



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

**THE EFFECT OF NEPOTISM IN AN ORGANIZATION'S
PRODUCTIVITY, AND WORKER'S MORALE**
(A STUDY OF ROSA BAKERY)

M.Sc. THESIS

IFUNANYA JUDITH ARINZE

Nicosia

January, 2023

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IFUNANYA JUDITH ARINZE

Supervisor

Assist. Prof. Dr. Ayşe Gözde Karaatmaca

Nicosia

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Approval

We certify that we have read the thesis submitted by IFUNANYA JUDITH ARINZE titled "THE EFFECT OF NEPOTISM IN AN ORGANIZATION'S PRODUCTIVITY, AND WORKER'S MORALE (A STUDY OF ROSA BAKERY)" and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Social Sciences.

Examining Committee

Name-Surname

Signature

Head of the Committee: Dr. Laith Tashtoush



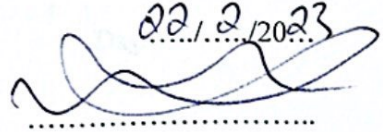
Committee Member*: Assist. Prof. Dr. Tijen Zeybek



Supervisor: Assist. Prof. Dr. Ayşe Güzde Karaatmaca



Approved by the Head of the Department

02.12.2023


Title, Name-Surname

Prof. Dr. Deniz Gypoglu
Head of Department

Approved by the Institute of Graduate Studies

Prof. Dr. Kemal Hüsnü Can Başer
Head of the Institute
NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
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Declaration

To the best of my knowledge, and in accordance with Institute of Graduate Studies, Near East University's academic regulations and ethical principles, I have compiled the data contained in this thesis. As required by these rules and standards of conduct, I have cited and referenced all information and data that is not original to this work.

IFUNANYA JUDITH ARINZE

28/04/2023

Day/Month/Year

Dedication

I dedicate this thesis to God, my amazing husband, Arinze Kingsley Nnamdi and my son Arinze Chiemerie David.

Acknowledgments

I would want to express my gratitude to my supervisor, all of my professors, and university staff for their contributions to my academic success.

IFUNANYA JUDITH ARINZE

Abstract

THE EFFECT OF NEPOTISM IN AN ORGANIZATION'S PRODUCTIVITY, AND WORKER'S MORALE (A STUDY OF ROSA BAKERY)

ARINZE Ifunanya Judith

MA/PhD, Department of Business Administration

January, 2023, 81 pages

Supervisor

Assist. Prof. Dr. Ayşe Gözde Karaatmaca

Today, nepotism is a pervasive and global phenomenon that is difficult to document due to its very nature. According to an increasing number of reports, parents frequently facilitate the hiring of their children and other relatives in the firms where they work, even when family members exhibit fewer observable characteristics and capabilities. Allowing nepotism in an association can result in unnecessary family conflict, sibling rivalry over managerial succession, and an inability to make a distinction between family and business when making a decision. Allowing nepotism can also demoralize those in charge of supervising the high-level relative managers.). As a result, nepotism may have varying implications. In light of this, the study examines the impact of nepotism on employee morale at Rosa Bakery with the goal of identifying the elements that drive employees and the ways in which nepotism influences employee morale. Thus, the purpose of this study is to determine whether nepotism has an effect on worker morale in private firms in Nigeria. The sample size was justified because the study's total population consisted of 60 employees, and a sample size of 55 is sufficient. The results show that nepotism in the organization have a positive impact on workers morale, such that when the rate of nepotism in the organization increase by one unit, workers' morale increases by 0.132 units. It further shows that there is no significant relationship between nepotism and worker's morale at 0.05 significant level, since the probability value of the independent variable is 0.277 which is above the significant level. Hence, we are to reject the alternative hypothesis and accept the null hypothesis. We accept that there is a no significant

relationship between the rate of nepotism in Rosa bakery and the worker's morale and productivity.

Key Words: nepotism, worker, morale, organization productivity, workers performance.

ÖZ**THE EFFECT OF NEPOTISM IN AN ORGANIZATION'S PRODUCTIVITY,
AND WORKER'S MORALE****(A STUDY OF ROSA BAKERY)****ARINZE Ifunanya Judith****MA/PhD, Department of Business Administration****January, 2023, 81 pages****Supervisor****Assist. Prof. Dr. Ayşe Gözde Karaatmaca**

Günümüzde kayırmacılık, doğası gereği belgelenmesi zor olan, yaygın ve küresel bir olgudur. Artan sayıda rapora göre, aile üyeleri daha az gözlemlenebilir özellik ve yetenekler sergilese bile, ebeveynler çocuklarının ve diğer akrabalarının çalıştıkları firmalarda işe alınmasını sıklıkla kolaylaştırmaktadır. Bir dernekte adam kayırmaya izin vermek, gereksiz aile çatışmasına, yönetsel veraset konusunda kardeş rekabetine ve karar verirken aile ile iş arasında ayırım yapamamaya neden olabilir. Adam kayırmaya izin vermek, üst düzey akraba yöneticileri denetlemekle görevli olanların moralini de bozabilir.). Sonuç olarak, kayırmacılığın çeşitli sonuçları olabilir. Bunun ışığında, çalışma, çalışanları yönlendiren unsurları ve nepotizmin çalışanların moralini nasıl etkilediğini belirlemek amacıyla, Rosa Bakery'de kayırmacılığın çalışan morali üzerindeki etkisini incelemektedir. Dolayısıyla bu çalışmanın amacı, Nijerya'daki özel firmalarda kayırmacılığın işçi morali üzerinde bir etkisinin olup olmadığını belirlemektir. Araştırmanın toplam evreninin 60 çalışandan oluşması ve 55 kişilik bir örneklem büyüklüğünün yeterli olması nedeniyle örneklem büyüklüğü gerekçelendirilmiştir. Sonuçlar, örgütteki kayırmacılığın çalışanların morali üzerinde olumlu bir etkiye sahip olduğunu, öyle ki örgütteki kayırmacılık oranı bir birim arttığında çalışanların moralinin 0,132 birim arttığını göstermektedir. Ayrıca bağımsız değişkenin olasılık değeri 0.277 olup anlamlı düzeyin üzerinde olduğundan nepotizm ile işçi morali arasında 0.05 anlamlılık düzeyinde anlamlı bir ilişki

olmadığını göstermektedir. Bu nedenle, alternatif hipotezi reddetmeli ve boş hipotezi kabul etmeliyiz. Rosa fırınında kayırmacılık oranı ile işçinin morali ve verimliliği arasında anlamlı bir ilişki olmadığını kabul ediyoruz.

Anahtar Sözcükler: kayırmacılık, işçi, moral, örgüt verimliliği, işçi performansı.

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List of Abbreviations

TRNC: Turkish Republic of North Cyprus

MNE: Ministry of National Education

FIS: Financial Incentives

EM: Employee Morale

CHAPTER I

INTRODUCTION

Overview

This chapter gives the background information to the study. It also explains the research problem and objective of the research which is to assess the relationship of financial incentives on employee's morale

Historical Background of the Study

The global economic slump is eroding job chances for the millions of skilled applicants entering the labor market on a daily basis. Organizational competition pressures and corporate governance concerns drive underperforming organizations out of the entrepreneurial grid, leaving few enterprises to contend with the scramble for fewer job opportunities, providing fertile ground for nepotism. Numerous studies have demonstrated that nepotism reduces employee happiness and commitment (Bellow, 2003). On the other hand, human resource management is critical for organizations to achieve a competitive edge, but only when a highly competent workforce is available to utilize (Boxall, 1998). This is supported by the resource-based view, which maintains that a firm can only sustain a competitive advantage through the pool of human capital it possesses. Bellow (2003) and Boxall (1998) both assert that an organization's behavior as manifested in nepotism may have an effect on the behavior and performance of individual employees.

Today, nepotism is a pervasive and global phenomenon that is difficult to document due to its very nature. According to an increasing number of reports, parents frequently facilitate the hiring of their children and other relatives in the firms where they work, even when family members exhibit less observable characteristics and capabilities. Additionally, evidence indicates that managers and those responsible for recruitment decisions frequently hire individuals with whom they have a social connection regardless of their ability or qualifications (Alesina, 2007). This approach disadvantages eligible people, who lose out on job and career possibilities as a result.

Rushton's (1984) well-known theory of cronyism proposed genetic similarity detection as a mechanism by which organisms are attracted to and repelled by one another. Rushton postulated that genetically similar individuals gravitate toward one another and create mutually supportive environments, whereas genetically dissimilar individuals develop natural antipathies and create mutually hostile environments (Rushton, Russell, & Wells, 1984). That is how nepotism operates in this sense, by recruiting cronies and repelling newcomers.

Wong and Klemer (1994) defined nepotism as the practice of hiring and promoting unqualified or underqualified relatives solely on the basis of their relationship to a firm's employee, officer, or shareholder. Nigeria has not been left behind when it comes to high-profile cases and reports of nepotism. According to a report by independent commissions, the majority of governmental agencies violate the 2008 National Cohesion and Integration (NCI) Act, which defines nepotism as ethnic or racial contempt. According to reports, nepotism in Nigeria is a large-scale planned syndrome. Due to the delegated tyranny of numbers in political hierarchy, politicians from large clans plot among themselves who among chief authorities they want impeached on flimsy grounds. They must authorize all appointments and projects carried out in a county, which includes falsifying academic certificates in order to attract the targeted person. This has increased the risk of working at the executive level for state organizations.

Study Organization

Rosa Bakery was established in April 2008 in Nigeria as a limited liability business with the full support and experience of many years of supplying outstanding bread and pastries and a diverse range of pastry products. The company has continuously developed by leveraging local expertise, worldwide capabilities, and state-of-the-art technology to offer world-class bread and pastry items. Rosa Bakery has a great brand value as a result of its experienced and professional staff that have extensive expertise deploying infrastructure while keeping positive relationships with clients.

