

THE IMPACT OF NEPOTISM BASED RECRUITMENT AND SELECTION ON EMPLOYEES' WORK PLACE BEHAVIOR: A STUDY ON SELECTED SERVICE PROVIDING PRIVATE ORGANIZATIONS IN DHAKA CITY

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Abstract

Nepotism or in other word favoritism is very common word in Bangladesh especially in service sectors. Service providing private organizations of our country recruits and select employees in their organizations both in formal and informal ways. The study was conducted aiming to determine the impact of nepotism based recruitment and selection on employees of different call center's and residential hotels who provide service privately. To accomplish this objective data were collected from 105 employees of different private organizations through structured questionnaire (Cronbach's alpha .728). The collected data were analyzed by using SPSS-20.0 and the findings showed that there is significant positive relationship between nepotism based recruitment and selection and employees' workplace behavior related factors (Factors were labeled as employee grievances', interpersonal conflicts and internal politics) within the organization. As a result, dissatisfaction increases among the employees. Based on these findings some recommendations regarding fair recruitment and selection have been given to the employers and concerned policy makers to mitigate the problems and establish a harmonious professional relationship to achieve competitive advantage.

Keywords: Nepotism based recruitment and selection, Statistical Package for Social Science (SPSS) organizational politics, interpersonal conflicts, employee grievance, and professional relationship, Bangladesh Bureau of Statistics (BBS).

Introduction

Private sector organizations play a vital role for the economic development in Bangladesh by creating job opportunities for people. Most of the times these organizations tend to recruit family members and friends in various job positions without considering the required qualifications in education, skills and efficiency for the job. Nepotism based selection not only prevails in entry level but also it continues in promotion, transfer and taking executives post in the organization. The influence of social contacts and personal relation during selection is common and socially acceptable in private sector organizations (Khan, 2008). The employers also tend to avoid the formal process of recruitment and selection in a fear to loosing the control of the organization (Chowdhury and Mahmood, 2012). In times of taking major decisions and to implement those in the organization social contracts and personal

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relationship becomes vital. Though sometimes private organizations do advertisements but these advertisements are to fill positions of higher level technical posts where skills and highly technical competencies specialized is needed (Sumayya et al. 2018). However, in filling other posts of the organizations these advertisements work as a publicity of the organization rather than recruitment and selection.

High competition for limited jobs and increasing rate of unemployment also cause of nepotism in times of selection (Bute, 2011). According to BBS (2018) national unemployment rate is 4.31% whereas unemployment among graduates as per the report of The Daily Star (March 15, 2015) is 47% which is very high comparing to other countries. Moreover, the school, college and universities are supplying a huge number of fresh graduates every year from which seeking the suitable person for the job is assuming time consuming and lengthy process to the employers. That's why the employers fill up the vacant positions from their relatives and friends. As the economy of our country is expanding, the necessity of skilled and competent executives is also increasing and to meet up these challenges, most of the private firms use informal channel to hunt top level managerial employees (Absar et. al. 2013).

Owners of Private sector organizations and top executives consider the recruitment and selection as a personal matter in times of recruitment and use informal channels as there is no legal obligation for advertisement in press (Absar, 2011). They usually recruit whenever they feel necessary and give the responsibility of to handle the crucial positions that they think best based on the personal relationship. To support the relatives and friends and to fulfill social obligations, qualifications are overlooked and the qualification becomes secondary issue. Sometimes the employers also need to pay attention to the words of political leaders and societal influential persons to ensure smooth running of the business (Chowdhry and Mahmood, 2013). In case of employers' failure to do such, it becomes difficult to get loans from banks, to get permissions from authorities as well security problems arise (Chowdhry and Mahmood, 2013). Therefore, the study tries to explore the impact of nepotism based recruitment and selection on employees' workplace related factors.

Research Gap

Though a number of valuable studies have been done on nepotism based recruitment and selection in various areas in different part of the world but proper attention has not been given in Bangladesh perspective especially in private organizations. As there is a few studies in this area in Bangladesh, so there is a scope to explore more. The study was conducted to explore the relationship between nepotism based recruitment and selection and employees' work place behavior

(labeled as employee grievance, internal politics and interpersonal conflict) and how much it impacts on employees'.

