction in college teachers. The study anticipated that workplace incivility moderated the association between organizational cronyism and job satisfaction. Results revealed similar trends as it was empirically demonstrated that job satisfaction was predicted by organizational cronyism and workplace incivility. Moreover, workplace incivility moderated the linkage between in-group bias, reciprocal exchange of favors and job satisfaction. The adverse effect of organizational cronyism and workplace incivility on job satisfaction highlights the need for transparent HR policies and fair reward systems. Males and married individuals experience cronyism, incivility, and job satisfaction differently, indicating a need for group-specific organizational interventions.

### Ethics Statement

All the ethical standards of APA were met. Informed consent was taken in written form from all the respondents to participate in this study.

### Contribution of Authors

Nafeesa Ashiq: Conceptualization, Investigation, Methodology, Data Curation, Formal Analysis, Writing – Original Draft, Faiz Younas: Methodology, Writing - Reviewing & Editing, Supervision

### Conflict of Interest

There is no conflict of interest declared by the authors.

### Source of Funding

The authors declared no source of funding.

### Data Availability Statement

The datasets of the current study are not available publicly due to ethical reasons but are available from the corresponding author [F.Y.] upon the reasonable request.

### References

- Chen, H. T., & Wang, C. H. (2019). Incivility, satisfaction and turnover intention of tourist hotel chefs: Moderating effects of emotional intelligence. *International Journal of Contemporary Hospitality Management*, 31(5), 2034-2053. <https://doi.org/10.1108/IJCHM-02-2018-0164>
- Chernyak-Hai, L., Kim, S.K., & Tziner, A. (2018). Gender profiles of workplace individual and organizational deviance. *Journal of Work and Organizational Psychology*, 34 (1), 46–55. <https://doi.org/10.5093/jwop2018a6>
- Cleyman, K. L., Jex, S. M., & Love, K. G. (1995). Employee grievances: An application of the leader-member exchange model. *The International Journal of Organizational Analysis*, 3(2), 156-174. <https://doi.org/10.1108/eb028828>

- Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M., & Magley, V. J. (2013). Selective incivility as modern discrimination in organizations: Evidence and impact. *Journal of Management*, 39(6), 1579-1605. <https://doi.org/10.1177/0149206311418835>
- Crawford, J. B. (2015). *Tolerating workplace incivility: Trade-offs and repercussions of rewarding uncivil high performers* (Doctoral dissertation, Saint Mary's University). Saint Mary's University Institutional Repository.
- García, I. M., Di Marco, D., Arenas, A., & Giorgi, G. (2024). Workplace incivility and employee outcomes: A systematic review of the moderating role of social support. *Frontiers in Psychology*, 15, 1320487. <https://doi.org/10.3389/fpsyg.2024.1320487>
- Herzberg, F. (2015). Motivation-hygiene theory. In *Organizational Behavior I* (pp. 61-74). Routledge.
- Hlaing, N. N., & Piriapada, S. (2021). Impact of Preferential Treatment on Job Motivation, Job Satisfaction and Organizational Commitment: A Study of Myanmar Banking Sector. *Songklanakarin Journal of Management Sciences*, 1-25.
- Ilyas, M., & Zamir, S. (2020). CPD of university teachers in Pakistan: challenges and prospects. *ISSRA Papers*, 12, 113-124. <https://issrapapers.ndu.edu.pk/site/article/view/55>
- Jimoh, B., Oladele, T., & Adegioriola, A. (2020). Effect of nepotic leadership on employees' turnover intention and job satisfaction in Nigerian private media industries. *American International Journal of Business and Management Studies*, 7(1), 227-245.
- Jones, B. B. (2020). *Perceptions of Preferential Treatment at Work and Its Effect on Employee Self-Efficacy and Job Satisfaction* (Doctoral dissertation, Trident University International).
- Khan, M. S., Elahi, N. S., & Abid, G. (2021). Workplace incivility and job satisfaction: mediation of subjective well-being and moderation of forgiveness climate in health care sector. *European Journal of Investigation in Health, Psychology and Education*, 11(4), 1107-1119. <https://doi.org/10.3390/ejihpe11040082>
- Khatri, N., & Tsang, E. W. (2016). Antecedents and consequences of cronyism in organizations. *Crony capitalism in India: Establishing robust counteractive institutional frameworks*, 9-31. [https://doi.org/10.1007/978-1-137-58287-4\\_2](https://doi.org/10.1007/978-1-137-58287-4_2)
- Kwak, C. (2020). *An exploration of certified registered nurse anesthetists' experiences with workplace incivility: prevalence and impact on job satisfaction*. Georgetown University.
- Liu, W., Wang, M., Liao, H., & Shi, J. (2021). Workplace incivility and job satisfaction: The role of forgiveness climate and subjective well-being. *Journal of Nursing Management*, 29(6), 1625-1635. <https://doi.org/10.1111/jonm.13292>
- Macdonald, S., & MacIntyre, P. (1997). The Generic Job Satisfaction Scale: Scale Development and Its Correlates. *Employee Assistance Quarterly*, 13(2), 1-16. [https://doi.org/10.1300/J022v13n02\\_01](https://doi.org/10.1300/J022v13n02_01)
- Mapi Research Trust. (n.d.). COA translation and linguistic validation. Mapi