Statement of the Problem

Unemployment among qualified Nigerians has surged more than ever in recent years, despite the fact that firms require qualified and skilled workers to perform well. Similarly, many companies in Nigeria, both public and private, are experiencing business difficulties relating to governance and performance, despite the fact that the labor market is more competent. This is the predicament Nigeria finds itself in today, with firms failing due to corporate governance concerns and, more importantly, a trend toward biased recruiting processes ascribed to nepotism (Vangaurd newspaper, 2015). The resource-based perspective implies that personnel are engaged on the basis of their skills and credentials being valued, scarce, unique, and non-replaceable (Barney, 1991). To improve recruitment and worker morale, firms must handle the recruitment process for this valued asset, which includes addressing issues such as nepotism that affect worker morale.

Allesina (2011) demonstrates through empirical studies that intense preferential treatment, kinship, friendship, or other forms of relationship supplant meritocratic principles such as knowledge, skills, ability, competence, experience, or level of education in the recruitment and promotion of employees (Keles, 2011). In such circumstances, a lack of confidence has a detrimental effect on job satisfaction, organizational commitment, and individual performance (Büte, 2009). Human resource management strategies cannot function independently in firms with a high level of nepotism. Thus, appointments based on ability and knowledge accumulation appear unachievable under such circumstances. It is extremely difficult to advance employees if they compete with someone who has a family member, relative, or friend who holds a higher-level position in the firm (Abdala, Maghrabi - Al- Dabbagh, 1994), squandering the hopes of many qualified job searchers. Earlier research has demonstrated that an environment of unfair competition fostered by nepotism and favoritism has a detrimental effect on employee work satisfaction, resulting in a decline in organizational commitment and performance. Meanwhile, morale is a multidimensional concept, since it is the result of a complicated synthesis of various variables. Human needs as motivating forces also act as a buffer between motivation and employee morale (Karthik, 2015). As a result, nepotism may have varying implications. In light of this, the study examines the impact of nepotism on employee

morale at Rosa Bakery with the goal of identifying the elements that drive employees and the ways in which nepotism influences employee morale. Thus, the purpose of this study is to determine whether nepotism has an effect on worker morale in private firms in Nigeria.

Research Objective

The study's overall purpose is to determine the effect of nepotism on staff morale at Rosa Bakery Nigeria. The study's objectives are as follows:

- i. Determine the degree of staff morale at Rosa Bakery in Nigeria.
- ii. Identify the primary elements affecting employee morale at Rosa Bakery in Nigeria.
- iii. Investigate the association between prevalent nepotism and employee morale at Rosa Bakery in Nigeria.

Research Questions

The research questions of the study are as follows;

- i. What is the level of employee morale at Rosa Bakery, Nigeria?
- ii. What are the main factors that influence employees at Rosa Bakery, Nigeria?
- iii. What is the relationship between nepotism and employee morale at Rosa Bakery, Nigeria?

Research Hypotheses

The hypotheses are stated as follows:

- i. There is significant relationship between nepotism and employee morale at Rosa Bakery, Nigeria
- ii. There is significant relationship between nepotism and organizational productivity at Rosa Bakery, Nigeria

- iii. There is significant relationship between nepotism and employee performance at Rosa Bakery, Nigeria

Value of the Study

The findings of this study are likely to contribute to the current body of knowledge by providing a better understanding of the consequences of nepotism on job performance in Nigeria's public and private sectors. Given the paucity of research in this field, this study will provide an overview of nepotism and employee morale in the Nigerian setting. Additionally, the findings will provide a fertile ground for future academic research. Researchers and scholars in the social sciences will find this useful for reviewing and analyzing any gaps that may have been missed throughout the course of this investigation. Additionally, it is predicted that the study's findings will assist managers in both commercial and governmental enterprises in comprehending the consequences of nepotism on job performance. Human resource managers, for example, will use the findings of this study to solve specific difficulties related to nepotism in recruiting and worker morale.

Organization of the Study

This study is divided into five chapters that are all interconnected. The first chapter is an introduction to the study; it contains the problem statement, research questions, objectives, and scope of the investigation. The second chapter is devoted to the literature review, which comprises an examination of both empirical and theoretical literature, driven by the study's scope and objectives. Chapter three discusses the methods used in the study; the chapter discusses the research design, sampling strategy, data collection and analytic methodologies, as well as ethical considerations.

The fourth chapter of the study discusses the study's findings. The chapter included the presentation and discussion of field results. The analysis was conducted in a way that addressed the research questions directly. Chapter five, the concluding chapter, summarizes all significant findings, conclusions, and suggestions.

CHAPTER II

LITERATURE REVIEW

Introduction

This chapter analyzes the literature that supports the study's theoretical framework, with the first section focused on the perceptual behaviors of employees during recruiting, promotion, reward, training and development, and job performance in public and private enterprises in Nigeria. The second section will review the literature on nepotism and job performance, while the third and final section will outline the conceptual framework and the hypothesis to be investigated.

Definition of concepts

Nepotism

The term "Nepotism" derives from the Latin word "Nepot," which translates as "Nephew" in the English language (Marefa, 2017). The pejorative connotation attached to the term "nepotism" dates all the way back to Renaissance times, when the top places in the clerical hierarchy were filled by the Popes' nephews without regard for their qualifications (Demaj, 2012: 19). It might be argued that the problem that existed at the time bears striking resemblance to some of the issues confronting today's economic climate (Asunakutlu & Avc, 2010: 96). Preference is a form of nepotism (Büte, 2011: 383). The distinction between nepotism and favoritism is that nepotism is the practice of displaying preference for blood or marriage relatives, whereas favoritism is the practice of expressing preference for friends and acquaintances (Büte, 2011: 188). Nepotism refers to the preference for relatives over other candidates who may be related by blood but are not required to be (Nadeem et al., 2015: 225). Although the most prominent aspect is favoring relatives, it is also common to favor corresponding individuals who have a special relationship with the employer (Gustafsson & Norgren, 2014: 5). That is, the relationship is more focused on competency, expertise, talent, capacity, and proficiency, and it is involved not only in recruiting new employees but also in terminating existing employees (Nadeem et al., 2015: 225). The majority of scholars think that nepotism is more prevalent in

collectivist societies, when external influences such as social, educational, economic, and political systems encourage people to favor close relatives or acquaintances (Demaj, 2012: 19). One of the most frequently cited negative consequences of nepotism is the ongoing controversy over hiring applicants based on blood links rather than merit. Despite the negative connotations and emphasis on negative outcomes in the literature, Bellow (2003) asserts that nepotism is not assumed to be either good or bad in and of itself. Generally, the manner in which nepotism is implemented determines whether it is a positive or negative trait (Mulder, 2008: 4). Perhaps one of the reasons nepotism is so contentious is that it tends to eschew rational thought in favor of selfish and emotional behavior. Both are capable of wreaking devastation on a corporation and its people. The practice of favoring family members over more capable candidates in the workplace is commonly referred to as nepotism, whilst the employment of friends is referred to as cronyism. These methods, in both cases, frequently result in severe difficulties within firms due to their disregard for fairness and openness. However, those recruited on this basis are frequently unjustifiably awarded and granted rights they are not permitted to have, without regard for merit or competence (CGF Research Institute, 2010). Ichniowski lists the following negative elements of nepotism (Abdala et al., 1994: 61):

Nepotism imposes an unfair burden on those who gain from it.

Allowing nepotism in an association can result in unnecessary family conflict, sibling rivalry over managerial succession, and an inability to make a distinction between family and business when making a decision. Allowing nepotism can also demoralize those in charge of supervising the high-level relative managers.

Nepotism infiltrates organizations, undermines relationships, and fosters a sense of insecurity. Although it does not exist in actuality, some members of the association believe it does. The populace must be vigilant for its presence and actively work to prevent it (Basu, 2009: 3). Hernandez and Page (2006: 5) assert that nepotism has the following negative consequences for associations:

Recruitment and advancement of people who lack the necessary qualifications on the basis of blood ties.

Although judgments regarding family members are made properly, prejudicial suspicions about these people's favoritism propagate across the association.

Making opportunistic judgments in favor of family members by personnel who have familial ties, while placing corporate benefits second.

Nepotism can result in legal challenges, including lawsuits launched against the corporation.

Nepotism stifles diversity and limits the incorporation of novel ideas and points of view into decision-making.

Nepotism stifles healthy change and progress and results in inefficiency and waste.

Corrective measures against nepotism's negative aspects must be implemented, as nepotistic promotions and appointments can demotivate experienced personnel who have devoted their careers to the business and are intimately familiar with the job and its dynamics (Büte and Tekarslan, 2010: 6).

It is critical to manage nepotism by personal ways or institutional methods determined to be more successful by the institute. According to Prokosch, there are three golden rules for an association's anti-nepotism policy (Prokosch, 2011):

The primary criterion for recruitment and promotion should be finding the most qualified person for the job, regardless of their relationship to the association's employees. Every effort should be made to avoid situations that could create a potential conflict of interest. Policies and practices must be applied consistently and equally throughout the association, and must apply to all employees.

Although nepotism has some bad consequences for the association, it is believed to have some favorable consequences for family members in particular. The following are critical points of nepotism (Prokosch, 2001):

Reduced Recruitment Costs: Nepotism enables businesses to target a smaller candidate pool for open positions at a cheaper cost (For instance, the relatives of current employees). Businesses that encourage relative employment allow employees

to perform the majority of their work. However, if the objective is to hire the highest qualified candidate, limiting the market may make this impossible.

Low Training Costs: Family members typically have considerable understanding of the business in which they work, and are therefore more likely to be satisfied with the business's services.

