



Linking Cronyism, Psychological Contract Breach, and Moral Disengagement: A Study of Public Sector University Teachers

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Abstract

Purpose: The objective of this study was to investigate the effect of cronyism on moral disengagement through the mediating role of psychological contract breach in among teachers in public sector universities of Pakistan. Data was collected using a 28 items questionnaire through a cross-sectional design study. Observations collected from 229 respondents were used to test the model. Findings of current study reveal that cronyism has a positive impact on moral disengagement and psychological contract breach. Relationship between psychological contract breach and moral disengagement is also accepted. Psychological contract breach is found to be fully mediating the relationship between cronyism and moral disengagement. This study has filled the gap identified by Shu et.al (2011) and Johnson and Buckley (2015) regarding condition under which moral disengagement occur, and gap identified through literature review of psychological contract breach. This study provides guidelines for managers to take caution measures to eradicate the occurrence of cronyism in organizations.

Keywords: Cronyism, Moral Disengagement (MD), Psychological Contract Breach (PCB)

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INTRODUCTION

Even the world now has emerged from less developed to a well-developed, we still make friends, use political influence, and make alliances with other people and exchange favors to achieve our goals in societies and at workplace in daily life. In organizations, this practice of giving undue favors to close friends and relatives regardless of their qualification is known as cronyism (Khatri & Tsang, 2003). Cronyism has been the topic of interest for many researchers both in public and private sector. There have been many researches on the effects of cronyism on individuals and organizations since the term was introduced as a negative practice (Dobos, 2015; Keles et al., 2011; Salvato et al., 2011). For instance, Dobos (2015) suggested that people use networking to get benefits in organizations and undermine the competition (Khatri & Tsang, 2003). The use of personal relations and networking in organizations causes other employees who might be more deserving for such positions and rewards to feel emotionally exhausted and frustrated at work, because their coworkers are promoted faster and get the rewards for which they are not even qualified (Khatri & Tsang, 2003). In this situation people may tend to do some unethical actions and claim them to be caused by the behavior of others (Curtin, 1996).

Although previous researchers have pointed out many potential negative outcomes of cronyism e.g. less job satisfaction and low organizational commitment (Khatri & Tsang, 2003), lesser organizational performance (Brick et al., 2006) employee burnout, lack of organizational trust and motivation (Keles et al., 2011; Tekiner & Aydin, 2016) in both public and private sector organizations. However, along with other consequences, cronyism disengages employees morally through the breach of their psychological contract with their organization. The empirical evidence is missing in this regard. Moral disengagement has been studied extensively in the field of social psychology and developmental psychology but there has been a little research on organizations regarding moral disengagement (Johnson & Buckley, 2015). Previous studies (e.g.: Begley et al., 2010; Khatri et al., 2006) related to cronyism despite of their theoretical contributions in literature have no empirical support. Most of the research work on cronyism has been done in western context and there has been very few researches on cronyism in Pakistan(e.g Nadeem et al., 2015). Johnson and Buckley (2015) proposed that since moral disengagement is primarily a social/interpersonal exchange and organizations are also social in their own kind. So, moral disengagement can occur at individual and management level. Shu et al. (2011) recommended further investigation into the conditions under which people may move to moral disengagement. Based on this gap, this study aims to examine the role of cronyism as a predictor to moral disengagement and PCB in organizational social environment, as well the role of PCB as mediator between cronyism and moral disengagement among Teachers of public universities of Pakistan. For this study, teaching faculty of University of Gujrat, University of Punjab and GC University Lahore is selected through Stratified Random sampling.

LITERATURE AND HYPOTHESES DEVELOPMENT

Cronyism and Moral Disengagement

The word cronyism is derived from the Greek word “khrónios” which means “long standing”. It was intended to show the meaning as “friend long standing” (Dictionary of word origins, 1990). According to Turhan (2014), organizational cronyism is defined as “managerial favoring of certain subordinates based on non-performance related factors and using the power to their advantage.”Cronyism is giving undue favor to someone (e.g. friend, relative etc) without checking qualifications on the cost of others who have equal claim for that outcome (Begley et al., 2010).

