



Compensation Practices and Work Behavior Amongst Airline Employees in Nigeria

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ABSTRACT

This study ascertained the relationship between compensation practices and work behavior amongst airline employees in Nigeria. In the course of the study, two hypotheses were formulated and tested. A survey approach was employed. The study selected airline employees from six (6) major domestic airlines in Rivers State. A total of seventy-one (71) employees were randomly selected from three different departments. Data were collected through the administration of questionnaire to the employees. Out of this seventy-one (71) employees, that received the questionnaire, only fifty-eight (58) copies of the questionnaire representing 81.7% were retrieved and analyzed. The validity and reliability of the research instrument was ascertained. Percentages, frequencies and spearman rank correlation coefficient was used to analyze the data and hypotheses using the SPSS V21.0. Findings showed that hypothesis one has a strong and significant relationship between financial compensation practices and work behavior. While hypothesis two revealed a low but significant relationship between non-financial compensation and work behaviour. Therefore, compensation practices significantly affect the work behavior of employees. It was thus recommended that, other financial compensation practices should be ascertained and implemented in the firm and lastly, various non-financial practices should also be implemented as this will influence the work behaviour and directly influence the performance of employees.

Keywords: Compensation Practices, Financial Compensation, Non-Financial Compensation, Work Behaviour.

INTRODUCTION

Employees are the most valuable assets of any organization. They possess the ability to help the organization grow as well as contribute immense knowledge that facilitates their ability to compete positively (Satterfield & Hughes, 2007). The work behaviour of an employee plays a major role in determining the mindset of customers which are embedded in their thoughts and expressed in their behaviour (Shahzad, 2018). Therefore, the behaviour of an employee is responsible for the success of that organization irrespective of the economic situation (Johnson et al., 2016).

The attitude of an employee towards the organization is predictable through their behavior (Yuvaraj & Nadheya, 2018). These behavior are various actions carried out by employees within the organizations. They could either be positive or negative. The positive behavior on one hand are productive behaviours of employee with respect to the organization, employees and customers while the negative behaviours are counter-productive behaviours that hampers activities in the work place (Kattara et al., 2015).

Competition between organizations have gone beyond countries but globally. In an environment where competitions and unpredictable situations occur, organizations ensure that they remain firm and keep their place in such competitive environment (Rast & Tourani, 2012). The service industry such as the airline industry where there exist stiff competition between domestic and international airlines, increased price pressures from low-cost carriers, delivery of service quality and service recovery as well as retention of loyal passengers, which are keys to success and survival of these various airlines (Karatepe & Vatankhah, 2014), the behaviour of these employees have a significant role to play in the performance of the airlines not forgetting the fact that the employees of these airlines usually have the longest form of interaction with their passengers which is part of the services they pay for (Bülbül & Ergün, 2017; Rast & Tourani, 2012). Airline companies tries to ensure that their employees offer high quality services, maximize customer loyalty, gain higher market share, higher profitability, and finally customer satisfaction which is the ultimate goal of these companies. They can actually achieve this if their employees are motivated and satisfied. When poor behaviour are displayed as a result of lack of motivation, it affects the image of the airlines services and vice-versal (Rast & Tourani, 2012). Therefore, organizations are looking for new ways to compete in this stiff and difficult market. One approach that most organization have adopted is the use of compensation practices as performance system to motivate their employees towards positive work behaviour.

Studies have shown that compensation practices are highly related to organizational performance, job performance, and other organizational outcome. There is little or no empirical studies suggesting if compensation practices can influence work behavior of employees. Also most studies, in trying to ascertain the relationship between compensation and other work outcomes, examine the study either in banks, telecommunication industry, higher institutions of learning Frempong and Dwomoh (2017), insurance firms (Nzyoka & Orwa, 2016) and manufacturing firms (Johnson et al., 2016) forgetting the employees of airline services of which they have an important role to play in their delivery of airline services. Therefore, given the quest of organizations across the world to compete more effectively in the global economy, there is an urgent need to determine how compensation practices (financial and non-financial) can enhance the work behavior amongst employees in the aviation industry.

Statement of the Problem

The most important means of air transportation is the airline industry. The employees of these airlines usually have the longest form of interaction with their passengers which is part of the services they pay for. This has made employees of these airlines to have direct effect on the passenger's perception of satisfaction. When this particular role of trying to satisfy customers is eliminated or reduced by the employees, there tend to be a major problem (Bülbül & Ergün, 2017).

