Does Organizational Politics in Public Sector Mediate the Impact of Recruitment and Selection on Employee Performance?

Munaza Bibi
Bahria Business School, Bahria University, Karachi, Pakistan.

Rafique Ahmed Khan
Bahria Business School, Bahria University, Karachi, Pakistan.

Amir Manzoor[1]
Bahria Business School, Bahria University, Karachi, Pakistan.

Abstract

The presence of nepotism and favoritism during recruitment and selection has become a major concern for developed and developing countries. Based on the social exchange theory, a framework was developed to evaluate contextual performance, adaptive performance, and task performance due to recruitment and selection practices in an organization. The study also investigated nepotism and favoritism as mediating variables between recruitment and selection, contextual performance, adaptive performance, and task performance. Moreover, data from 384 respondents working in tertiary care hospitals in Pakistan was collected and analyzed using confirmatory factor analysis and structural equation modeling. The study found that recruitment and selection substantially impact contextual performance, adaptive performance, and task performance. The study also found that nepotism and favoritism have a mediating effect on job performance. Furthermore, the current study is of significance for hospital managers to formulate strategies to overcome this phenomenon, particularly in the recruitment and selection process, which affects the healthcare employee's performance.

Keywords: *Organizational politics, nepotism, favoritism, recruitment and selection, contextual performance, adaptive performance, task performance.*

[1]Corresponding Author: Dr. Amir Manzoor; Email: amirmanzoor.bukc@bahria.edu.pk

Introduction

Human resource management practices are an important function of an organization. It helps in increasing employee motivation and enhancing performance (Brunetto & Beattie, 2019). Globalization, technological advancement, and economic recession have made firms highly competitive (Niles, 2013). Given this dynamic business environment, it has become difficult for firms globally to have a pool of loyal employees. Thus, the human resource department can develop policies and procedures aligned with the firms' core values (Hee et al., 2018). Such policies and procedures can help firms to enhance performance and achieve organizational goals.

Extant literature suggests that human resource practices are an important constituent for all types of businesses, including the manufacturing sector (Hee et al., 2018; public sector (Brunetto & Beattie, 2019) the health care sector (Pillai, Senthilraj & Swaminathan, 2019); and the private sector (Mangi, Jhatial, Shah, & Ghumro, 2012). Organizational politics has different facets, including nepotism and favoritism (Chukwuma, Agbaeze, Madu, Nwakoby & Icha-Ituma, 2019; Shneikat, Abubakar & Ilkan, 2016). Safina (2015), in a study on organizational politics, found that many firms across the world face the dilemma of nepotism and favoritism. Thus, researchers recommend that firms need to address this issue adequately. Wan (2010) also suggests that the continuous practice of nepotism and favoritism in an organization adversely affects employees' morale and performance.

Due to organizational politics friends, family members get hired, rewarded, and promoted without following the due process, which stimulates a non-conducive environment in an organization. Employees develop a perception that their chances of promotion and reward are only possible if they are somehow related to the management (Hassan, Mahmood & Bukhsh, 2017; Islam, 2004; Shekhawat, 2019). Similarly, researchers argue that many firms prefer friends and family members during recruitment, training, development, compensation, performance appraisal, promotion, and transfer process (Ahmed, Baloch & Ghani, 2015; Cacciattolo, 2013; Kim, 2004; Latham & Russo, 2008). Consequently, employees become demotivated and perform adversely (Sadozai, Zaman & Marri, 2012; Shah, Ali & Ali, 2015). Similarly, Albrecht & Landells (2012) found that politics negatively affects both employees and organizations. On the contrary, many researchers believe that when an organization handles organizational politics appropriately, it may have positive organizational consequences (Drory & Vigoda-Gadot, 2010; Gotsis & Kortezi, 2010; Vredenburgh & Shea-VanFossen, 2010).

The nature of organizational politics varies from one nation to another. For example, in Pakistan's context, Sowmya & Panchanatham (2012) and Safina (2015) found that

favoritism and nepotism in many small and large organizations have adversely affected employee attitude towards organizational performance. Ferris, Ellen, McAllister & Maher (2019) argue that firms must understand how organizational politics and organizational culture affect their organizational performance. Moreover, Ferris, Ellen, McAllister & Maher (2019) suggest a need to examine how organizational politics manifest in different cultures & contexts. Similarly, Loffeld & Stoffers (2017) have suggested that while examining the link between human resource practices and employee outcomes, the HR manager should not ignore the employees' perspective.

For instance, nepotism and favoritism have become a grave issue in Pakistan, which affects employee performance and execution of HR practices (Ali & Brandl, 2017; Bartram & Dowling, 2013; Suhail & Azhar, 2016; Tabassum, 2017). Therefore, in the current study, organizational politics dimensions, i.e., nepotism and favoritism, are used as cultural factors in the relationship between recruitment and selection and employee performance. It is important to understand that hospitals manage patients in stressful environments (Nallamothu & Battu, 2019; Townsend & Wilkinson, 2010). Also, HRM practices can enhance employees' contextual, adaptive, and task performance (Tabiu, Pangil & Othman, 2016). Similarly, Chen et al. (2019) argue that a hospital can improve employees' adaptability and contextual performance by implementing HR practices effectively.

Therefore, the study investigates the influence of recruitment and selection on contextual performance, adaptive performance, and task performance of employees and the mediating role of nepotism and favoritism in public sector hospitals of Karachi, Pakistan. This study has extended the theory of social exchange. The theory suggests that employees' perception of the management's favorable attitude positively influences their attitude and behavior (Blau, 1964). Similarly, when a manager favors an employee, his/her performance increases significantly (Fletcher, 2001; Javidmehr & Ebrahimpour, 2015).