According to Hofstede et al. (2010) people divide other people in society in either in-group or out-group. members of in-group are closer to them so they give them more preferences. LMX-theory works on the same principle, where leaders in organizations treat some employees as in-group and other as out-group. when leaders treat some employees who are closer to them with more tolerance and facilitation, they might give them undue favors on the cost of others which ultimately leads to cronyism and corruption. Moore et al. (2012) found that many unethical behaviors in organizations are related to moral disengagement, the results indicate that employees engage in unethical behaviors through switching off their moral regulatory system through reasoning and arguments, one of the argument is leader-coworker unethical behavior. Moore (2008) argues that organizational corruption can facilitate the moral disengagement because employees use unethical practices to achieve organizational goals and in return leaders and organizations reward them intentionally or unintentionally. This attitude influences other employees to engage in same practices.

Social Exchange Theory (1976) suggests that people in societies make relationships on the basis of mutual expectations and exchange, when people do not get what they anticipated in that relationship, creates negative emotions. It is in human nature that emotions cannot be controlled even when someone tries to control, these are somehow expressed through different means either positive or negative (Thompson, 1993). Ko and Hur (2014) argue that when employees are treated with reciprocal equal exchange they show positive attitude but when this exchange is not equal they show the negative attitudes accordingly. As previous literature provided in above section explains that in cronyism employees are ignored in an exchange, of which they had equal right. It triggers negative emotions and these emotions are expressed through different behaviors. For example, literature suggest that when employees face cronyism it results low organizational commitment, job satisfaction, and low organizational trust (Keles et al., 2011; Pearce, 2015) etc. in cronyism one party's gain is on the base of other one's loss, and it is a general observation that when people face Loss they are more likely to engage in unethical behavior. As attribution theory (1967) suggests that people explain their behavior as "Cause and Effect relationship" for example Kelly (2000) examined the relationship of inequality and crime in U.S and found that there is positive relation between crime and inequality, when inequality is high in society crime rate is high. So, when people engage in unethical behavior, they convince themselves that it is result of loss they have faced. This argument of blaming others against one's own unethical Act is known as Moral disengagement (Bandura et al., 1996). So, on the basis of above arguments, it is hypothesized that;

H1: Cronyism has positive impact on moral disengagement.

Cronyism and Psychological Contract Breach

According to Social Exchange Theory (Emerson, 1976), everybody in society is in relationship with others on the basis of mutual exchange expectations. People make friends and develop expectations from each other which are in shape of social and financial outcomes. Since organizations are part of societies so when a person joins an organization a contract between organization and employee is formed which usually is not in written form like the traditional job contracts (Coyle-Shapiro & Kessler, 2000). These are some mutual expectations between both parties for example when organization provide benefits to employees, they feel indebted to organization (Conway & Briner, 2005) and do their job with more commitment and expect that organization will continue to deal with them fairly. But when these expectations are not met breach of that contract occurs. Many empirical studies have provided evidence that when employees perceive that organization has not been fair with them affects the psychological contract of employee with organization, for example Robinson and Morrison (2000) in their study found that unfairness along with other components of psychological contract leads to breach of psychological contract, similar results have been reported

by Cassar et al. (2015).

As we know that organizations itself are separate entities which are governed by its management. managers are the people who represent the organization and any act of manager is considered as an act of organization (Golden & Fromen, 2011). When a manager practices cronyism in the organization and gives benefits to his/her friends and relatives etc., even when other employees are more qualified for that, it creates a notion of unfairness in the mind of employees. When employees think that managers are giving rewards on the basis of personal relations with other employees, it creates the perception of procedural injustice which stays in the minds of the employees for years even if organizations adopts more formal structure to avoid cronyism since this has affected the trust of employees (Pearce, 2015). Keles et al. (2011) in their study on family owned businesses found that when employees face cronyism or other forms of favoritism, their trust in organization is shaken. Since higher authorities place or give benefits to employees who has lower qualifications as compared to other employees, It leads them to think that organization has failed to fulfill its promise of fairness and equality. According to researchers, the concept of organizational fairness cannot only be explained through the organizational justice but also through the organizational politics and also psychological contract, Cohen (2013) surveyed employees of bank in Israel and checked the relationship between organizational fairness and psychological contract; in result it was found that concept of organizational fairness is positively related to breach. Since the cronyism is related to the concept of fairness in the organizations where employees are not treated equally. So, on the basis of above arguments, it is hypothesized that,

H2: Cronyism has positive impact on psychological contract breach.

