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*“Impact of Nepotism on Turnover Intention and Employee Morale and  
Productivity: Mediating Role of Job Stress and Moderating Role of  
Workplace Incivility”*



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## ABSTRACT

This study aims to investigate the impact of nepotism on turnover intention of employees and its influence on employee morale and productivity. Moreover, this study also investigates the mediating role of job stress and the moderating role of workplace incivility. The research adopts a quantitative approach to collect and analyze data from a sample of employees across banking industry of twin cities in Pakistan. This study aims to see the nepotism or favoritism shown by managers of organizations towards their relatives or friends, this can have a destructive effect on productivity, employee's morale or trust, employees may intent to leave the organization. Through this study, we'll see that due to nepotism employees feel stressed and due to that they are more likely to consider leaving their jobs and similarly morale and productivity of the worker automatically decrease. To test the hypothesis, primary data is obtained through structured questionnaire based on a 5-point Likert scale, and it is a quantitative research method. Responses were collected using a convenience sampling technique from 300 respondents that are working in a banking industry of twin cities in Pakistan. According to this research, presence of a nepotism in an organization can cause job stress in employees and then turnover intention among employees increases. Responses are examined using statistical tests through SPSS software and by using a advanced statistical techniques such as regression, correlation and mediation/moderation analysis. Furthermore, the study's results can inform policymakers and human resource practitioners in formulating guidelines and interventions to foster fair and equitable work environments.

**Keywords:** Nepotism, Turnover Intention, Employee Morale, Productivity, Job Stress, Workplace Incivility.

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Dear parents, your prayers to Allah, your continuous support and your provision have made me accomplish one of the hardest objectives throughout my life. This is one of them!

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# Chapter 1

## INTRODUCTION

### 1.1 Background of the study

Nepotism is described as when top management of any organization hires someone on the basis of relationship rather than on the basis of skills, abilities and knowledge of any deserving candidate. Organization did not think that this type of emotional decision would destroy them in long run. To get rid of such practices we need to learn first about the effects and concerns of nepotism on workers and organization both. When manager recruit or promote somebody in the organization on the basis of relationship than the other employees feel demotivated and dissatisfied and it led to the employee turnover because they think that they did not get much value and recognition of their hard work.

Nepotism is very common in Pakistan, and it is seen in almost all the organization. Managers advertised a position for their organization just to pretend because in reality they have already chosen a candidate of their own choice. The main motive of doing advertisement is to make money from applications. Priority is given to the candidates who have reference, and this problem is not only limited to Pakistan but also in other developed and underdeveloped countries as well. The most qualified and deserving candidate can't get good job because they don't have any link in the corporate sector.

There are less researches done previously, but all of them have concluded that there are many factors that affect workplace incivility, job stress, employee turnover and employee morale & productivity but nepotism is one of them. In banking sector or in any firm, top management have

the highest authority they do what they want to do so, all the decisions from daily basis to the hiring and terminating decisions is taken by the top management. Some researches show that nepotism is experience more in larger firms as compare to smaller firms. Organization did not think that the person they are hiring as because of their relationship with him/her may not be suitable for their organization like he may not have the relevant knowledge, experience or skills so, this will affect negatively to the organization. Things like this will lead the current employees to quit the organization and find a better workplace for them where they get value and recognition (Nella, 2015).

There are some studies which shows the negative affect of nepotism, but this study would tell that how nepotism effects Turnover intention and Employee morale & productivity and their link towards the job stress and workplace incivility. Nepotism, job stress and workplace incivility, and employee's turnover and are new measurement of turnover intention and employee morale and productivity which has not been focused by the previous studies.

## **1.2 Problem Statement**

Management of any organization has the authority to hire and terminate their employees whenever they want. In most of the organizations, their management did not recruit people through the standard recruiting process because they do hire on the basis of their relationship rather than on the basis of skills, abilities and knowledge of any deserving candidate. Hiring fresh blood to your organization and selecting the suitable candidate for your organization is very essential because your organization future is on stake. As we see now and again that for selection of employees and similarly for promotion, management holds the decision authority, and they sometimes do on the basis of nepotism rather than on skills, abilities or experience. So, nepotism affects negatively



behaviors of employees, and it leads to employee turnover, demotivation, and job insecurity. Employees feel themselves neglected and thought that they did not get the value and recognition of their hard work they put into any projects. “This research shows the impact of nepotism on turnover intention and Employee morale & productivity in banking sector of twin cities of Pakistan with the mediating effect of job stress and moderating effect of workplace incivility in the organization”.

### **1.3 Research Gap**

While exploring the previous studies, I have found that there is relatively less amount of researches done on effect of nepotism on Turnover intention and Employee morale & productivity. There is a need to study more on the nepotism and to find out the result that increases Turnover intention of employees. Farahmand (2013) advised the approach for future research that concerns to the relationship between nepotism and employee demotivation and role of moderator and mediator have been emphasized in the research. Therefore, it would be a significant contribution in businesses and banking sector of twin cities of Pakistan.

### **1.4 Research Objective**

The basic purpose of this study is to study the model to determine the impact of nepotism on Employee Turnover intention and Employee Morale and Productivity. Similarly, this research also analyses the mediation of job stress between nepotism and Turnover intention and Employee Morale and Productivity. Also, the moderator role of workplace incivility is strengthening the relationship between IV and DV.

The main goals of this study are:

- To have an investigation the nepotism impact upon turnover intention among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi
- To investigate the impact of nepotism on Employee morale & Productivity among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi
- To check the impact of job stress on turnover intention of employees among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi
- To check the impact of job stress on morale & productivity of employees among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi
- To test the mediating role of Job stress between nepotism and Turnover intention among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi
- To test the mediating role of Job stress between nepotism and Employee morale & Productivity among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi
- To check the moderating role of workplace incivility between nepotism and job stress among banking institution in two adhered cities of Pakistan, Islamabad and Rawalpindi

## **1.5 Research Questions**

Our research investigation is based to answer the questions listed below:

- 1 How nepotism effects Turnover intention of employees among banking institution in two adhered cities of Pakistan, Islamabad, and Rawalpindi?
- 2 How nepotism effects Employee morale & Productivity of employees among banking institution in two adhered cities of Pakistan, Islamabad, and Rawalpindi?

- 3 How job stress effects turnover intention of employees among banking institution in two adhered cities of Pakistan, Islamabad, and Rawalpindi?
- 4 How job stress effects morale & productivity of employees among banking institution in two adhered cities of Pakistan, Islamabad, and Rawalpindi?
- 5 Does job stress mediate the relationship between nepotism and turnover intention of employees among banking institution in two adhered cities of Pakistan, Islamabad, and Rawalpindi?
- 6 Does job stress mediate the relationship between nepotism and employee morale & productivity of employees among banking institution in two adhered cities of Pakistan, Islamabad, and Rawalpindi?
- 7 Does workplace incivility strengthen the relationship positively between nepotism and job stress?

## **1.6 Significance of the study**

The basic objective of this study is to see the effect of nepotism on employee morale & productivity and turnover intention with the mediation of job stress and moderating by workplace incivility in the banking industry of twin cities of Pakistan. Almost every year, many organizations faced employee dissatisfaction which led to the turnover intention of employees and there are many reasons behind this, but Nepotism is one of them. Organizations lose many profits due to employee's demotivation and low morale which directly affect negatively the productivity of organization. Nepotism results in lack of satisfaction and motivation in employees. Further it lead to their change their mind and they leave the organization and find a better job for them. These types of unethical practices create a negative environment in an organization. So, this kind of study

would help many businesses and policy makers and also it is valuable in the field of research and similarly, it will help the upcoming scholars to lead further investigations and provide more suggestions regarding nepotism effect on turnover intention and employee morale & productivity along with the job stress and workplace incivility. Comparatively, very less studies were found related to this issue so, this study will fulfill the present gap.