Literature Review

Organizational Politics
Power and bureaucracy are two essential facets of organizational politics (Drory & Romm, 1988). The decision-making process in an organization depends on how the top management uses the power conferred to it (Pettigrew, 1973; Wamsley & Zald, 1973). Organizational politics has an association with individuals who are decision-makers and those who are not involved in decision-making. Buchanan & Badham (1999) suggest that organizational politics affects all the actions that individuals, teams, and

departments take to accomplish desired outcomes. Organizational politics exists both at the individual and firm-level. At the individual level, employees use political activities and skills to achieve their goals. An organization uses soft, formal, and informal power at a firm level for achieving its goals (Jarrett, 2017). Ferris, Ellen, McAllister & Maher (2019) argue that authority, relationships, and norms also help achieve organizational goals.

Labrague et al. (2017) suggest that most organizations face varied forms of politics. For example, Zaleznik (1970) indicates that scarcity and competition, constituents and clients, power, and conflict of interest are forms of organizational politics. Also, Gandz & Murray (1980) argue that friendship with coworkers is also a form of organizational politics. Moreover, behavior including superseding others in terms of pay and promotion is also a form of politics (Kacmar & Ferris, 1991). Jarrett (2017) suggests that "informal networks, strong ties, formal authority with organizational procedures, and safety for people are also facets of politics." Many researchers suggest that nepotism and favoritism are the worst facets of organizational politics, which adversely affect employees and organizational performance (Aydogan, 2012; Ozler & Buyukarslan, 2011; Ahmed, 2018; Shneikat et al., 2016; Al-Shawawreh, 2016; Ladebo,2005).

Organizational politics is now an essential part of any business enterprise. It adversely affects organizations and employee performance because it promotes self-interest at employees' cost and organizational benefits (Gull & Zaidi, 2012; Kacmar & Baron, 1999). Cacciattolo (2015) has documented that organizational politics promotes the interests of preferred members over others. In many public sector organizations, top management promotes beneficial projects (Kacmar & Baron, 1999). In the private sector, top management gives preferential favors to those employees whose family members are in bureaucracy and politics (Hasan & Sultana, 2014; Ahmed et al., 2019).

Studies have found inconsistent results on the effect of organizational politics and job-related consequences. For example, Labrague et al. (2017) found a negative link between perceived organizational politics and job satisfaction and a positive association between job stress, burnout, and turnover intentions. However, due to organizational politics, employees who receive preferential treatment at work tend to be more motivated, enhancing their performance (Nadeem, Ahmad, Ahmad, Batool & Shafique, 2015). The cultural values of a society have an association with nepotism and favoritism. For example, nepotism and favoritism are more common in a collective society than in an individualistic society. Thus, in a collective society, nepotism and favoritism affect an organization's internal and external aspects (Wated & Sanchez, 2015; Wankel, 2008).

Hypothesis Development

Recruitment & Selection and Employee Performance

An HR department's key functions in any organization, which include recruitment and selection, training and development, performance appraisal, and compensation. All these functions, directly and indirectly, affect employee performance. These HR functions cater to employees' personal and professional needs (Niles, 2013). In the present era of global competition, the HR department focuses on merit-based recruitment & selection, performance appraisal, compensation, and training & development to meet present and future needs. The HR department also needs to develop policies and procedures aligned with the external environment, organizational values, and demands (Burma, 2014; Manimaran & Kumar, 2016; Necochea, Badlani & Bossemeyer, 2013; Richman, 2015).

Rosiek, Rosiek-Kryszewska, Leksowski, Kornatowski & Leksowski (2016) argue that globally, the health care sector has become highly competitive. Therefore, its survival depends on employee efficiency, effectiveness, and adapting to changes related to new drugs and technology (Thimbleby, 2013). Besides, employees in an organization need to develop a positive attitude and behavior towards work. All these are only possible when an organization implements management practices efficiently (Kolade, Oluseye & Omotayo, 2014; Niles, 2013).

When an employee completes his/her delegated tasks efficiently and changes his/her attitude in achieving organizational goals, he/she contributes toward organizational performance. Alipoor, Ahmadi, Pouya, Ahmadi & Mowlaie (2017) suggest that individual performance depends on a host of factors, including individual abilities to learn new skills and applying them to achieve organizational goals. Organizational policies and practices related to human resources also stimulate employee performance (Anitha, 2014; Jena & Pradhan, 2014). Thus, employee performance, human resources, and organizational policies and practices are correlated. Vanitha (2018) argued that in the present era, HRM has become more people-centric. This people-focused approach enhances employee involvement and performance. Human resource practices positively stimulate contextual performance, i.e., "volunteering, persisting with extra effort, helping and cooperating, following organizational rules and procedures, and endorsing organizational objectives" (Punnett, 2017). Human resource practices individually affect all the five facets of contextual performance.

Tripathi & Srivastava (2017) and Khattak, Khan, Khan & Ali (2018) found that the recruitment and selection procedures in the health care sector have motivated

employees to adapt, perform, and develop positive behavior. Similarly, Begum, Zehou & Sarker (2014) suggest that recruitment and selection practices promote employees' contextual performance. Research focusing on the impact of recruitment and selection on three dimensions of employee performance, including task, adaptive, and contextual performance, is limited. Consequently, we have formulated the following hypotheses based on current literature:

H1a: Recruitment and selection influence the contextual performance of healthcare employees.

H1b: Recruitment and selection influence the adaptive performance of healthcare employees.

H1c: Recruitment and selection influence the task performance of healthcare employees.

Recruitment & Selection, Nepotism, Contextual, Adaptive, and Task Performance

Noor (2020) argues that many organizations, due to nepotism hire, promote their friends and family members, ignoring their competencies. Similarly, Firfiray, Cruz, Neacsu & Gomez-Mejia (2018) suggest that firms hire individuals who do not merit selection due to nepotism. Consequently, it hurts employees' contextual, adaptive, and task performance. Similarly, due to nepotism, promotions and salary increments are given to friends and family members while ignoring the deserving employees (Jaskiewicz & Luchak, 2013). Many firms have an explicit or implicit policy to give preferential treatment to friends and family members while hiring or promoting employees. Many family-owned businesses appoint family members on key positions (Laker & Williams, 2003). Employees in such organizations believe that they have to be related to the management for promotions and rewards.