It is not wrong to say that performing organization today relies heavily on their employees and likewise, organizations can hardly survive without their employees displaying positive work behaviours (Gabriel, 2015). Negative behaviour has over taken our organizations today and these behaviours have severe consequences on organizations. Irrespective of the organization we are studying, it will interest you to know that 30% of businesses have failed all because of negative behaviour (Olubusayoa et al., 2014).

Today firms/organizations seem to have neglected the importance of compensation practices be it financial or non-financial toward the work behaviour of employees in any organization. The work behavior of an employee in the airline industry is critical in delivering optimum services but when negative bahviour are displayed by employees, it directly affects the image of that airline. Therefore, this airline companies try to ensure they satisfy their employee which directly have an influence on their work bahaviour in order for them to increase their performance (Rast & Tourani, 2012).

Looking at the socio-technical human factors rather than technology per se, there is need for aviation professionals to understand the industry based needs in today's environment. Compensation practices are a motivating factor that has a major role to play in the work behaviour of these employees. It is therefore against this backdrop that this study intends to examine the relationship between compensation practices and work behaviour of airlines employees in Rivers State.

Conceptual Framework

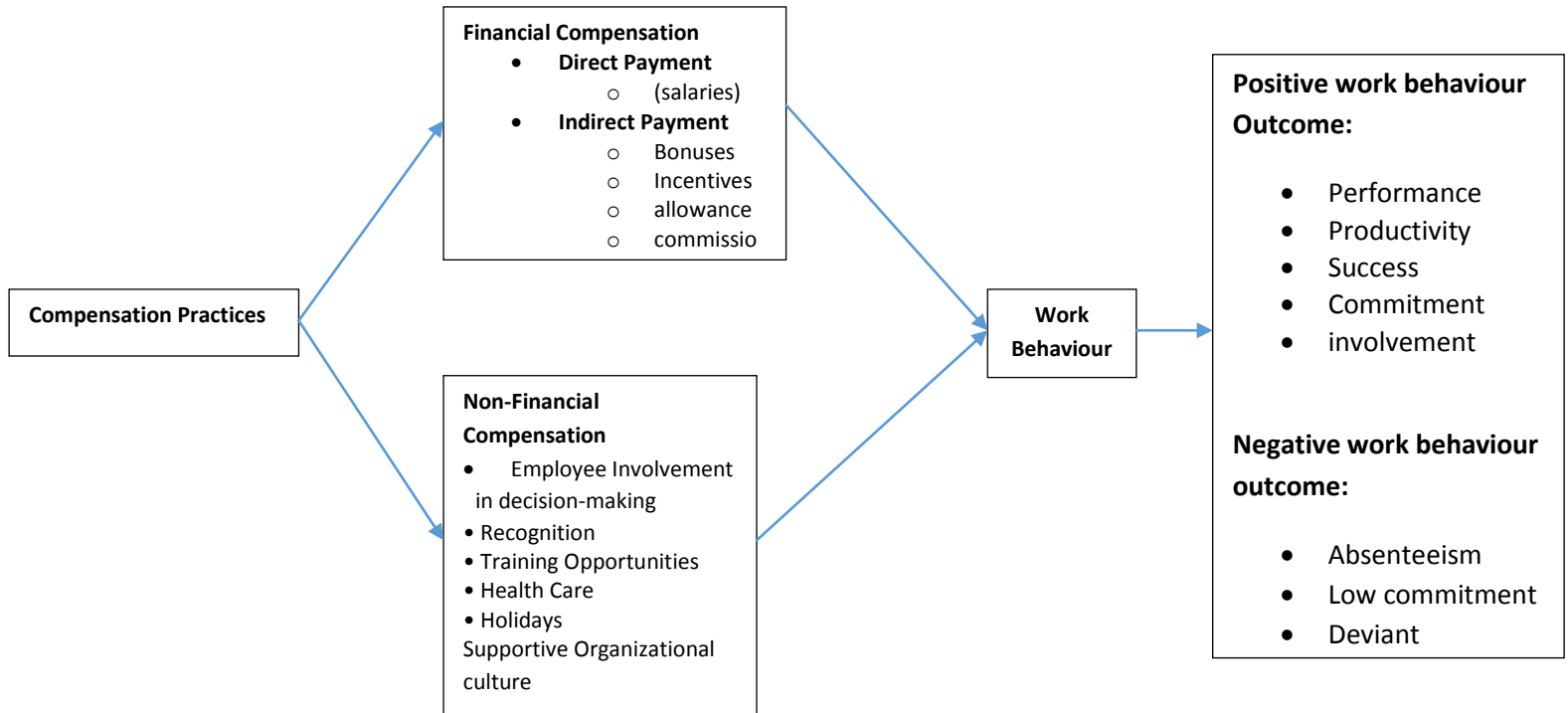


Figure 1: Conceptual Framework of Compensation Practices and Work Behaviour.