## **1.7 Operational definitions of the variables**

**Nepotism and Turnover Intention:** Nepotism, which is the practice of giving preference to family members or close friends in hiring, promoting, or other workplace decisions, can significantly affect an employee's inclination to leave their position. Employees may feel that their possibilities for success and promotion are limited if they believe that nepotism is pervasive in their organization, which can cause frustration and dissatisfaction.

This can lead to turnover intention and employees may begin seeking for new work possibilities where they feel their abilities and efforts will be acknowledged and rewarded, which could then result in higher turnover intentions. Additionally, nepotism can foster a feeling of injustice and inequity among workers, which can undermine trust and morale and increase the likelihood of increased turnover intentions.

According to previous researches, workers who believe there is a lot of nepotism at work are more likely to feel stressed out and burned out at work, which can raise their risk of quitting their position. Furthermore, nepotism can harm an organization's reputation and reduce its appeal to potential hires, which exacerbates turnover issues.

Organizations should work to develop a culture of fairness, transparency, and meritocracy in their recruiting and promotion practices to mitigate the detrimental effects of nepotism on employee

turnover. Additionally, they should give workers a chance to express their concerns and make sure that policies, procedures, protocol, and guidelines are in place to prevent and address the nepotism.

We noticed employee turnover in many organizations frequently but there are many reasons behind it like job stress, lack of recognition, lack of flexibility, workload and many more but sometimes nepotism became one of the reasons. It is because top management hires people on the basis of relationship and in result of this they get incompetent, who lack necessary skills which are required to do a job and they lost their milestones. Many employees demotivated when they see nepotism in their current organization and in the end, organization has to see turnovers. Organizations should think wisely while recruiting and hire someone who is competent people, they should know what kind of skills they want in candidate before hiring, and this will help the organization reduction of turnover rate of workers. The high turnover rate can lead to the great loss of the organization. The high level of success and achieving goals and objective of an organization can only be possible when top management of an organization prefers fair procedures.

The negative climate of the workplace evolving from nepotism and favoritism lead to the lack of motivation and dissatisfaction of the job. Many short goals of the organization are rejected and considered failure just because of poor management. That is why choosing a right candidate at start and screening out the complete process accurately is increasingly critical to guarantee project success. Many researchers found that nepotism and favoritism lead to dissatisfaction among employees and negatively influences their performance.

Many researchers proven that success of any organization is directly linked to its employees working there. Dissatisfaction in employees can also lead to the employee turnover. Nepotism

leads to dissatisfaction, lack of motivation and intention to quit the organization. Due to this, dissatisfied employee of your organization may talk negatively about their organization.

**Nepotism and Employee Morale & Productivity:** Employee morale and productivity at work may suffer as a result of nepotism. Employees who believe that nepotism is common may feel that their efforts and contributions are not valued or acknowledged, which can leave them feeling unjust and demotivated. Employees who believe that nepotism limits their possibilities for promotion may become less devoted and engaged at work, which will decrease productivity and quality of work. In addition, employees may be less inclined to work together with coworkers they believe are the beneficiaries of nepotism, which can result in a drop in teamwork and collaboration.

According to some researches, workers who observe a high prevalence of nepotism at work are more likely to feel job stress, burnout, and plans to quit. All these factors may have an immediate effect on productivity since stressed or unhappy employees may be less attentive and effective. Organizations should work to develop a culture of fairness, transparency, and meritocracy in their recruiting and promotion practices in order to lessen the detrimental effects of nepotism on employee morale and productivity. Additionally, they should give workers a chance to express their concerns and make sure that policies, guidelines, and procedures are prepared to prevent and address the nepotism. Additionally, praising staff members on a regular basis for their efforts and contributions can raise spirits and boost productivity.

**Job Stress as Mediator:** Employees who perceive high levels of nepotism in the workplace may suffer higher levels of job stress. Employees may feel unfairly treated and undervalued because of nepotism, which can cause resentment, rage, and demotivation. Employees may feel helpless and

powerless when they believe that nepotism has limited their possibilities for success and promotion, which can add to job stress.

Employee commitment to their work and engagement may suffer when they believe their efforts and contributions are not respected or acknowledged, which can lower job satisfaction and raise stress levels. According to research, job stress can have a variety of detrimental effects on workers' health and wellbeing, such as physical and mental health issues, absenteeism, and turnover. Therefore, the detrimental effects of nepotism on workplace stress may have major repercussions for both people and organizations.

**Workplace Incivility as Moderator:** Workplace incivility is the term for low-intensity negative conduct that is disrespectful, impolite, or uncourteous. These actions may include slander, insults, excluding or ignoring coworkers, making disparaging remarks, or failing to acknowledge someone's existence. Even while these actions may appear little, they can have a substantial impact on workplace culture and employee well-being. Employees who suffer workplace incivility may face increased stress, anxiety, and job discontent, which may ultimately result in turnover and decreased productivity. It can also harm teamwork and collaboration by fostering a toxic workplace and undermining employee trust.

According to some researches, many employees frequently suffer workplace incivility, which can be brought on by a number of things such as job stress, a heavy workload, and poor leadership.

## Chapter 2

### LITERATURE REVIEW

#### 2.1 Background

This chapter is very important part in the research because it ejects about the related previous studies done in the past. This study tells that how favoritism effects negatively on job stress and its link towards employee turnover intention and employee morale & productivity. Nepotism describes that management wanted to hire somebody in their organization whom they already know.

Therefore, we can see in previous studies as well that nepotism led to the high turnover because nepotism can cause letting down the morale of employees. In any firm top management have the highest authority they do what they want to do so, all the decisions from daily basis to the hiring and terminating decisions is taken by the top management. Some researches show that nepotism is experience more in larger firms as compare to smaller firms (Hayajenh, Maghraki, & Al-Dabbagh, 1994; Williams & Laker, 2005). Organization did not think that the person they are hiring as because of their relationship with him/her may not be suitable for their organization like he may not have the relevant knowledge, experience, or skills so, this will affect negatively to the organization (Ashour, 2004).

Nepotism means giving favor to relatives or family members like, giving job to your relative rather than hiring some deserving candidate. Nepotism is an unethical practice seen at offices on daily basis. Firstly, I see an effect of nepotism on Job Stress and then further its effect on Employee Morale & Productivity and Turnover Intention with moderating effect of workplace incivility. Top



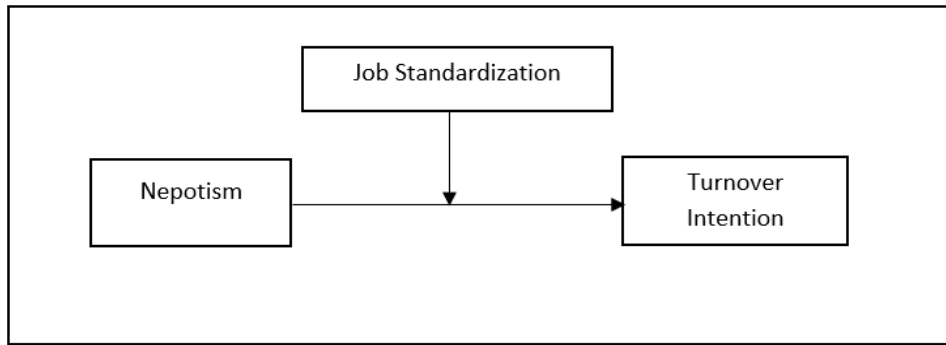
management of the organization hires someone on the basis of self-interest and their personal benefit. Openings available at organization official website or any other medium is just for the purpose to pretend that they are doing fair hiring. They did not realize that they are considering a less skill full person just for the sake of relation and this behavior negatively affect the organization in long-run. This will also bring negative impact on hardworking employees of their organization. This led to the lack of motivation, productivity, trusts on organization and creativity. The major issue arise that it will lead to the financial loss of an organization (Nella, 2015).

