

TO INVESTIGATE THE MODERATING ROLE OF FAVORITISM ON EMPLOYEES MOTIVATION

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ABSTRACT: *The purpose of this study is to identify the impact of Distributive Justice, Recruitment policy on employee's motivation with moderating role of favoritism. Convenient sampling technique was used to collect data.200 Questionnaires were circulated, out of which 106 questionnaires were completed. 94 usable questionnaires got back. Data was statistically analyzed through regression and correlation. The main findings of this study are that favoritism has been insignificant moderating relationship between distributive justice and recruitment policy, whereas distributive justice has been significant with motivation, recruitment and selection policy have insignificant relationship with motivation. Conclusion and Recommendation are also discussed.*

Keywords: Recruitment policy, Favoritism, Distributed Justice, Motivation

INTRODUCTION

In modern world, workforce is considered a great asset to any organization. Whenever a new product is being launched at any scale into market or to go to implement a product for specific segment of people, fully skilled and efficient workforce is always behind it who tries to evaluate the success or failure of product. It took a long time for the employees to get recognized by the employers, as a central resource.

The foremost problem during recruitment and selection procedure is that, favoritism factor has intermittent the whole process in hiring the right person for a right job in the organizations, mainly in the public sector of Pakistan, which has the poor impact on employees' motivation [21]. This experience varied from being accountable for staff recruitment, to evaluating candidates for short-listing, to being asked about required aptitude profiles for candidates for vacancies [11]. Equity means a fair outcome stand in the ratio of input and ensuing outcome, while equality means the same chance for everyone to experience an outcome [16]. The impact of recruitment policies on employee motivation in both public and private sector are disturbing, which require attention. There is always great wish of every organization to recruit the best-fit workers. Study on recruitment policy, distributive justice and favoritism with connection to employee motivation will help to overcome the challenges that are faced by many organizations in Pakistan.

Research Objective

The objectives of study are:

- To identify the relationship of recruitment policies, distributive justice and favoritism.
- To examine that recruitment policy, distributive justice and favoritism have an impact on employee's motivation.
- To identify factors that will improve the motivation level by implementing recruitment policy, distributive justice and reduce the favoritism factors.

Significance of study

The research will be inclusion to the researchers and decision makers which deal directly with the hiring process of different organizations. To reevaluate the process of hiring for the betterment of their organizations. The study will be

an addition to the existing literature and on human-resource planning and development and small contribution to the body of knowledge as well. It will be useful for hiring a policymaker dealing with the banking sector and to make purposeful proposals and recommendations to improve the recruiting. Furthermore the study will function as a spring board to those who want to search human resource planning and development (Recruitment policy). Finally, this will give precognition to management before entering into on human-resource planning and development. This study will contribute in order to sustain the number of workforce and reduce the turnover rate due to demotivation [7].

Literature Review

Recruitment policy

Recruitment policy will only catch the attention of competent and capable candidates, and unqualified candidate can withdraw themselves out of job entry, which helps in eliminating the cost of whole process and improve Jobs are not adequately available in public sector as well as private sector in our country because of adverse circumstances [9]. Therefore, the qualified and competent workforce remains ignored and dispossessed from getting better jobs [21]. The research gives slight attention to whether the level of procedure of selection, for example; the use of selection tests, the rituals of the interview process and the recruitment through an informal system, affects employees' trust, built-in motivation and organizational commitment [26].

Hiring the right person will be a do-good job for the owner of any organization. Workers without required skills or who lack required abilities would not carry out efficiently, and company performance will be affected to a great degree [9]. Vital motivation of employees and organizational commitment, which involves in employees' attachment and their loyalty to stay at organization [26].

Successful organizations are shaped by human capital, at the same time as organizations fail or are low proficient, as employers could not or are not willing to contribute in the objectives' achievement [27]. Human resource (HR) management is an important way to recruit and motivate employees to be dynamic and dedicated [26]. At the end of

selection for the job, the standards of equality must always exist, and gender, race, religion and sexual orientation must never be considered as a standard for selection [6].

To use the selection process for dishonest advantage for one applicant over another can have a negative effect on people's careers, morale and motivation, and eventually on the level of confidence that employees generally have in the recruitment and selection processes [4].

Distributive Justice

Employees demonstrate more constructive thoughts and behavior towards their work i.e. job satisfaction, if they experience that they are treated fairly by their organization in every phase [24]. Distributive justice in the office social structure increases outcomes at work among individual workers [25]. Employees' favoritism is a form of corruption, but it can be illustrious from other types of corruption, such awareness of the equality of the procedures used to implement employment justice within a precise organization [8].