Psychological Contract Breach and Moral Disengagement

Each individual on the planet has a set of standards which he/she is satisfied with. When these are violated they feel discomfort. However to avoid these feelings they ignore the negative consequence of these acts (Bonner et al., 2014). To understand the process of justification of unjust behaviors a frame work is provided in moral disengagement theory (Bandura, 1999; Bandura et al., 1996), Moral disengagement is used to justify our unethical action so it can also be considered as strategy to decrease dissonance (Bonner et al., 2014).

Bonner et al. (2014) suggest that unethical behavior of the leader directly influences the attitudes of the employees. Leaders give more benefits to the employees who are closer to them which negatively affects the emotions of other employees and create stressful situations for employees because they face less support from the leaders (Lunenburg, 2010).

Fida et al. (2014) argued that in organizations employees move to rebellious behavior and consider them as logical because they face negative emotions caused by different work stressors, for example interpersonal conflicts, work load, and lack of support etc. Claybourn (2011) said that when employees face these stressors they are less satisfied with their job. To handle this situation, employees can use unethical behaviors (Fida et al., 2014). When these unethical behaviors are practiced more frequently, employees get used to them and use them without considering any moral obligation. Moore (2008) advocates that when employees engage in unethical behavior and are rewarded in return by the leaders, gives them more confidence to repeat their unethical behaviors without considering their immorality. When employees with unethical behavior gets reward, employees who are loyal and low at moral disengagement get demotivated and face low job satisfaction. Arasli and Tumer (2008) suggested that low job satisfaction is caused when employees face situation of unfairness, or do not get what they were promised by the organization even when they had done their job. As mentioned earlier, that when organization fails to deliver what employees expect

leads to breach of contract between them and when breach occur it will lead employees to low job satisfaction, commitment, intention to leave the organization (Coyle-Shapiro & Kessler, 2000) and other negative feelings. According to Ko and Hur (2014) psychological contract is based on social exchange between organizations and employees, When these mutual expectations are met employees show positive work attitudes but when these expectations are not met employees show negative attitudes and emotions at work place. These feelings cause employees to feel stress at work and these work stressors as suggested by Fida et al. (2014) lead employees to become rebellious and show unethical behavior. The above discussion indicates a relationship between breach of contract and moral disengagement. So, it is hypothesized that,

H3: Psychological contract breach has positive impact on moral disengagement.

Psychological Contract Breach as Mediator

Khatri and Tsang (2003) have suggested that cronyism negatively affects the employee's job satisfaction, commitment, and promotes other negative feelings, for example feeling of ignorance, inequality and unfairness. As above literature and discussion indicates that when these feeling occur there is an impact on psychological contract between employees and organization. when employee does not get what he perceived from employer creates negative emotions and reactions, this situation can have wide range of responses (Conway & Briner, 2005). For example, employees may not put full effort in organizational activities or they could start coming late at work. According to Turnley and Feldman (1999) when breach occurs, many organizational citizenship behaviors are decreased, and employees show specific behaviors such a depression and being hurt (Conway & Briner, 2002). This situation creates stress for employees, to cope this stress employees use different strategies (Elliot & Devine, 1994) and moral disengagement is one of the strategies Previous discussion suggests that when psychological contract breach occurs and creates stressful situation employees move to moral disengagement. So, this discussion and previous hypothesis indicates that psychological contract breach can mediate the relationship of cronyism and moral disengagement. So, it is hypothesized that,

H4: Psychological contract breach mediates the relationship of cronyism and moral disengagement.

