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The Moderating Role of Nepotism Perception in The Relationship Between Prosocial Behavior and Superego*

Prososyal Davranış ve Süperego İlişkisinde Nepotizm Algısının Düzenleyici Rolü

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Abstract: This study examines the relationship between superego and prosocial behavior and the moderating role of the perception of nepotism in this relationship. A total of 260 employees from various sectors participated in the study. Using the self-reporting method, participants evaluated their perception of superego, prosocial behavior, and nepotism. According to the findings, a positive relationship was found between the superego levels of the employees and their prosocial behavior levels. At the same time, a negative relationship was found between the prosocial behavior levels of the employees and their perception of nepotism. It also did not play a moderating role in the relationship between nepotism, superego, and prosocial behavior. The findings are discussed in detail in the discussion section, and suggestions for future research are presented. In conclusion, although this study conducted on a limited sample, it contributes to the examination of the test of psychological and social psychological assumptions in an organizational context.

Keywords: Superego, Prosocial Behavior, Nepotism

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Öz: Bu çalışma, süperego ile prososyal davranış arasındaki ilişkiyi ve bu ilişkide nepotizm algısının düzenleyici rolünü incelemektedir. Araştırmaya çeşitli sektörlerden toplam 260 çalışan katılmıştır. Katılımcılar öz-bildirim yöntemini kullanarak süperego, prososyal davranış ve nepotizm algılarını değerlendirmiştir. Araştırma bulgularına göre, çalışanların süperego düzeyleri ile prososyal davranış düzeyleri arasında pozitif yönlü bir ilişki tespit edilmiştir. Aynı zamanda çalışanların prososyal davranış sergileme düzeyleri ile nepotizm algıları arasında negatif yönlü bir ilişki tespit edilmiştir. Ayrıca nepotizm, süperego ve prososyal davranış ilişkisinde düzenleyici bir rol oynamamıştır. Bulgular tartışma bölümünde ayrıntılı olarak tartışılmış ve gelecek araştırmalara yönelik öneriler sunulmuştur. Sonuç olarak, bu çalışma sınırlı bir örneklem üzerinde gerçekleştirilmiş olsa da psikolojik ve sosyal psikolojik varsayımların testinin örgütsel bağlamda incelenmesine katkı sağlamaktadır.

Anahtar Kelimeler: Süperego, Prososyal Davranış, Nepotizm

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1. Introduction

Prosocial behaviors refer to behaviors that people display by spending their personal resources on others to benefit the other side in our daily and working life (Aronson et al., 2005). In the literature, it is seen that the factors that affect the emergence of prosocial behaviors are examined in the fields of psychology, sociology, and especially social psychology. Studies that examine these factors in a psychological context usually focus on individual issues such as personality, motivation, preferences, mood, and emotions (Brief and Motowidlo, 1986; Graziano and Eisenberg, 1997; Martí-Vilar et al., 2019; Penner et al., 2005; Smith et al., 1983). For example, Eisenberg, Guthrie, Cumberland, Murphy, and Shepard (2002), associated differences in prosocial behavior with emotions such as personality and empathy.

On the other hand, the studies focusing on the social context of prosocial behaviors focus on factors such as culture (Kemmelmeyer et al., 2006; Luria et al., 2014; Papastilianou and Lampridis, 2014), organizational climate (Brief and Motowidlo, 1986; Moss and Page, 1972) and social networks (Wilson, 2000). A research examining prosocial behavior comprehensively was conducted by Penner et al. (2005) and it provides a comprehensive overview of current theory and research in the literature on prosocial behavior among people. In the study, prosocial behavior is explained by three analysis types, micro, meso, and macro levels (Penner et al., 2005). Accordingly, the macro analysis level and prosocial behaviors are examined in the context of groups and organizations; the meso analysis level focuses on individuals' attitudes towards each other and their dual interactions, and the microanalysis level focuses on personality traits.

Researchers working on prosocial behavior agree that there is a relationship between prosocial behavior and personality traits (Batson, 2014; Batson et al., 1986; Rushton, 1984). However, when it comes to the relationship between prosocial behavior and personality, it is seen that research has been focused mainly on the big five traits (Ashton et al., 1998; Graziano and Eisenberg, 1997; Smith et al., 1983) and the conscience phenomenon is ignored. Understandably, the big five traits are widely studied in this context because it is one of the most widely studied personality typologies in many sub-branches of psychology (including organizational psychology) (Özsoy et al., 2014; Ardiç and Özsoy, 2016). However, there are so many personality traits within the scope that some of them are neglected to be examined, especially in organizational psychology. It is thought that one of these is the superego.