Distributive justice is apprehensive with the realities that not all workers are treated in a similar way, and the provision of outcomes is also differentiated in the workplace [3]. With the right combination of reward system, people will be motivated to excel, and those who do excel will be motivated to stay because they will be highly rewarded. This is the foundation of the virtuous spiral, in which both sides win and create success for each other [14].

Favoritism

Favoritism in the workplace is feckless and illegal. Responsibilities or promotion assigns on the base of favoritism by management results in an unqualified and poor work force in a job [22]. Favoritism occurs where decisions are made based on personal mindset or associations [2]. Favoritism has a negative outcome on organization spirit, and in some cases it can be against the law [22].

Conducting of training and development programs for the supervisors have major impact on organization, which can increase or eliminate the favoritism in supervisor decision making [2]. As bribery, it does not generally involve a direct trade of material favoritism. Compared to bribery, favoritism creates a more undeclared, indirect, and vague return contract [13]. Wasta (favoritism) is essential for (businesspeople in Jordan) achieving their individual ends; it is a social custom with positive rather than negative feelings in large regions of Arab societies. Exercising to it is individually rational, but jointly harmful [13]. Favoritism defined as the provision of special privileges to a friend, colleague or acquaintance in the areas of employment, career and personnel decisions [15].

Motivation

Decrease in motivation will result in decrease in loyalty for the organization plus decrease in output and rise in the rate of turnover [22]. Human resource (HR) management is an important way to recruit and motivate employees to be dynamic and dedicated [26]. Regard as motivation, the basic focus of the process modified was to define whether each venture was nearer to the participating or to command

management model, especially in the recruiting and selecting process [27].

Motivation can be usually associated with achievements and conception of motivation clarifies to be a key to the triumph of any private or public organization [19]. Corporate culture will allow employers to attain the required positive changes such as adjust the strategic human resource and organization planning and execution towards best probable employee loyalty and retention [20].

Hypothesis

H1: There is significant relationship between recruitment policy and motivation.

H1a: Favoritism moderates the relationship between recruitment policy and motivation.

H2: There is significant relationship between distributive justice and motivation.

H2a: Favoritism moderates the relationship between distributive justice and motivation.

Conceptual Framework

Dependent Variable: Motivation

Independent Variable: Recruitment Policy

Independent Variable: Distributive Justice

Moderating Variable: Favoritism

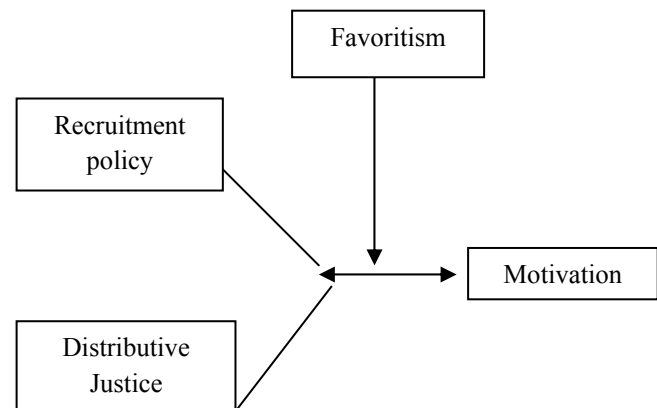
Methodology

Target population

The total population was approximately 400.

Sampling Design

The sample technique chosen was convenience sampling which is conveniently accessible and nearness to researcher (Ishaq, *et al.*, 2013). Total questionnaire sent to the employees were 200. Completed questionnaires were received from 106 respondents from the 200 distributed questionnaires, with 94 being uncompleted and unfilled. The response rate was 53%.



Data Collection

Data has been collected through adopted standard questionnaire. Questionnaire was used to collect quantitative data. Secondary source was also used to collect the data. Secondary data include research papers, articles, websites and books, etc. 5-point Likert scale ranging from 1 = strongly agree to 5 = strongly disagree was used to measure the variables.

Data analysis

Collected data was statistically analyzed through SPSS software. Data was analyzed through correlation and hierarchical regression to check statistical data of study. Validity of questionnaire has been checked through Cronbach's coefficient alpha (= 0.69). This reliability of data is accepted.

Table1 shows that strong significant correlation is present between recruitment policy and distributive justice ($r = 0.641^{**}$, $p < 0.01$). Strong significant correlation exists between distributive justice and favoritism ($r = 0.313^{**}$, $p < 0.01$). Statistically weak correlation between recruitment and selection policy and favoritism but significant relationship ($r = 0.20$, $p < 0.05$). Weak correlation exists between distributive justice and motivation but significant relationship ($r = 0.22^*$, $p < 0.05$). Recruitment and selection policy, motivation has statistically insignificant weak relationship ($r = 0.15$, $p > 0.01$). Favoritism & motivation has statistically strong significant correlation ($r = 0.35^{**}$, $p < 0.01$). Table2 shows $\Delta R^2 = 0.002$ (change in the R2) and $R^2 = 0.13$. The results show statistically insignificant values ($\beta = -0.004$, $p < 0.01$) which does not moderate the relationship of recruitment policy and favoritism thus, did not find any relation for the hypothesis and reject the hypothesis (H1a) which is "Favoritism moderates the relationship between recruitment and selection policy and motivation".