Recently recruited relatives are more motivated to learning the job in order to safeguard their current relatives' corporate reputations.

Employee morale

Employee morale is critical to the success of any firm. It is consequently critical to devote sufficient attention to it in order to gain the benefits. Vasantham (2014) asserts that when employees have a positive attitude about the organization, their willingness to stay will improve; otherwise, they would quit. This demonstrates the critical nature of employee morale in every firm.

The term "morale" has been widely used in reference to employees (Ritz, 2009).

In general, morale relates to an individual's confidence, desire, excitement, and willingness to complete a task (Heathfield, 2017). According to Karthik (2009), morale refers to *esprit de corps*, a French term that literally translates as a sense of pride and mutual commitment among group members. He asserts explicitly that morale is a sense of excitement, fervor, and confidence displayed by people or groups as a result of their competence and capacity to perform the tasks allocated to them.

Employee morale is critical in every business since it reflects a big portion of the individual's attitude toward work and even toward the environment in which the individual works and the Employer for whom the individual works. According to Rao and Narayana (2005), practically all social scientists agree on the critical nature of morale as a defining characteristic of a healthy work environment. This remark cannot be overstated, as morale can be viewed as a fundamental psychological and

multidimensional notion with a plethora of ramifications for an organization, its operations, and the advancement toward which it aspires (Karthik, 2009). Morale can also be defined as an individual's attitude toward any communal undertaking in which he or she finds himself (Vasantham, 2014).

Morale can also be defined as the complete enjoyment that an individual obtains from his or her job, the surrounding environment, and the factors that appeal to his or her specific proclivities. Indeed, morale transcends mere enthusiasm, as it must be correlated with the level of satisfaction one derives from his or her employment, taking into account the environment and its operations (Karthik, 2009). As a result, morale encapsulates others' attitudes and feelings, which serve as a reservoir of physical and mental power. This comprises factors such as self-esteem, optimism, and a favorable mental attitude (Vasantham, 2014). Bowles and Cooper (2009) also defined morale as a state of psychological well-being that derives from a sense of confidence combined with usefulness and purpose. This term emphasizes how morale has a trickle-down influence on an individual's mental fortitude to be able to translate it into organizational issues.

Britt and Dickinson (2006) stressed the importance of defining morale as a level of motivation and excitement on the part of every service member toward the organization's mission success. According to Britt and Dickinson (2006), morale is a motivating construct rather than an affective state. Additionally, Peterson (2008) asserts that morale is all-inclusive because it entails "a cognitive, emotional, and motivational attitude toward a group's goals and tasks." It encompasses assurance, optimism, excitement, and loyalty, as well as a shared objective" (p. 21).

According to Peterson (2008), morale acknowledges the influence that a job setting can have on an individual's views and demonstrates how human beings regard motivation as a necessity. Karthik (2009) maintains that morale is a collective notion that consists of five components or dimensions. These components or dimensions include: a sense of belonging, that is, belonging to a group and not feeling separated; A clear objective with a production target in front of them; observed or perceived

progress toward achieving the objectives; each member of the group must feel as though he or she has a meaningful task to do and that of; a supportive or motivating leadership. The aforementioned components assist in eliciting the greatest performance from an employee whose work morale has been enhanced.

Theoretical Grounding.

This work is guided by Hamilton's (1964) Genetic Similarity Theory (GST) and the Equity Theory (Adams, J. S. 1963).

Genetic Similarity Theory

Hamilton (1964) states that genetic similarity theory (GST) aims to explain a variety of pro-social behaviors, including ethnic affiliation, by generalizing the theory to the point where genetic resemblance alone triggers affiliative behavior in the absence of knowledge of genealogical connection. Kurzban, Tooby, and Cosmides (2001) discovered that participants in an experiment were prone to categorize individuals by race/tribe even though their race/tribe did not correspond with coalition participation. The same was true for gender classification, which persisted even when coalitions included both men and women. It subsequently concluded that race is a proxy for alliance, a concept compatible with automatic and invariably strong ethnic categorisation. Similarly, the idea demonstrated nepotism correlations between beggars and race/tribe affiliations, implying that ethnic similarity influences charitable offerings to strangers in need. In field investigations with street beggars in Eastern Europe, it was discovered that pedestrians were more charitable to beggars of the same ethnic origin than to those of a different ethnic origin (Butovskaya, Salter, Diakonov, & Smirnov, 2000).

Rushton (1989) theorized on how ethnocentric ideology could be spawned via resemblance. He evaluated the literature on genes' extended phenotypic effects, concentrating on the hypothesis that epigenetic development can predispose individuals to construct and adopt ideas that strengthen their ethnic similarity. The idea postulates that cultural/ethnic succession tactics have influenced group selection in humans. Socialization pressures could have included mutual moralistic hostility,

which contributed to the development of an optimal level of ethnocentric ideology capable of successfully replicating group genes. Thus, it concluded, appointments based on competence and accrual of knowledge appear unattainable under such circumstances. It's extremely difficult to promote personnel who compete with those who have a family member, relative, or acquaintance in a higher-level position inside the firm (Abdala, Maghrabi, 1994).

Equity Theory

The equity idea is based on the belief that employees get demotivated, both in their job and with their company, when they perceive that employment practices are unjust. Employees may respond in a variety of ways, including demotivation, decreased effort, dissatisfaction, or, in more extreme circumstances, disruption. Similarly to Maslow's five levels of needs and Herzberg's two aspects of motivation (intrinsic and extrinsic), Adams' Equity Theory (1965) of motivation holds that positive outcomes and high levels of motivation are only possible when employees perceive their treatment to be equitable.

Industrial psychologists have extensively used equity theory in business contexts to examine the relationship between an employee's motivation and his or her impression of fair or inequitable treatment. According to Adams (1965), equity theory introduces the concept of social comparisons, in which employees assess their own input/output ratios in light of their peers' input/output ratios (Carrell and Dittrich, 1978). The employee's time, expertise, qualifications, experience, intangible personal characteristics such as desire and ambition, and interpersonal skills are all considered inputs in this context. Financial pay, perquisites, benefits, and flexible work arrangements are all outcomes. Employees who sense injustice will endeavor to eliminate it, either by mentally distorting inputs and/or outcomes (cognitive distortion), modifying inputs and/or outcomes physically, or leaving the firm (Carrell and Dittrich, 1978). These judgments of unfairness are associated with organizational justice, or more precisely, with injustice. Following that, the idea has broader ramifications for nepotism as well as staff efficiency and performance.

Perceptual Behaviours of Nepotism in the Recruitment Process

Meritocratic recruiting is typically viewed as objective and is accomplished by the application of educational standards for employment in conjunction with competitive formal job interviews. Managers can occasionally evade these restrictions, for example, by creating special appointments to suit their interests (Cheng, Haggard & Kang 1998). However, similar behaviors reduce hiring judgment, making patronage and nepotism simpler to perpetrate. However, nepotism's strength in recruitment is also its vulnerability. Proponents of management science have criticized rigidity and inflexibility in hiring, arguing that it only serves to make recruitment of the most qualified individuals more difficult, and thus managers prefer to hand-place their cronies rather than subjecting them to rigorous interviews where they may be eliminated due to meritocracy (Lewis 2008). Thus, a trade-off exists between freedom, the possibility of favoritism, and nepotism (Schick 1998). Laker and Williams (2003) discussed four distinct types of nepotism throughout the recruitment process.

The first model is hiring of a relative of the owner of the business.

According to Laker and Williams (2003), workplace nepotism can imply having a greater chance of getting a job, obtaining the job, or being compensated more than other similarly situated individuals. There are arguments both for and against employment granted on the basis of familial ties, which is particularly prevalent in small, family-owned enterprises. On the one hand, nepotism can be beneficial in terms of stability and continuity. Critics point to research demonstrating lower morale and dedication among unrelated personnel, as well as a general negative view toward superior positions filled by nepotism. According to an article in Forbes magazine, there is no ladder to climb when the top rung is designated for persons with a particular name. Certain businesses prohibit nepotism as an ethical practice, deeming it too inconvenient and disruptive (Arash et al 2008).

According to Ozler et al. (2007), nepotism has been prevalent in China's clan and extended family-based culture for the last 3,000 years. Confucius emphasized the significance of striking a balance between filial piety and merit. Although the clan-based feudal system came to an end during Confucius' lifetime, nepotism persisted

into the contemporary era. For example, Zhang Hui's career was considered to have been accelerated by his uncle, Li Jianguo, Vice Chairman and Secretary General of the National People's Congress. Hui became the Municipal Standing Committee of Jining's Municipal Standing Committee's youngest member and secretary at the age of 32.

The second model is the hiring of a spouse of an existing employee (paired employees)

In Australia, Anna Bligh, the 2009 Queensland State election winner, was accused of nepotism for appointing her husband Greg Withers as the head of the Office of Climate Change. Peter Jensen was accused of nepotism in an Australian Broadcasting Corporation interview shortly after being appointed Anglican Archbishop of Sydney in 2001. He was accused of nominating his brother Phillip Jensen as Dean of Sydney and appointing his wife Christine Jensen to an official position in the Sydney diocese (Edward Behr 1991).

The third model is political nature of nepotism, whose results usually furthers corruption.

Bandiera et al. (2009) demonstrated that nepotism is a frequently leveled charge in politics when a relative of a powerful figure appears to aspire to similar prominence without the necessary qualifications. The British idiom "Bob's your uncle" is said to have originated when Robert Arthur Talbot Gascoyne-Cecil 3rd Marquess of Salisbury appointed his nephew, Arthur Balfour, to the prestigious position of chief secretary of Ireland, a move widely regarded as nepotism. Brenden Gallagher (2017) highlighted in his history of nepotism at the White House that, in 1979, Bill Clinton appointed his wife Hillary to chair the Rural Health Advisory Committee within weeks of being elected Governor of Arkansas. In 1993, as President-elect, he reappointed his wife to chair a Task Force on National Health Care Reform. President-elect Donald Trump selected Jared Kushner as a senior adviser to the president in 2017. On 29 March 2017, Putin stated that his eldest daughter, Ivank, would also join the White House as an official employee. Both Clinton and Trump's presidential nominations

generated ethical and legal concerns about their compatibility with a 1967 federal anti-antinelotism legislation.