Source: Adapted from the work of Olubusayo et al. (2014); Hazra et al. (2018); Hettiararchchi, and Jayarathna (2014).

Purpose of the Study

The study examined generally the relationship between compensation practices and work behaviour of airlines services in Rivers state. Specifically, the objective of this study is to;

1. Ascertain the relationship between financial compensation and work behaviour of airlines employees in Nigeria.
2. Examine the relationship between non-financial compensation and work behaviour of airline employees in Nigeria.

Hypotheses

Ho₁: There is no significant relationship between financial compensation and work behaviour of airline employees in Nigeria.

Ho₂: There is no significant relationship between non-financial compensation and work behaviour of airline employees in Nigeria.

Conceptual Clarifications

Compensation Practices

Compensation practices are the mainstay of all policies with regard to the recruitment and utilization of resources in an organization (Bana, 2019). It is a strategic area that has the tenacity of attracting and retaining employees, likewise ensuring optimal performance in order to meet the organizational strategic

goal (Ahmed, 2016). Its importance to both employer and employee makes it necessary for attracting, retaining and motivating employees and also it is the major reason why people work (Ray & Ray, 2011; Absar et al., 2010).

According to the American Compensation Association (1995), “compensation is the cash and non-cash remuneration provided by an employer for services rendered”. Ting (2010) in his own definition defines compensation as “the total of all rewards provided to employees in return for their services”. Compensation according to Geringer and Fryne (1990) comprises of either monetary and non-monetary or direct and indirect methods of compensation that is given by an organization to its employees for performance and contribution towards the organization. In the same vein, Osibanjo et al. and Heirsmac (2014) stated that compensation could be financial or monetary rewards which are different from the usual basic salary of employees. This means that these rewards are not included in their basic salary. Examples of such compensation practices included: financial incentives, bonuses, and recognition. According to Adeniji and Osibanjo (2012), compensation can either be in the form of direct or indirect gratitude accrued to employees with the intention to achieve satisfaction within employees, retention and also boost performance. Direct compensation from the above definition includes wages, salaries, bonuses or commission. While indirect compensation includes incentives, medical benefits, housing allowance, annual leave allowances and training opportunities. All this forms of compensation are geared towards satisfying the employees when carrying out their usual task (Osibanjo et al., 2014).

Deeproose (as cited in Al-Nasser, 2016) emphasized the difference between pay and compensation. He stated that compensation goes beyond what we call reward in terms of money which is gotten from an employee. Compensation can be in the form of financial returns, tangible services and other forms of benefits accrued to an employee. The tangible services and benefits are things like insurance, vacation that is paid, sick off, plans of pension and discounts to employees.

According to Al-Nasser (2016), compensation is a major tool for motivating employees. An employee that is compensated adequately will perform to the expectation of the company but when compensated poorly, their performance rate will drop drastically. When an organization compensates their employee, they feel the sense of value, they have the feeling of being treated properly and therefore they carry out their task with full commitment. The other way round, when these employees are compensated below par, they lack a sense of commitment and value for their job which leads to low performance and productivity. An effective compensation practice can lead to organizational competitive advantage, retain skilled employees, higher levels of profitability and productivity, maintain work workforce stability and higher levels of employee motivation (Ramlall et al., 2011). A global economy where competition persists, it is important that a program of compensation that totally supports the organization's strategic plans and actions be employed and this can be achieved when cost of labour should be controlled (Al-Nasser, 2016). Amongst these various roles of compensation, Skinner, a Behaviour Psychologist stated that compensation influences behavior (Osibanjo, et al., 2014). This means for instance, when an organism is rewarded for a behavior he displayed, there is a tendency of him displaying such behavior. Same thing applies to any organization where an employee is rewarded for a behavior they exhibit that produces results, that employee is likely to continue in that same vein. Some researchers have also argued that human behaviour is much too complex to be controlled and manipulated through reward programs. This argument has therefore brought to light the importance of compensation as a mechanism for satisfaction and retention. Compensation can substantially promote an organization's success and satisfy employee career objectives

Financial Compensation

Financial compensation is usually viewed in human resource as a strategic plan that aids in supporting organizational goals which leads to organizational growth (Kee et al., 2016). Many organizations see financial compensation as a mediator to attract talented workers, motivate and increase the retention rate of their workers to stay with the organization (Ahmad et al., 2013).