Consequently, they develop a negative attitude towards work that adversely affects their performance (Elbaz, Haddoud & Shehawy, 2018). Contrarily, Abdalla, Maghrabi & Raggad (1998) believe that nepotism does not always negatively affect employee performance. For example, it promotes a positive culture in small family businesses, which increases employee morale and performance. Ishaq & Zulfiqar (2014) also emphasize that preferential treatment has become an indispensable practice and social custom, promoting positive feelings rather than negative ones. Many employees see nepotism in the recruitment and promotion process as a norm, which affects their performance (Gok & Ekmekci, 2015; Abbas et al. 2014). Therefore, we formulate the following hypotheses based on current literature:

H2a: Nepotism mediates the relationship between recruitment and selection and contextual performance.

H2b: Nepotism mediates the relationship between recruitment and selection and adaptive performance.

H2c: Nepotism mediates the relationship between recruitment and selection and task performance.

Recruitment & Selection, Favoritism, Contextual, Adaptive and Task Performance

Favoritism is another issue in many organizations (Abubakar, Namin, Harazneh, Arasli & Tunç, 2017). Aydogan (2012) defined favoritism as a process that gives favorable treatment to an individual based on friendship, not on proficiency. Favoritism is common in the organization where employees believe that selection and hiring depend on social and family ties (Hudson & Claasen, 2017). On the other hand, it is uncommon in an organization where merit is the only criterion for success. Karadal & Arasli (2009) have demonstrated that favoritism politics at superior levels can negatively affect employee performance, commitment, and satisfaction. On the other hand, favoritism politics in recruitment and selection indirectly affect all performance aspects (Özkanan & Erdem, 2014). Likewise, Dağli & Akyol (2019) argue that a person who receives a favor in recruitment and selection reciprocates the favor in the form of respect, gratefulness, attachment, loyalty, and positive behavior. Thus, we propose the subsequent hypotheses based on the existing literature:

H3a: Favoritism mediates the relationship between recruitment and selection and contextual performance.

H3b: Favoritism mediates the relationship between recruitment and selection and adaptive performance.

H3c: Favoritism mediates the relationship between recruitment and selection and task performance.

Research Framework

Given the above theoretical discussions, we have formulated a research framework presented in Figure 1.
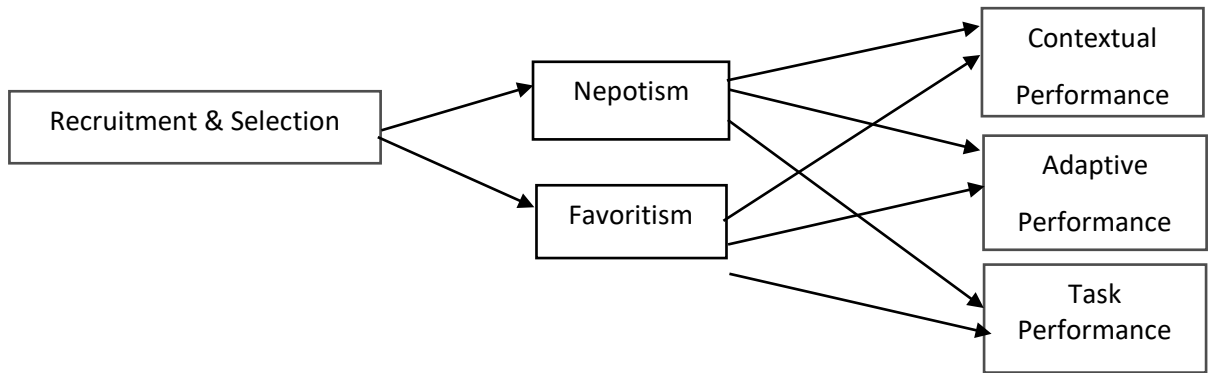
Figure 1: Research Framework

Research Methodology

Research Design, Participants, and Procedures

The study's research design is quantitative, and it collected data from respondents of various hospitals. The study has focused on the public sector tertiary care hospitals located in Karachi, Pakistan. Before data collection on a larger scale, we conducted a pilot test to examine the instrument's validity and reliability (Chaudhary & Israel, 2017). Pilot testing primarily helps in removing the scale's imperfection (Hassan, Schattner & Mazza, 2006; Teijlingen & Hundley, 2001). For the pilot test, we distributed 150 questionnaires and received 130 questionnaires. Based on the pilot test, we found that the latent variables used in the study have acceptable reliability and validity. For the main study, we distributed 600 questionnaires and received 384 filled-in questionnaires suggesting a response rate of 64%, which is appropriate (Babbie, 1998). Out of 384 respondents, 57% were males, and 43% were females.

Measures and Scales

Recruitment and Selection

Recruitment and selection is the process of attracting and choosing individuals based on their skills and capabilities from a pool of human capital. The study has taken five items from Demo, Neiva, Nunes & Rozzett (2012) to measure recruitment and selection. Respondents rated the statements on a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." Cronbach's Alpha values of all the items of recruitment and selection are greater than 0.70. Cronbach's Alpha value of the construct is 0.819.

Contextual, Adaptive, and Task Performance

Contextual performance refers to the voluntary fulfillment of duties not mentioned in the job description. Adaptive performance is an employee's ability to adapt and support alterations in the work environment. Task performance is defined as the fulfillment of designated duties as mentioned in the job description. These constructs were measured using Pradhan & Jena (2017) scale. Respondents rated the statements on a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." Cronbach's Alpha values for contextual, adaptive, and task performance are 0.913, 0.917, and 0.899, respectively.