Nepotism's detrimental impact on human resource management recruitment and selection practices stems from the preferential treatment of candidates based on personal relationships and family ties. By prioritizing these connections over qualifications, organizations may end up with employees lacking the necessary knowledge and skills, leading to subpar performance compared to suitably qualified candidates. This undermines fairness, motivation, and harmony within the organization, while also resulting in inefficiency and a lack of adequate training and development opportunities. Conflict can arise between existing employees and new hires who secured their positions through familial associations. Furthermore, aspects such as pay structure, incentives, and benefits can adversely affect employee relations, performance, and motivation. Consequently, these factors may prompt employees to consider leaving their jobs and potentially result in negative feedback towards customers, colleagues, friends, and others, causing significant harm to the organization's operations and image Arasli, H., & Tumer, M. (2008).

Individuals favored or recommended by senior management can also be viewed as favorites of authorities Wong and Kleiner (1994) define nepotism as the hiring and promotion of unqualified or underqualified family members solely based on their connection to a higher-ranking employee

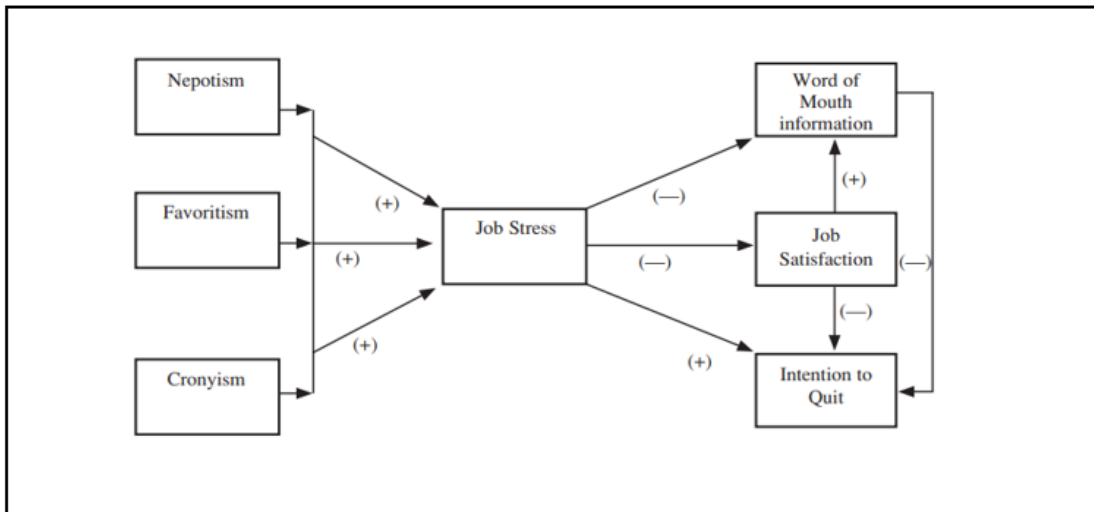
or investor within the company. Consequently, nepotism can contribute to a significant turnover rate and consequently offer job security to other employees.

## 2.2 Some theories and model that explain my framework

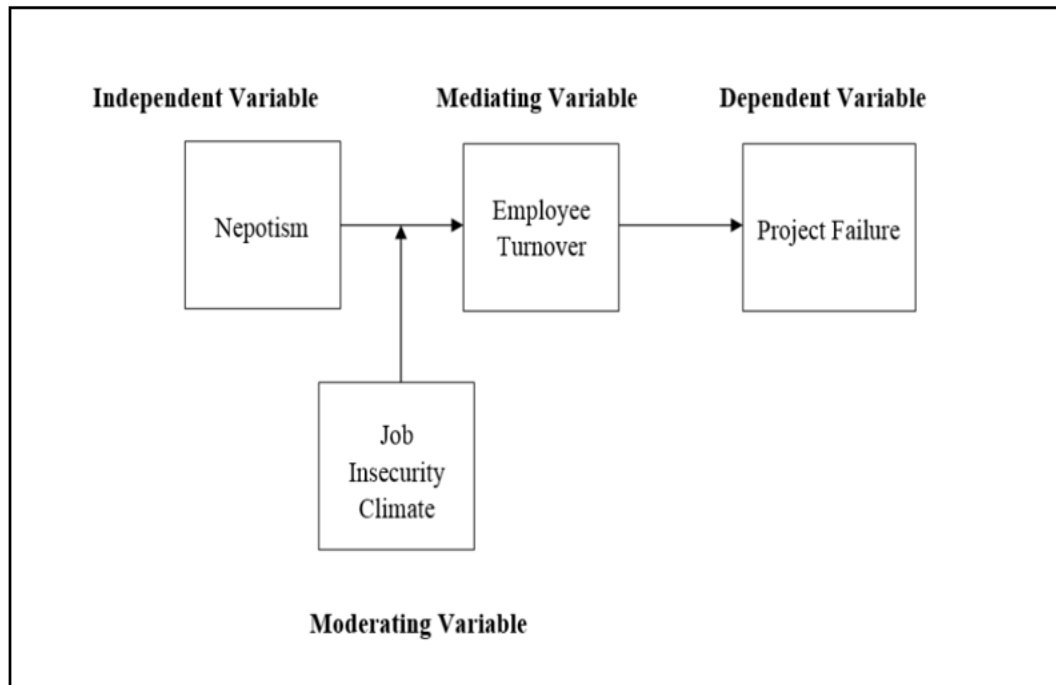


The presence of nepotism within an organization is further intensified by job standardization, resulting in the increase of turnover intention rate among employees. In simpler terms, when nepotism exists, implementing job standardization exacerbates employees' desire to quit their jobs.

Kerse, G. And Babadag, M. (2018).



Arasli, H., & Tumer, M. (2008).



Abbasi, U. N. (2020).

## 2.3 Variables

### 2.3.1 Nepotism and Turnover Intention

Turnover intention refers to the decision-making process involved in deciding to leave a job and the wish to do so (Lambert and Hogan, 2009). In addition, the subjective likelihood that an employee would leave their job in the near future has been defined as intention to depart. It is the idea of quitting the work you have to look for something else (Tepper, Carr, Breaux, Geider, Hu, and Hu, 2009). Nepotism is the term used to describe situations in which a person is hired or promoted by a company solely because of family links, ignoring his or her personal qualities and

failing to take into account things like accomplishments, education level, and talents (Altindag, 2014).

Nepotism is the appointing and promoting the unqualified or underqualified lineages of an employee, official, or shareholder in the company based solely on their association (Erdem, Aslan and Keklik, 2013). Nepotism is defined as the practice of hiring or promoting someone based solely on a relationship, regardless of that person's skills, accomplishments, degree of education, or knowledge (Ozler and Büyüksarılan, 2011).

Employing people based on relationships rather than organizational principles is known as nepotism in organizations. The word is Latin in origin and suggests a nephew (Hoctor, 2012). Nepotism causes a negative and unhealthy work environment which causes low morale and high turnover rate among employees of an organization. There are many reasons behind employee turnover rate, but nepotism is one of them, it is because an employee feels unappreciated and it automatically reduce their satisfaction level which in the end causes high turnover rate.

Organization did not understand in the beginning about the cause they have to face in future. The firm will experience a great loss in the term of losing a skillful and efficient employee which also effect the firm's productivity. The negative climate of the workplace evolving from nepotism and favoritism lead to the lack of motivation and dissatisfaction of the job. Many goals are rejected and considered failure just because of poor management. That is why choosing a right candidate at start and screening out the complete process accurately is increasingly critical to guarantee organization success. Many researchers found that nepotism and favoritism lead to dissatisfaction among employees and negatively influences their performance.