Nzyoka and Orwa (2016) stated that financial compensation are often paid for an organization to demonstrate its seriousness in valuing performance or employee contribution to organizational goal.

Application of financial compensation is tightly related to performance and motivates employees to be hungry for money and hence destroy their non-financial interests in the job (Dolan, 1997).

According to Dessler and Mondy (as cited in Idris, Hamzah, Sudirman & Hamid (2017), financial compensation consists of (1) Direct financial compensation which is a form of cash payments received directly in the form of salary/wages, economic benefits, bonuses and commissions and (2) Indirect financial compensation is the entire award excluding financial direct compensation (Idris et al., 2017). Other studies have also measured financial compensation according to the works of Kee et al. (2016); Llanos and Ahmad (2017) as salary, merit based pay and bonuses.

Non-Financial Compensation

Non-financial compensation within an organization is a reciprocal form of awards in the achievement of the performance (Idris et al., 2017). It is the type of compensation that does not involve any payment (Barbeito & Bowman, 1998). According to Sons (2015), non-financial compensation is also known as non-profits rewards. Nowadays, a lot of employees do not seek for financial compensation alone. They also prefer non-financial compensation E.g. training opportunities, job challenges, opportunity to be promoted, recognition and conducive working environment (Haimi et al. & Shminan, 2016).

According to Nzyoka and Orwa, (2016) non-financial compensation further includes higher status, recognition, more responsibility, positive feedback, and more assertiveness. Recognition is majorly form of non-financial reward that is regarded by employees. Being noticed and valued can be a majestic motivator which encourages workers to stay with managers and perform better (Frey, 1997). Other non-financial compensation includes subsidized membership, free teas, flexible working hours, cinema tickets, birthday and holiday presents. These benefit types are valued by employees since they enhance work life (Nzyoka, & Orwa, 2016).

Most organizations are unaware of the importance of non-financial compensation. They further assume that most employees are only concerned about money making (Haimi et al., 2016). Therefore, it is important for organizations to place more emphasis on non-financial compensation (Milkovich, Newman & Gerhart, 2010). According to Barbeiti and Bowman (as cited in Haimi, et al., 2016), the more organizations focused on financial compensation, the more employees will leave the organizations. Therefore, employees still find non-financial compensation as more appealing than financial compensation.

Work Behaviour

Individual employee is motivated by different incentives or benefits and it is important to know how they are motivated and what can satisfy them in order to encourage them to have right attitudes to work, which will invariably enhances employee performance and organizational productivity (Olubusayo et al., 2014). "Work" a broad term encompasses one's current position (obvious), one's work or one's occupation and one's employer (Judge & Kammeyer-Mueller, 2012). Work behaviour is the systematic study of the actions and attitudes that people exhibit within their workplace. Behaviour is the function of Person and Environment in which he/she is working (Singh, 2016). According to Bari et al. (2013), the behaviour of employees in the workplace can have a significant effect on the business as a whole. Behaviour is one of the hidden, hard-to-measure factors that end up being crucial to the success of a company. Whether for better or for worse, employee behaviour tend to have a drastic impact on the productivity of a business, both directly and through the effect on other job-related factors.

Campbell (as cited in Kovačević et al., 2014) categorized work behaviour according to the direction of influence on organizational effectiveness as:

- (1) productive, that contributes to the organization, and
- (2) counterproductive behaviours, that impair organizational, and interests of its members. Accordingly, productive work behaviours are related to the work performance, organizational citizenship behaviour and innovation (Jex & Britt, 2008).
- (3) Counterproductive behaviour explains the total expected value to the organization of behaviours that are carried out over a standard period of time with the intention of hurting other individuals or the organization as a whole and that have negative expected organizational value" (Motowidlo, 2003).