Nepotism and Favoritism

Nepotism refers to giving preferential treatment to family members, whereas favoritism refers to giving good support to an employee, ignoring merit. We have taken five items from Büte (2011) scale to measure nepotism and favoritism. Respondents rated the statements on a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." Cronbach's Alpha values nepotism and favoritism are 0.872 and 0.787, respectively.

Statistical Approach

The study has used two statistical tools to analyze the empirical data, namely, SPSS version 25 and AMOS version 22. SPSS was used to prepare and screen data, while AMOS was used for applying structural equation modeling (SEM).

Results

Descriptive Statistics

Table 1 illustrates the descriptive statistics of variables of the data. All the skewness and Kurtosis values fall within the range of $\pm$ 3.5, suggesting univariate normality of constructs.

Table 1: Descriptive Statistics

Variables	Mean	Std. Dev.	Skewness	Kurtosis
Recruitment & Selection	4.36	.623	-0.441	-0.658
Nepotism	4.28	.758	-1.104	1.332
Favoritism	4.30	.745	-1.195	1.790
Contextual Performance	4.25	.666	-0.972	2.122
Adaptive Performance	4.28	.654	-0.701	0.898
Task Performance	4.21	.705	-0.821	1.060

Sampling Adequacy

We have used the Kaiser Meyer Olkin (KMO) and Bartlett's sphericity tests for assessing the sampling adequacy. The KMO value is 0.925 above the cutoff value of 0.60 (Hair, Black & Babin, 2010). The Bartlett test of sphericity p-value is .000, which is less than 0.05 (Hair et al., 2010; Yamane, 1967), suggesting adequacy of sample data and acceptable correlation between the items.

Common Method Bias

The study has collected responses related to independent and dependent variables from the same respondents. This approach can lead to common method bias (Kock & Lynn, 2012; Teare et., al, 2014). Thus, the study has used VIFs to address the issue. Under this method, we have regressed all variables against a common variable. The results illustrated in Table 2 suggest that VIFs are less than 5, suggesting no issues related to common method bias.

Table 2: Variance Inflation Factors (VIF)

Variables	VIF
Recruitment and selection	4.74
Nepotism	4.71
Favoritism	2.69
Contextual performance	3.09
Adaptive performance	4.36
Task performance	3.55

Measurement Model

There are two steps in structural equation modeling. Initially, the measurement model is tested and the structural model (Schumacker & Lomax, 2010). We have assessed the fitness of the measurement model based on five indices. The summary of the results is presented in Table 3. The results show that all the fit indices match the prescribed range, suggesting that the model fits adequately.

Table 3: Goodness of Fit Measures

Threshold Value of Fitness Measure							
χ2/df	P	IFI	TLI	CFI	RMSEA	PCFI	PNFI
< 5.0	<0.05	>0.95	>0.95	>0.95	<0.05	>0.50	>0.50
Measurement Model- The Goodness of Fitness Measures Obtained Values							
χ2/df	P	IFI	TLI	CFI	RMSEA	PCFI	PNFI
1.238	.003	0.962	0.956	0.961	0.041	0.846	0.730

Note: Incremental fit Index = IFI, Tucker-Lewis Coefficient = TLI, Comparative Fit Index = CFI, Root Mean Square Error of Approximation = RMSEA, Degree of Freedom = Df, PNFI= Parsimonious Normed Fit Indices, PCFI= Parsimonious Comparative Fit Indices.

Convergent and Discriminant Validity

Table 4 illustrates that the Average Variance Extracted (AVE) is more than the Maximum Shared Squared Variance (MSV) for all constructs suggesting the constructs fulfill the requirements of discriminant validity (Hair et al., 2010). Moreover, the composite reliability (CR) of all constructs is more than the Average Variance Extracted (AVE) and above the cutoff value of 0.50, confirming convergent validity requirements (Hair, Black, Babin & Anderson, 2014). The composite reliability of all the constructs is greater than 0.7, suggesting the uni-dimensionality of the constructs (Gefen, Straub & Boudreau, 2000; Hair et al., 2010). Moreover, the factor loadings of all items were greater than 0.40, except the items that we dropped due to low factor loading (Cua, McKone & Schroeder, 2001; Dagnall, Denovan, Parker, Drinkwater & Walsh, 2018; Geisen et al., 2017).

Table 4: Scale Items Factor Loadings and Convergent and Discriminant Validity

Variables	Construct	FL	CA	CR	AVE	MSV
Recruitment and selection	R&S 1	.439	0.819	0.840	0.584	0.003
	R&S 2	.688				
	R&S 3	.968				
	R&S 4	.856				
	R&S 5	.467				
Contextual performance	CP 1	.671	0.913	0.918	0.693	0.003
	CP2	.830				
	CP3	.900				
	CP4	.844				
	CP5	.897				
Adaptive performance	AP1	.921	0.917	0.936	0.754	0.000
	AP2	.947				

	AP3	.976				
	AP4	.440				
	AP5	.938				
Task Performance	TP1	.692	0.899	0.908	0.670	0.001
	TP2	.846				
	TP3	.947				
	TP4	.579				
	TP5	.962				
Nepotism	N1	.794	0.872	0.882	0.717	0.000
	N2	.763				
	N3	.968				
Favoritism	F1	.828	0.787	0.827	0.548	0.000
	F2	.694				
	F3	.812				
	F4	.604				

Note: FL= factor loadings, CA= Cronbach alpha, CR= composite reliability, AVE= average variance extracted, Maximum Shared Squared Variance (MSV).

Structural Equation Modeling

The study has used structural equation modeling to test the proposed hypotheses. The results summarized in Table 5 suggest that recruitment and selection positively impact employees' contextual performance, adaptive performance, and task performance as the p-value is less than 0.005.

Table 5: SEM Results

Hypotheses	Relationship	ß	B	S. E	P-value
H1a	R & S → Contextual Performance	.737	.789	.037	***
H1b	R & S → Adaptive Performance	.798	.833	.032	***
H1c	R & S →Task Performance	.757	.856	.038	***

Note: *** = P < 0.001, ß = Standardized Regression Coefficients, B = Un-Standardized Regression Coefficients, S.E = Standard Error, R & S= Recruitment & Selection.

