A Conceptual Review of Organisational Culture and Behaviour Effects on Employees Reward System in the Nigerian Public Sectors

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Abstract
The paper is a conceptual review based on secondary sources of information. It is a review of works that are based on organisational culture and behaviour effects on employees' reward system in the Nigerian public sectors. The paper reviews literature on organisations nature, culture, organisational behaviour, inequity in employees reward and theory of employees' reward. The paper reveals inequity variables in organisational appraisal adopted for employees' reward in the government organisations such as: aligning with superiors political and religious affiliation; female employees submitting themselves to sexual harassment from their superior officers. The paper recommends that the Federal and the States Government should proffer solutions to the inequity problem and close the gap between the top, middle and the lower levels in their employees reward system; the central Government should enhance its regular supervision on the State Governors so that they would stop them from continuing with the present unethical behaviour of converting to their individual use, public employees' salaries that are officially allocated to States from the central government accounts; Employees in public organisations should imbibe efficiency in the carrying out of their official activities, in order to contribute to the creation of dynamic public organisations, which will enable States to key into the current global sustainable service delivery to their citizenry.

Keywords: Organisations Characteristics, Organisational Culture, Organisational Behaviour, Employees Reward, Unfairness and Fairness Reward Principles.

1. Introduction

The importance of employees contributions to organisations efficiency, has led credence to the role that equity in employees reward plays in creating the interest of employees to appreciable performance (Adams, 1965; Hellriegel, Slocum & Woodman, 1998). Organisational justice researchers recognized the efficacy of fairness and justice of reward allocation as basic requirements for the effective functioning of organisations (Greenberg, 1990; Kreitner & Kinicki, 2004). It is therefore imperative that justice principles should be adhered to in all humane organisations, based on management, organisational behaviour and equitable human resources practices (Anifowose & George, 2016). All privately owned organisations focused on profit making, while public organisations are established by the government to provide free services or at a reasonably low cost to the citizens (Blau and Scott, 1962). In an atmosphere of good and proactive organisational culture, objectives will be achieved when both extrinsic and intrinsic rewards are adopted by organisations to motivate employees (Maslow, 1954; Herzberg, Mausner & Synderman, 1959). Equity theories of (Adams 1963, 1965; Vroom, 1964) provide relevant motivational factors that can be applied by organisations to arouse employees' instincts to higher productivity. In the opinion of Eture-Edhebe and Anifowose (2016) equity principles will promote justice in public organisations, which will ultimately produce positive influence on supervisors-employees dyadic relationship.

1.1 Statement of the Problem

Employees in the public sector have since been made to work under the unethical treatment through the denial of the regular payment of their salaries, allowances and other entitlements (Fagbohungbe, 2009; Anifowose, 2015). The paper will suggests solutions to the problem in respect of the inequity in employees reward in the public sectors which are: (a) the inappropriate parameters in the organisational performance appraisal used for employees reward (b) the wide gap across hierarchical levels in the salary structure adopted in the allocation of reward to employees and (c) the unethical practices of some State Governors diverting to their elections campaigns and personal use, the funds statutorily allocated from the federation accounts for the payment of public servants salaries and allowances.

1.2 Objective of the Study

Objective of the study is to investigate and proffer solutions to the problem of inequity in employees reward in the public sectors as follows: (i) the inappropriate parameters in the organisational performance appraisal used for employees reward (ii) the wide gap across hierarchical levels in the salary structure adopted in the allocation of reward to employees and (iii) the unethical practices of some State Governors diverting to their elections campaigns and personal use, the funds statutorily allocated from the federation accounts for the payment of public servants salaries and allowances.

2. Literature Review

2.1 Organisations Nature and Characteristics

The understanding of organisations are based on the following four classifications: They are: (i) *Business* - here the owners of the business are the primary beneficiaries of the profit made (ii) *Nonprofit service* - here the clients are the primary beneficiaries of the service provided by the Non-governmental organisations. (iii) *Mutual-benefit* – here the registered members such as the association, union or cooperative members are the primary beneficiaries of the service. (iv) *Commonwealth* - here the general public such as the citizens in a nation are the beneficiaries of the service provided by the government (Blau and Scott, 1962). According to Hodge, Anthony and Gales (1996) and Schein (1980), an organisation being a cooperative social system involves the efforts and cooperation of two or more individuals focusing on the same objectives. Without cooperation of the members of an organisation, goals and objectives will be difficulty to be achieved.