For this reason, this study was designed considering that the superego, which is expressed as the moral and conscientious nature of personality, could be an influential factor in displaying prosocial behaviors that might increase the performance of employees and the organization. When the literature is reviewed, no study has been aimed to test the relationship between the superego and prosocial behavior. Also, certain situations and conditions of individuals may reduce or even prevent individuals' prosocial behavior (Baruch et al., 2004; Mowday et al., 1982; Puffer, 1987). It can be assumed that an employee who exhibits a high level of prosocial behaviors will be affected by the negative consequences of nepotism and exhibit less prosocial behavior when he or she feels the presence of nepotist practices in that organization. The reason for this can be explained by factors such as the decrease in job satisfaction and organizational justice perceptions of employees with a high perception of nepotism, decrease in organizational commitment, deterioration of morale and increase in their intention to quit (Arasli et al., 2006). Accordingly, in this study, we try to find an answer to the question; "what kind of relationship is there between prosocial behavior and superego, and does the perception of nepotism of employees have a moderating effect in this relationship?" Looking for an answer to the question. Within the scope of the study, firstly, the conceptual framework of prosocial behavior, superego, and nepotism is outlined. Second, the theoretical and empirical background of the relationship between these concepts is discussed in the context of the research background. Third, the findings of the study are shared and discussed.

2. Conceptual Framework

2.1. Prosocial behavior

Prosocial behavior is a concept that falls within the scope of social psychology is defined as a set of behaviors (Piliavin et al.,1981) that includes all activities that provide an advantage to other people or the society. Interest in the concept of prosocial behavior has increased rapidly since the 1960s, and today, studies on the subject continue intensely in social sciences (Dovidio et al., 2006; Esteve et al., 2015; Luria et al., 2014; Piff et al., D., 2010; Schroeder and Graziano, 2015; Sharma and Tomer, 2018) There is increasing interest in the subject in organizational research (Boo et al., 2024; Labro et al 2023). Similarly, in organizational psychology studies, it is seen that interest in prosocial behavior has increased gradually (Hazzi and Maldaon, 2012; Mayfield and Taber, 2010; Penner et al., 2005). One of the most general definitions of prosocial behavior in the organizational context was made by Brief and Motowidlo (1986). Accordingly, prosocial behavior in organizations is defined as "behaviors performed by the members of an organization, towards individuals, groups or organizations that the person interacts with while performing their organizational role, and that increase the welfare of the people, groups or organizations in the organization" (Brief and Motowidlo, 1986: 711).

In the literature, organizational prosocial behaviors are mainly discussed in three dimensions. The first of these is in-role prosocial behavior. All kinds of behaviors that are clearly and explicitly included in the organization's defined regulations (Katz, 1964) are an official part of the roles and duties of employees in the workplace (Brief and Motowidlo, 1986), therefore expected from the employee and contribute to the success of the organization is defined as in-role prosocial behavior. The second dimension, extra-role prosocial behaviors, are behaviors that not officially defined role requirements and are not deemed necessary to be performed as part of the job but are expected to contribute significantly to the organization when fulfilled (Brief and Motowidlo, 1986: 712). Finally, cooperation refers to the prosocial behaviors mutually performed by employees working in the same organization and interacting with each other (Bellou and Andronikidis, 2008; Bettencourt and Brown, 1997).

2.2. Superego

The superego is part of Sigmund Freud's (1856-1939) psychoanalytic theory. Freud developed the structural personality theory, which he explained in his book "Ego and Id" (1923), to explain the people's relationship with each other and personality in the context of social structure. According to this theory, personality consists of three structures, id (er; o), ego (ich; I), and superego (über ich; superego), which are in constant interaction with each other to manage human behavior. The id is the innate, fundamental part of the personality and works unconsciously. It is the dark and unattainable part of the personality (Freud, 2019: 133). This structure, which is generally oriented towards positive emotions and pleasurable pleasures, basically includes two biological motives: sexuality (life instinct) and aggression (death instinct). The ego develops from the id in the first three years of a person's life. It was to prevent conflicts that could arise due to having different goals, and it controls and manages the superego. In doing so, he combines the id's desires with the superego's demands by negotiating and establishing a balance between the two and doing what is best for the individual's and society's interests (Hall, 2016). In short, the ego is driven by the id, constrained by the superego, and repelled by the external environment (Freud, 2019).