H1: Nepotism has direct positive relationship with Turnover intention.

### **2.3.2 Nepotism and Employee Morale & Productivity**

The practice of giving employment, promotions, or other chances to family members or friends without considering their qualifications is known as nepotism. Employee morale and productivity can be negatively impacted by nepotism at work for a number of reasons:

Workers who feel that others are receiving preferential treatment as a result of their connections to management, or the boss may feel devalued, unappreciated, and demotivated. Nepotism can lead to jealousy and anger among coworkers, especially if the favored employee is viewed as less capable or qualified than other associates. This could erode team cohesion and create a toxic work atmosphere.

Workers may lose motivation and become less productive if they believe that their dedication and hard work won't be fairly rewarded. As a result, productivity may suffer, as well as the caliber of the job. Nepotism may be a factor in low morale and job unhappiness. This may result in increased absenteeism, greater turnover rates, and trouble luring and keeping top people.

Overall, nepotism can negatively affect employee satisfaction and output, which can ultimately hurt a business's bottom line. Regardless of their ties with management, businesses must maintain a level playing field and make sure that all employees are treated fairly and with respect.

Nepotism describes when a management hires someone without seeing his/her capabilities, just select on the basis of relationship. Organization did not understand that it has a negative effect in long-term. Employee morale decreases because they thought that organization is not giving value to them as company is not taking a fair decision. Due to this, employee lose their motivation to achieve their goals. Due to this the more skilled and deserving candidate loss their chance, and their chance is given to the management friends or any other family member etc. Also, the higher

authority did not question that individual about any unethical behavior. This type of favoritism can lead to the loss of performance, motivation, innovation and creativity among other employees of the organization.

Therefore, organization should prefer merit while hiring someone. Nepotism can have a negative impact on organization like, bad word of mouth in community can cause a severe effect on the organization name and directly affect the productivity. So, the entire concept of nepotism can lead to the job stress and dissatisfaction at the workplace (Haywood, 2018).

H2: Nepotism has direct positive relationship with employee morale & productivity.

### **2.3.3 Job Stress and Employee Turnover Intention**

Stress at work is a prevailing dimension of contemporary living. With the escalating adverse impacts of psychological pressure at work on one's health and financial being (Dunham 2001; Landsbergis 2003). For numerous years, the intention to leave their job among employees has been a significant management concern (Chen, Lin, and Lien, 2010), and it is still a significant issue for organizations. Job stress influence people of intention to quit the job. There are many researches which conclude that higher the stress, higher the intent to leave the organization among employees.

The unhealthy climate of the organization can cause because of nepotism which lead to the dissatisfaction and demotivation of the employee. When an employee did not feel productive in a workplace that he/she is working with then it causes turnover intention in employees. Due to job stress and negative working environment in a workplace, an organization can also face high turnover rate. There are some studies which says that nepotism has no impact on the performance of employees in privately-run family companies (Altındag, 2014).

This is proved by many researchers that the success of any organization is closely associated with the employees working there. Nepotism led to job stress, lack of motivation and intention to quit the organization. Employee of any organization is a very important asset which can strengthen as well as weakens the stem of an organization.

When a competent employee leaves an organization it effect drastically to an organization productivity. Dissatisfied employee is more likely to talk negatively outside the organization, which can harm the organization in many ways. So, dissatisfaction among employee can cause intention to quit the organization.

H3: Job Stress has direct positive relationship with turnover intention.

#### **2.3.4 Job Stress and Employee Morale & Productivity**

Individuals across nearly every occupational field must contend with job stress because it is a worldwide phenomenon. The study's goal is to determine how job stress affects workers' productivity. In order to enhance employee satisfaction and overall performance, it is imperious for the organizations management to implement effective stress management techniques. When higher levels of stress persist without proactive managerial intervention, employee performance declines, endangering organizational reputation, and losing skilled employees.

In this modern era and workplace, employees typically spend extended hours because of the increase the level of responsibility that force them to work harder to achieve rising performance standards of work performance. Coping with stress has become a pervasive aspect of an individual's lives. Job stress has many dimension which has been studied during the previous years by the management scholars. As the career and the organization shas a dynamic process to in which individuals always remained involve to exercise the opportunities which remains always limited

in numbers and are always deems to meet the demands of the employs working in organizations (Robbins and Sanghi, 2006).

According to Mathis and Jackson (2000) said that a person's performance has an effect on by three things: their capacity for doing the work, their level of effort, and the assistance they receive. Further he emphasizes that productivity must consider production quality because it is possible to manufacture more things of worse quality.

However, if stress continues to increase then organization might face low morale of employees which directly affect the performance and productivity. This exhibits that stress is essential to enhance performance of an individual but when it reaches at discomfort level its harmful and effect employee morale & productivity. Job stress is viewed as on the rise and has become a concern for the employer since it causes low productivity, increased absenteeism, and a inclination to leave the company (Meneze 2005).

H4: Job Stress has direct positive relationship with employee morale & productivity.

### **2.3.5 Job Stress as Mediator**

Stress in a job can have a substantial impact on turnover intention, employee morale, and productivity in the workplace. Individuals with a upper layer of job stress have an inclination towards negative attitudes towards their professional endeavors and their work, feel less engaged, and have a higher likelihood of leaving their job. Employee morale might suffer as a result of job stress because stressed-out workers may feel abandoned, unloved, and unappreciated. Employees may be less motivated and less inclined to make the extra effort necessary to be effective when morale is low.



Additionally, job stress can have a negative effect on productivity since stressed-out workers may find it difficult to concentrate, maintain their focus, and finish assignments on time. Physical signs of stress, such as exhaustion, headaches, and muscle strain, can also have an adverse effect on productivity.

By implementing techniques to enhance employee well-being, organizations can decrease the negative consequences of job stress on intention to leave the company, employee morale, and productivity, according to research. Offering employees tools to handle stress, such as employee support programs or wellness programs, may be one of these solutions. For employees to feel valued and supported in their job, organizations can also foster a culture of open communication, support, and collaboration.

H5&6: Job stress plays a mediating role between nepotism and turnover intention and employee morale & productivity.

### **2.3.6 Workplace Incivility as Moderator**

Workplace incivility can act as a moderator between nepotism and job stress by exacerbating the negative impact of nepotism on job stress. Employees who see nepotism at work may believe that they are not being treated fairly and may feel helpless and powerless, all of which can increase job stress. Incivility in the workplace can increase job stress by fostering a hostile and poisonous work environment.

According to research, workplace incivility might make the detrimental impacts of nepotism on workers' wellbeing even worse. Workplace incivility can increase unpleasant emotions and add to stress and anxiety when workers believe they are being treated unfairly as a result of nepotism. Additionally, rude behavior at work can make workers feel untrustworthy and demoralized, which