2.2 Organisational Culture and Employees Reward

Schein (1983), Greenberg and Baron (1995) and Armstrong (2009) define culture as consisting of values, customs, norms, traditions, attitudes that are agreed and lived by people living in the same society. There is dominant culture; subcultures; strong culture and weak culture that are present in organisations. (Sachmann, 1992; Hofstede, 1998; Hoffman & Jones, 2005). A dominant culture is the corporate organisational culture that comprises strong values that guides the entire organisation's members behaviour. Dominant organisational culture portrays the distinct way activities are carried out in an organisation (Hoffman & Jones, 2005).

Organisational subcultures develop in large organisations to identify common problems, situations or expectations faced by groups of employees working in the same department. Weak and strong cultures can be differentiated in organisations

(Sorensen, 2002; Rosenthal & Masarech, 2003). According to Robbins and Judge (2013), the unanimity of employees' opinion on mission and organisational values can be used as a yardstick to measure whether the organisational culture is relatively strong. If employees' response to management surveys is positive, the organisational culture is perceived to be strong, whereas if employees' response is negative the culture is weak (Schneider, Salvaggio & Subirats, 2002).

Robbins and Judge (2013) are of the opinion that when organisational members accept the core values, the greater would be their commitment and the culture would be strengthened. The high degree of employees' commitment to the culture will creates an internal climate of high behavioural control in the organisation. Vandenderghe (1999) and Schulte, Ostroff, Shmulyian and Kinicki (2009) state that a strong culture reduces employees' turnover and enables them to demonstrate greater degree of understanding in respect of the values of their organisational culture

2.3 Organisational Behaviour and Employees Reward

Organisational Behaviour is the behaviour of individuals, groups as they interact with the organisational structure (Rao & Narayana, 1987; Kinicki & Fugate, 2012). Organisational behaviour is the study of individuals, groups, structure and processes in the organisation, in order to enable managers know how to best manage and motivate employees, while making use of resources towards the achievement of the organisational objectives (Colquitt, Lepine & Wesson, 2011; Johns & Saks, 2017). Organisational behaviour is also the process of managers aligning employees' objectives with the organisational objectives in the best interest of organisation and the employees.

Greenberg and Baron (1995), state that organisational behaviour is a discipline that systematically studies individual, group and processes in the work settings. Luthans (2002); Kreitner and Kinicki (2004) emphasize that organisational behaviour is an interdisciplinary field that enables managers to understand, predict and manage human behaviour in organisations. This in essence means that if a manager knows employees expectation as a result of a particular behaviour he will be able to influence that behaviour positively, in order to motivate such an employee towards enhanced performance, job satisfaction and organisatinal commitment.

2.4 Employees Reward Management System in Organisations

Reward is an exciting area of human resource management (HRM) functions that is changing rapidly (Smith, 1983). Therefore, rewards are seen to be of strategic importance for the recognition of the benefits of psychological contract that employees entered into with the management (Jalloh, 2015). Armstrong (2009) states that reward management is concerned with the formulation and implementation of strategies and policies in order to reward employees fairly, equitably and consistently in accordance with the value they create in the organisation.

Jaques (1961); Brown (2001) and Armstrong (2006) identify the aims of reward management as (i) Reward employees according to organisational values (ii) Develop a performance culture (iii) Create total reward processes that recognizes the importance of both financial and non-financial rewards (iv) Align reward practices with both business goals and employees values. Jalloh (2015) is of the opinion that the approaches which Armstrong (2007) postulated for achieving the aims of reward management system in organisational, make it imperatives for human resource managers to have a clear understanding of the concepts that describe the various facets of the entire reward management system. The following concepts according to Armstrong (2007) vividly describe reward management system. They are: (a) *Reward strategies* (b) *Reward policies* (c) *Reward practices* (d) *Reward processes* (e) *Reward procedures* (f) *Total rewards* (g) *Strategic reward management* - this is the process of looking ahead at what an organisation needs to do about its reward policies and practices in the middle or relatively distant future.

