



## Analysis of Contingent Pay and Altruism to the Reward of Management Practices

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### Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

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### ABSTRACT

The study expressed the effect of contingent pay and altruism to the reward of Management practices and its performance in some selected government organizations in south East Nigeria. The application of descriptive statistics, correlation tools and mean likert was employed to evaluate the significant relationship and coefficient of determination of the variables. However, the tools show that there is a strong positive relationship association between the contingent pay and altruism in government organizations. The analysis also shows that there is a strong positive significant relationship in the system. These results conclude that contingent pay and altruism has a strong positive effect to government organizational performance in the study areas selected.

*Keywords: Management; organization; employees; altruism; contingent pay; motivation.*

### 1. INTRODUCTION

The role reward play is attracting, motivating and retaining key performers in the organization, it becomes pertinent to be able to manage its processes and practices in the organization.

Rewards management has gained increased importance especially in the current dynamic and competitive business environment [1]. This is because it enables organizations to recruit and maintain employees as well as to increase organizational productivity [2]. Osibanjo, Adeniji,

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Falola and Heirsmac [3] state that employees are the organization's key resource and the success or failure of organizations centre on the ability of the employers to attract, retain, and reward appropriately talented and competent employees through proper reward management practices. Baptiste [4] states that a special area of concern for Human Resource (HR) managers have been the reward management and with special emphasis on its effect on performance. Reward management has to do with the developing, implementing and evaluating reward systems within an organization. Armstrong, Brown and Reilly [5] opine that reward management is concerned with the processes of developing, implementing, operating and evaluating reward policies and practices that recognize and value people according to the efforts and contributions they make towards achieving organizational, departmental and team goals. Amstrong [5] therefore argues that reward management is concerned with the development of appropriate organizational cultures, underpinning core values and increasing the motivation and commitment of employees. The objectives of rewards management are to ensure the accomplishment of both corporate, individual and union goals and objectives through the formulation and implementation of appropriate policies and strategies for the organization [6]. It is one of the most indispensable elements in motivating employees to contribute their best effort in order to generate innovative ideas that lead to better business operations" [1]. Reward and its management are meant to complement the effort put forth by employees to propagate the wellbeing of the organization. Mahender [7], emphasize that reward management systems are meant to complement and reinforce business strategies. Armstrong, Brown and Reilly [5] cited in Korir and Kipkebut [1] state that reward management in competitive firms are designed in ways that make them to have accurate predictions on their current and future expected results. Mollahosseini, Kahnouji, Shamsiyeh and Kahnouji [8] opine that reward management systems should be designed in a way that ensures maximum benefits for an organization. A well-designed reward system creates a sense of belonging among employees in an organization [2]. In the same way that reward management can necessitate positive performance like increase in employee commitment, improvement in job satisfaction and increase in the desire to be good organization ambassador, so also can reward if not properly management can lead to dampening of moral, reduced engagement in the

organization and increase in the intention to leave the organization which seem to be the case in the three selected institutions in Ebonyi State University (EBSU), Ebonyi, Federal University of Technology Owerri (FUTO), Owerri and Nnamdi Azikiwe University, Awka, Anambra. It was observed that the performance of the non-teaching staff is not as it is supposed and this seems to be as a result of reward management issues. It is against this backdrop that this study seeks to examine the relationship existing between Contingent Pay and Altruism in the selected state government staff in the South East.

## **2. REVIEW OF LITERATURE**

### **2.1 Team-Based Contingent Pay**

Contingent pay is the kind of pay that puts performance, skills, competencies, abilities, and knowledge of employees into consideration before rewarding. Armstrong and Murlins (2007) opine that contingency pay refers to any form of financial reward that is paid in cash as a bonus or added to the base rate and is linked to an employee's performance, skills, competence and contributions to the organization. According to Njanja et al., [9] organizations use contingency pay so as to reward their staff for meeting and extraordinary the set targets. the number of contingency pay is decided supported the extent of performance or on the worker rank within the organization. in addition, it will be supported career development, competency furthermore as on the extent of skills of the individual staff [5].

Contingent pay consists of payments connected to individual performance, contribution, competency, and skills or team/organization-wide performance. It can be used to set standards of performance in organizations. That is, to qualify for extra pay, a certain standard must be attained. Sarvadi [10] argues that contingency pay provides a means through which an organization can define and set the levels of expectations and performance. The strongest argument for contingent pay is an opinion that it is right and appropriate that the employees' reward derives from their performance, contribution, competency or skills, rather than they would be rewarded for "being at work", as it is still common in public and voluntary sector, in health care and education system [11].