According to Egweni (2012) in Africa, the Liberian Central Bank nominated Charles Sirleaf as interim governor in a contentious decision. Charles Sirleaf, the president's son, was previously the apex bank's deputy governor. He succeeded John Mills Jones, who resigned as governor earlier this year. This recent appointment, however, appears to bolster the view held by some Liberians that Ellen Johnson only chooses family members to crucial positions in order to secure her rule. In 2012, her ruling party's challengers accused her of nepotism. She allegedly employed 17 members of her family in the country's administration. Another of her sons served as the head of Liberia's National Security Agency, and another served as Chairman of Liberia's National Oil Company. Jose Eduardo Santos has been charged with appointing his daughter Isabel to lead the state-owned mining company and an international diamond company in Angola. Jose Filomeno dos Santos, her half brother, serves as chairman of Angola's Sovereign Trust Fund Company, Fundo Soberano de Angola.

The fourth model focuses much more on the management of human resources within the organizations.

Adam (2004) affirmed that the human resource management function's responsibility is to ensure not only that organizational policies are fair and equal, but also that employees perceive them to be fair and equal. In December 2012, the Washington Post reported on multiple instances of nepotism at the Metropolitan Washington Airports Authority (MWAA) in the District of Columbia and Northern Virginia, including one family with five members employed by the MWAA. One of the explanations stated by the associate general counsel to justify the alleged nepotism was that if employees were qualified and competed for positions on their own, there would be no conflict with relatives working for the same business. The inspector general of the United States Department of Transportation and members of Congress pressed the MWAA to end nepotism practices. According to their employment ethics code, authority employees are no longer permitted to exert direct or indirect influence on the hiring or advancement of relatives.

According to reports by V. Kimutai (2013), in Kenya, a senior manager of the Kenya Pipeline Company confessed that nepotism is pervasive inside the organization. He stated that all senior and intermediate management had recruited numerous relatives to work in various areas. Bramwel Wanyalikhha, the engineering manager at the time, admitted that his daughter worked for the company, and he was not the only senior manager at KPC with relatives. In defense, the manager claimed he had no influence over his daughter's employment because she was hired externally through an internal recruitment process. Mr Wanyalikhha testified before the Parliamentary Committee on Energy, chaired by Kigumo MP Jamleck Kamau, that he was not a member of the committee that hired his daughter and hence had no say in the matter.

There are numerous instances of husband and wife working together in a business. The manager agreed that there are people with sons, daughters, brothers, sisters, cousins, nieces, and nephews, and that this is a common occurrence in the majority of public and private organizations in Kenya (Kimutai, Standard Newspaper, 2013). The majority of organizations in Kenya that we studied do not have an anti-family nepotism policy. As a result, relative nepotism is nearly as prevalent as favoritism. Playing favorites is the act of giving employees preferential treatment, incentives, opportunities, and assignments that are not aligned with their performance. Or other words, nepotism in favoritism is the act of providing someone in the club with preferential treatment and regard in excess of their performance.

Nepotism and Staff Promotions

Longenecker et al. (1987) and Bjerke et al. (1987) conducted studies on the determinants of promotion assessments in a United States firm and the United States Navy, respectively. Both studies assert that promotion evaluations were motivated by company politics rather than actual performance. Nepotism is more frequently the source of conflict when an incompetent family member/tribesman is promoted (Abdalla et al., 1998), and this type of conflict can be minimized by instituting official anti-nepotistic policies.

According to studies, nepotism has ramifications for not only management growth, advancement, and control, as well as organizational image and public relations, but

also for executives who have or wish to have family in management positions. The organization's family or kinship influence results in the advancement of relatives or tribesmen based on nepotism rather than skill. It was concluded explicitly that nepotism has a detrimental effect on an organization's performance when family members with low competency are elevated to senior positions in the company only on the basis of their relationship and not on merit, training, or experience (Perez-Gonzalez, 2006).

Nepotism and Staff Rewards

Empirical research demonstrate that historically, job characteristics, market wage levels, and the need to maintain employee equity were used to decide worker compensation. Later on, individual performance was determined by bonus systems and individual negotiating power based on prior experiences and individual abilities and credentials. This may no longer be true in an era where an employee's compensation is boosted by nepotism based on his or her relationship with supervisors within or outside the firm (Goldenberg, 1982).

According to studies, nepotism in employee compensation creates a conflict of interest. It entails distributing unearned revenue to a relative or someone with a family connection in an unethical manner (Boadi, 2000). This occurs when an employee is paid only on the basis of his family connections, without regard for his attributes or performance, such as education level, talents, abilities, and accomplishments.

Nepotism and Staff Training and Development

Employee development is always intended to close the gap between present performance and predicted future behavior following a positive performance review (Weil & Woodall 2005). They noted that training and development activities are directed toward either improving the incumbent's performance in his or her current job, developing new skills for improved performance, or planning for the succession and future growth of both individuals and organizations in order to meet the organization's strategic objectives.

According to Weil and Woodall (2005), the focus of training on cronies serves a different purpose. Cronyism is the practice of giving preferential treatment to long-standing friends regardless of their abilities, competence, performance, or level of education, most often because they have a common tribal or political inclination. The dysfunctional nature of organizational superiors, along with recurrent corruption, exacerbates the circumvention of training's altruistic goals. In many firms, managers would engage in bribery or other forms of corruption in order to get some favorites passed or registered for training. Mauro (2004) revealed that corruption frequently greases the wheels and expedites the recruitment process for training. Thus, training and development are viewed through the lens of nepotism as a route for touring, earning per diems, or falsifying receipts for financial benefit.

Impact of Nepotism in Organizations

According to Breuer (2010), the workplace has evolved over time to represent the diversity of people with varying backgrounds and perspectives. However, the unfortunate reality is that workplace nepotism persists and continues to dictate many company operations such as recruiting, promotion, and wage rise. It is a significant impediment to both company growth and individual career advancement. When employment are scarce, it's demoralizing to see someone else receive the position you deserve or the promotion you've been coveting just because they know someone in management. This technique is widespread in practically all corporate and public institutions in Nigeria. The primary disadvantage of office nepotism is that it frequently excludes capable individuals who would have had a significant impact on performance, giving an advantage to the undeserving few. It's worth noting that workplace nepotism primarily benefits the employment of individuals with fewer talents, qualifications, and experience into jobs based on their relationship with the hiring manager, other managers, or the overall boss (Allen and Meyer, 1990).

Micro Effects of Nepotism in Organizations

Brown (2003) identified four significant negative effects of nepotism in organizations in his work on organizational commitment. I Low employee morale: Staff members may feel less motivated to work at their best if they believe the favorite member of staff receives all the accolades. Internal sabotage: Other staff members may

purposefully attempt to undermine the favored person by repeatedly casting doubt on his qualifications and motivations. ii) High employee turnover: Employees may be denied promotions and pay increases in favor of the boss's favorite, demotivating them. It is possible in some instances. Favoritism can also result in low productivity, as the boss overlooks a qualified employee, failing to leverage his or her skills for the job and the company's growth. iii) Team distrust: Favoritism can result in staff members being segregated and developing a 'us and them' mentality. This undermines organizational trust and harmony and breeds hostility. iv) Employee conflicts: Favoritism erodes a team's confidence in management, as they view all other management decisions as biased. In the event of a conflict, workers may question the employer's judgment and decisions regarding promotions, punishments, and fairness. Additionally, it becomes a source of contention among employees within the organization.

There is no doubt that nepotism has a detrimental effect on the morale of employees who are required to transact business and work with relatives of senior executives or who believe that a family member of their bosses is being promoted and given higher perks without merit (Asunakutlu and Avc, 2010). Employee relations are harmed by nepotism because it weakens the relationships between employees to the point of general inefficacy in the work environment, which has a detrimental effect on employee happiness (Arasl et al., 2006). According to Barney (1998), the negative consequences of employee favoritism and nepotism are numerous and may include one or more of the following: Low personal accountability, low employee accountability, low productivity, low employee morale, low trust relationships, diminished customer experiences, and high performer turnover.

Dealing with Nepotism in the Organization

Nepotism has become more difficult to detect since many organizations attempt to maintain a national outlook with severe reservations, despite the fact that some indicators of nepotism exist, such as hiring someone with minimal qualifications to fill a particular post. A person who is not diligent and lacks qualifications is promoted, whereas someone with a better qualification or superior competence is passed over.

The supervisor continuously assigns an untrained employee the best or most visible jobs in order to ensure that he or she receives praise for the job even if they perform poorly. Undeserved praise for a job well done, even if the outcome is unsatisfactory or the person receiving the praise did not have a significant impact on the outcome. When a job post is placed, you may observe that the qualities given tend to favor members of a particular group, which creates nepotism from the start (Carless, 2004).

Dimensions of Nepotism in Organizations.