The superego is the final stage of personality development and an integral part of the personality, consisting of internalized ideas from the family and society (Cherry, 2019). Regarding the origin of the superego, Freud argued that the superego is based on an important biological fact and inevitably a psychological basis (Freud, 2019). In this context, Freud defines it as the representative of all kinds of moral restrictions for humans, the advocate of the struggle to reach perfection, and in short, the psychological attainment of things that are defined as the highest standard in human life (Freud, 2019: 123-124). The superego helps people understand what is right and what is wrong and behave in ways that are acceptable to society rather than their own individual impulses, and it enables people to be conscientious (Rennison, 2001). The superego is an obligation to comply with the normative and moral prescriptions placed within one's conscience. The most important strength of the superego is the guilt and anxiety the person feels when these prescriptions are violated (Bierhoff and Fetchenhauer, 2006).

Although these three structures have different characteristics, they act together as a whole and each contributes significantly to the determination of human behavior (McLeod, 2017). According to Freud

(2019), in a mentally healthy person, these three structures work together to ensure that the person exhibits socially desired behaviors in harmony with his environment. In the opposite case, the mental health of the person deteriorates due to the incompatible operation of the three systems and neurotic and hysterical disorders occur.

2.3. Nepotism

According to the Social Identity Theory developed by Henri Tajfel and John Turner in the 1970s, people often act as members of certain social groups, not individuals. This situation helps people to define their and others' place in the social structure. As people enter these groups, they compare their groups with other groups (i.e., social comparison). As a result of social comparison, the groups that individuals feel belong to are expressed as in-groups, and other groups to which the individual does not feel belonging are expressed as out-groups. The social comparison involves a bias in favor of the in-group (Tajfel and Turner, 1979). With the motivation to gain a positive social identity and increase their self-esteem, people begin to perceive their groups as superior to others. This perception is also called in-group favoritism (Demirtaş, 2003: 129-135). As a result of this process, when people belonging to a certain group have a certain status in society, their family, relatives, and relatives within the group they are in expect from them. These expectations are varied and numerous, but if we are to give an example here, they include behaviors such as having a good job or being promoted, or being privileged if they work in the same job. Meeting such expectations within the organization is called nepotism (Abdalla et al., 1998; Ford and McLaughlin, 1985; Nadeem et al., 2015; Vinton, 1998).

Nepotism has recently become a widely studied topic in the organizational context in different countries and cultures (Chen et al., 2021; Vveinhardt and Sroka, 2020). Nepotism as a form of practice in organizations is addressed in three dimensions, nepotism in the recruitment process, nepotism in promotion, and transaction nepotism (Abdalla et al., 1998; Ford and McLaughlin, 1985). Nepotism in the recruitment process is the preference of hiring relatives without consideration of their knowledge, ability, experience, education level, even if they are inadequate, against those who really deserve that job (Ponzo and Scoppa, 2010). Making promotion decisions for employees based on race, age, gender, religion, or other group membership rather than qualification and abilities is expressed as nepotism in promotion (Harris et al., 2004). Finally, transaction nepotism is the situation in which family, relatives, or acquaintances working in an organization have more advantages over other employees and they are employed in higher positions than employees with the same qualifications (Jaskiewicz et al., 2013).

3. Research Background

Although personality traits are among the antecedents of prosocial behavior, it is seen that studies conducted in this direction are mainly conducted within the scope of the big five (Habashi et al., 2016). The fact that prosocial behavior is associated with some certain personality traits (Brief and Motowidlo, 1986; Graziano and Eisenberg, 1997; Martí-Vilar et al., 2019; Penner et al. 2005; Smith et al. 1983) reveals the assumption that there may be a relationship between the superego and prosocial behaviors. The main reason for this assumption is that the superego constitutes the moral and conscientious side of the personality in the light of the values acquired from the family and society (Freud, 1923, 2019). This moral and conscientious aspect also increases people's empathy levels and ensures that those who need help in any situation are helped without any personal expectations. The superego reflects the standards brought to individuals by the family and society and determines the moral standards and ideals of the person. In the process of superego personality development, it creates a process for individuals to internalize human values and prosocial behavior patterns (Lam, 2012). In this context, Freud associates exhibiting prosocial behavior with guilt and anxiety arising from the superego, a strong inner voice of morality that directs sexual or aggressive impulses to socially acceptable channels (Freud, 1962). Based on the issues highlighted in this context, it is expected that there will be a positive relationship between the superego and prosocial behavior. Therefore, the subject of the study is whether there is a significant relationship between the

superego levels of the employees and their prosocial behavior. The hypothesis developed in this framework is as follows:

Hypothesis (H1): There is a positive relationship between employees' superego levels and their prosocial behavior levels.