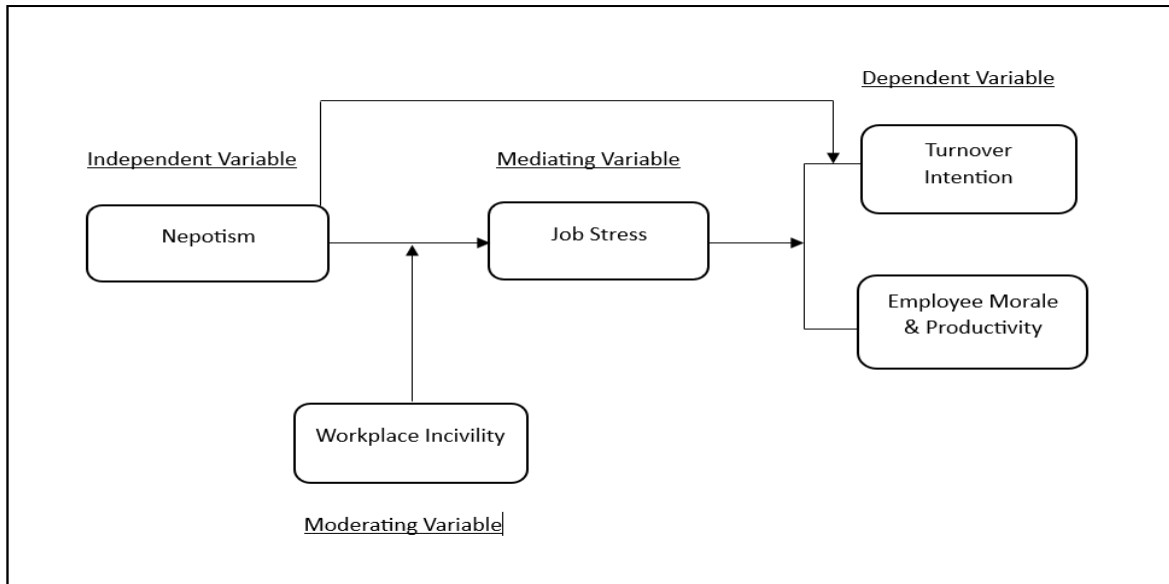
can increase working stress. Incivility at work can make workers feel unsupported and devalued, which lowers motivation and participation.

It is essential for the organizations to establish and encourage a culture of professionalism and respect in the workplace to mitigate the detrimental effects of workplace incivility as a mediator between nepotism and job stress. In addition to building methods for reporting and dealing with workplace incivility when it occurs, this might involve educating and training staff on proper workplace conduct and communication techniques.

In order to reduce the perception of nepotism among employees, organizations should also make sure that their recruiting and promotion practices are fair and transparent. organizations can assist in reducing workplace uncivility and its detrimental effects on job stress by fostering justice and respect in the workplace.

H7: The workplace incivility plays a moderating role between nepotism and job stress.

## 2.4 Theoretical Framework



## 2.5 Research Hypothesis

H1: Nepotism has direct positive relationship with Turnover intention.

H2: Nepotism has direct positive relationship with employee morale & productivity.

H3: Job Stress has a positive relationship with turnover intention.

H4: Job Stress has a positive relationship with employee morale & productivity.

H5: Job stress plays a mediating role between nepotism and turnover intention.

H6: Job stress plays a mediating role between nepotism and employee morale & productivity.

H7: The workplace incivility plays a moderating role between nepotism and job stress.

## **Chapter 3**

### **RESEARCH METHODOLOGY**

The research methodology explains the methods which elaborate the research process being utilized by the researcher during the investigation process of the problem identified. This section would highlight the different phases of the study to investigate the outcome problem through the moderated and mediated modeling techniques. This section includes the discussion regarding population of the study, sample size, the sampling data collection techniques, the selection techniques and source of research instruments.

#### **3.1 Research Design**

This area of research will describe the procedure for gathering data to analyze the data accordingly.

##### **3.1.1 Unit of Analysis**

This section also discusses the most one of the most valuable components of the study which is the study unit. During this section the ranges from individuals to different groups, countries, organizations etc. from where the researcher can obtain data.

This current study is designed to see the impact of Nepotism on Employee Morale and Productivity and Turnover Intention, therefore the unit of analysis, the employees of banking sector who play a key role for the organization in terms of productivity and efficiency. The employees of any organization are the most important asset which plays a significance role for the success of their company. In order to evaluate the impact of nepotism through job stress considered necessary to approach the specific banking sector of Islamabad Rawalpindi, which particularly bring about

security in work force. The study analysis is based on the individuals working in banking sector of the adhered two cities of Pakistan Islamabad and Rawalpindi.

### **3.1.2 Type of Study**

Our research investigation comprises the investigation and effect of nepotism among banking section employees in connection with employee's morale & productivity and turnover intention. To gather the required number of respondents according to the Krejcie and Morgan table was targeted as 272 employees of the banking sector in prescribed two cities of Pakistan. A total number of 300 questionnaires were distributed in order to get the realistic results. Experimental research is the type of investigation for present study.

### **3.1.3 Research Philosophy**

This research will survey on the hypothetical deductive research method, which is completely based on finding the reality by utilizing data, in which above-mentioned research, and prevailing theories were utilized to endorse, and support predicted hypothesis that will then be verified empirically for authentication of the projected hypothesis.

In this research Quantitative methods are used and focus on a large scale of population generally in research. For that reason, this research used quantitative research method to gather quality data by seeing the above-mentioned variables used.

### **3.1.4 Study Setting**

The current study is a field study rather than artificial setting. Variables involved in this research were neither manipulated nor controlled. I requested the respondents to fill questionnaire in ordinary work environment.

## **3.2 Population and Sampling**

### **3.2.1 Population**

Now a days, banking sector are evolving day by day and it is a source of competitive advantage for Pakistan. Pakistan's banking industry was crucial to the expansion and development of the country's economy. This particular sector of Pakistan contributing so much like to attract foreigners to invest in Pakistan, in result of this it will increase the cultural diversity in the workforce and help in global recognition as an emerging and developing country.

The banking sector of Pakistan is an important component of the country's economy, providing financial services to individuals, businesses, and the government. Nonetheless, the sector remains a vital player in Pakistan's economic development, playing a crucial role in mobilizing savings, providing credit, and facilitating economic transactions. In recent years, the sector has undergone significant reforms and modernization efforts, including the adoption of new technologies and the expansion of digital banking services.

Each bank whether it is established or new plays a significant role in the economy, however irrespective the type of industry whether it's an educational project & NGO's project etc. Employees are the key asset of any organization who can be the reason of organizations success and failure both.

The population for this study were the middle and lower-level employees of the banking sector of twin cities in Pakistan. Almost 272 questionnaires were targeted to be distributed and this sample is based on “Krejcie and Morgan table”. Data was collected for measuring these five variables of concern i.e. Nepotism, Turnover Intention, Employee Morale & Productivity, Job Stress, and Workplace Incivility.

### **3.2.2 Sample and Sampling Technique**

Sample is commonly used method for data collection, the representative of population. Sampling has two types. One is probability sampling, and another is non-probability sampling. In probability sampling, every entity gets an equal chance to be selected as a representative sample. It is also known as random sampling. In non-probability sampling, it is pre-decided that which observation would represent as sample of population. Both have their advantages as well as disadvantages.

For the present research, convenience sampling was used, and it comes under the non-probability sampling. As there are different arguments about the population of project-based organizations in Pakistan but exact is still unknown. Hence, convenience sampling is the most appropriate procedure to be used in this research because through this technique randomly data can be collected from banking industries of twin cities of Pakistan, which will effectively represent the true picture of entire population in explaining the influence of nepotism on this sector and proposed variables through employee turnover and employee morale & productivity.

For this current study, only banking sectors were accessed. The targeted respondents will provide the data against an independent variable (i.e., Nepotism) and moderator (i.e., workplace incivility) similarly, dependent variable (i.e., Turnover intention and Employee morale & productivity) and mediating variable (i.e., job stress).

Self-administered questionnaires were distributed among the chosen organization. Respondents were informed that their information will be personal and will be only used for academic purposes through cover letter. They were asked to answer the survey questions as accurately as possible by ensuring the privacy of their reactions and namelessness, so the respondents don't hesitate to fill in the survey decisively. Almost 300 questionnaires were distributed among our targeted respondents to get the accurate results and 272 responses we get for our data analysis.



## **Chapter 4**

### **DATA ANALYSIS AND FINDINGS**

#### **Introduction**

In this my research, total of 272 respondents are given a questionnaire which is adopted from the previous research studies. Respondents are the employees of banking industry of twin cities in Pakistan. Based on data collected through this survey, data analysis is done by using SPSS Software and by using statistical tools like, regression, correlation, mediation moderation analysis etc.