Nepotism arises when relationships take precedence over qualifications, competencies, abilities, and experience, and it has a negative impact on both employee and organizational performance. It entails recruiting and terminating staff just to give preference to their preferred candidates. Nepotism is prevalent in both developing and industrialized countries (Arash & Tumer, 2008). Nepotism manifests itself in a variety of ways, including high turnover. Nepotism is one of the most harmful forms, as it excludes potential employees.

i) Relative Nepotism - This one should be self-evident. Relative ii) Friend Nepotism - This one is rather self-explanatory. The boss gets along well with some staff and not so well with others. This form of nepotism is a great morale destroyer because it is so plainly unfair to the boss's less-than-ideal buddies.

iii) Connection Nepotism - By virtue of a common experience, such as attending the same high school (though not necessarily concurrently), connection nepotism overlooks poor job fit and employee performance. To comrades who drink at the same club, the link may be made by virtue of being from the same community, attending the same high school, being members of the same fraternity/sorority, having an interest in the same sports team, and/or having served in the same branch of the military forces.

iv) Contribution Nepotism - A excellent example is a salesperson who three years ago landed a large client that increased the organization's success while also providing the salesperson with a large commission. Three events occur. One - The salesperson lives off the large commission for the remainder of his or her years. Two - Management

owes a debt of appreciation and duty to the salesperson and hence should not penalize current or future subpar performance in recognition of prior accomplishments. Three - Management rewards the salesperson by promoting him or her to a higher position, thus establishing the Peter Principle.

v) Referral Nepotism — this is a practice in which human resource managers ask trusted high achievers if they know someone looking for work. This is a logical method for acquiring new employees. Following the adage that birds of a feather flock together. The issue is that what makes a high performer exceptional may be the one "ingredient" that their closest friend most desperately needs. Employ the underperformer who is a friend of a great performer. Then, at the risk of upsetting your high performer, attempt to terminate the low performer friend (Arasli & Tumer, 2008).

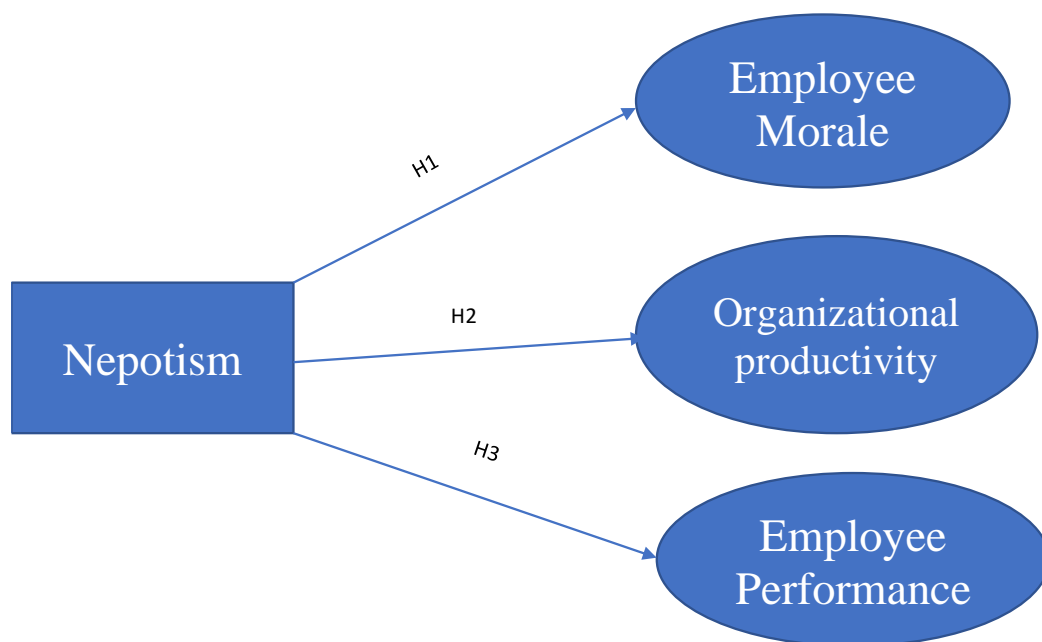
Relationship between Nepotism and Job Performance

Because the relationship between nepotism and job performance has not been extensively demonstrated and is unclear from the various studies conducted, we cannot conclude that nepotism results in high performance or that high performers are necessarily relatives or friends of senior staff. Baodi (2000) discovered that there is only a negative directional relationship between nepotism and employee commitment. It is believed that if there is a stronger relationship between nepotism applications and employee performance, the relationship will be directional, meaning that related or acquaintance partiality will have a negative effect on employee performance. The greater the level of nepotism, the lower employee dedication will be.

Ozler (2007) discovered that the belief that nepotism benefits the personnel recruited through this means is unsupported. Obtaining a job as a cousin or acquaintance of a manager, or simply being known, has no effect on employee performance. Arasli and Tumer (2008) conducted another related study to determine the association between nepotism and job satisfaction. Their findings indicated a negative relationship between favoritism and job satisfaction.

Conceptual Framework on Nepotism and Job Performance

There is a correlation between nepotism and work performance, as evidenced by the empirical research. The relationship is either positive or negative, which raises the question of its strength. The conceptual model illustrated in Figure 1 below illustrates this relationship and attempts to demonstrate whether it is positive or negative.



CHAPTER III

METHODOLOGY

Introduction

This chapter discusses the study's methodology. Among other things, it comprises information about the research design, study population, sample processes, data collection tools, and data processing techniques. The approach provided in this chapter serves as a guide for making critical research decisions such as respondent selection and data collection tool selection

Research Paradigm

The Simply put, a research paradigm is a way of thinking about and conducting research that is founded on a shared set of assumptions, beliefs, values, and practices (Johnson & Christensen, 2008). There are three distinct types of research paradigms: positivist, postpositive, and interpretative/constructivist. This study employed a post-positivist perspective.

Post-positivism is a deterministic philosophy in which causes almost certainly dictate consequences or outcomes (Creswell, 2014). In other words, the difficulties investigated by post positivists illustrate the importance of investigating the reasons of outcomes. Additionally, it is reductionist in nature, as its objective is to condense the ideas into a limited, distinct collection of ideas to test, such as the variables that comprise hypotheses and research questions.

Post positivist knowledge is based on meticulous observation and measurement of the objective reality that exists "out there" in the world. As a result, generating numerical measures of observations and examining individual behavior becomes critical for a post positivist (Dawson, 2012).

Research Design

The research design is one of the most critical aspects of any research project. It is the concept or overarching principle that governs the study and is a comprehensive approach to the subject under investigation (Dawson, 2002). The design of a study includes the investigation's techniques or procedures, data gathering methods, as well as the analysis and interpretation of outcomes (Creswell, 2009). There are three primary research designs: qualitative, quantitative, and mixed methods (Creswell, 2009; Ma, 2012). This study used a descriptive survey design.

This study used a descriptive survey design to determine the impact of nepotism on an organization's production and employee morale. The survey design is derived from the design of quantitative research. Quantitative studies are characterized by the application of logical procedures to evaluate hypotheses and establish relationships between variables (Leavy, 2017). Additionally, Creswell (2014) acknowledges that quantitative research are best suited for objectively and neutrally finding correlations between variables.

Surveys enable the collection of large amounts of numerical data for the purpose of describing the attitudes or behaviors of the community under study (Creswell, 2014). This design enables the provision of accurate descriptions of the research population's characteristics and the discovery of connections between variables of interest (Dulock, 2003). Longitudinal or cross-sectional surveys are also possible. The survey used in this study was cross-sectional. Employees at Rosa Bakery in Abia State, Nigeria, were polled once using a standardized questionnaire in this study.

Sources of Data

This study incorporated both primary and secondary sources of data (Bell, Bryman, & Harley, 2018). The researcher collected primary data directly from the personnel and management of Rosa Bakery in Abia State. Secondary data, such as the number of employees and other corporate statistics, were taken from existing company documents retrieved from Rosa Bakery's head office in Abia State, Nigeria.

Population of the study

Zikmund (2013) stated that a study's population must be precisely specified in order to identify the relevant sources from which data will be acquired. The term "population" refers to the total number of cases included in a study (Saunders & Lewis, 2012). The study's target population was 70 employees. This included the whole workforce and management of the Rosa Bakery in Abia State, Nigeria.

Sampling Technique and sample Size

The study selected individuals subjectively, as nonprobability sampling is defined (Saunders & Lewis, 2012). Convenience sampling is a non-probability sampling strategy in which respondents are chosen based on their proximity to the researcher and their accessibility (Kusi, 2012). This sampling strategy was appropriate for the study since it was simple to implement and the data collected were not privileged; hence, accessible respondents were able to contribute to the study as well. Additionally, the convenience sampling technique aided in the selection of 60 respondents who were willing to engage in the study without jeopardizing the data collection procedure. The sample size was justified because the study's total population consisted of 60 employees, and a sample size of 55 is sufficient. Saunders, Lewis, and Thornhill (2012) recommend a minimum sample size of 45 for a population of 50, which the current study met.

Data Collection Instruments

The researcher created and presented structured questionnaires to respondents in order to elicit primary data. A structured questionnaire is advantageous for obtaining reliable statistical data from distinct subsets of a big population (Bell et al., 2018). Additionally, it is highly good for getting data on attitudes, degrees of knowledge, and beliefs. The primary problem of structured questionnaires is that they are limited in nature, as they require all respondents to choose from pre-defined responses (Leavy, 2017).

The advantages of this data gathering method include the ease with which such data may be subjected to statistical analysis, as the information obtained is largely

organized. Additionally, respondents feel better at ease responding to questionnaires containing predefined responses. Despite this, structured surveys are rather constraining in that they do not allow respondents to freely flow or express themselves in their own words on every topic (Banerjee & Chaudhury, 2010). The structured questionnaires were employed to collect data since the researcher desired a big volume of well-organized data. The researcher created the structured questionnaires for this study based on the research questions.

Reliability and Validity of Instruments

Demographic Information

In addition, the study evaluates some demographic characteristics mentioned in Part 1 of the questionnaire (see Appendix). Gender, age, department level, and years of experience. There are four demographic questions (items 1–4).