Indirect Relationships Results

Table 6 indicates that the outcomes related to the mediating relationships between recruitment and selection, contextual, adaptive, and task performance. For this purpose, two mediators were incorporated. Besides, the bootstrapping method was used to test the mediating effects. Based on bootstrapping results, it becomes evident that zero does not exist between LLCI and ULCI; therefore, the proposed mediators mediate the relationship among recruitment and selection, contextual, adaptive, and task

performance (Preacher & Hayes, 2008; Westen & Goore, 2006).

Table 6: Mediation Analyses using Bootstrapping

Hypotheses	Mediation	DE	IDE	LL CI	UL CI	P	Result
H2a	R & S ⟶ N ⟶ CP	.363	.410	.225	.496	.001	Supported
H2b	R & S ⟶ N ⟶ AP	.385	.374	.308	.513	.001	Supported
H2c	R & S ⟶ N ⟶ TP	.271	.485	.380	.586	.001	Supported
H3a	R & S ⟶ F ⟶ CP	.388	.349	.226	.460	.001	Supported
H3b	R & S ⟶ F ⟶ AP	.513	.282	.180	.382	.001	Supported
H3c	R & S ⟶ F ⟶ TP	.279	.477	.372	.588	.001	Supported

Note. Lower Limit (LL), Upper Limit (UL), Confidence Interval (CI), Indirect Effect (IDE), Direct Effect (DE), Recruitment & selection (R&S), Contextual Performance (CP), Adaptive Performance (AP), Task Performance (TP), Nepotism (N), Favoritism (F).

Discussion and Conclusion

Discussion

The study has extended the theoretical literature on the concept of recruitment and selection by examining its influence on three important dimensions of employee performance (Tabiu et al., 2016). The study also examined the mediating effect of nepotism and favoritism on job performance in line with earlier studies (Ferris et al., 2019; Loffeld & Stoffers, 2017; Sarwar & Imran, 2019).

The results support a positive and significant relationship between recruitment and selection, contextual, adaptive, and task performance of healthcare employees. The study outcomes are in accord with the existing literature (Kolade et al., 2014; Thimbleby, 2013). Furthermore, the study has established that the variables (i.e., nepotism and favoritism) have a mediating effect on the relationship between recruitment and selection, contextual, adaptive, and task performance of healthcare employees.

Conclusion

The study has extended the social exchange theory to find the association between recruitment and selection and employee outcomes (i.e., contextual, adaptive, and task performance). Therefore, we conclude that a strong link exists between recruitment and selection, contextual performance, adaptive performance, and task performance. These findings depict that when organizations implement recruitment and selection practices, they need to be careful as it affects the performance of employees. Moreover, the literature suggests that nepotism and favoritism have an inconsistent relationship with employee performance. A few studies suggest that it adversely affect performance. But

other researchers believe that it positively influences contextual performance, adaptive performance, and task performance.

These findings suggest that nepotism and favoritism as a dimension of organizational politics have become a culturally acceptable norm in a collectivist culture. It is consistent with the preceding literature (Ishaq & Zulfiqar, 2014). Furthermore, the study is of significance for hospital managers and urges them to formulate strategies to overcome nepotism and favoritism in the recruitment & selection process.

Limitations

The current study also has limitations. First, only one HRM practice, i.e., recruitment and selection, is considered in the current study. Future researchers should consider other practices of HRM to broaden the horizon further. Second, the data was collected at one point in time. Future researchers should conduct a longitudinal study to expand the generalizability of the study.

References

Abbas, M., Raja, U., Darr, W., & Bouckenooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, Turnover intentions, and performance. *Journal of Management, 40*(7), 1813-1830.

Abdalla, H. F., Maghrabi, A. S., & Raggad, B. G. (1998). Assessing the perceptions of human resource managers toward nepotism: A cross-cultural study. *International Journal of Manpower, 19*(8), 554-570.

Abubakar, A. M., Namin, B. H., Harazneh, I., Arasli, H., & Tunç, T. (2017). Does gender moderates the relationship between favoritism/nepotism, supervisor incivility, cynicism, and workplace withdrawal: A neural network and SEM approach. *Tourism Management Perspectives, 23*, 129-139.

Ahmed, I. (2018). Organizational politics and turnover Intention: A study from private colleges of Pakistan. *European Journal of Economic and Business, 3*(2), 3-12.

Ahmed, M., Baloch, A., & Ghani, H. (2015). The impact of organizational politics on the productivity of employees: An empirical investigation from Pakistan. *Gomal University Journal of Research, 31*(2), 122-133.

Ahmed, R. R., Vveinhardt, J., Streimikiene, D., & Štreimikienė, D. (2019). Application of the theory of planned behaviour model for examining customers' intentions towards Islamic hire purchase financing. *Inzinerine Ekonomika-Engineering Economic, 30*(2), 236-245.

AL-Shawawreh, T. B. (2016). Economic effects of using nepotism and cronyism in the employment process in the public sector institutions. *Research in Applied Economics, 8*(1), 58-67.

Albrecht, S. L., & Landells, E. M. (2012). *Organizational Politics And Occupational Health Psychology: A Demands-Resources Perspective.* (J. Houdmont, S. Leka, & R. R. Sinclair ed.): Wiley-Blackwell.

Ali, Q., & Brandl, J. (2017). HRM Research in pakistan: Existing approaches and future directions. *Journal of Management Sciences, 4*(2), 170-192.

Alipoor, H., Ahmadi, K., Pouya, S., Ahmadi, K., & Mowlaie, S. (2017). The effect of organizational structure on employees' job performance in private hospitals of Ahvaz. *Journal of Ecophysiology and Occupational Health, 17*(3&4), 119-123.

Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management, 63*(3), 308-323.

Aydogan, I. (2012). The existence of favoritism in organizations. *African Journal of Business Management, 6*(12), 4577-4586.

Babbie, E. R. (1998). *The Practice of Social Research*. Belmont, CA: Wadsworth Pub. Co.

Bartram, T., & Dowling, P. J. (2013). An international perspective on human resource management and performance in the health care sector: toward a research agenda. *The International Journal of Human Resource Management, 24*(16), 3031-3037.

Begum, S., Zehou, S., & Sarker, M. A. H. (2014). Investigating the relationship between recruitment & selection practice and OCB dimensions of commercial banks in China *International Journal of Academic Research in Management, 3*(2), 146-154.

Blau, P. M. (1964). *Exchange and Power in Social Life*: New York: Wiley.

Brunetto, Y., & Beattie, R. (2019). Changing the role of HRM in the public sector. *Public Management Review*, 1-5.

Buchanan, D., & Badham, R. (1999). *Power, Politics, and Organizational Change* (In C. L. Cooper and C. Argyris ed.). London: Sage.

Burma, Z. A. (2014). Human resource management and its importance for today's organizations. *International Journal of Education and Social Science, 1*(2), 85-94.

Büte, M. (2011). The effects of nepotism and favoritism on employee behaviors and human resources practices: A research on Turkish Public Banks. *TODAĐE's Review of Public Administration, 5*(1), 185-208.

Cacciattolo, K. (2013). Organizational politics and their effect on workplace learning. *European Scientific Journal, 4*(Special Issue), 198-211.

Cacciattolo, K. (2015). Organizational politics: The positive and negative sides. *European Scientific Journal, 11*(1), 121-129.

Chaudhary, A. K., & Israel, G. D. (2017). *The Savvy Survey #8: Pilot Testing and Pretesting Questionnaires*. Florida: UF/IFAS Extension. The University of Florida.

Chen, F. L., Chen, K. C., Chiou, S. Y., Chen, P. Y., Du, M. L., & Tung, T. H. (2019). The longitudinal study for the work-related factors to job performance among nurses in the emergency department. *Medicine (Baltimore), 98*(12),149-155.

Chukwuma, I., Agbaeze, E., Madu, I., Nwakoby, N., & Icha-Ituma, A. (2019). Effect of nepotism on employee emotional engagement: Interplay of organisational politics. *Journal of Management Information and Decision Sciences, 22*(3), 273-283.

Cua, K., McKone, K., & Schroeder, R. G. (2001). Relationships between implementation of TQM, JIT, and TPM and manufacturing performance. *Journal of Operations Management, 19*(6), 675-694.

Dağli, A., & Akyol, Z. (2019). The relationship between favouritism behaviours of secondary school administrators and organizational commitment of the teachers. *Journal of Education and Training Studies, 7*(7), 35-49.

Dagnall, N., Denovan, A., Parker, A., Drinkwater, K., & Walsh, R. S. (2018). Confirmatory factor analysis of the inventory of personality organization-reality testing Subscale. *Frontiers in Psychology, 9*, 1-12.

Demo, G., Neiva, E. R., Nunes, I., & Rozzett, K. (2012). Human resources management policies and practices scale (HRMPPS): exploratory and confirmatory factor analysis. *Brazilian Administration Review, 9*(4), 395-420.

Drory, A., & Romm, T. (1988). Politics in organization and its perception within the organization. *Organization Studies, 9*(2), 165-179.

Drory, A., & Vigoda-Gadot, E. (2010). Organizational politics and human resource management: A typology and the Israeli experience. *Human Resource Management Review, 20*(3), 194-202.

Elbaz, A. M., Haddoud, M. Y., & Shehawy, Y. M. (2018). Nepotism, employees' competencies and firm performance in the tourism sector: A dual multivariate and qualitative comparative analysis approach *Tourism Management, 67*, 3-16.

Ferris, G. R., Ellen, B. P., McAllister, C. P., & Maher, L. P. (2019). Reorganizing organizational politics research: A review of the literature and identification of future research directions. *Annual Review of Organizational Psychology and Organizational Behavior, 6*(1), 299-323.

Firfiray, S., Cruz, C., Neacsu, I., & Gomez-Mejia, L. R. (2018). Is nepotism so bad for family firms? A socioemotional wealth approach. *Human Resource Management Review, 28*(1), 83-97.

Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology, 74*, 473-487.

Gandz, J., & Murray, V. V. (1980). The experience of workplace politics. *Academy of Management Journal, 23*(2), 237-251.

Gefen, D., Straub, D. W., & Boudreau, M.-C. (2000). Structural equation modeling and regression: guidelines for research practice. *Communications of the Association for Information Systems, 4*(1), 1-77.

Geisen, E., & Bergstrom, J., Romano. (2017). *Usability Testing for Survey Research(Ist Edition).* Massachusetts**:** Morgan Kaufman.

Gok, M., S., & Ekmekci, M. (2015). Effects of Reengineering, Nepotism and Mobbing on the Employee Performance. *Review of Public Administration and Management, 03*(01), 1-6.

Gotsis, G. N., & Kortezi, Z. (2010). Ethical Considerations in Organizational Politics: Expanding the Perspective. *Journal of Business Ethics, 93*, 497-517.

Gull, S., & Zaidi, A. A. (2012). Impact of Organizational Politics on Employees' Job Satisfaction in the Health Sector of Lahore Pakistan. *Interdisciplinary Journal Of Contemporary Research In Business, 4*(2), 156-170.

Hair, J., Black, W., Babin, B., & Anderson, R. (2014). *Multivariate Data Analysis.* (7 ed.). United States of America: Pearson.

Hair, J. F., Black, W. C., & Babin, B. J. (2010). *RE Anderson Multivariate Data Analysis: A Global Perspective.* New Jersey: Pearson Prentice Hall.