In studies on prosocial behavior, it is observed that the dimensions of prosocial behavior have different effects and consequences (Bellou and Andronikidis, 2008; Dyne and LePine, 1998; Soydemir et al., 2014; Tsaour et al., 2014; Yeşiltaş et al., 2013). Therefore, in addition to the above primary hypothesis, it is necessary to test the relationship between the dimensions of prosocial behavior and the superego separately. For this reason, the following three sub-hypotheses have been created.

Hypothesis (H1a): There is a positive relationship between employees' superego levels and in-role prosocial behavior levels.

Hypothesis (H1b): There is a positive relationship between employees' superego levels and extra-role prosocial behavior levels.

Hypothesis (H1c): There is a positive relationship between employees' superego levels and their cooperation levels.

Employees are generally assumed to favor equality in recruitment, performance evaluation, remuneration, and promotion processes in their organization (Erdem et al., 2013). Based on this assumption, in organizations where equality and equity are lacking, these expectations of employees are not met and consequently, employees are negatively affected (Abdalla et al., 1998; Riggio and Saggi, 2015). In the issues mentioned above, nepotism practices are observed in organizations without equality and equity. It is seen that many concepts that affect nepotism could be associated with prosocial behavior. For example, as a result of the high perception of nepotism among the employees of the organization, the perception of organizational justice, employee motivation, and individual-organization harmony (Arasli and Tumer, 2008), the commitment of these employees to the organization decreases, and their intention to leave the job increases (Arasli et al., 2006). It is a fact that the organizational commitment of an employee whose intention to quit increases decreases. The fact that there is a positive relationship between prosocial behavior and organizational commitment (Baruch et al., 2004) indicates that employees with low organizational commitment exhibit less prosocial behaviors. In this context, it can be concluded that employees will exhibit less prosocial behaviors as a result of nepotism decreasing organizational commitment. The second basic hypothesis developed in this direction is as follows:

Hypothesis (H2): There is a negative relationship between employees' prosocial behavior levels and their perception of nepotism.

Personality structure and characteristics on the prosocial behavior of employees attitudes are also seen to be of high importance (Ashton et al., 1998; Habashi et al., 2016; Hilbig et al., 2014; Pursell et al., 2008; Smith et al., 1983). Employees exhibit more prosocial behavior, especially in organizations where sincerity, support, cooperation, high level of group cohesion, and staff strengthening activities (Brief and Motowidlo, 1986). However, it can be said that contextual factors encourage and increase prosocial behaviors in organizations, as well as factors that reduce them. Therefore, examining the contextual differences that can play a moderating role in the relationship between superego and prosocial behavior will contribute to a better understanding of the organizational reflections of prosocial behavior. For this reason, the perception of nepotism as a moderating variable is discussed in this study. The main reason for this is the assumption that the employees' perception of nepotism in the organization will negatively affect their level of prosocial behavior. We base this assumption on the social exchange theory, which is one of the important theories of social psychology. According to this theory, individuals pay implicitly or explicitly attention to investment and gain rates in their relationships. That is, the person expects the reward for his positive contributions to a relationship (Cropanzano and Mitchell, 2005). At this point, if an employee who exhibits prosocial behavior encounters a situation that contradicts his/her personal interests or nepotistic practices, there may be a violation perception in his psychological contract with the organization. This situation can be

expressed as a theoretical basis for the effect of nepotism perception on reducing prosocial behavior. At this point, nepotism is expected to play a moderating role in the interaction of superego and prosocial behavior. The hypothesis developed based on these explanations is as follows:

Hypothesis (H3): The perception of nepotism has a moderating role in the relationship between employees' superego levels and their prosocial behavior levels.

4. Current Study

4.1. Participants & Procedure

It is focused on increasing the number of participants instead of determining the population by focusing on a specific sector or group because a sufficient number of studies could not be found in the literature. For this reason, a specific universe was not chosen to collect data in the study. Instead, efforts were made to ensure that employees in various sectors participated in the research. This is due to the need for a more empirical and theoretical basis for focusing on a particular region or sector in research. At the same time, reasons such as large-scale organizations not agreeing to participate in the research because the subject studied (especially nepotism) is related to management made it difficult to focus on a specific universe. For these reasons, private and public sector employees operating mainly in the Marmara Region were included in the research to test the research hypotheses. A total of 260 employees participated in the study (see Table 1). Participants; 57.3 % female, 65 % single, 82.7 % white-collar, others are blue-collar, 65.8 % private sector employees, 23.1 % has managerial positions. 8.1% high school graduates, 61.5 % associate and bachelor's degree, 26.2 % graduate and 4.2 % doctorate. Age (mean = 29.78, SD = 7.13).