Control Variables:

- Gender
- Marital status
- Designated rank
- Employment status
- Experience
- Tenure

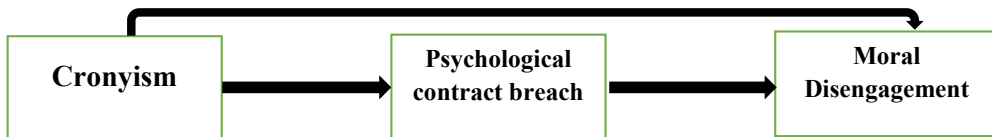


Figure1.
Theoretical Model

RESEARCH METHODOLOGY

Sample and data collection

Population of this study were teacher working in public sector universities of Pakistan. For this

study, main campuses of three universities, University of Gujrat (Hafiz Hayat Campus), University of Punjab (Quaid-i-Azam campus) and GC University Lahore were selected. The reason of selecting only three university campuses is similar broad culture of government universities, on the basis of that, policy structure developed is almost similar and is followed by all the campuses of universities. Since these universities and campuses also follow the same policy structure, it is assumed that results obtained from study will represent all universities. Total estimated population of teachers in these campuses is 1773. Of which 533 teachers are working in University of Gujarat (Hafiz Hayat campus), 898 are working in University of Punjab (Quaid-i-Azam campus) and remaining 342 teachers belongs to GC University Lahore, this information was obtained from details provided at university web sites. The sample size selected for this study is 326 since we knew the population size. Sample was drawn by using mostly commonly used formula developed by “Yamane (1967)”.

Questionnaires were personally administrated during office time. Participants were provided guide lines to understand the concepts or key words used in study when required. Questionnaire had two parts, in part 1, included Demographic information of the participants i.e. qualifications, employment status. Second part included questions about the dependent variable Moral disengagement and Psychological contract breach and independent variable Cronyism. Out of these 340 questionnaires 242 questionnaires were recovered, from which 229 were used for the final study analysis after data screening.

Measures

All the measures were adopted from well-established scales ranging on 5 point Likert scale (strongly agree to strongly disagree).

Cronyism

The scale being used for this study is a 15-items adopted scale developed by Turhan (2014), which was specifically developed to check the perception of cronyism facing by the teachers in turkey and has the minimum reliability value of (0.6) recommended by (Bagozzi & Yi, 1988). A sample of items used in scale is “our manager ignores the fault of subordinates who are loyal”.

Moral Disengagement

Moral disengagement is measured by using an 8-items adopted scale developed by (Moore et al., 2012). This scale has the reliability value of 0.8. A sample of items used in scale is “Taking personal credit for ideas that were not your own is no big deal”.

Psychological Contract Breach

This is measured by using a 5-items adopted scale developed by (Robinson & Morrison, 2000). This scale has the minimum recommended value of reliability. A sample item used in scale is “Almost all the promises made by my employer during recruitment have been kept so far”.

RESULTS

Theoretical model was checked through structural equation modeling in two steps. In first step, measurement model was fitted to the data. In second step, structural regression model was tested. Anderson and Gerbing (1988) recommends this two steps approach to check relationships among variables and draw conclusion from it.

Confirmatory Factor Analysis (CFA)

Table below shows a normed chi square (CMIN/DF) of 1.882 which is less than 3. Value of comparative fit index (CFI) is 0.927 which is close to 0.95 so it is acceptable (Hu & Bentler, 1999). Value of SRMR 0.063 also meets the criteria and at the end value of PClose and TLI is also acceptable(Hair et al., 2010).

The path diagram below shows the standardized regression weights of constructs. According to Hair et al. (2010) value of all constructs should be greater than 0.5. All the constructs above have met the required criteria with significant level of <0.001. Item no. 1,2,10,11 and 12 from cronyism were deleted for not meeting the minimum criteria. From moral disengagement scale item no. 19,20 and 23 were deleted. Coding of Item no. 24,25 and 26 were reversed because of their reversed statements. All the items of psychological contract breach had the required value.