Nepotism Scale

The NP that was used in this research was created by (Derek Rundell, 2017). This scale consists of 6 items in a normal Five-Point Likert Scale format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). According to Hair, Black, Babin, and Anderson (2014), Cronbach's alpha must be at least 0.7 to obtain dependability and be considered an acceptable study. The Cronbach's alpha score of 0.815. Therefore, the Cronbach's alpha scores for the NP variable for this research are reliable.

Organizational productivity Scale

OP scale has (6) items developed by (Brian Barnard, 2019). Employees provided data, which was analysed using a five-point Likert scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree. The Cronbach's alpha score of 0.923.

Employee Morale Scale

EM scale has (4) items developed by (Allex Mpsa, 2016). Employees provided data, which was analysed using a five-point Likert scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree. The Cronbach's alpha score of 0.917.

Employee Performance Scale

SME performance scale has (5) items developed by (Alex Mpsa, 2016). Employees provided data, which was analysed using a five-point Likert scale ranging from 5 = Strongly Agree to 1 = Strongly Disagree. The Cronbach's alpha score of 0.756. The Cronbach's alpha value for the present study of 21 items was calculated as 0.806 which this value considered to be reliable.

Reliability and validity are critical concepts in research (Field, 2013). This is because it acts as a litmus test for the robustness and credibility of a study's conclusions. Validity can be defined as the degree to which a test or a research instrument assesses the variables for which it was designed. Validity can be quantified in a variety of ways, including content validity and face validity (Drost, 2005; Miller, 2000). The two types of validity that were ensured in this study were content and face validity. Additionally, dependability refers to a measure's capacity to deliver similar or same results across the course of the time period for which it is utilized. Internal consistency, divided half, and test-retest reliability tests are all examples of reliability tests (Ott & Longnecker, 2015). Table 1 summarizes the Cronbach alpha for study variables.

Table 1 The Cronbach's Alpha for Research Variables

Variable Name	Number of Items	Cronbach's alpha
Nepotism	6	0.815
Organizational productivity	6	0.923
Employee Morale	4	0.917
Employee Performance	5	0.756
Total	21	0.806

Content Validity

The term "content validity" refers to the extent to which a research instrument is designed to effectively accommodate the universe, or the aggregate of the concept or

variable being measured (Johnston & VanderStoep, 2009). The study's content validity was assured by submitting the research instrument for review to experts in the field.

Face validity

Face validity can be thought of as a more straightforward sort of validity when compared to content validity. Face validity refers to an instrument's ability to subjectively gauge the construct or variable it is designed to measure. Face validity is decided only on the basis of appearance, and the judgment is heavily influenced by human perception (Morse, 2016). Face validity was verified by submitting research tools for review and feedback to the study supervisor before to field use.

Reliability

Additionally, reliability refers to the degree to which an instrument or test consistently produces the same or similar results after repeated use (Creswell & Creswell, 2017). Additionally, it may be referred to as the consistency or precision of measurement. Simply said, reliability is a function of the instrument's quality.

The dependability of the research equipment used in this study was confirmed through pre-testing (Drost, 2005). Our confirmed that the instruments produce the same results across separate trials and are thus sufficiently trustworthy for this study. Additionally, the internal consistency of the scale as measured by Cronbach alpha was greater than 0.70, showing that the scale was established with a high degree of reliability (Field, 2013). Validation and dependability are critical challenges in research because data collecting tools are not only meant to collect data; they are also designed to acquire accurate data with the fewest possible errors (Creswell & Creswell, 2017).

Data Collection procedure

Prior to data collection, the researcher got an introductory letter from the Institute of Graduate Studies at Near East University in Nicosia to assure respondents that the data would be utilized solely for academic study. Questionnaires were provided by a

corporate employee who volunteered to assist the researcher. Respondents filled questionnaires and returned them to the researcher via the several regional administrators. To promote participation, consent was obtained and respondents were advised that the activity was strictly academic in nature.

Data Analysis

The organized questionnaire data was entered into a computer program. The analysis was conducted using the Statistical Package for Social Scientists (SPSS) version 26. The program's descriptive analysis tool was used. This aided in the use of descriptive and inferential statistics (Field, 2013).

Ethical Considerations

This research was conducted with caution and in an ethical manner. Before respondents were included in the study, their implied consent was obtained. Implied consent is demonstrated when respondents take the time to read the introduction instructions and become familiar with the study's purpose prior to participating (Ma, 2012). The study's goal and benefits were thoroughly described to respondents prior to their participation.

Primary data collected from respondents via questionnaire administration was treated with strict confidentiality to protect respondents' privacy. During the administration of the questionnaire and interview process, respondents were not requested to disclose their names or any traceable personal information (Shaw, 2010). Furthermore, the study's data were not modified or misrepresented in any way to support any preconceived conclusion, since scientific methods were followed to minimize and eliminate researcher bias. Additionally, other ethical principles such as inflicting no harm were respected (Silverman, 2016).

CHAPTER IV

FINDINGS AND DISCUSSION

Introduction

This chapter mainly deals with the interpretation of data. The presentation and Analysis of data and pertinent information collected for this research is as grouped as follows:

Demographic Characteristics of the Respondents

This This section fundamentally concentrates on the information relating to the demographic (personal) characteristics of individual respondents as answered in Section A of the questionnaires.

Frequency table

Table 2 Gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	36	60.0	60.0	60.0
	Male	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

Table 2 above indicates that out of the 60 respondents, the males are 24 (representing 40.0%), while the females are 36 (representing 60.0%). The analysis presented above shows that majority of the sampled respondents are females as it has the highest frequency score.

Table 3 *Distribution of respondents by their age*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	19	31.7	31.7	31.7
	30-39	21	35.0	35.0	66.7
	40-49	12	20.0	20.0	86.7
	50-59	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

From the table above, 19 (representing 31.7.0%) of the respondent falls within the age of 20-29 years; 21 (representing 35.0%) fall within 30 to 39 years, 12 (representing 20% of the respondent) falls within the ages of 40 to 49 years while 8 (representing 13.3%) of the respondents are 50-59 years. Thus, the analysis indicates that majority of the respondents fall within the ages of 30 to 39 years, as it has the highest frequency and percentage.

Table 4 *How long have you worked with rosa bakery?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	19	31.7	31.7	31.7
	4-7yrs	21	35.0	35.0	66.7
	7-10yrs	15	25.0	25.0	91.7
	10yrs and above	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

From table 4 above, 19 respondents (representing 31.7% of the respondents) says they have worked with Rosa bakery for the space of one to three years, 21 respondents (representing 35%) have worked for 4 to 7 years while 15 respondents (representing 25%) says 7 to 10 years, and 5 respondents (representing 8.3%) have worked with Rosa bakery for 10 years and above. The majority of the respondents have worked within the space of 4 to 7 years in Rosa bakery. Thus, this is an indication that there's some level of workers' morale at Rosa bakery.

Table 5 *Do you have a friend /relative who works in this organization?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	24	40.0	40.0	40.0
	Yes	36	60.0	60.0	100.0
	Total	60	100.0	100.0	

In table 5 above, 60.0% of the respondents strongly agree that they have a friend /relative who works in this organization, while 40% says they don't have friend /relative who works in the organization. Thus a higher proportion of the respondents agreed that they have friends and relatives in the organization. Thus, this can be a propellant to workers' motivation or morale and by extension productivity at Rosa bakery.

Table 6 *Were you recruited through public job advertisement in the press?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	32	53.3	53.3	53.3
	Yes	28	46.7	46.7	100.0
	Total	60	100.0	100.0	

In table 6 above, 53.3% of the respondents says they were not recruited through public job advertisement in the press while 46.7 % of the respondents says that they were recruited through public job advertisement in the press.

Table 7 *Do you feel liked that you are able to move up the ladder very fast in a short period of time?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	23	38.3	38.3	38.3
	Maybe	14	23.3	23.3	61.7
	Yes	23	38.3	38.3	100.0
	Total	60	100.0	100.0	

From table 7, 23 respondents (representing 38.3%) believed that they are able to move up the ladder very fast in a short period of time, 14 (representing 23.3%) are not sure while 23 respondents (representing 38.3%) do not believe that they are able to move up the ladder very fast in a short period of time.

Table 8 *Work environment*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	1	1.7	1.7	1.7
	N	3	5.0	5.0	6.7
	A	36	60.0	60.0	66.7
	SA	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

In table 8 above, 33.3% of the respondents strongly agree that the work environment affect their morale, 60.0% of the respondents agree that the work environment affect their morale, 5.0% of the respondent are undecided if work environment affect their morale to work, while only 1.7% of the respondent disagree to the assertion, that the work environment affect their morale. Since majority agree to this assertion, thus we can conclude that the work environment affect the workers morale significantly and thus the productivity in Rosa bakery.

Table 9 *conditions of service*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	3	5.0	5.0	5.0
	U	6	10.0	10.0	15.0
	A	38	63.3	63.3	78.3
	SA	13	21.7	21.7	100.0
	Total	60	100.0	100.0	

In table 9 above, 21.7% of the respondents strongly agree that the conditions of service affect their morale, 63.3% of the respondents agree that the conditions of service affect their morale, 10.0% of the respondents are undecided if conditions of service affect their morale to work, while only 5% of the respondents disagree to the assertion, that the conditions of service affect their morale. Since majority agree to this assertion, thus we can conclude that the conditions of service highly affect the workers' morale and thus significantly affect the workers' productivity in Rosa bakery.

Table 10 *Leadership style*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	2	3.3	3.3	3.3
	U	9	15.0	15.0	18.3
	A	30	50.0	50.0	68.3
	SA	19	31.7	31.7	100.0
	Total	60	100.0	100.0	

Table 10 above shows the responses of the workers at Rosa bakery concerning how leadership style affect their morale to work, 19 workers (representing 31.7% of the total respondents) strongly agree that leadership style affect their morale at work, 30 workers (representing 50% of the total respondents) fairly agree that leadership style has impact on their morale to work, while 9 (15%) of the respondents are undecided as to whether leadership style affect their morale to work and only 2(3.3%) persons disagree to this assertion. Thus we can rightly support the assertion that leadership style have significant impact on workers' morale and productivity at Rosa bakery enterprises since statistically higher proportion of the respondents agree with the assertion.