The administration of financial and non-financial rewards by the HRM, as stipulated in the organisational reward management system to employees in organisations, has witnessed several challenges and skirmishes between the HRM and the union representing the interest of the employees in organisations. According to Jalloh (2015) organisations have been devising strategies on how inequitable or unfair distribution of reward can be addressed, in order to prevent employees' demonstration, which usually adversely affect employees-management peaceful relations, co-existence and disrupts organisational productivity. The relevance of employees' reward management system to this study is that equitable and fair reward system in organisations, has the potential of enhancing the dimensions of employees' job satisfaction. (Jalloh, 2015)

2.5. Unfairness Employees Reward Principles in the Public Organisations

Reward or outcome received by employees in return for their input into the organisational creation of product or service activities, can be defined as all the monetary, non-monetary and psychological payments that an organisation provides for its employees, in exchange for the work they perform (Banjoko, 1996; Banjoko, 2006; Fagbohunge, 2009; Armstrong, 2009). Hellriegel *et al*, (1998) believe that when there is perception of inequity and injustice in organisations reward to employees, it means the reward system is unfair to employees

Fagbohungbe (2009) identified the inequity and unfairness factors inherent in the organisational reward principles adopted for employees reward in the State public organisations as: aligning with superior's political and religious affiliation; female employees submitting themselves to sexual harassment from their superior officers. Further negative factors that affect employees' commitment in the Nigerian public organisations as identified are (i) delay in payment of employees' salaries as at when due (ii) nepotism (iii) biases from superior officers which may take the form of employees reward based on gender, tribe or state of origin (Anifowose, 2015). The enumerated reasons tend to make the reward in the public organisations to be unfair to employees (Mustapha, 2007; George, Owoyemi & Adegboye , 2014)

The above enumerated problems cause dissatisfaction among employees in the Nigerian public organisations, leading to many employees being disenchanted with the system, due to the fact that public organisations administration discourage employees from being committed to their job, because of the inequity inherent in employees reward system. Public organisations employees claimed that they are paid low salaries, while Directors and other top political office holders are paid large amount as monthly salaries. This wide disparity in reward system between the employees below Directors grade and employees on Directors grade and above represent unfairness in reward and lack of organisational justice in the public service (Greenberg, 1982).

The general opinion of organisational behaviour practitioners is that, with the Lagos State Government generation of about thirty billion naira per month as Internally Generated Revenue (IGR) (Premium Times Abuja May 21, 2018), and additional billions of Naira she is entitled to receive from the central government account monthly, she should be able to reward employees equitably across the three hierarchical levels in her state public organisation, in order to motivate her employees to be committed to work.

The lack of consideration for equity in the process of employees reward in the Nigerian public organisations is because the politicians, who hold public offices, mismanaged public funds by paying themselves extraordinary high salaries without making reasonable allocation for the payment to be made to the public servants that carried out the administrative work for the nation. Due to this visionless attitude and behaviour of some Nigerian politicians, prompt payment of employees in the Nigerian public organisations has been neglected. The resultant effect of this inequity on employees is perceived dissatisfaction with their job.

The allegation that about eighteen States public organisations in Nigeria (Lagos State not included), have not paid the salaries and allowances of their employees since December, 2014 was reported by The Nigerian Punch Newspaper of May 22, 2015. These employees' salaries and allowances were alleged to have been diverted by the Governors to their election campaign spending. This high-level inequity in employees reward will impact negatively on their job performance (Greenberg, 1982).

The formal procedures and the rules that control a system refers to procedural justice (Nabatchi, & Good, 2007) and based on the work of Robbins and Judge (2013), the process used to assess the perception of employees in respect of outcome of employees reward in organisations is procedural justice. Injustice in organisations are caused by employees reward procedure that are full of negative variables such as inequity, ethnicity and mediocrity, which results into demoralized employees' morale, reduced job performance, and failure to achieve organisational objectives (Fagbohungbe, 2009; George, *et al*, 2014).