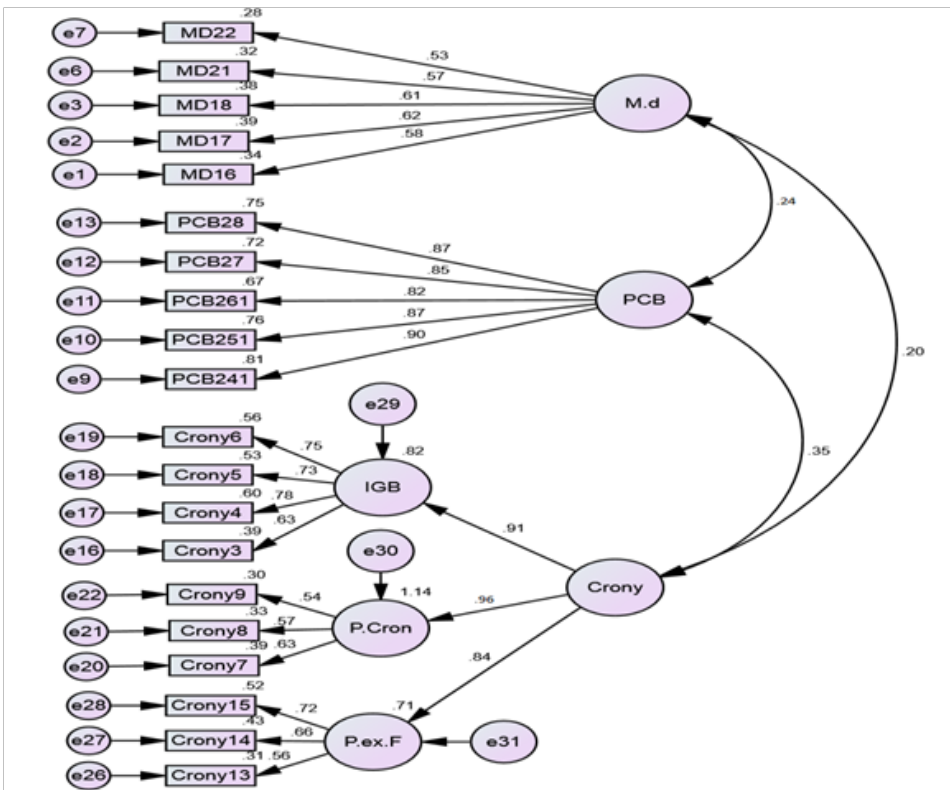


Figure 2. Confirmatory Factor Analysis

Reliability and validity:

Composite reliability (CR) of cronyism, moral disengagement and psychological contract breach is presented in table below. CR of Cronyism is 0.960, CR of MD is 0.721 and CR of PCB is 0.934 which are all greater than recommended criteria of Hu and Bentler (1999).

According to Hu and Bentler (1999) value of AVE should exceed from 0.5 but less than value of

CR. table 1 shows AVE value of cronyism to be 0.890, value of psychological contract breach to be 0.740 and the value of moral disengagement to be 0.547. which are all less than CR value of their relative variable.

Table 1.
Reliability & Validity

	CR	AVE	MSV
Cronyism	0.960	0.890	0.121
Moral disengagement	0.721	0.547	0.041
Psychological contract breach	0.934	0.740	0.121
			(Hu & Bentler, 1999)

Common Method Bias

After assessing the composite reliability and validity of constructs, to check common method bias in data, Herman’s (1976) single factor technique is used in SPSS. All the items of the construct were entered in principle component analysis with no rotation. Occurrence of more than 50 percent variance indicates high chance of common method bias. But in results variance in first factor in data occurred less than 30 percent so there is less chance of common method bias in data.

Sample Statistics

Demographic information of respondents includes, gender, marital status, designated rank, employment status, experience, and tenure. Details is provided in table below.

Table 2:
Table 2: Demographic Information (N=229)

		Frequency	Mean	Min	Max	Std.Dev
Gender	Male	125	-	1	2	.49898
	Female	104				
Marital Status	Married		-	1	2	.45983
	Unmarried					
Designated Rank	Associate Lec	9	-	1	4	.60404
	Lecturer	133				
	Asst Professor	81				
	AssociateProf	6				
Employment Status	Permanent	175	-	1	2	.41273
	Contract	54				
Experience	< 1 year	3	6.0888	0	10	2.60003
	1 to 4	63				
	5 to 7	78				
	8 to above 15	85				
Tenure	< 1 year	13	4.5930	0	10	2.67873
	1 to 4.5	118				
	5 to 7	51				
	8 to above 15	47				

Correlations

Correlation among variables and demographic variables is given in table 3.