#### **4.1 Data Analysis**

##### **4.1.1 Descriptive Frequencies**

In questionnaire, different categories are made to collect the accurate data for the research as classification help in the data analysis. First section is of Demographic information of the respondent, in which Gender, Age, Educational Qualification and working experience is included.

Next all sections are based on different variables and their related statements. Demographic information of respondents which is gather through questionnaire is as follows:

Table 1: Descriptive Frequencies

<b>Demographics</b>		<b>Percentage</b>
<b>Gender</b>	Male	73%
	Female	27%
	Prefer not to say	
<b>Age</b>	18-25	35.9%
	26-35	50%
	36-45	13%
	46 and above	1.1%
<b>Educational Qualification</b>	Bachelors	35.4%
	Masters	59.4%
	PhD	5.2%
<b>Working Experience</b>	Less than 1 year	19.6%
	1-3 years	21.4%
	4-6 years	41.3%
	7-10 years	13.7%
	More than 10 years	4%

On the basis of data collected, 73% out of 100% are males and 27% are females. Whereas, on the basis of age 35.9% are lie in the category of 18-25, 50% are between 26-35, 13% are between 36-45 and 1.1% are 46 year and above. Similarly, on the basis of education, 35.4% have done bachelors and 59.4% have done master’s degree and rest of 5.2% have done doctorate degree.

Lastly, if we analyze the respondents working experience 19.4% of employees have less than 1 year of experience, 21.4% of employees have 1-3 years of working experience, 41.3% of respondents have 4-6 years of experience, 13.7% have 7-10 years of experience and 4% of respondents are more than 10 years of working experience.

### 4.1.2 Reliability Analysis

The purpose of the reliability analysis is to see how valid the data of questionnaire is. Reliability analysis is also known as Cronbach's Alpha test, which is used to measure the validity of the questionnaire. Lower the changes, higher the questionnaire reliability. Following table shows the outcome of the reliability analysis of my research:

Table 2: Reliability Analysis

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.769	6

**Nepotism:** Cronbach's Alpha value is 0.769 which is near to 1 demonstrating that questionnaire and the data collected by the questionnaire are quite reliable.

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.525	4

**Turnover intention:** Cronbach's Alpha value is 0.525 indicating that questionnaire and the data collected by the questionnaire are less reliable.

### Reliability Statistics

Cronbach's Alpha	N of Items
.608	3

**Workplace incivility:** Cronbach's Alpha value is 0.608 which is near to 1 indicating that questionnaire and the data collected by the questionnaire are rather reliable.

### Reliability Statistics

Cronbach's Alpha	N of Items
.709	5

**Employee morale & productivity:** Cronbach's Alpha value is 0.709 which is near to 1 indicating that questionnaire and the data collected by the questionnaire are quite reliable.

### Reliability Statistics

Cronbach's Alpha	N of Items
.585	4

**Job stress:** Cronbach's Alpha value is 0.585 implying that questionnaire and the data collected by the questionnaire are less reliable.

### Reliability Statistics

Cronbach's Alpha	N of Items
.828	26

**All variables:** Cronbach's Alpha is near to 1 based on reliability statistics indicates high reliability of the questionnaire. Cronbach's Alpha value is 0.828 which is near to 1 indicating that questionnaire and the data collected by the questionnaire are reliable.

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<b>CRONBACH'S APLHA</b>	<b>INTERNAL CONSISTENCY</b>
ABOVE 0.9	Highly reliable
0.8 – 0.9	Reliable
0.7 – 0.8	Quite reliable
0.6 – 0.7	Rather reliable
0.5 – 0.6	Less reliable
LESS THAN 0.5	Not reliable

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### 4.1.3 Correlation Analysis

Correlation is the relationship between two or more variables. When there is a strong link between two or more variables, correlation is judged high; when there is a significant association, correlation is deemed low. When two or more variables have a moderate correlation, it means they have a moderate relation with one another. The range of correlation coefficients "r" is from -1 to +1.

If  $0 < r < 1$ , positive correlation

If  $-1 < r < 0$ , negative correlation

If  $r = +1$ , correlation is said to be perfect positive

If  $r = -1$ , correlation is said to be perfect negative

If  $r = 0$ , there is no correlation

Table 3: Correlation Analysis

	<b>N</b>	<b>TI</b>	<b>WI</b>	<b>EMP</b>	<b>JS</b>
<i>N</i>	1				
<i>TI</i>	.574**	1			
<i>WI</i>	.478**	.691**	1		
<i>EMP</i>	.382**	.147*	.031	1	
<i>JS</i>	.418**	.660**	.695**	.120*	1

The correlation coefficient  $r$  value between nepotism and Turnover intention is 0.574 shows moderate association between both the variables. Workplace incivility and nepotism is 0.478 which shows low correlation. Nepotism and employee morale & productivity is 0.382 shows low correlation. Nepotism and Job stress is 0.418 shows low correlation. Workplace incivility and turnover intention is 0.691 shows moderate correlation. Turnover intention and employee morale & productivity 0.147 shows negative correlation. Job stress and turnover intention is 0.660 shows moderate correlation. Workplace place incivility and job stress is 0.695 shows moderate correlation between two variables. Job stress and employee morale & productivity is 0.120 which shows a negative correlation between two variables.

<b>SIZE OF CORRELATION</b>	<b>INTERPRETATION</b>
<b>0.90 – 1.00</b>	Very high correlation
<b>0.70 – 0.90</b>	High correlation
<b>0.50 – 0.70</b>	Moderate correlation
<b>0.30 – 0.50</b>	Low correlation
<b>0.00 – 0.30</b>	Negligible correlation

#### 4.1.4 Regression Analysis

Table 4: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 <sup>a</sup>	.329	.327	1.82468

a. Predictors: (Constant), N

“R Square means the total variation in the dependent variable because of the independent variable”.

So, as specified in this table we can see that R Square value is 0.329 which means that our independent variable Nepotism causes 32.9% change in the dependent variable Turnover Intention.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	441.216	1	441.216	132.518	<.001 <sup>b</sup>
	Residual	898.957	270	3.329		
	Total	1340.173	271			

a. Dependent Variable: TI

b. Predictors: (Constant), N

This table shows the significant relationship between independent variable Nepotism and dependent variable Turnover Intention as the value is less than 0.05.



<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.211	.939		2.355	.019
	N	.464	.040	.574	11.512	<.001

a. Dependent Variable: TI

The coefficient values are shown in this table. As can be seen the beta value is 0.574 which means the change in independent variable N by one unit will bring about the change in the dependent variable TI by 0.574 units.

Furthermore, the beta value is positive which indicates the positive relationship between independent and dependent variable. In other words, when nepotism increases by one unit the turnover intention will also increase by 0.574 units.

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.382 <sup>a</sup>	.146	.143	1.73878

a. Predictors: (Constant), N

As indicated in this table we can see that R Square value is 0.146 which means that our independent variable Nepotism causes 14.6% change in the dependent variable employee morale & productivity.

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.569	1	139.569	46.163	<.001 <sup>b</sup>
	Residual	816.310	270	3.023		
	Total	955.879	271			

a. Dependent Variable: EMP

b. Predictors: (Constant), N

This table shows the significant relationship between independent variable Nepotism and dependent variable employee morale & productivity as the value is less than 0.05.

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.290	.895		18.207	<.001
	N	.261	.038	.382	6.794	<.001

a. Dependent Variable: EMP

The coefficient values are shown in this table. As can be seen, the beta value is 0.382, which means the change in independent variable N by one unit will bring about the change in the dependent variable EMP by 0.382 units.