In line with Newstorm and Davis (1993) in Hettiararchchi and Jayarathna (2014), attitudes are reasonably good predictors of behaviours. They provide clues to an employee's behavioural intentions or inclinations to act in a certain way. Positive job attitudes help to predict constructive behaviours; negative job attitudes help to predict undesirable behaviours.

Empirical Studies

Frempong and Dwomoh (2017) examined the relationship between employee's behaviour, equity in financial compensation and performance of Public Universities in Ghana. The study assessed the moderating role equity in financial compensation plays on the relationship between employees' behavior and performance of state owned universities in Ghana. The targeted population for the study was the 10 public universities established by an Act of Parliament and are recognized by the National Accreditation Board. Out of this, 7 public universities were selected using convenience sampling. In each of the sample, 15 employees' mainly senior members both from administration and academic totaling 105 were randomly selected for the study. Analysis for the study was done using correlation and regression to test for the hypotheses developed. The results show that employees' behaviour has high positive relationship with performance of public universities with equity in financial compensation playing a moderating role.

Another study by Cherotich et al. (2015) established the Impact of rewards on employee behaviour. Data was collected from 108 employees selected through stratified random sampling and analyzed by descriptive and inferential statistics. This study established that rewards significantly affect individuals' behaviors either positively or negatively and recommends that organizations should identify the kind of rewards that are more suitable to employees in different scenarios.

Orga et al. (2018) investigated the effect of non-financial rewards on staff productivity in Shoprite Company, Enugu. The study sought to determine the relationship between medical benefits and level of absenteeism; the relationship between having relaxation areas and volume of output. Relevant research questions were asked, and hypotheses were formulated and tested. The primary sources were the administration of a questionnaire to the staff of Shoprite. The population of the study was 275. Copies of the questionnaire were administered and were returned. Two hypotheses were tested using F-statistic. It was found that the relationship between medical benefits and the level of absenteeism was significantly high, hence $F(95, n = 275) = 1046.270$. The relationship between having relaxation areas and volume of output was significantly high, hence $F(95, n=275) = 1345.096$, $p < 0.05$. It was concluded that non-financial reward impacted on staff productivity, and commitment to the task.

Similar studies by Bari et al. (2013) examined the impact of non-financial rewards on employee attitude and performance in the workplace: A case study of Business Institutes of Karachi. A survey was conducted from the different designation of employees and 9 Universities of Karachi were selected to find out whether the non-financial rewards are offered to employees and if does, so it affects employee attitude in the workplace and increases employee performance. Sample of 300 employees were taken, out of which 217 employees from nine Universities responded which were randomly selected. Data was gathered through Questionnaires containing 15 Likert scale questions. Correlation is used to analyze the data and the results showed that feedback to employees, freedom, career development plan, and valuation of employees, learning programs, open and comfortable work environment and good supervisory relations, all these factors positively impacts employee attitude and performance in the workplace.

Olubusayoa, Stephen and Maxwell (2014) looked into the relationship between Incentives Packages and employees' attitudes to work. A descriptive research method was adopted for this study using one hundred twenty valid questionnaires which were completed by members of staff of four (4) selected government parastatals in Ogun State, South-West Nigeria using stratified and systematic sampling technique. The data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages. The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent construct.

Lastly, Madu (2014) in his study determined the impact of compensation practices on intrapreneurial behaviour. Empirical data were collected from 209 respondents in different organizations via a survey questionnaire. The measures included actual compensation practices, desired compensation practices, actual intrapreneurial behaviour, elevated intrapreneurial behaviour, and department s risk control. The main analytical techniques used in this study were t-test for dependent/related groups, canonical correlation and moderation regression analyses. The findings of this study indicated that non-monetary compensation practices were the best predictors of elevated intrapreneurial behaviour and that department s risk control did not moderate this relationship. However, it is unknown how the selection of industries will affect these study findings. In addition, desired compensation practices explained only 25% of the variance in elevated intrapreneurial behaviour, suggesting that compensation systems are not enough to elevate employee’s intrapreneurial behaviour.

METHODOLOGY

Precisely, the cross-sectional survey of the quasi-experimental research design was used for the study (because of the descriptive nature of the study). The target population of this study constitutes employees of the 23 domestic airlines in Nigeria according to the Nigeria Civil Aviation Authority (NCAA). Based on the ability to access the records of these airlines, the study conveniently selected airline employee from six (6) major domestics’ airlines in Rivers state, which includes Aero Contractors, Arik Airlines, Airpeace, Bristol helicopters, Dana Airlines and Caverton Helicopters. A total of seventy-one (71) employees were randomly selected from three different departments which are airline administrative support, operation agents, and passengers service agents of the six (6) domestic airlines. Based on the manageable size of the population, the study adopted the seventy-one (71) employees as its sample size using the census study.