Table 3.
Pearson Correlation (N=229)

Table 3. Pearson Correlation (N=229)											
	M	SD	I.	II.	III.	IV.	V.	VI.	VII.	VIII.	IX.
Gender	-	-	1	.166*	-.177**	-.198**	.113	-.105	-.160*	-.091	-.173**
Marital status	-	-		0.012	.007	.003	.088	.113	.015	.168	.009
Designated Rank	-	-			-.226**	-.403**	.285**	-.340**	-.036	.053	-.038
Experience	6.0888	2.60003			.001	.000	.000	.000	.586	.423	.571
Employment Status	-	-				.410**	-.236**	.321**	.037	-.049	.141*
Tenure	4.5930	2.67873				.000	.000	.000	.577	.457	.033
Cronyism	3.22	0.703					-.389**	.761**	.120	.052	.108
Moral Disengagement	2.45	0.673					.000	.000	.070	.431	.104
Psychological contract breach	2.98	0.825						-.408**	-.074	.30	-.114
								.000	.266	.652	.086
									.076	-.076	.134*
									.255	.255	.042
										.163*	.334**
										.013	.000
											.214*
											.024
											1

*. Correlation is significant at the 0.05 level (2-tailed).

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

*. Correlation is significant at the 0.05 level (2-tailed).

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

Structural Model

Hu and Bentler (1999) recommends that fitness of index should be checked through combination of measures. Value of degree of freedom (CMIN/DF) is 1.879 which is less than 3. Value of comparative fit index (CFI) is 0.927 which close to 0.95 so it is acceptable. Value of SRMR 0.062 also meets the criteria and at the end value of PClose is 0.033 which is also acceptable.

Standardized Regression Weights are presented in table below obtained through SEM after adding the control variables. It shows that all the hypothesized paths are significant.

Table 4.
Standardized Regression Weights SEM: (Default model)

	Hypothesized paths		Estimate	P	R2
PCB	<----->	Crony	.32	***	.16
M.D	<----->	PCB	.15	.032	.10
M.D	<----->	Crony	.221	.021	.17

Theoretical model is checked through SEM in Amos. Results shows value of standardized regression weight of cronyism on moral disengagement to be 0.22 with significant value of 0.021 (see Table 4) which is less than 0.05. As the standardized regression weight and significant value are both acceptable, so it concludes that cronyism has positive impact on moral disengagement and hypothesis H1 is accepted. SEM results placed in table 4 shows the effect of cronyism on psychological contract breach. It shows the standardized regression weight of relationship to be 0.32 with p value less than 0.01. hence proved that cronyism has positive impact on psychological contract breach. Table 4

shows the standardized regression weight of relationship between psychological contract breach and moral disengagement is 0.15 with significant p value, which concludes that this hypothesis is accepted.

H4 stated that psychological contract breach mediates the influence of cronyism on moral disengagement. Mediation was tested in AMOS with 2000 bootstrap samples. The mediation model exhibited a good fit (CMIN/df=1.873, CFI=0.927, TLI=0.916, RMSEA=0.62). Psychological contract breach was found to have full mediation link between cronyism and moral disengagement. A Bias-Corrected (BC) bootstrap 95% Confidence Interval (CI) showed that the indirect effect ($\beta=0.126$, $p=0.030$), direct effect ($\beta=0.221$, $p=0.063$), and the total effect ($\beta=0.347$, $p=0.001$) were significantly different from zero (see Table 5). Since value of direct path is not significant after introducing the mediating path, it concludes that psychological contract breach fully mediates the influence of cronyism on moral disengagement. Thus, we accept the Hypothesis.