Additionally, the beta value is positive which shows the positive relationship between independent and dependent variable. In other words, when nepotism increases by one unit the employee morale & productivity will also increase by 0.382 units.

Regression Analysis tells the insights regarding the nature and relationships between the variables and regression is applied to check whether the hypothesis is accepted or rejected. So

undermentioned tables show the relationship between variables and analyze whether the proposed hypothesis is accepted or rejected.

Table 5: Regression Analysis using Hayes Model

<b>Outcome: TI</b>						
<b>Model Summary</b>						
<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>	
0.7379	0.5446	160.2149	2.0000	268.0000	0.0000	
<b>Model</b>						
	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	-1.6423	0.8465	-1.9401	0.0534	-3.3089	0.0243
<b>N</b>	0.2931	0.0366	8.0161	0.0000	0.2211	0.3651
H1: Nepotism has direct positive relationship with Turnover intention.						

**Outcome: EMP**

**Model Summary**

<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>
0.3855	0.1486	23.3935	2.0000	268.0000	0.0000

**Model**

	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	16.6135	0.9781	16.9859	0.0000	14.6878	18.5392
<b>N</b>	0.2746	0.0422	6.5008	0.0000	0.1915	0.3578

H2: Nepotism has direct positive relationship with employee morale & productivity.

**Outcome: TI**

**Model Summary**

<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>
0.7379	0.5446	160.2149	2.0000	268.0000	0.0000

**Model**

	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	-1.6423	0.8465	-1.9401	0.0534	-3.3089	0.0243
<b>JS</b>	0.5596	0.0500	11.1879	0.0000	0.4611	0.6580

H3: Job Stress has a positive relationship with turnover intention.

**Outcome: EMP**

**Model Summary**

<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>
0.3855	0.1486	23.3935	2.0000	268.0000	0.0000

**Model**

	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	16.6135	0.9781	16.9859	0.0000	14.6878	18.5392
<b>JS</b>	-0.0454	0.0578	-0.7851	0.4331	-0.1591	0.0684

H4: Job Stress has a positive relationship with employee morale & productivity.

**Outcome: TI**

**Model Summary**

<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>
0.5761	0.3318	133.5949	1.0000	269.0000	0.0000

**Model**

	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	2.1951	0.9356	2.3461	0.0197	0.3530	4.0371
<b>N</b>	0.4641	0.0402	11.5583	0.0000	0.3851	0.5432

**Indirect effect of X on Y**

	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
<b>JS</b>	0.1710	0.0512	0.0778	0.2802

H5: Job stress plays a mediating role between nepotism and turnover intention.

**Outcome: EMP**

**Model Summary**

<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>
0.3830	0.1467	46.2366	1.0000	269.0000	0.0000

**Model**

	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	16.3024	0.8935	18.2445	0.0000	14.5431	18.0616
<b>N</b>	0.2608	0.0384	6.7998	0.0000	0.1853	0.3363

**Indirect effect of X on Y**

	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
<b>JS</b>	-0.0139	0.0281	-0.0834	0.0258

H6: Job stress plays a mediating role between nepotism and employee morale & productivity.

**Outcome: JS**

**Model Summary**

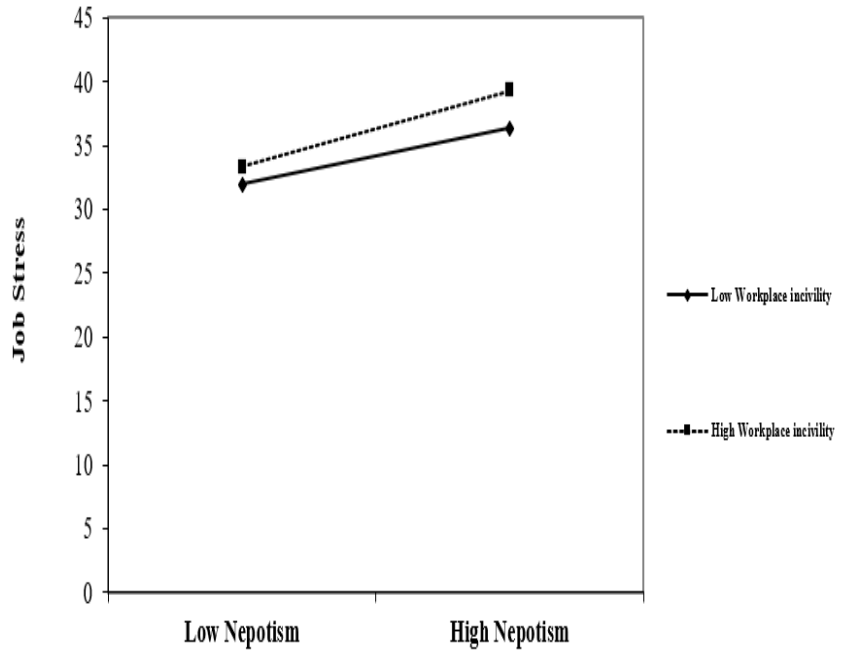
<b>R</b>	<b>R-sq</b>	<b>F</b>	<b>df 1</b>	<b>df 2</b>	<b>p</b>
0.7653	0.5856	125.7824	3.0000	267.0000	0.0000

**Model**

	<b>coeff</b>	<b>se</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	23.0928	2.3040	10.0227	0.0000	18.5564	27.6293
<b>N</b>	-0.6230	0.0965	-6.4536	0.0000	-0.8131	-0.4329
<b>WI</b>	-1.0805	0.2310	-4.6774	0.0000	-1.5354	-0.6257
<b>Int_1</b>	0.0712	0.0092	7.7616	0.0000	0.0531	0.0892

H7: The workplace incivility plays a moderating role between nepotism and job stress.

<b>Variable names:</b>	
Name of independent variable:	Nepotism
Name of moderator:	Workplace incivility
<b>Unstandardised Regression Coefficients:</b>	
Independent variable:	0.3057
Moderator:	-1.0805
Interaction:	0.0712
Intercept / Constant:	23.0928
<b>Means / SDs of variables:</b>	
Mean of independent variable:	23.136
SD of independent variable:	2.75036
Mean of moderator:	8.9596
SD of moderator:	1.91185



- **Moderation Graph**

## 4.2 Data Findings

Table 6: Hypothesis Summary

<b>Hypothesis</b>	<b>Statement</b>	<b>Accepted/Rejected</b>
<b>H1</b>	Nepotism has direct positive relationship with Turnover intention.	Accepted
<b>H2</b>	Nepotism has direct positive relationship with employee morale & productivity.	Accepted
<b>H3</b>	Job Stress has a positive relationship with turnover intention.	Accepted
<b>H4</b>	Job Stress has a positive relationship with employee morale & productivity.	Rejected
<b>H5</b>	Job stress plays a mediating role between nepotism and turnover intention.	Accepted
<b>H6</b>	Job stress plays a mediating role between nepotism and employee morale & productivity.	Rejected
<b>H7</b>	The workplace incivility plays a moderating role between nepotism and job stress.	Accepted



## Chapter 05

### CONCLUSION AND RECOMMENDATION

#### 5.1 Discussion

The goal of this research is to find out the impact of nepotism on turnover intention among employees and employee morale & productivity with the mediating effect of job stress and moderating role of workplace incivility. This research is done and gather the data from the banking industry of the twin cities of Pakistan. Nepotism is the independent variable in this study. Turnover intention and employee morale & productivity is the dependent variable. Job stress plays a mediating role between the independent variable and the dependent variable. Moreover, workplace incivility is the moderating role between nepotism and job stress. Meanwhile, banking industry of twin cities of Pakistan has been chosen to explore the relationship between the variables stated above. The data is gathered through the structured questionnaire in which Likert scale is used. According to the research, H4 and H6 are rejected based on the significance level scale. Rest of the hypothesis is accepted. The conclusion of this study is that when any organization experience nepotism in their organization then due to this employee feel job stress and in reaction to this turnover intention ratio among employees increases and as well as employee morale & productivity decreases.