Table 1: Demographic Informations

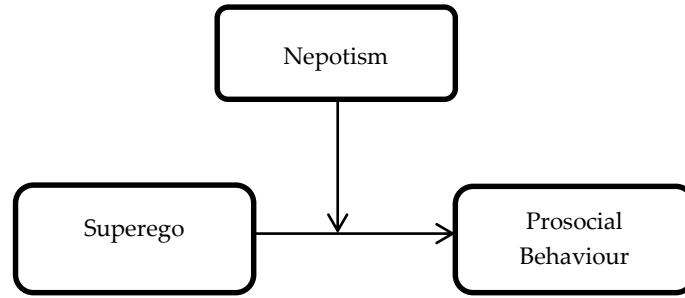
<i>Variable</i>	<i>Category</i>	Frequency	Percentage
Gender	Female	149	57.3
	Male	111	42.7
Marital Status	Married	91	35
	Single	169	65
Employee Category	White-collar	215	82.7
	Blue-collar	45	17.3
Sector	Private Sector	171	65.8
	Puclic Sector	89	34.2
Level of Education	High school	21	8.1
	Associate and bachelor's	160	61.5
	Graduate	68	26.2
	Doctorate	11	4.2
<i>Other Findings</i>	<i>Mean Value</i>		
Age	29.78 years		

The scales developed for measuring of the variables within the scope of the research and the demographic information questions were integrated in an online survey. Data was collected between December 2019 and February 2020. The survey link was delivered to the employees through social networks and personal communications. We received 312 responses from the questionnaire link sent to approximately 550 people. As a result of meticulous examination, 52 questionnaires were eliminated through reverse-coded items and control questions added to the scale. Analyzes were carried out over 260 questionnaires. Participation was voluntary and an informed consent form was provided to the participants. Only volunteers who gave consent to participate participated in the research.

4.2. Research Model

The research model created in line with the research hypotheses is a theoretical model that shows the moderating role of nepotism perceptions in the relationship between employees' superego levels and their levels of prosocial behavior. In the research model, the superego is the independent variable, prosocial behavior is the dependent variable, and perception of nepotism is the moderating variable. In order to test the research model, correlation analysis, multiple regression analysis, and Process moderating effect analysis developed by Hayes (2013) were applied, respectively.

Figure 1: Research Model



4.3. Measures

Prosocial Behavior: The Turkish version of (Yeşiltaş et al., 2013) 17-item Prosocial Behavior Scale (Bettencourt and Brown, 1997) was used with a five-point Likert-type response scale. This scale aims to measure the prosocial tendency of the employees. The Prosocial Behavior Scale has three subscales: In-role prosocial behaviors (seven items; e.g., “I perform all of those tasks for customers that are required of me by management”), Extra-role prosocial behaviors (three items; e.g., “I voluntarily assist customers even if it means going beyond job requirements”), and Cooperation (seven items; e.g., “I help my team members who have heavy workloads”).

Nepotism: The Turkish version of (Asunakutlu and Avcı, 2010) 14-item Nepotism Scale (Ford and McLaughlin, 1985) was used with a five-point Likert-type response scale. The Nepotism Scale has three subscales: Nepotism in Recruitment Process (three items; e.g., “Priority is given to acquaintances in recruitment to this institution”), Transaction Nepotism (six items; e.g., “In this institution, authority is primarily transferred to acquaintances”), and Nepotism in Promotion (five items; e.g., “In this institution, knowledge, skills and abilities are of secondary importance to the promotion of employees”).

Superego: 5-item Superego Scale developed by Lazare, Klerman, and Armor (1966, 1970) was used with a five-point Likert-type response scale. The Superego Scale has a single factor (e.g., “I think that I have a more rigorous standard of right and wrong than most people”). Since the scale adaptation has not been done before, the scale was translated into Turkish by the researchers of the current study with the back-translation method.

5. Findings

Descriptive statistics (*mean, standard deviation*) and internal consistency values (*Cronbach's α*) are presented in Table 2. In general, the reliability values of all scales were found to be quite high (a minimum α value calculated as 0.71). It was found that the prosocial behavior and superego levels of the participants were high. Employees' perception of nepotism was found to be low. Among the prosocial behaviors of the employees, it was determined that the highest level was in-role prosocial behaviors and the lowest level was extra-role prosocial behaviors (Table 2).