Table 5.
Test of mediating effect

Table 5: Test of mediating effect

Effects	Point of estimate	SE	Moral disengagement		p-value	Mediation observed
			Lower	Upper		
BC 95 % CI						
Cronyism						
Total effect	0.347	0.075	0.221	0.460	0.001	Full Mediation
Direct effect	0.221	0.119	0.20	0.410	0.063	
Indirect effect	0.126	0.003	0.103	0.247	0.030	

Mediator= Psychological contract breach, Bootstrap sample=2000

BC=Bias Corrected, CI= Confidence Interval

Mediator= Psychological contract breach, Bootstrap sample=2000

BC=Bias Corrected, CI= Confidence Interval

DISCUSSION

Theoretical Implications

SEM results indicate a positive and significant relationship between cronyism and psychological contract breach and cronyism and moral disengagement. Results also suggest a positive and significant relationship between psychological contract breach and moral disengagement. Effect of both predictors of moral disengagement is 27% of variance. 17% of this effect is caused by cronyism other 10% is because of psychological contract breach. Cronyism had the positive effect on moral disengagement with path coefficient of ($\beta=.22$). Dobos (2015) argues that cronyism is type of organizational corruption so our results support the Moore's (2008) results which claims that organizational corruption facilitate the moral disengagement. Results of this study are also similar to the previous study of Moore et al. (2012) in which they found that unethical behavior of leader-coworker leads employees to be morally disengaged. Effect of cronyism on PCB is 16% of variance. Cronyism had the positive effect on PCB with path coefficient of ($\beta=0.32$). results of the study are similar to previous studies of Cassar et al. (2015) and Cohen (2013).Cohen (2013) advocates that when employees face unfairness in organization breach of contract occur. Effect of psychological contract breach on moral disengagement is 10% of variance. Psychological contract

breach had positive effect on moral disengagement with path coefficient of ($\beta=0.15$). Results of this study support the claims of previous studies (e.g. Ko & Hur, 2014). Ko and Hur (2014) argues that psychological contract breach is based on social exchange between organization and employees when these expectations are not met employees deliberately shows negative and rebellious behavior at work place. So, our relationship is accepted which was drawn on the base of theoretical support from previous literature (e.g. Bonner et al.; Fida et al.; and Ko & Hur, 2014). In current study, the psychological contract breach was tested for the first time as mediator between cronyism and moral disengagement. In results, it was found that psychological contract breach fully mediates the relationship between cronyism and moral disengagement. Our results support findings of previous researches such as Rosen et al. (2009) which shows that psychological contract breach mediates the effect of justice on employee outcomes. Results of current study are also similar to the results of But and Atif (2014) who found that injustice in organization leads employee to deviance behavior at work with mediating effect of psychological contract breach.

Practical Implications

Firstly, findings of this study gives managers a clear direction to neutralize the cronyism existing in organization, since this is a very common practice in our culture which needs to be eradicated. Higher authorities of universities should take strict measures to minimize this practice to avoid the negative consequences. Teachers should also contribute in eradication of this practice by raising their voice at proper platform, so they could avoid and prevent occurrence of negative consequences. Secondly, it is also proved that PCB has positive effect on moral disengagement. Which means, when psychological contract between organization and employees breaches they become morally disengaged and blame the organization for this result. So, higher authorities should make policies which minimize the unfairness and other factors which leads to breach of psychological contract so harmful effect of PCB could be avoided.

It is also proved that PCB fully mediates the relationship between cronyism and moral disengagement, which means PCB could be a gateway through which negative behaviors such as cronyism, faced by employees leads them to be morally disengaged. So, managers should take necessary steps to minimize the cronyism and its effect on psychological contract between organization and employees so that devastating effects causing because of breach of psychological contract could be altered. Authorities in public universities in Pakistan should take precaution measures to avoid the situations in which PCB could occur. Other sectors whether public or private should also take preplanned measures to eradicate any chance of occurrence of psychological contract breach and cronyism.

Limitations and Future Recommendations

Results of this study can be interpreted in light of following limitations, we assessed the only two outcomes (PCB & MD) of cronyism in organizations whereas other outcomes could be associated with it. The future studies can examine other attitudinal outcome like cynicism and job stress. We also recommend there searchers in future to check this conceptual model in other government sectors or in private sector and see if the results in other sectors are replicated. Researchers in future could conduct longitudinal study to check these results with larger sample size. Since results of cross-sectional studies could sometimes be unreliable because of its limitation to establish causality.

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