The effect of inequity in employees reward in the central public organisations was pointed out by George *et al* (2014) in their work. They referenced Oyovbaire (1983) who defined the (FCP) as a 'tribal' principle. Suberu (2001) and Mustapha (2007) defined the FCP as 'geographical apartheid', 'discriminatory' and counter-productive' and as a principle that 'serves no progressive purpose'. The conclusions of these scholars explain the purpose of the Federal Character Principle (FCP) which is the adoption of mediocrity in the position of merit (George *et al*, 2014). In the opinion of George *et al* (2014) it is unfair for the Nigerian central government to continue to adopt the FCP to allocate resources in terms of recruitment of employees into the central public organisations; elevation of senior officers in the central public organisations and in the process of admission of students into the central government Universities

In the general opinion of the educated Nigerians, the authoritarian adoption of the FCP by the Nigerian Central Government, affected her economic and educational progress, because the Central Government through the implementation of the FCP did not give the proper place in her educational reward system for merit to be celebrated. In view of this anomaly, George *et al*, (2014) are of the opinion that Nigeria should imbibe the United States of America 'compensatory opportunity' educational principle which is based on assisting the weak States in a nation, rather than adopting a principle such as the FCP irrational quota that is applied to allocate admission into the Federal Universities and for promotion to higher cadres in Federal Ministries.

2.6 Fairness Employees Reward Principles in the Public Organisations

Adams (1965) equity theory was based on the fairness of the reward outcomes that are perceived to be equally applied; he used his social exchange theory to evaluate this fairness. Adams (1965) states that an employee will compare the ratios of his input to the productivity of his organisation to the output he receives as wages with the ratios of input to output of an individual on the same scale performing the same job, where the two employees are rewarded equally in the same way fairness is perceived

Levennthal, Karuza and Fry (1980) identify six factors that may contribute to perceptions of fairness by employees in the decision-making process in respect of reward to employees in organisations. They are: (a) *Consistency* - The same reward are implemented for all employees at the same time. (b) *Neutrality* - Decisions are not based on interests or personal feelings of the decision maker but on facts. (c) *Accuracy* – A current and up to date information is adopted to formulate and justify employees reward decision (d) *Correctability* - Processes exist for employees challenging and getting wrong decisions reversed, such as grievance or appeal procedures. (e) *Representativeness* – Employees whom the outcome will affect have their interest taken into account (Baldwin, 2006). (f) *Morality and ethicality* - Age, gender, nationality and other factors have no bearing on the decision that is made. Where these identified factors are adopted by organisations in their employees' reward system, employees will perceive justice and fairness which will make them to focus on organisational objectives achievement.