Objectives of the Study

The present study has been conducted with a view to achieving the following objectives:

- a. to explore the relationship between nepotism based recruitment & selection and private organizations employees' work place related factors; and
- b. to measure the impact of nepotism based recruitment and selection on private organizations employees' work place related factors.

Review of Literature

Human resources are treated as the most vital resources of an organization because success or failure of an organization depends solely on the activities of a HR. And the quality of human resources depends on effective recruitment and selection process of a firm (Barber, 1998). In general recruitment refers to attracting a pool of qualified candidates apply for the vacancies and selection means select the best person/persons from that pool (Dessler, 2010). But if there is any deficiency found during recruitment and selection process, the existing employees become dissatisfied and workplace becomes unfavorable to work with (Pache and Santos, 2010). Selection of a wrong person or less qualified employees brings negative cost which businesses cannot afford (Martin, 2009) because this selection creates discrimination in distribution of work load, transfer, promotion and any other benefits in the organization. Favoritism is generally considered to be unethical because of its association with a range of negative side effects. These include discrimination, corruption, the loss of productivity, reduced job satisfaction, increased inertia, and stress (Pearce, 2015). In this competitive and dynamic business world selecting highly efficient employees with lowering recruitment and selection cost has become the strategic objectives of the organizations (Ofori and Aryeetey, 2011).

The word nepotism arises from the Italian word nepotismo, which is based on the Latin word nepos meaning 'nephew (Wikipedia). From this it becomes clear that relatives are closely associated with it. In other words we can say nepotism as favoritism. The hiring of under qualified or unqualified persons in jobs by virtue of personal relationship is called nepotism (Wong and Klemer, 1994). From the definition negative scenario comes to our mind that without considering the qualifications and skills the relatives and friends are offering jobs. Evidence has shown that the large organizations likes to practice the informal recruitment and selection channel (Bacon and Hoque, 2005) whereas the majority of small

organizations in private sector rely on referrals and personal meetings as their recruitment source (Safina, 2013). Studies by Breuer and Sliwka (2010) showed that the workplace has evolved over the years to reflect the diversity of the people from different backgrounds and viewpoints. However, the sad reality is that office nepotism is still present and it dictates different company processes like recruitment, promotions, salary increase, among others. It is a potent threat to a company's growth, as well as individual career progress. Favoritism may also result in low productivity, as the boss overlooks a qualified person and thus fails to harness his/her skills for the job and the company's growth (Arash and Tumer, 2008).

An organization can't run only by the people who have been selected on the basis of personal relationship rather it needs team work (Murphy, 1996). And to build a team some highly qualified people are needed in fact works together. Research conducted by (Laker and Williams, 2003) showed that people selected on the basis of nepotism gets the same facilities or even more sometimes are depriving the qualified ones' which in turn affecting the employees workplace behavior. They explained this affect as negative on employee satisfaction and organizational goals. Organization development is long term continuous process where well qualified personnel's are highly needed (Shane and Cable, 2002). Nepotism or favoritism has some positive effects on organization too especially in monitoring and controlling the performance of the employees and to gather knowledge from different levels (Bellow, 2003).

A grievance may be defined as any dispute that arises between an employer and employee, which relates to the implied or explicit terms of the employment agreement (Britton, 1982). The International Labour Organization (ILO) defines a grievance as a complaint of one or more workers with respect to wages and allowances, conditions of work and interpretation of service conditions covering such areas as overtime, leave, transfer, promotion, seniority, job assignment and termination of service. Grievances arises when nepotism based selected person gets the extra facilities and dissatisfaction spread all over the organization (Liu, 2010). Another study by (Prendergast et al., 1996) argued that employee grievance is the way to show dissatisfaction by the employees to attempt to bring changes in management. Another study by Kerse and Babadag (2018) shows that nepotism has a positive impact on hotel industry's employees turnover intension.