Hypotheses Testing

Ho₁: There is no significant relationship between financial compensation practices and work behaviour

Spearman's rho table

Correlations				
			Financial compensation	Work Behaviour
Spearman's rho	Financial compensation	Correlation Coefficient	1.000	.703**
		Sig. (2-tailed)	.	.012
		N	58	58
	Work Behaviour	Correlation Coefficient	.703**	1.000
		Sig. (2-tailed)	.012	.
		N	58	58

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

The analysis above table ascertained the relationship between financial compensation and work behaviour of airlines employees in River state. The outcome of the analysis showed a low correlation were rho=0.703 and the P value < 0.05. This means that financial compensation significantly influence work behaviour. Therefore, we reject the null hypotheses stated and accept the alternate hypotheses that there is a strong and significant relationship between financial compensation practices and work behaviour.

Ho₂: There is no significant relationship between non-financial compensation and work behaviour
Spearman's rho table

Correlations				
			Non-financial compensation	Work Behaviour
Spearman's rho	Non-financial compensation	Correlation Coefficient	1.000	.387**
		Sig. (2-tailed)	.	.031
		N	58	58
	Work Behaviour	Correlation Coefficient	.387**	1.000
		Sig. (2-tailed)	.031	.
		N	58	58

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

The analysis above table shows the outcome between non-financial compensation and work behaviour of airlines employee in Rivers state. The result shows that non-financial compensation significantly affect work behaviour. This is shown in the table were rho=0.387 and P value < 0.05 at 95% significant level of confidence. This means that there is a significant relationship between non-financial compensation and work behaviour.

DISCUSSION OF FINDINGS

Link between Financial Compensation and Work Behavior

The relationship between financial compensation and work behavior can be shown in the table were the correlation value is 0.703. While the significant value proves that financial compensation significantly affect the work behavior of airline employees. It can therefore be concluded that there is a positive and significant relationship between financial compensation and work behavior. The outcome of this result is based on the fact that due to the nature of their job, airlines owners try to ensure that their financial compensation/benefits are accrued them and this can positively affect the work behaviour of airline employees in Rivers state. The result of this outcome, correspond with the study of (Madu, 2014; Olubusayo et al., 2014).

Link between Non-Financial Compensation and Work Behaviour

The correlation between non-financial compensation and work behaviour of airlines employee showed a low correlation of 0.387 but a significant level of 0.031, which is less than a 5% significant level. The low correlation value could be as a result of lack of non-financial compensation practices within the airlines. Therefore, the outcome of the result means that we will reject the null hypotheses that was stated and accept the alternate hypotheses which is there is a positive and significant relationship between non-financial compensation practices and work behaviour of airline employees in Rivers state. The result of this study is related to other studies like that of (Chukwudi et al., 2018; Bari et al., 2013).

CONCLUSION

This study has brought to light the importance of compensation practices and its influence on work behavior. Compensation practices, be it financial or non-financial have a major role to play amongst employees in the airline industry. Studies and our results have showed that certain factors actually influences work behavior. Positive work related behaviours, such as; low turnover and absenteeism, high retention of a qualified staff, increase employees' job satisfaction and performance, improved employee productivity, employees' commitment, etc. are influenced by certain factors. When such compensation practices are lacking, employees begins to manifest negative work behavior, which brings about counter-

productive outcomes. We can therefore, say there that compensation practices is significantly correlated with compensation practices in Nigeria. Hence, a good and effective compensation practice can influence employee work behaviour.

RECOMMENDATIONS

Based on the conclusion drawn from the study, the following recommendations are made;

1. As a result of the competitive environment between domestic airlines, apart from the usual salary of these employees, it is important for these airlines to ascertain other financial compensation plans that can be of benefit to the employees, that when implemented will influence the work behavior of employees positively.
2. Managers/owners of these airlines should ensure that non-financial compensation practices ranging from career development plan, comfortable work environment, supervisory relations, recognition, holidays and other forms that these managers/ owners can think about should be implemented into their work system if it wasn't part of the system but if it was a part of the system, it should be strengthened for employees as this will influence their work behavior and directly influence the performances of their employees.

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