Table 2: Descriptive Statistics and Internal Consistencies

Variables	Mean	SD	α
<i>Prosocial Behaviors</i>			
Total prosocial behaviors	4.33	0.57	.89
In-role prosocial behavior	4.56	0.56	.78
Extra-role prosocial behavior	3.89	0.86	.70
Cooperation	4.32	0.70	.91
<i>Nepotism</i>			
Total nepotism score	2.63	1.00	.93
Nepotism in promotion	2.61	1.13	.85
Transaction nepotism	2.57	1.11	.89
Nepotism in recruitment process	2.77	1.12	.83
<i>Superego</i>	3.72	0.70	.71

Note. N = 260, SD = Standard Deviation, α = Cronbach's α

Correlation Analysis. H1 and H2 correlation analysis. A detailed view of the correlation analysis is presented in Table 3.

Table 3: Correlation Analysis

Variables	Prosocial Behavior				Nepotism				Superego
	Total	In-role	Extra-role	Cooperation	Total	promotion	transaction	Recruitment	Total
<i>Prosocial Behavior</i>									
Total Prosocial Behaviors	1								
In-role PSB	.82***	1							
Extra-role PSB	.71***	.43***	1						
Cooperation	.91***	.61***	.49***	1					
<i>Nepotism</i>									
Total Nepotism	-.22***	-.18**	-.14*	-.20*	-	.90***	.94***	.80***	
Nepotism in promotion	-.18**	-.13*	-.17**	-.21**	-	1	.78***	.56***	
Transaction nepotism	-.22***	-.20**	-.12	-.21**	-	-	1	.65***	
Nepotism in RP	-.16**	-.14*	-.08	-.34***	-	-	-	1	
<i>Superego</i>	.41***	.40***	.27***	.34***	.09	.05	.10	.09	1

Note: N = 260. PSB = prosocial behavior, RP = recruitment process.

* $p < .05$,

** $p < .01$,

*** $p < .001$

As seen in Table 3, there is a positive correlation between the superego and all dimensions of prosocial behavior ($r: 0.41; p < 0.001$). As the superego levels of the employees increase, the level of prosocial behavior increases. In this case, Hypothesis 1 and Hypothesis 1a, Hypothesis 1b, and Hypothesis 1c were all supported.

As can be gleaned from Table 3, a moderate and negative statistically significant relationship was found between the prosocial behavior levels of employees and the nepotism perceptions of the employees.

Accordingly, as the employees' perception of nepotism towards their organizations increases, their level of prosocial behavior decreases. Therefore, Hypothesis 2 was supported.

Regression Analysis. Multiple regression analysis was used to examine in detail to test the effects of employees' perception of nepotism towards the organization on their level of prosocial behavior.

Independent variables;

- (1) Nepotism in promotion,
- (2) Transaction nepotism,
- (3) Nepotism in recruitment process.

Dependent variables;

- (1) Total prosocial behavior score,
- (2) In-role prosocial behavior,
- (3) Extra-role prosocial behavior,
- (4) Cooperation.

Findings regarding the multiple regression analysis are presented in Table 4.

Independent Variables	Dependent Variables											
	Prosocial Behavior (Total)			In-role prosocial behavior			Extra-role prosocial behavior			Cooperation		
	β	t	R ²	β	t	R ²	β	t	R ²	β	t	R ²
<i>Nepotism</i>												
Nepotism in promotion	-.01	.06		.08	0.82		-.19*	-		.03	.34	
Transaction nepotism	-.20*	-1.87	.05	-.24*	-	.03	.02	.18	.02	-.21*	-	.04
Nepotism in recruitment process	-.03	-.33		-.03	-		.02	.22		-.04	-.45	

Table 4: Multiple Regressions

Note: N = 260. *p< .05; R²= Refers to adjusted R² values.

The effect of the perception of nepotism in recruitment on prosocial behavior

As can be gleaned from Table 4, there is no significant effect of perception of nepotism on the total score of prosocial behavior and its sub-factors.

The effect of the perception of transaction nepotism on prosocial behavior

The perception of transaction nepotism has a negative effect on the total score of prosocial behavior, in-role prosocial behavior, and cooperation. On the other hand, it is seen that the perception of transaction nepotism does not have a significant effect on extra-role prosocial behavior.

The effect of the perception of nepotism in promotion on prosocial behavior

According to the findings of multiple regression analysis, it is seen that the perception of nepotism in promotion has a low level of negative effect on extra-role prosocial behavior. On the other hand, the perception of nepotism in promotion was affected by the total score of prosocial behavior.