Table 1 Correlation Analysis

Items	1	2	3	4
Distributive Justice				
Recruitment Policy	0.64**			
Favoritism	0.31**	0.20*		
Motivation	0.22*	0.15	0.35**	

Table2 Recruitment and Selection and Favoritism

Items	β	R^2	ΔR^2
Step-1			
Control Variable		0.06	
Step-2			
Recruitment and Selection	.06		
Favoritism	.35	0.13	13.121
Step-3			
RecruitmentXFavoritism	-.04	0.13	.002

Table 3 Distributive Justice and Favoritism

Items	B	R^2	ΔR^2
Step-1			
Control Variable		.06	
Step-2			
Distributive Justice	.111		
Favoritism	.279	.139	10.839
Step-3			

DJXFAVOR	-.127*	.154	1.705
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Table3 shows $\Delta R^2 = 1.705$ (change in the R2) and $R^2 = .154$. The results show statistically insignificant values ($\beta = -.127$, $p < 0.01$) which does not moderate the relationship of distributive justice and favoritism hence, did not find any relation for the hypothesis and reject the hypothesis (H2a) which is "Favoritism moderates the relationship between distributive justice and motivation".

RESULTS AND CONCLUSION

The main focus of the paper is to analyze the impact of recruitment policy and distributive justice on employee motivation with involving the moderating role of favouritism. Motivation is the most important factor of organization on which its success/failure depends. The interpretation of data shows that recruitment policy, have strong significant relationship with distributive justice because due to right recruitment and selection policy, the expected outcomes and rewards are equitable. Significant relationship exists between recruitment policy and favouritism. Recruitment policy has insignificant relationship with motivation, so it rejects the hypothesis H1 which is "There is relevant relationship between recruitment policy and motivation" In public sector, Favouritism interferes and disturbs the whole process of recruitment and selection while filling the available posts [21]. Favouritism is one of the most important causes of workplace clashes and stress. It is also a root and a result of politics and power efforts within businesses. In the end, favoritism goes ahead to poor decisions and decrease in motivation and productivity [10].

There is significant relationship between distributive justice and motivation, so it accepts H2 because the expected outcome is according to performance, which increases the motivation level of employees. A meta-analysis stated that distributive justice was an important forecaster of job contentment [5].

Moderate role of favouritism has insignificant relationship with independent variable recruitment policy ($\beta = -.004$). Moderating effect is at its lower level, and it does not support the hypothesis, so it rejects H1a. Value of recruitment and selection is .143 and after adding the moderator variable favouritism, value of recruitment and selection gone to decrease with the value of .061. Elected public officers get job's quota to suggest their nominees for employment. Favouritism interferes and disturbs the whole process of recruitment and selection while filling the available posts [21]. Employees (elected for their family ties) may not have appropriate knowledge and job expertise; they may not perform as well as suitably qualified candidates [17].

Moderating role of favouritism has insignificant relationship with distributive justice ($\beta = -.127$) because it does not exist in Public organization because of favouritism, so it rejects H2a. The reason behind it is that organization award benefits and rewards based on favouritism. Organization checks the performance through the performance appraisal, but the results are not applied so given award does not justify the

performance. Performance appraisal should be conducted on the daily or monthly basis and apply results with fairness, in this way favoritism would eliminate automatically. Negative relation exists between favoritism and job contentment in literature, favor for promotions and equipped favoritism are more related to job satisfaction [1].

Future Recommendation

Public sector faces an extraordinary challenge that can be conquered only by the work of greatly motivated and creative employees who get “more for less” [19].

Following are the recommendations to improve the motivational level of employees and to eliminate the favoritism factor:

- Performance appraisal should be conducted on the daily or monthly basis and apply results with fairness, in this way favoritism would eliminate automatically and furthermore results as increase in productivity, distributive justice and motivation.

- In order to avoid biasness, there should be two external recruiters in whole recruitment and selection process so the factor of favoritism eliminated and helps in the increase of motivation of new employees.

- There should be an independent body for recruitment process for public sector companies in order to remove favouritism and to increase the productivity and motivation.

- In the government organizations, admin department does not have enough knowledge and skills about the important tasks of recruitment and selection. The department should be functionalized and trained in order to create awareness and to change the mind perspective about the favouritism and also help to increase the morale and motivation of employees.

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