According to Wikipedia, Conflict refers to some form of friction, or discord arising within a group when the beliefs or actions of one or more members of the group are either resisted by or unacceptable to one or more members of another group. Fisher et al. (2004) defined conflict as a relationship of two or more parties having incompatible goals. When there is scarcity of resources, automatically conflict will arise. At that time the employee having favoritism from top management tries to get more and thus conflict

between or among persons spread within the organization (Sarker, 2006). Employee conflicts can be measured from two viewpoints: Normative and Dynamic conflicts (Millar & Tesser, 1989). Normative conflicts are negative and needs to pay immediate attention to solve. On the other hand Dynamic conflicts are positive and advantegious for the organizations. Office politics or organizational politics refers to the process of behavior in human interactions (Wikipedia). When an employee's behavior influences to the distribution of advantages and disadvantages in an organization is known as internal politics (Mousavi and Pourkiani, 2013). When the efficient employees do not get his/her rights properly and timely due to nepotism based recruited and selected employee then they try to behave critically and try to dominate others in decision making and this types of behavior becomes harmful to the positive work environment (Barki and Hartwick, 2004).

Theoretical Framework of the Study

This study identified nepotism based recruitment and selection as independent variable the various dimensions of employees' work place behavior as dependent variables. Relative factors of work place behavior of employees' have been labeled as: Employee grievances, Internal politics and Interpersonal conflict. This study also aimed at construct the regression model using multiple regression analysis. The model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

Where,

Y = Nepotism based recruitment and selection.

X₁, X₂, and X_n = the dimensions of employees' workplace behavior Factors a = constant

b₁, b₂, and b_n = The coefficient

Therefore, the outline of the model of the study is:

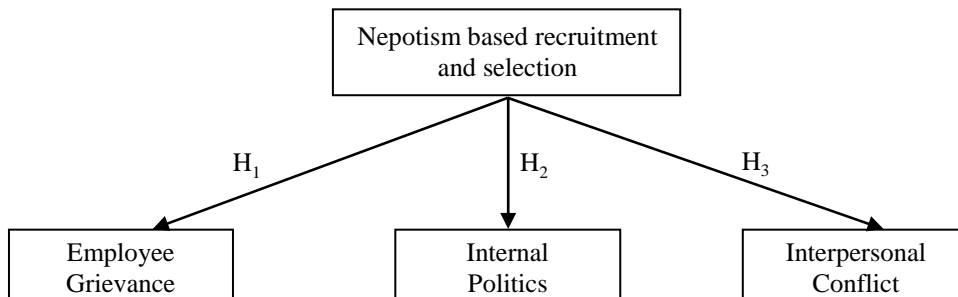


Figure 1: Measuring effects of Nepotism based recruitment and selection on employee

*The research model developed by Begum, S., Sarker, M. A. H. & Rajib, M. S. U. Source: Jahangirnager University journal of management Research, Vol. 1. 2018

Hypotheses Development

This study has drawn the following hypotheses based on the related literature review and expert opinions:

- H₀ = There is no grievance among the employees in work place due to nepotism based recruitment and selection.
- H₁ = There are grievance among the employees in work place due to nepotism based recruitment and selection.
- H₀ = There is no internal politics among the employees in work place due to nepotism based recruitment and selection
- H₂ = There is a internal politics among the employees in work place due to nepotism based recruitment and selection
- H₀ = There is no interpersonal conflict among the employees in work place due to nepotism based recruitment and selection.
- H₃ = There is interpersonal conflict among the employees in work place due to nepotism based recruitment and selection.

Methodology of the Study

Sampling and Sample Size

The study is based on field survey which was conducted among the employees of different Call centers and Residential hotels located in the different areas of the Dhaka city (Motijheel, Paltan, Karwan Bazar and Gulshan,) Random sampling technique was used to pick up the sample. The size of the sample was determined by using the following formula:

$$n = \frac{z^2 pq}{e^2}$$

Where,

- n = the sample size;
- z = the selected critical value of desired confidence level (assumed 95%);
- p = the estimated proportion of attribute that is present in the population (assumed 10%);
- q = $1 - p$; i.e., $q = 1 - 0.1 = 0.9$ and
- e = the desired level of precision (assumed 5%).