Hasan, M., & Sultana, N. (2014). Human resource management practices in Bangladeshi private organization: A case study. *European Journal of Business and Management, 6*(11), 44-48.

Hassan, D. A., Mahmood, D. K., & Bukhsh, D. H. A. (2017). Healthcare System Of Pakistan. *International Journal of Advanced Research and Publications, 1*(4), 170-173.

Hassan, Z. A., Schattner, P., & Mazza, D. (2006). Doing A pilot study: Why is it essential? *Malaysian Family Physician, 1*(2 & 3), 70-73.

Hee, O., Chew, M., Liang, S., Ainatul, M., Ali, S., Shima, N., & Lailee, N. (2018). Human resource management practices and employee's turnover intention in the manufacturing industry in Malaysia. *International Journal of Human Resource Studies, 8*(2), 216-226.

Hudson, S., & Claasen, C. (2017). *Nepotism and Cronyism as a Cultural Phenomenon?* : England: Emerald Publishing Limited.

Ishaq, H. M., & Zuilfqar, A. (2014). To investigate the moderating role of favoritism on employees motivation. *Science International, 26*(1), 347-351.

Islam, N. (2004). Sifarish, Sycophants, Power, and collectivism: Administrative culture in Pakistan. *International Review of Administrative Sciences, 70*(2), 311-330.

Jarrett, M. (2017). The 4 Types of organizational politics. *Harvard Business Review*, 1-8

Jaskiewicz, P., & Luchak, A. A. (2013). Explaining performance differences between family firms with family and nonfamily CEOs: It's the nature of the tie to the family that Counts! *Entrepreneurship Theory and Practice, 37*(6), 1361-1367.

Javidmehr, M., & Ebrahimpour, M. (2015). Performance appraisal bias and errors: The influences and consequences. *International Journal Of Organizational Leadership, 4*, 286-302.

Jena, M. L. K., & Pradhan, R. K. (2014). Deliverables towards HR sustainability: A conceptual review. *European Journal of Business and Management, 6*(23), 95-102.

Johanson, G. A., & Brooks, G. P. (2009). Initial scale development: Sample size for pilot studies. . *Educational and Psychological Measurement, 70*(3), 394-400.

Kacmar, K. M., & Baron, R. A. (1999). *Organizational politics: The state of the field, links to related processes, and an agenda for future research* (G. R. Ferris ed. Vol. 17). US: Elsevier Science/JAI Press.

Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological Measurement, 51*(1), 193-205.

Karadal, H., & Arasli, H. (2009). The impacts of superior politics on frontline employees' behavioral and psychological outcomes. *Social Behavior and Personality: An International Journal, 37*(2), 175-190.

Khattak, M. A. R., Khan, M., Khan, S., & Ali, D. D. (2018). Impact of HR practices on organizational citizenship behavior and turnover intentions. *Journal of Business and Tourism, 4*(2), 152-172.

Kim, H. (2004). *The Influence of Organizational Politics and Power on Training Transfer* Paper presented at the Midwest Research to Practice Conference in Adult, Continuing, and Community Education, Indiana University, Indianapolis.

Kock, N., & Lynn, G. S. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems, 13*(7), 546-580.

Kolade, O. J., Oluseye, O. O., & Omotayo, O. A. (2014). Organizational citizenship behaviour, hospital corporate image and performance. *Journal of Competitiveness, 6*(1), 36 - 49.

Labrague, L. J., McEnroe-Petitte, D. M., Gloe, D., Tsaras, K., Arteche, D. L., & Maldia, F. (2017). Organizational politics, nurses' stress, burnout levels, turnover intention and job satisfaction. *International Nursing Review, 64*(1), 109-116.

Ladebo, O. J. (2005). Effects of work-related attitudes on the intention to leave the profession. . *Educational Management Administration & Leadership, 33*(3), 355-369.

Laker, D. R., & Williams, M. L. (2003). Nepotism's effect on employee satisfaction and organisational commitment: an empirical study. *International Journal of Human Resources Development and Management, 3*(3), 191-202.

Latham, G. P., & Russo, S. D. (2008). *The Influence of Organisational Politics on Performance Appraisal* (S. Cartwright, & C. Cooper ed.). Oxford, UK: Oxford University Press.

Loffeld, R., & Stoffers, J. (2017). Perceived HRM practices and organisational citizenship behaviour: a case study of a supply chain management solutions provider. *International Journal of Applied Management Science, 9*(4), 294-312.

Mangi, R. A., Jhatial, D. A. A., Shah, S. A. A., & Ghumro, D. I. A. (2012). Human resource management practices in private sector organisations in Pakistan: Study of cultural influences. *Global Journal of Management and Business Research, 12*(7), 20-30.

Manimaran, A., & Kumar, S. A. S. (2016). Human resource management in the healthcare industry - A literature review. *American Journal of Information Management, 1*(2), 24-28.

Nadeem, M., Ahmad, R., Ahmad, N., Batool, S. R., & Shafique, N. (2015). Favoritism, nepotism and cronyism as predictors of job satisfaction: Evidences from Pakistan. *Journal of Business and Management Research, 8,* 224-228.

Nallamothu, S. S., & Battu, N. (2019). A Study on HRM practices of public and private hospitals in Amaravathi Capital Region: A comparative. *International Journal of Research in Business Management, 7*(3), 31-38.

Necochea, E., Badlani, M., & Bossemeyer, D. (2013). *Systematic Management of Human Resources for Health: An Introduction for Health Managers.* USA: Jhpiego Corporation.

Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches* (7 *ed.)*. Harlow: Pearson.

Niles, N. J. (2013). *Basic Concepts of Health Care Human Resource Management*: Burlington, Mass: Jones & Bartlett Learning.

Noor, M. (2020, 1st April). Nepotism effects. *The Nation*. Retrieved from com.pk/01-Apr-2020/nepotism-effects.