Table 11 Relationship with fellow employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	3	5.0	5.0	5.0
	U	7	11.7	11.7	16.7
	A	34	56.7	56.7	73.3
	SA	16	26.7	26.7	100.0
	Total	60	100.0	100.0	

Table 11 above is concerned about the impact of relationships with fellow employees on a workers morale and productivity, 16(26.7%) of the respondents strongly affirm that relationship with other workers impact their morale and productivity, 34(56.7%) of the respondents agree that relationship with other workers significantly affect their morale and productivity at Rosa Bakery. 7(11.7%) of the respondents are undecided if relationship with other workers affect their morale while only 3(or 5% of the respondents) disagree with the assertion that relationship with other workers impact on their morale. Since majority of the respondents agree with the assertion, statistically it holds that relationship with other workers impact significantly on workers' morale and productivity.

Table 12 *nature of work*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	2	3.3	3.3	3.3
	U	6	10.0	10.0	13.3
	A	39	65.0	65.0	78.3
	SA	13	21.7	21.7	100.0
	Total	60	100.0	100.0	

Table 12 above gives a synopsis on the responses of the respondents concerning the impact of the nature of the work on their morale and productivity, 21.7% of the respondents strongly believe that the nature of the work have impact on their morale and productivity, 39 out of 60 respondents (65%) affirm that the nature of the work affect their morale to work. 10% of the respondents are undecided while only 3.3% of the respondents disagree to this assertion. statistically since majority agree to the assertion thus we can conclude that the nature of the work significantly impact workers' morale and as a result their productivity.

Table 13 *Did any of your friends or relatives introduce you to the job in this institution?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	28	46.7	46.7	46.7
	YES	32	53.3	53.3	100.0
	Total	60	100.0	100.0	

From Table 13 above, 28(46.7%) of the respondents says that their friends or relatives did not introduce them to the job in the institution while 32(53.3%) of the respondents affirms that they were introduced to the job by their friends and relatives. Thus majority agree that they were Introduced by their friends and relatives hence giving a higher chance for nepotism.

Table 14 *Have you ever been promoted in the last three years?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	18	30.0	30.0	30.0
	YES	42	70.0	70.0	100.0
	Total	60	100.0	100.0	

From table 14 above, 70% of the respondents affirm that they have been promoted in the last three years, while 30% of the respondents says they haven't been promoted in the last three years, since majority affirm, we can say workers are promoted over short period of time in Rosa Bakery enterprises.

Table 15 *Was the promotion influenced by any one close to you in the organization?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	25	41.7	41.7	41.7
	MAYBE	10	16.7	16.7	58.3
	YES	25	41.7	41.7	100.0
	Total	60	100.0	100.0	

From table 15 above, 41.7% of the respondents affirm that their promotion was influenced by someone close them in the organization while 16.7 are not sure if their promotion was influenced while 41.7% of the respondents affirm that their promotion wasn't influenced by anyone in the organization. Thus this reveals that there is a degree of Nepotism in the organization.

Table 16 *Descriptive statistics*

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
How long have you worked with Rosa Bakery?	60	1	4	2.10	.951
Do you have a friend /Relative who works in this organization?	60	0	1	.60	.494
Were you recruited through public job advertisement in the press?	60	0	1	.47	.503
Did any of your friends or relatives introduce you to the job in this institution?	60	0	1	.53	.503
Have you ever been promoted in the last three years?	60	0	1	.70	.462
Was the promotion influenced by any one close to you in the organization?	60	0	2	1.00	.921
Do you feel liked that you are able to move up the ladder very fast in a short period of time?	60	0	2	1.00	.883
Work environment	60	1	4	3.25	.628
Conditions of service	60	1	4	3.02	.725
Leadership style	60	1	4	3.10	.775
Relationship with fellow employees	60	1	4	3.05	.769
Nature of work	60	1	4	3.05	.675
Valid N (listwise)	60				

Table 17 Correlation matrix of the responses for the various questions

	NP	EM	OP	EP
NP	1			
EM	.533**	1		
OP	.521**	.779**	1	
EP	.822**	.742**	.964**	1

Hypotheses Testing

The researchers used linear regression for SPSS v25 to test the research hypotheses. This research consists of three main hypotheses.

Hypothesis H₁ posits that NP positively influence EM. As shown in Table 18 the linear regression demonstrated that the path estimates between NP and EM was significant ($F_{(1,58)} = 158.212$, $p < 0.05$, $R^2 = 0.284$). Also, the model coefficient shows that NP were positive and statistically significant to EM ($T_{(58)} = 12.578$, $\beta = 0.211$, $p < 0.05$). Therefore, hypothesis H₁ was accepted.

Table 18 Regression analysis of NP on EM

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.283	8.350
a. Predictors: (Constant), NP				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11032.191	1	11032.191	158.212	.000 ^b
	Residual	27752.746	58	69.731		
	Total	38784.938	59			
a. Dependent Variable: EM						
b. Predictors: (Constant), NP						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	60.118	1.136		52.902	.000
	NP	.211	.017	.533	12.578	.000
a. Dependent Variable: EM						

Hypothesis H2 posits that NP positively influence OP. As shown in Table 19 the linear regression demonstrated that the path estimates between NP and OP was significant ($F_{(1,58)} = 148.007$, $p < 0.05$, $R^2 = 0.271$). Also, the model coefficient shows that NP were positive and statistically significant to OP ($T_{(58)} = 12.166$, $\beta = 0.108$, $p < 0.05$). Therefore, hypothesis H2 was accepted.

Table 19 Regression analysis of NP on OP

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.521 ^a	.271	.269	4.416		
a. Predictors: (Constant), NP						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2885.936	1	2885.936	148.007	.000 ^b
	Residual	7760.442	58	19.499		
	Total	10646.377	59			
a. Dependent Variable: OP						
b. Predictors: (Constant), NP						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.308	.601		50.435	.000
	NP	.108	.009	.521	12.166	.000

a. Dependent Variable: OP

Hypothesis H3 posits that NP positively influence EP. As shown in Table 20 the linear regression demonstrated that the path estimates between NP and EP was significant ($F_{(1,58)} = 827.994$, $p < 0.05$, $R^2 = 0.675$). Also, the model coefficient shows that HR were positive and statistically significant to ISC ($T_{(58)} = 28.775$, $\beta = 0.974$, $p < 0.05$). Therefore, hypothesis H3 was accepted.

Table 20 Regression analysis of NP on EP

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.822 ^a	.675	.675	5.625		
a. Predictors: (Constant), NP						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26194.004	1	26194.004	827.994	.000 ^b
	Residual	12590.934	58	31.636		
	Total	38784.938	59			
a. Dependent Variable: EP						

b. Predictors: (Constant), NP						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.925	1.367		25.553	.000
	NP	.974	.034	.822	28.775	.000
a. Dependent Variable: EP						

Model Specification

MULF = F(NATW , PINF, RECP, LWOR, PR3Y, CONS, FRIJ, RFE, WENV, LEAS)

Where;

a. Dependent Variable: Do you feel liked that you are able to move up the ladder very fast in a short period of time? => **MULF(proxy for workers' morale)**

b. Predictors: (Constant), Nature of work => **NATW**

Was the promotion influenced by any one close to you in the organization? => **PINF(good proxy for Nepotism)**

Were you recruited through public job advertisement in the press?=>**RECP**

How long have you worked with Rosa Bakery?=>**LWOR**

Have you ever been promoted in the last three years? =>**PR3Y**

Conditions of service =>**CONS**

Did any of your friends or relatives introduce you to the job in this institution? =>**FRIJ**

Relationship with fellow employees =>**RFE**

Work environment=>**WENV**

Leadership style => **LEAS**

$$\text{MULF} = -0.904 - 0.010 \text{ NATW} + 0.132\text{PINF} - 0.541\text{RECP} + 0.05\text{LWOR} + 0.344\text{PR3Y} + 0.078\text{CONS} - 0.028\text{FRIJ} + 0.063 \text{ RFE} + 0.380\text{WENV} + 0.021\text{LEAS}$$

INTERPRETATION

From table 18 above it can be seen that the model has an intercept value of -0.904. The results show that nepotism in the organization have a positive impact on workers morale, such that when the rate of nepotism in the organization increase by one unit, workers' morale increases by 0.132 units. It further shows that there is no significant relationship between nepotism and worker's morale at 0.05 significant level, since the probability value of the independent variable is 0.277 which is above the significant level. Hence, we are to reject the alternative hypothesis and accept the null hypothesis. We accept that there is a no significant relationship between the rate of nepotism in Rosa bakery and the worker's morale and productivity.

Also, in table 19 above, the regression result shows that increased or improvement in the nature of work has a negative impact on workers Morales which is not consistent with APRIORI EXPECTATION, thus a unit rise in the nature of work generate a 0.010 fall in workers morale and vice versa. Though it's not significant at 5% significant level since it's significant level is 0.963.

Recruitment through public job advertisement in the press(RECP) has a negative impact on workers morale. Since this process of Recruiting through public job advertisement in the press has a way of cushioning the rate of nepotism in the organization thus it tends to have a negative relationship with nepotism. Furthermore, a unit increase in recruitment through public job advertisement in the press will bring

about a fall in workers morale by 0.541 and vice versa, and this result is statistically significant at 5% significance level since the probability value is 0.023. Thus we can accept the alternative hypothesis that the parameter estimate is statistically different from zero and reject the null hypothesis.