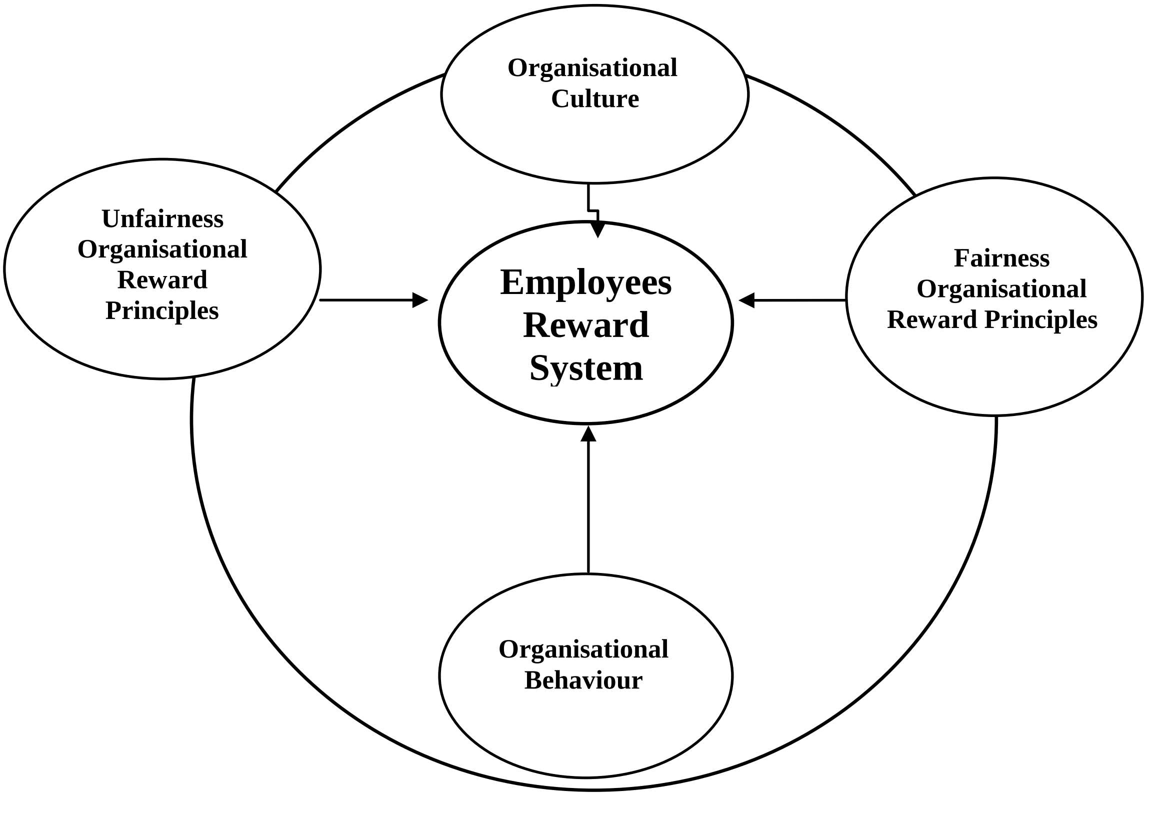
Agwu (2013) in his work on reward identified measures and fairness of employees reward principles such as: (a) regular review of employees reward system (b) rewarding employees for the value they create (c) alignment of employees reward practices with business goals and employees values (d) involving employees representatives in the determination of fair and equitable pay (e) maintaining competitive employees rates of pay. Storey (2000) identifies three cross-cultural factors in the basis for employees' reward: (i) The Americans favoured the principle of equity. (ii) The Indians favoured the principle of need, while (iii) The Dutch favoured the principle of equality. The enumerated factors by Storey (2000) and Agwu (2013) will effectively ensure fairness in employees reward management system if properly adopted in organisations.

Equity, *equality* and *need* dimensions of employees' reward are explained as follows: *Equity* is rewarding employees based on their ratio of input to output. *Equality* means rewarding employees equally who are carrying out similar activities and they are on the same grade. Baldwin (2006) states that the variable of *need* means employees are paid incentives according to their personal requirement, especially when the outcome are medical insurance benefits which cannot strictly be earned. *Equity, equality* and *need* variables in employees reward, will enable organisations to (i) adopt equity parameters to reward employees based on their contributions to organisational productivity. (ii) reward employees equally for equal work when applying equality and (iii) give employees non-financial reward in the organisation such as: food, clothing, medical and other related benefits based on the need of employees

2.7 Conceptual Framework

The study is a Conceptual Review of Organisational Culture and Behaviour Effects on Employees Reward System in the Nigerian Public Sectors. The model showing the relationships among the variables in the study is articulated below.

Figure 1: Conceptual Framework



Source:
Armstrong (2009); Jallo (2015) – Employees Reward System
Hoffman and Jones (2005); Robbins and Judge (2013) – Organisational Culture
Kinicki and Fugate (2012); Johns and Saks (2017) – Organisational Behaviour
Fagbohungbe (2009); George, Owoyemi and Adegboye (2014) – Unfairness Organisational

Reward Principles
Leventhal, Karuza and Fry (1980); Agwu (2013) – Fairness Organisational Reward Principles

3. Theoretical Review

The importance of theories cannot be over-emphasized. Theories are useful for analyzing, formulating policies and for understanding an object or phenomenon. The paper is based on the theory of Vroom (1964) on Expectancy Motivation. Expectancy Motivation Theory is based on three factors. The first factor is: *FORCE* - This is the power of an individual motivation. The second factor is: *VALENCE* - This is the value of an individual preference or motivation for an outcome or reward. The third factor is: *EXPECTANCY* - This is the probability that an action will result into a desired outcome or reward. This probability ranges from (0 to 1.0 i.e. 0 < 1). Vroom model is based on the assumption that if an employee perceives an appreciable reward when he is carrying out a job, he will develop positive *valence* and be highly motivated to carry out the job. However, if there is perception of non-appreciable reward by an employee, a *valence* of zero occurs, and the employee will not be motivated to perform the job.