- Research Trust. <https://www.mapi-trust.org/services/translation-linguistic-validation>
- Mohamed, H. A., & Abdel-Hafez, K., H. (2021). Effects of Nepotism on Nursing Staff Job Satisfaction, Organizational Commitment and Intention to Quit. *Egyptian Journal of Health Care*, 12(1), 1846-1855. doi: 10.21608/ejhc.2021.274781
- Mughal, Y. H. (2020). A holistic model of organizational cynicism, cronyism and ingratiation. *African Journal of Hospitality and Tourism Leisure*, 9, 1-12. <http://142.54.178.187:9060/xmlui/handle/123456789/2313>
- Opengart, R., Reio Jr., T. G., & Ding, W. (2022). Workplace Incivility and Job Satisfaction: Mediating Role of Emotion Management. In I. Management Association (Ed.), *Research Anthology on Changing Dynamics of Diversity and Safety in the Workforce* (pp. 1237-1254). IGI Global Scientific Publishing. <https://doi.org/10.4018/978-1-6684-2405-6.ch063>
- Parray, Z. A., Islam, S. U., & Shah, T. A. (2023). Exploring the effect of workplace incivility on job outcomes: testing the mediating effect of emotional exhaustion. *Journal of Organizational Effectiveness: People and Performance*, 10(2), 161-179. <https://doi.org/10.1108/JOEPP-07-2022-0178>
- Pearce, J. L., Branyiczki, I., & Bigley, G. A. (2000). Insufficient bureaucracy: Trust and commitment in particularistic organizations. *Organization Science*, 11(2), 148-162. <https://doi.org/10.1287/orsc.11.2.148.12508>
- Pervaiz, A., Qasim, A., Qasim, Z., & Saeed, S. (2021). Exploring the college instructors' perception of their ability to teach the second language in Pakistan. *Ilkogretim Online*, 20(2). <https://ilkogretim-online.org/index.php/pub/article/view/5864>
- Platania, S., Caponnetto, P., Morando, M., Maglia, M., Auditore, R., & Santisi, G. (2021). Cross-Cultural Adaptation, Psychometric Properties and Measurement Invariance of the Italian Version of the Job Satisfaction Scale. *European Journal of Investigation in Health, Psychology and Education*, 11(3), 1073-1087. <https://doi.org/10.3390/ejihpe11030080>
- Scandura, T. A. (1999). Rethinking leader-member exchange: An organizational justice perspective. *The Leadership Quarterly*, 10(1), 25-40. [https://doi.org/10.1016/S1048-9843\(99\)80007-1](https://doi.org/10.1016/S1048-9843(99)80007-1)
- Schilpzand, P., de Pater, I. E., & Erez, A. (2016). Workplace incivility: A review of the literature and agenda for future research. *Journal of Organizational Behavior*, 37, 57- 88. doi:10.1002/job.1976
- Scott, M., Swartzel, K. A., & Taylor, W. N. (2005). The relationships between selected demographic factors and the level of job satisfaction of extension agents. *Journal of Agricultural Education*, 46(3), 1-11. <https://doi.org/10.5032/jae.2005.03002>
- Shaheen, S., Zulfiqar, S., Saleem, S., & Shehazadi, G. (2020). Does Organizational Cronyism Lead to Lower Employee Performance? Examining the Mediating Role of Employee Engagement and Moderating Role of Islamic Work

- Ethics. *Frontiers in Psychology*, 11, 579560.  
<https://doi.org/10.3389/fpsyg.2020.579560>
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Rand McNally.
- Turan, A. (2015). Does the perception of organizational cronyism leads to career satisfaction or frustration with work? The mitigating role of organizational commitment. *Research in Applied Economics*, 7(3), 14-30. doi:10.5296/rae.v7i3.8164
- Turhan, M. (2014). Organizational cronyism: A scale development and validation from the perspective of teachers. *Journal of Business Ethics*, 123, 295-308. doi:10.1007/s10551-013-1839-3
- Varma, A., Zilic, I., Katou, A., Blajic, B., & Jukic, N. (2020). Supervisor-subordinate relationships and employee performance appraisals: a multi-source investigation in Croatia. *Employee Relations: The International Journal*, 43(1), 45-62. <https://doi.org/10.1108/ER-06-2019-0248>
- Yamoah, F. A., & ul Haque, A. (2023). *Corporate Management Ecosystem in Emerging Economies*. Springer.
- Yavuz, M., Gurhan, N., & Genis, B. (2020). Nepotism perception and job satisfaction in healthcare workers. *Anadolu Psikiyatri Dergisi-Anatolian Journal of Psychiatry*, 21(5). 10.5455/apd.74234