The length of time workers have worked in Rosa Bakery has a positive impact on their morale and productivity such that a unit increase in the length of time will result to 0.05 increase in workers' morale and vice versa, though the coefficient estimate is not statistically significant.

Being promoted within three years has a positive impact on workers morale and productivity such that one unit increase will bring about 0.344 increase in workers morale but it's not statistically significant at 5% significant level.

Work environment has a positive impact on workers morale such as a unit change in work environment will generate a 0.380 change in workers morale and by extension their productivity. The parameter estimate is not statistically significant at 5% level of significance.

Furthermore, conditions of service has a positive effect on workers morale, a unit increase in conditions of service will bring about a 0.078 increase in workers morale and productivity. But this parameter estimate is not statistically significant since it significant level is above 5% level of significance hence we reject the alternative hypothesis and accept the null hypothesis that the parameter estimate is not statistically different from zero.

CHAPTER V

DISCUSSION

Close to half of the respondents agree that nepotism can increase employee morale and better position employees to be more productive thereby achieving organizational goals faster and smarter, and 41.7 percent of the respondents strongly agree that their promotion was influenced by someone close to them in the organization and thus have a. Furthermore, 16.7% of employees were unsure whether their promotion was affected. According to the frequency results, various aspects such as service conditions, work environment, nature of service, and leadership styles have a significant impact on worker morale, resulting in increased efficiency and effectiveness in work performance and attainment of corporate goals.

Although there are consequences of nepotism a pro of this act can create stability and continuity in the organization and this will refer to more family-owned businesses. Continuity as a result of family in hand, the business can continue by passing from generation to generation. Stability because, there'll be succession planning which might lead to the corporate being successful. On the flip side of the coin, the consequences outweigh the pros of nepotism. It creates dissatisfaction among employees. When employees are dissatisfied, they may have a feeling that their hard work and dedication are not accepted or recognized by the organization. Nepotism can also result in the company losing proficient employees. This can in turn affect the organizations goods and services. Nepotism can also cause fraud in the organization. Additionally, member of the family members may bring their conflict into the workplace. Employees might not be ready to separate home and work life. This can be most seen in cases where husbands and wives work together and may find it difficult to work together. This might cause a decrease in the morale among staff members. A complete breakdown in communication may result because of this, which will trickle down to other employees within the corporate.

Inequity of the employees is another issue resulting from Nepotism. Because of this factor, employees tend to point out their dissatisfaction by low production of work which has attributed to issues in the work place in terms of upholding discipline among employees. Discipline is a problem because employees believe that since there's no

justice within the organization there's no need to follow any policy or procedure. Breach of confidentiality is another consequence of nepotism. This may occur because of the lack of loyalty among employees. Employees may see this as an opportune time for them to practice unethical acts, because they believe because they were hired by a close or relative any practice is appreciated in the organization and they may use this to their advantage to get involved in any kind of unethical behavior.

In determining the relationship between nepotism and employee morale, table 13 shows that 41.7 percent of respondents believe their promotion was influenced by someone close to them in the organization, 16.7 percent are unsure if their promotion was influenced, and 41.7 percent believe their promotion was not influenced by anyone in the organization. As a result, this demonstrates that there is a degree of nepotism in the business, which has an impact on employee morale.

60.0 percent of respondents strongly agree that they have a friend or relative who works for this company, while 40% claim they don't have a friend or relative who works for this company. As a result, a higher percentage of respondents stated that they have friends or relatives working for the company. As a result, this boosts worker motivation and, as a result, productivity at Rosa Bakery.

According to the Pearson product moment correlation value of 0.584, there is only a moderate positive association between nepotism and employee morale and productivity at Rosa Bakery. And the R-square shows that the joint variations in the independent variables capture 34% of the systematic variations in the dependent variable (nepotism in the organization), implying that this relationship (nepotism and workers' morale at Rosa bakery) is not strong, as nepotism only captures 34% of the variation in workers' morale and the remaining 66% is not captured by nepotism. Because of the 34 percent coefficient of determination.

CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

Introduction

This final chapter of the study contains a recap of all major findings, conclusions drawn and recommendations. This provides a general summary of the study by presenting the various research objectives or aims and the findings. It also highlights a general conclusion that is drawn by undertaking this project work. Implication of the study are stated as well as recommendations also made to various users of this study to make the findings relevant in improving processes and systems within Rosa Bakery Nigeria enhancement of its human capital.

Summary

Nepotism is an issue that can be very difficult to control once there are relatives or family members who hold key positions in organizations and who have influence of who is hired and who is not hired. In a small population like Grenada, it will be a difficult task to alleviate the problem, since 'everybody knows everybody' in Grenada. The term 'pull string' will always be a problem in our society. Even within the more developed countries, it might be a difficult issue to combat, since there also are also family members and friends employed in high level positions who can be very influential in the recruitment process. However, if policies and procedures are implemented, the practice of nepotism can be decreased, and person will be hired for their qualifications and skills as opposed to being hired because of a friendly or a family relation. It is important that organizations avoid the practices of nepotism. Based on our research conducted, nepotism could be very detrimental to an organization and could cause a loss of profit and this could also tarnish the reputation of the organization.

Conclusion

The findings of this study contributed to current information in the domain of ethical human resource practices in Nigeria's governmental and commercial sectors. The primary contribution is a perspective on the detrimental impacts of nepotism in Nigerian institutions. It was discovered that nepotism has a detrimental effect on employee work performance. As a result, leaders of institutions should establish objective recruitment procedures or processes to eliminate nepotism that adversely affects performance at all costs. Additionally, it indicated that Nigerian labor is a tribal form of nepotism, meaning that strict steps should be implemented to combat nepotism in companies. Additionally, management should consider creating anti-nepotism policies and guidelines. As a result, the study's findings have theoretical and policy implications for organizations in Nigeria. In Nigeria, the labor ministry is charged with the role of ensuring labor justice and equity. It should be in the labor ministry's interest to write a legislation against nepotism and to establish consequences for leaders who engage in nepotism in Nigeria. Employee performance is critical in Nigeria because it directly impacts the gross domestic product and economic growth of the country through the quality of products/services given to citizens and other stakeholders. Policymakers in the labor industry can therefore use the findings of this study to combat nepotism in organizations in Nigeria in order to improve work performance and lead objective recruitment of staff based on job-related qualities and skills. Recruitment policies in both public and private companies should handle the issue of tribe, kinship, friendship, favoritism, and bribery as potential sources of nepotism. The findings of this study will assist human resource managers in both public and private enterprises in gaining a better understanding of the consequences of nepotism on performance and developing methods to combat nepotism in their businesses. It is apparent that managers in Nigerian firms must focus on issues of nepotism in order to provide fairness and equitable employment opportunities for all competent individuals throughout recruitment, reward and recognition, advancement and training, and punishment for bad job performance. Human resource managers may also need to concentrate on recruitment approaches that enable them to detect specific personality traits associated with job satisfaction and performance.

Recommendations

The report proposes that in order to combat nepotism, a legislation be created or an amendment to the labour statutes be made that defines what constitutes nepotism and the associated punishments for violators, in addition to just declaring nepotism a moral or ethical issue in Nigeria. Organizations should conduct an independent audit of existing personnel to determine the extent and severity of nepotism in individual institutions in Nigeria and to identify legal and ethical mitigating measures. As a result of the findings, organizations in Nigeria are portrayed as nepotistic, including entire tribes into one organization.

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Appendices

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender Male Female
2. Age 20-29 30-39 40-49 50-59
3. Department/Unit
.....
4. How long have you worked with MTI Ghana?

 1-3 years 4-7 years 7-10 years Over 10 years

SECTION B: LEVELS OF EMPLOYEE MORALE

5. How would you rate your chances of being promoted in this company?
a. Extremely High b. High c. Moderate d. Low e. Very Low
6. How satisfied are you with your current job in this company?
a. Very satisfied b. Dissatisfied c. Neutral c. Satisfied d. Very Satisfied
7. Rate how you feel about the following constructs with respect to your job at Rosa Bakery.

5- Very High 4- High 3- Moderate 2- Low 1- Very low

Constructs	5	4	3	2	1
Job satisfaction					
Sense of togetherness/team spirit					
Sense of accomplishment					

Level of recognition					
Personal enthusiasm					

8. Generally how do you perceive employee morale in this company?

- a. Unsatisfactory b. Poor c. Fair d. Good e. Excellent

SECTION C: FACTORS INFLUENCING EMPLOYEE MORALE

9. Indicate the extent of your agreement or otherwise regarding the significance of the following organizational factors as sources of employee morale

Organizational factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Work environment					
Conditions of service					
Rewards					
Leadership style					
Relationship with fellow employees					
Nature of work					

Nepotism Practices

Nepotism Practices

<p>Do you have a friend /Relative who works in this organization?</p>
<p>Were you recruited through public job advertisement in the press?</p>
<p>Did any of your friends or relatives introduce you to the job in this institution?</p>
<p>Have you ever been promoted in the last three years?</p>
<p>Was the promotion influenced by any one close to you in the organization?</p>
<p>Do you feel liked that you are able to move up the ladder very fast in a short period of time?</p>

Turnitin Similarity Report

THE EFFECT OF NEPOTISM IN AN ORGANIZATION'S PRODUCTIVITY, AND WORKER'S MORALE. (A STUDY OF ROSA BAKERY)

by Ifunanya Judith Arinze

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Ethical Committee Approval



SCIENTIFIC RESEARCH ETHICS COMMITTEE

03.11.2022

Dear Ifunanya Judith Okoli

Your application titled “**The Effect Of Nepotism In An Organization’s Productivity, And Worker’s Morale (A Study Of Rosa Bakery)**” with the application number NEU/SS/2022/1347 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

Rapporteur of the Scientific Research Ethics Committee