Vroom (1964) theory is inadequate because the factors that will motivate an employee to perform certain outcome are not identified, therefore, for Vroom (1964) theory to be effectively adopted in organisations, there is the need for its modification in line with Chowdhury (1993) identification of the six factors that can affect an employee's expectancy. They are: (i) Individual Self value (ii) Individual Self capability (iii) Individual erstwhile success at the particular task (iv) Assistance and support given by a supervisor and or subordinates (v) Relevant information that will make the individual to complete the task (vi) Good quality materials and equipment to carry out the task. The underlying goal of Vroom (1964) theory according to Chowdhury (1993), is what the organisational behavior practitioners should be focusing on by ensuring that management reward employees fairly, in order to motivate them toward the development of positive values for achieving productive outcomes in the work place, enhanced by the six identified factors.

4. Methods

The paper reviews work and theory relevant to employees' reward in organisations based on secondary sources of information. On the advantage of secondary sources of information, Ember and Levinson (1991) believe that secondary data are historical, and being a hitherto collected data, it does not require the researcher that is making use of it the second time, to go back to the respondents that the first researcher elicited information from. Therefore, secondary data is time saving and cost efficient. Cowton (1998), states that the disadvantage of secondary data is that, caution must be taken by researchers in making use of secondary sources of data, because the data were primarily collected by the first researcher for his study and does not take subsequent researchers into consideration.

5. Conclusion

Literature was reviewed on organisations definition, classification and characteristics (Blau & Scott, 1962; Hodge, Anthony & Gales, 1996). Literature review was also carried out on culture; organisational behaviour unfairness and fairness in employees reward and theory of employees' reward. Jalloh (2015) in his work found out that ensuring the prevention of inequitable and unfairness rewards in private and public organisations will reduce grievances among employees for recognition, equity and fairness.

The paper discussed the unfairness reward practices identified by (Suberu, 2001; Mustapha, 2007; Fagbohungbe, 2009; and George *et al*, 2014) in the public sector which are: (a) the inappropriate factors in the employees reward in the public organisations such as: aligning with superiors political and religious affiliation; female employees submitting themselves to sexual harassment from their superior officers; Federal Character Principle. (b) the gap across hierarchical levels in the salary structure adopted in employees reward (c) the unethical practices of the State Governors, diverting to their elections campaigns and personal use, funds statutorily allocated from the federation accounts for the payment of public servants salaries, allowances, gratuity and pensions.

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On fairness and equitable reward Agwu (2013) in his work found out that the following measures will ensure fairness in reward management system in organisations: (i) systematic review of employees reward system (ii) employees reward should be based on the value they create in the organisation (iii) aligning employees reward practices with organisational goals and employees values (iv) involving employees representatives in the decision of fair and equitable employees reward (v) maintaining competitive rates of employees reward

6. Recommendations

The paper recommends that (a) the Federal Government should set up an Ethical Advocacy Unit in the Ministries, and direct States Government to do so. The Ethical Advocacy Unit should be headed by an Ethical Advocate who should be an impeccable Officer on Grade Level 15 and above, to hear and handle cases of appraisal injustice from aggrieved employees; (b) that the Federal and the States Government should proffer solutions to the inequity problem and close the gap between the top, middle and the lower levels in their employees reward system; (c) the Central Government should enhance its regular supervision on the State Governors in order to stop them from their unethical behaviour of converting to their personal use, public organisations employees' salaries and allowances officially allocated to States from the central government accounts; (d) The Central Government should present a bill to the National Assembly, making it a punishable offence for State Governors to owe public servants their salaries, gratuities and pensions which usually lead to the alleged death or stroke of some of these employees; (e) Employees in the public organisations should imbibe efficiency in the carrying out of their official activities, in order to contribute to the creation of dynamic public organisations, which will enable States to key into the current global sustainable service delivery to their citizenry.

7. Limitation and Suggestion for Further Study

The limitation of the study is due to the secondary sources of information adopted and its focus on public sectors. Future empirical study can be carried out on employees' reward in the private organisations or on the perceived effect of the unpaid salaries and benefits on employees in the States public sectors.

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