## **5.2 Conclusion**

The goal of this research as discussed in chapter 1, is to see the impact of nepotism on turnover intention of the employees and employee morale & productivity with the mediating effect of job stress and moderating role of workplace incivility in the banking sector of twin cities of Pakistan. A structured questionnaire is distributed among 272 respondents for the data collection and analyze the data by using the SPSS software Regression, correlation and reliability is checked to see the association between the independent variable and the dependent variables with the mediating and moderating effect on them. According to the findings of the study, an increase in nepotism leads to the increase in turnover intention and decrease in employee morale & productivity. The findings also show that employees feel job stress when they observe nepotism in their organization and due to this it effects the dependent variables.

## **5.3 Research Limitations**

Limitations means the restriction I faced while doing the research. Like, the small sample size as findings may not represent the larger population. Also, we are the student of masters, so we do not have sufficient time for the proper research. I have done this research in limited time as much as it was possible. Furthermore, 272 respondents for data collection were targeted which is insufficient for doing proper research. Finally, less researches have done in past on this same issue. So, this would be helpful for the policy makers and human resource managers for future study.

## 5.4 Recommendations

Based on the research findings of this paper “impact of nepotism on turnover intention and employee morale & productivity with the mediating effect of job stress and moderating role of workplace incivility, the following recommendations are proposed:

This research study would provide a road map for the scholars of management studies, future studies in management sciences may take alternative antecedents such as, job insecurity climate, work pressure, transactional leadership, job insecurity, security procedures etc. which has not taken during this study. For upcoming research job stress may be taken as moderator between nepotism and turnover intention of employees and employee morale & productivity; in the same way the moderator workplace incivility may be taken as mediator between IV and DV. Similarly, job standardization can be taken as mediator between nepotism and turnover intention.

Our study is restricted to the banking sector, future studies may be conducted in healthcare sectors, SMEs, and other private industries in the country. Our model is exercised only in private sector in future research the public sector may also be considered on our model.

Our study focused on the smaller sample size because of the limited time available for the study, so in future larger sample may be considered for the better results. A cross-cultural study is also recommended to have an overview of the model among various cultural.

Furthermore, organizations should develop and clearly communicate the policies and procedures to their employees regarding hiring, firing, promotion, and other decision-making processes just to minimize the nepotism from their organization. This will motivate and build trust among employees of their organization and enhance the productivity and reduce the effects of nepotism. All the policies and practices that is implemented should be fair and merit based and follows

religiously. Similarly, organization should promote the work life balance concept, this will reduce the stress among employees and automatically their productivity increases.

Moreover, organizations should promote and enforce a culture of civility. Training programs must be developed and encourage the open communication between management and employees so they can aware that what their employees are going through. Encouraging feedback and open communication can decrease the nepotism and job stress among employees.

By implementing these recommendations, organizations can minimize the negative impact of nepotism, job stress, and workplace incivility, leading to improved employee satisfaction, reduced turnover intention, and enhanced productivity and morale in the workplace.

## **5.5 Future Implication**

It would help the policy makers to avoid the culture of nepotism for irradicating the turnover ratio among the banking sectors. It would also help human resource managers to induct employees apart from nepotism for the smooth operation ability of the organization. This study can also be generalized organization other than the banking sector in Pakistan. Furthermore, this research will be extremely useful for PhD students as well for their future research.

This study is an addition to highlight the factors which effect the turnover ratio and job stress in the organization. This is also an additional antecedent which effect the turnover ratio with mediating role of job stress and moderating role of workplace incivility. Banking managers can help to eliminate turnover intention and job stress considering the findings of the research study.

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## APPENDIX

### Research Questionnaire

Respected Respondent,

I am researcher from Bahria University studying “The impact of Nepotism on Turnover intention and Employee morale & productivity with the mediating role of Job Stress and moderating role of Workplace Incivility in Banking Sector of Twin Cities”. You can help me in pursuing this research by completing the attached questionnaire. Your viewpoint and insight would be very useful for my study. I am really thankful to all participant for sparing their precious time and extending kind cooperation to support me in this knowledge creation activity. The questionnaire would take your 5-10 minutes to complete. I assure you that all the information provided would be kept confidential and only be used for academic research purpose.

I thank you for your cooperation and valuable feedback.

### **SECTION 1: DEMOGRAPHICS / PARTICIPANT INFORMATION**

Gender: a. Male b. Female c. Prefer not to say

Age: a. 18-25 b. 26-35 c. 36-45 d. 46 and above

Educational Qualification: Bachelor’s Degree, Master’s Degree, Ph.D.

Years of experience: a. Less than 1 year b. 1-3 years c. 4-6 years d. 7-10 years e. More than 10 years

#### **Instructions:**

Answer the following questions on a scale of 1 to 5, what extent do you agree with the following statements

<b>SD: Strongly Disagree</b>	<b>D: Disagree</b>	<b>N: Neutral</b>	<b>A: Agree</b>	<b>SA: Strongly Agree</b>
1	2	3	4	5

### **SECTION 2: NEPOTISM**

S.No	Code	Questions	SD	D	N	A	SA
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1	N-1	The say of executive relatives always given a priority.	1	2	3	4	5
2	N-2	You are always careful while speaking to family or relatives of high-level executives.	1	2	3	4	5
3	N-3	Employees hired through nepotism are less qualified for their positions.	1	2	3	4	5
4	N-4	In this association, knowledge, experience and capabilities are not the standard in the promotion of employees or members.	1	2	3	4	5
5	N-5	Priority is given to the relatives when employing in this association.	1	2	3	4	5
6	N-6	Employees are promoted or rewarded only because of personal ties.	1	2	3	4	5

### SECTION 3: TURNOVER INTENTION

S.No	Code	Questions	SD	D	N	A	SA
1	TI-1	You'll leave this organization when you find a better job.	1	2	3	4	5
2	TI-2	I often seriously consider leaving my current job.	1	2	3	4	5
3	TI-3	I have started to look for other jobs.	1	2	3	4	5
4	TI-4	I am disappointed that I ever took this job.	1	2	3	4	5

### SECTION 4: WORKPLACE INCIVILITY

S.No	Code	Questions	SD	D	N	A	SA
1	WI-1	During the past year while employed in the current organization, have you been in a situation where you have observed any of your superiors: Making demeaning or derogatory remarks about others?	1	2	3	4	5
2	WI-2	During the past year while employed in the current organization have you been in a	1	2	3	4	5



		situation where any of your co-workers: Have made demeaning or derogatory remarks about you?					
3	WI-3	Has your boss addressed you in unprofessional terms?	1	2	3	4	5

### SECTION 5: EMPLOYEE MORALE & PRODUCTIVITY

S.No	Code	Questions	SD	D	N	A	SA
1	EMP-1	Morale is contagious and positively affects others.	1	2	3	4	5
2	EMP-2	One's morale directly affects the individual's personal work habits and productivity.	1	2	3	4	5
3	EMP-3	My morale increases when my contribution makes a difference.	1	2	3	4	5
4	EMP-4	Is there an impact of job stress on the productivity of employees?	1	2	3	4	5
5	EMP-5	Do you feel that nepotism within the organization affects your morale?	1	2	3	4	5

### SECTION 6: JOB STRESS

S.No	Code	Questions	SD	D	N	A	SA
1	JS-1	Working here leaves little time for other activities.	1	2	3	4	5
2	JS-2	How stressful do you perceive your present job?	1	2	3	4	5
3	JS-3	Is your performance affected by work stress?	1	2	3	4	5
4	JS-4	In general, I am not particularly proud or satisfied with my job.	1	2	3	4	5

## research

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