Özkanan, A., & Erdem, R. (2014). Yönetimde kayırmacı uygulamalar: Kavramsal bir çerçeve. (Favouritim applications in management: a conceptual framework). *Süleyman Demirel University Journal of Social Sciences, 20*(2), 179-206.

Ozler, N. D. E., & Buyukarslan, B. A. (2011). The overall outlook of favoritism In organizations: A literature review. *International Journal Of Business And Management Studies, 3*(1), 275-285.

Pettigrew, A. M. (1973). *The Politics of Organizational Decision-Making*. London: Tavistock.

Pillai, M., Senthilraj, O., & Swaminathan, S. (2019). Role of human resources management in healthcare organizations:A review. *International Journal of Health Sciences & Research, 9*(1), 228-235.

Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research, 5*(1), 69-85.

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects In multiple mediator models. *Behavior Research Methods, 40* (3), 879-891.

Punnett, B. J. (2017). *Managing in Developing Countries* (1 ed.). Englan: Routledge.

Richman, N. (2015). Human resource management and human resource development: Evolution and contributions. *Creighton Journal of Interdisciplinary Leadership, 1*(2), 120-129.

Rosiek, A., Rosiek-Kryszewska, A., Leksowski, Ł., Kornatowski, T., & Leksowski, K. (2016). The employee's productivity in the health care sector in Poland and their impact on the treatment process of patients undergoing elective laparoscopic cholecystectomy. *Patient Preference and Adherence, 10*, 2459-2469.

Sadozai, A. M., Zaman, H. M. F., & Marri, M. Y. K. (2012). Impact of favoritism, nepotism and cronyism on job satisfaction; A study from Public sector of Pakistan. *Interdisciplinary Journal Of Contemporary Research In Business, 4*(6), 760-771.

Safina, D. (2015). Favouritism and nepotism in an organization: Causes and effects. *Procedia Economics and Finance, 23*, 630-634.

Sarwar, A., & Imran, M. K. (2019). Exploring Women's multi-level career prospects in Pakistan: Barriers, interventions, and outcomes. *Frontiers in Psychology, 10*, 1-19.

Schumacker, R. E., & Lomax, R. G. (2010). *A Beginner's Guide to Structural Equation Modeling*. NewYork: Routledge.

Shah, S. K. A., Ali, N., & Ali, Z. (2015). Declining employee performance in public sector organizations: An etiological study of public sector organizations in Pakistan. *Journal for Studies in Management and Planning, 01*(05), 55-64.

Shekhawat, K. S. (2019). Nepotism, favoritism and cronyism in faculty hiring among institutions providing higher education. *South-East Asian Journal of Medical Education, 13*(1), 53-54.

Shneikat, B., Abubakar, A., & Ilkan, M. (2016). *Impact of Favoritism/Nepotism on Emotional Exhaustion and Education Sabotage: As Moderated by Gender.* Paper presented at the Fourth 21st Century Academic Forum Conference At Harvard University, At Harvard University, Boston, USA.

Sowmya, K. R., & Panchanatham, D. N. (2012). Organisational politics - behavioural intention of bank employees. *The Journal of Commerce, 3*(1), 8-21.

Suhail, A., & Azhar, A. (2016). Managing human resources in public health care system in South Asia: Case study of Pakistan. *South Asian Journal of Human Resources Management, 3*(1), 75-83.

Tabassum, D. S. (2017). State of human resource development (HRD) in Pakistan. *International Journal of Science and Research, 6*(4), 1060-1064.

Tabiu, A., Pangil, F., & Othman, S. Z. (2016). Examining the link between HRM \practices and employees' performance in Nigerian public sector. *Management Science Letters, 6*(6), 395-408.

Teare, M. D., Dimairo, M., Shephard, N., Hayman, A., Whitehead, A., & Walters, S. J. (2014). Sample size requirements to estimate key design parameters from external pilot randomised controlled trials: A simulation study'. *Trials., 15*(1), 2-13.

Teijlingen, E., & Hundley, V. (2001). The importance of pilot studies. *Social Research*(35), 1-5.

Thimbleby, H. (2013). Technology and the future of healthcare. *Journal of Public Health Research, 2*(3),1-8.

Townsend, K., & Wilkinson, A. (2010). Managing under pressure: HRM in hospitals: HRM in hospitals. *Human Resource Management Journal, 20*(4), 332-338.

Tripathi, R., & Srivastava, A. (2017). Recruitment and Selection process in healthcare industry in India. *Amity Journal of Healthcare Management, 2*(1), 36-49.

Vanitha, A. (2018). Strategic human resource practices towards industry innovation and employee performance In organization with special reference to educational sector. *ICTACT Journal On Management Studies, 04*(02), 742-747.

Vredenburgh, D., & Shea-VanFossen, R. (2010). Human nature, organizational politics, and human resource development. *Human Resource Development Review, 9*(1), 26-47.

Wamsley, G. L., & Zald, M. N. (1973). *The Political Economy of Public Organizations* Lexington, Mass.: DC Hath.

Wan, Y. K. P. (2010). Exploratory assessment of the Macao casino dealers' job perceptions. *International Journal of Hospitality Management, 29*(1), 62-71.

Wankel, C. (2008). *21st century management: a reference handbook.* Los Angeles, Calif: SAGE Publications.

Wated, G., & Sanchez, J. I. (2015). Managerial tolerance of nepotism: The effects of individualism-collectivism in a Latin American context. *Journal of Business Ethics, 130*(1), 45-57.

Weston, R., & Gore, P. A. (2006). A brief guide to structural equation modeling. *The Counseling Psychologist, 34*(5), 719-751.

Yamane, T. (1967). *Statistics: An Introductory Analysis* (2 ed.): New York: Harper and Row.

Zaleznik, A. (1970 MAY). Power and politics in organizational life. *Harvard Business Review*. Retrieved from https://hbr.org/1970/05/power-and-politics-in-organizational-life.