(Berenson, et.al, 2006; Weirs, 2005; Larson & Faber, 2003; McClave & Sincich, 2003; Duckworth, 2003; Davis, et.al., 2002; Pelosi, et.al, 2001; Anderson, et.al.,

1996; Sincich, 1996; Bordens & Abbot, 1996; O'Sullivan & Rassel, 1995; Mendenhall & Reinmuth, 1982)

$$n = \frac{z^2 pq}{e^2} = \frac{1.96^2 \times .10 \times .90}{.05^2} = 138$$

Questionnaire Development Data Collection

A specially designed, 18-item questionnaire (including dependent and independent elements) was constructed based on literature review and taking opinion from experts. Before finalizing the questionnaire the researchers conducted focus group discussion with 10 prospective respondents and necessary adjustments were made in the questionnaire. There was part of open ended questions where the respondents were asked to give suggestions regarding their work place behavior issues. Target sample population consisted of executives, junior executives, assistant officers and sales persons of selected organizations. To collect primary data a total 200 questionnaire was delivered through personal visit, and email to fulfill the determined sample size of 138. Among which 120 questionnaires returned. 12 questionnaires were partially fulfilled and 3 were vague to understand that's why they were not considered for analyzing. Total 105 responses were taken into consideration for the study. The questionnaire used a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure respondents' responses. Secondary data were collected from various articles, national and international journals, doctoral theses, periodicals, and different online sources.

Data Analyzing Techniques

The data were analyzed through using SPSS 20.0 where questionnaire data was transferred for generating required statistical analysis. 'Strongly agree', 'Agree', 'Neutral', 'Disagree', and 'Strongly disagree' were coded as 5, 4, 3, 2, and 1 respectively. Frequency distribution, Mean, Standard Deviation, Cronbach's Alpha, Correlation and Regression are used to analyze the data.

Reliability and validity of data

The initial reliability of the items was verified by computing the Cronbach's alpha. The Cronbach's alpha suggests that a minimum alpha of .6 is sufficed for early stage of research. The Cronbach's alpha estimated for all of the variables was .728 (table 1). As the Cronbach's alpha was much higher than .6 the constructs were therefore deemed to have adequate reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.728	18

Results and Discussions

The study was conducted among the various levels of people of different service providing private organizations to measure the impact of nepotism based recruitment and selection on employees' work place behavior. A total number of 200 prospective respondents were knocked from which 120 questionnaire were back. After scrutinized, finally 105 responses were used in this study. The demographic information of the respondents are as under:

Table 2: Demographic Information of the Respondents (N = 105)

		<i>Frequency (f)</i>	<i>Percentage (%)</i>
Respondents' Gender	Male	79	75.24%
	Female	26	24.76%
Respondents' Age Level	25–35	27	25.72%
	Between 35-45	57	54.28%
	More than 45	21	20.00%
Respondents' Educational level	Graduation	26	24.76%
	Post-Graduation	28	26.67%
	Other Degrees	51	48.57%
Respondents'	First level Executive	52	49.52%
Designations	Mid-level Executive	39	37.15%
	Top level Executive	14	13.33%
Respondents' Years of experiences	Less than 5years	26	24.76%
	6-10 years	31	29.52%
	More than 10 years	48	45.72%
Respondents' Monthly Income Status (BDT 000's)	Less than 25	24	22.86%
	25-50	45	42.86%
	50-75	21	20.00%
	More than 75	15	14.28%

Source: Field Survey by author.

The above table (Table- 2) shows the demographic information of the respondents who are in service of different private organizations. Within the organization, people from different backgrounds regarding gender, age, and education level, experiences, income works together to achieve the organizational goal. From the table we can say that this service sector is male dominated (75.24%

male). Most of the people are from aged group 35- 45 and above (54.28% and 20% respectively) having the various educational degrees working in various levels of the organization (mostly on first level jobs 49.52%). Their income level also varies from another.

This study used the Pearson correlation (2-tailed) and multiple linear regression analysis to test the hypothesis. The output and the interpretation are as follows:

Pearson correlation

The results and discussion of the Pearson correlation results are as follows:

Table 3: Correlations

	Nepotism based recruitment and selection	Employee Grievance	Internal Politics	Interpersonal Conflict	Mean	Std. Deviation
Nepotism based recruitment and selection	1				3.5691	.2883
Employee Grievance	.657*	1			3.6558	.2392
Internal Politics	.547**	.084**	1		3.4821	.4236
Interpersonal Conflict	.624**	.096*	.252**	1	3.5695	.3426

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows the descriptive statistics of different variables of this study. The mean value (expressed as m) of nepotism based recruitment and selection (m = 3.56) indicates the respondents agreeableness with the existing unfair treatment in recruitment and selection process. Here in this table it is found that employee grievance at work place got the highest mean value (m = 3.65) which represents that because of nepotism based recruitment and selection the grievances arises most among the employees of the organization. Other mean values internal politics (m = 3.48) and interpersonal conflict (m = 3.56) express the same that increasing level of dissatisfaction arises among the employees due to nepotism based recruitment and selection in the organization.