Moderating Test. To examine the moderating effect of nepotism in the relationship between superego and prosocial behavior, Hayes's (2013) Process Moderating the effect analysis method was used. Table 5 shows

the findings for the moderating effect of nepotism in the relationship of superego with prosocial behavior. Here, nepotism did not play a moderating role in the relationship of the superego to prosocial behavior (including total score and sub-dimensions). Therefore, H3 was not supported. In other words, it has been determined that employees' perceptions of nepotism do not have a statistically significant role in the direction and severity of the relationship between superego and prosocial behavior in the relationship between employees' perceptions of superego and their prosocial behavior.

Table 5: Moderating findings

Variables	β^a	95% CI	t	ΔR^2	F(1. 922)	p
Superego ^b						
Prosocial Behaviors (Total Score)	.00	[-.08; .00]	-.01	.00	0.00	.990
In-role prosocial behavior	.01	[-.07; .10]	.30	.00	0.10	.758
Extra-role prosocial behavior	.08	[-.05; .22]	1.21	.01	1.45	.229
Cooperation	-.05	[-.15; .06]	-.89	.00	0.79	.374

Note: N = 260. ^aStandardized regression coefficients of the interaction effect. (Superego × moderator).

^bIndependent variable (predictor) = Superego

Dependent variable = Prosocial Behaviors

Moderator = Nepotism

6. Discussion & Conclusion

Interpretation of the findings: In the study, a positive relationship was found between the employees' superego levels and prosocial behavior (total score and all sub-dimensions). Based on this finding, it can be argued that employees with a high superego level are very likely to exhibit a high level of prosocial behavior. As in the previous research, personality is found to be an important antecedent of prosocial behavior (Batson, 2014; Batson et al., 1986; Brief and Motowidlo, 1986; Martí-Vilar et al., 2019; Penner et al., 2005; Rushton, 1984). It is suggested by many researchers, especially Freud, that the superego, which is considered as a personality structure is also related to prosocial behavior (Eisenberg et al., 2002; Freud, 1962; Lam, 2012). Freud explains the prosocial behavior of individuals with the sense of morality, conscience, and guilt arising from the superego (Freud, 1962). According to Freud, the superego is a process for individuals to internalize human values and prosocial behavior patterns. In this process, it has been suggested that individuals with a high superego have a tendency to exhibit more prosocial behaviors, internalizing the standards brought to them by both the family and the society (Lam, 2012). In this study, it is seen that empirical findings support the relationship between the superego and prosocial behavior. Secondly, it was found that there is a moderate and negative relationship between employees' prosocial behavior levels and their perception of nepotism towards the organization. This finding indicates that as employees' perceptions of nepotism increase, their level of prosocial behavior decreases. In short, employees with a high perception of nepotism display less prosocial behaviors in the organization. Studies have shown that the motivation, organizational commitment, organizational justice perceptions (Arasli and Tumer, 2008), and performances of employees who have a perception of nepotism towards the organization are low (Abdalla et al., 1998; Emek and Acar, 2008; Ombanda, 2018) and the possibility of talking negatively about the organization are high (Arasli et al., 2006). These factors reduce the level of prosocial behavior of employees in studies (Baruch et al., 2004; Brief and Motowidlo, 1986; Puffer, 1987). In this respect, as the employees' perception of nepotism towards the organization increases, it is quite common for them to exhibit less prosocial behavior.

In the multiple regression analysis findings, it is seen that the dimensions of nepotism explain prosocial behavior at a low level. Accordingly, it is seen that the effect of the perception of favoritism in promotion on extra role prosocial behavior regressed to a lower level, In contrast, its significant negative effect on in-role and prosocial behavior based on cooperation disappears. On the other hand, the negative effect of the perception of transaction favoritism on in-role prosocial behavior and prosocial behavior based on

cooperation continues. This finding reveals that the perception of transaction favoritism largely explains prosocial behavior.