Correlation analysis helps to measure the relationship among the variables. In this study, it is found that the internal relationship among the variables (employee grievance, internal politics and interpersonal conflict) are weak and rests others variables have meaningful and positive relationship.

Table 4. The simple linear regression analyses between dependent and independent variables

Dependent Variable	Model	coefficient	Std. Error	t	p	R2	ANOVA
Employee Grievance	Constant	1.085	0.347	3.326	0.001		F = 48.863 P = 0.000
	Nepotism based recruitment and selection	0.689	0.097	7.841	0.000	0.293	
Internal Politics	Constant	0.352	0.451	0.766	0.421		F = 45.635 P = 0.001
	Nepotism based recruitment and selection	0.788	0.131	6.246	0.245	0.149	
Interpersonal Conflict	Constant	1.956	0.315	3.0145	0.000		F = 12.591 P = 0.000
	Nepotism based recruitment and selection	0.311	0.087	6.627	0.001	0.231	

From the above table (Table-4) the impact of independent variable on dependent variables and the test of hypotheses with the help of regression analysis can be explained. The findings and the discussions are as under:

H1 = *There are grievances among the employees in work place due to nepotism based recruitment and selection.*

Employee grievances explain 29% variance in nepotism based recruitment and selection, which is evident by the value of $R = 0.293$, $F = 48.863$ at $P = 0.000$. The value of $t = 7.841$ express the significant relationship between dependent and independent variables. So, on the basis of result, alternative hypothesis is accepted.

H2 = *There is a internal politics among the employees in work place due to nepotism based recruitment and selection*

Internal politics explained 14% variance in nepotism based recruitment and selection, which is evident by the value of $R = 0.149$, $F = 45.635$ at $P = 0.001$. The value of $t = 6.246$ express the significant relationship between dependent and independent variables. So, on the basis of result, alternative hypothesis is accepted.

H3 = *There is interpersonal conflict among the employees in work place due to nepotism based recruitment and selection.*

Interpersonal Conflict explained 23% variance in nepotism based recruitment and selection, which is evident by the value of $R = 0.231$, $F = 12.591$ at $P = 0.000$. The value of $t = 6.627$ express the significant relationship between dependent and independent variables. So, on the basis of result, alternative hypothesis is accepted. From Table- 4, the study can be concluded that there is significant relationship of nepotism based recruitment and selection on employees' work behavior which was labled as grievance, internal politics and interpersonal conflicts.

Conclusion and Recommendations

Ensuring the right person at the right time at the right place is the objective of human resource management. And to do such recruitment and selection plays the most vital role. To ensure the smooth running of a business a pool of skilled and talented employees are needed. But a remarkable number of deviations are found in private organizations where lower skilled people are getting opportunities to work, to get better positions in work place because of nepotism. These are creating dissatisfaction among the well qualified workers. Considering these issues the study was conducted to know the impact of nepotism based recruitment and selection on employees' work place behavior. The employees' behavior was labeled as Employee grievances, internal politics and Interpersonal conflict and the study found that due to nepotism based recruitment and selection Employee grievances increases, Internal politics among the coworkers increases which ultimately results out as interpersonal conflict in work place.

To mitigate the employee grievances' it is suggested that a comprehensive recruitment and selection policy should be taken by the concerned parties to ensure the right person has been selected for the job. Not only in entry level but also there should have proper policy regarding leave, transfer and promotion, salary and wage, increment and incentives and other benefits so that the internal politics and interpersonal conflict remains low and thus a congenial work environment can be established. To retain the skilled and talent personnel's it is highly recommended to practice the fair HR policies by the top executives. The study also appeals to the Government to monitor the selection process of private service providing organizations.

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