The moderating effect test concluded that perceptions of nepotism did not play a significant role in the interaction with superego and prosocial behaviors. This can be explained that superego is being more like an internal trigger because although it is affected by the social context, the superego is an internal stabilizer (Freud, 2019; Freud, 1962). The superego is ultimately an internal regulator, although individuals tend to reduce their prosocial tendencies when perceptions of favoritism, confrontation with psychological contract violations, and social exchange interference are disrupted. This finding can be attributed to the fact that inner virtue is a stronger phenomenon beyond negative exchanges in human relations and organizational contexts. Another reason why the perception of nepotism does not play a regulatory role in the relationship between superego and prosocial behavior may be the meaning of nepotism for humans. Although nepotism is perceived as fundamentally negative, there may be situations where it is perceived positively in the context of social identity theory. As a result, there are findings showing that nepotism is perceived positively in terms of building trust (Özler, Özler, and Gümüştekin, 2007). At the same time, the culture of the country where institutions operate is determinant in terms of nepotism (Khatri and Tsang, 2003; Wated and Sanchez, 2014). In collectivist cultures, individuals tend to belong to several groups, such as family and friendship circles, where their duties and obligations are intertwined, and individuals often develop goals that are compatible with their group's goals. In countries with a high-power distance, individuals are more likely to accept the inequality between each other, but it is observed that they succumb to the injustice in organizations and think that the hierarchical order is normal and even desirable (Hofstede, 2001). Studies on the subject show that nepotism is more prevalent and strongly supported in collectivist (Kyriacou, 2016) and high-power distance cultures (Rajpaul-Baptiste, 2018). In this context, depending on Hofstede's cultural dimension scores Turkey is a collectivist and a high-power distance country. In this sense, until a point, nepotism in Turkey can be stated is acceptable but still supporting evidence and extensive studies are needed to make that inferences.

Limitations. As in every study, there are several limitations in this study. The research sample consists of only 260 participants, so it can be said that the sample is not very large. This situation can be considered as a limitation of the research. In addition, because the research did not focus on a specific sector or occupations, the opportunity to make comparisons between sectors was restricted. The fact that white-collar workers were mainly included in the study prevented the opportunity to compare between employee categories.

Future research suggestions. In future studies, it is expected that the examination of individual antecedents of prosocial behavior in terms of more specific individual differences (e.g., self-esteem, self-efficacy, locus of control) beyond the five-factor personality traits will contribute to the field. In addition, in the context of personality traits, not only the personality traits that potentially positively affect prosocial behaviors but also dark personality traits with a high tendency to exhibit counterproductive behaviors in organizations (Cohen and Özsoy, 2021) should be examined. Because individuals with dark personality traits tend to be self-interested and selfish and establish superficial relationships (Özsoy and Ardıç, 2020), this may reduce their prosocial behavior. Previous studies have shown that it triggers positive outcomes in terms of employees' attitudes towards work, factors such as management support, perceived justice, strong informal relationships in organizations (Sanders et al., 2020), workplace friendships (Balaban and Özsoy, 2016) are also recommended for prosocial behaviors. Considering the positive reflection of employees' ability to develop friendships by building close friendships and solidarity on innovative behaviors in the workplace (Durrah, 2023), informal processes in the workplace can be expected to have a high potential to affect cooperation and prosocial behaviors. Additionally, examining workplace gossip (Nieper et al., 2020) in the context of both nepotism and prosocial behaviors may provide interesting inferences. However, more empirical studies are needed to test all these assumptions.

Nepotism is an issue that is studied heavily in the context of organizational consequences (Rowshan et al., 2015). However, there is not enough empirical study on which personality traits and which cultural traits perceive nepotism more legitimately. In the context of the superego, it is possible to state that there is a

need for a scale that is created with up-to-date and conceptual items and comprehensively examines psychometric properties. Finally, organizations are not mechanical structures, they are made up of people, and the extra-role behavior of people makes organizations ahead of other organizations in the current economic system. In this respect, organizations that exhibit more prosocial behaviors are more fortunate to gain competitive advantage. For this reason, organizational practices that increase prosocial behavior in organizations.

In conclusion, although this study conducted on a limited sample, it contributes to the examination of the test of psychological and social psychological assumptions in an organizational context, but it is inadequate in terms of revealing solid inferences. Therefore, empirical gaps persist in examining the role of nepotism and the antecedents of prosocial behavior, and the role of the superego in both managerial processes (such as decision-making, policy-making) and in understanding employee behavior in the organizational context. Therefore, empirical findings should increase in this direction.

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Conceiving the Study: Author-1 (%85), Author-2 (%15)

Veri Toplanması: Yazar-1 (%60), Yazar-2 (%40)

Data Collection: Author-1 (%60), Author-2 (%40)

Veri Analizi: Yazar-1 (%20), Yazar-2 (%80)

Data Analysis: Author-1 (%20), Author-2 (%80)

Makalenin Yazımı: Yazar-1 (%60), Yazar-2 (%40)

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Makale Gönderimi ve Revizyonu: Yazar-1 (%70), Yazar-2 (%30)

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