The payment made based on skills, performance, competencies can be paid to

individual performance or paid to teams that outperform others or met set standards. Armstrong (2012) posits that contingent pay provides financial and rewards that are related to the individual, team or organizational performance or a combination of these. The focus of this study is however on team-based contingent pay.

According to Armstrong (2012), team-based contingency pay could help in:

- I. Enhancing teamwork which will improve cooperative behavior among members of the team
- II. Improving flexibility, multi-skilling, and integration of organizational and team objectives.
- III. To let people who are not performing well to up their game to meet the standards of the team

Developing self-managed or self-directed teams.

## 2.2 Altruism

Altruism is one of the dimensions of Organizational Citizenship Behavior (OCB) which was first used by Dennis Organ and his colleagues in their studies in 1983 [12]. Altruism is a discretionary or spontaneous behavior of employees which aims at helping co-workers in completing their jobs on time so as to help boost the performance of the organization in general. It is an act undertaken by employees voluntarily without being asked or forced to do so. Arachie [13] states that the striking thing in the definitions given by different researchers about the concept of altruism is that it has to do with an employee deciding through his own free will, without being asked to or forced to do it, to help other employees to carry out their organizationally recognized tasks. Discretionary in the definition of altruism according to Organ [14] is that the behavior is not formally enforceable. That is, there is no formal backing to enforce the behavior if an employee elects not to carry it out; it is not punishable. What is important to note about altruism is that it is free will, out of the goodwill of the employees. An employee who decides not to do it will not be chastised for it. Obamiro, Oluseyeand Osibanjo [3] posit that altruism is a kind of discretionary behavior tailored towards helping and motivating other employees in discharging their duties efficiently and helping others to tackle work-related problems. Another important thing to note is that

it is tailored towards helping other employees to carry out work-related activities that the final aim is to propel the organization to greater heights. Arachie [13] state that altruism may be defined as behaviors of a discretionary nature that are targeted at helping individuals achieve organizationally assigned tasks. It involves helping specific individuals in relation to organizational tasks. So many acts carried out by employees in an organization could be termed as altruistic behaviors or acts. For example, consistent with Arachie [13] altruistic behaviors might be in style of given recommendation to associate worker WHO is at a carrefour on a way to execute a specific task, reaching to customers once associate worker is round-faced with too many shoppers to attend to, serving to get in ending a troublesome assignment that needs another person. different varieties of selflessness in organizations square measure voluntarily serving to a brand new or less seasoned workers and serving to staff WHO are busy or absent. selflessness or serving to co-workers makes the operating framework improved and effective on the grounds that one employee will use his or her slack time (free time) to help his or her colleague on a additional pressing task [15].

## 2.3 Contingent Pay and Altruism

Contingent pay has been observed by many people as a veritable tool in the whole dynamics of employee performance. Horváthová, Davidová and Bendová [11] state that many people consider contingent pay as the most important, sometimes even as an only way to motivate employees in a team to perform well and show extra role behavior such as altruism. Rynes, Gerhart and Minette [16] explicate that, meta-analytic results do not in fact reveal any motivational interventions that work better than performance-contingent pay for alluring people to attain higher performance levels. Receiving higher pay than other teams is more important to extroverts and individuals with a history of social achievements [17]. High-performing employees seem to be particularly attracted to higher performance and are concerned with whether exceptional performance is rewarded with above-average pay increases [18,19]. Other commonly used arguments for contingent pay according to Horváthová, Davidová and Bendová [11] are:

- a) they work as a motivator
- b) instigate and support desirable behavior
- c) recognize and reward better performance

- d) contributes to acquire and keep highly qualified people
- e) gives a message that performance, contribution and competency and skills are important,
- f) provides tools for definition and approval of expectation in the area of performance, contribution, competency and skills
- g) improves organization's performance
- h) strengthens organization's values
- i) Helps changing the culture, e.g. by supporting the development of performance culture.

### 3. RESEARCH METHODOLOGY

#### 3.1 Research Design

This study adopted a survey research design. This is because this study seeks to elicit data for analysis through the use of a questionnaire. A survey research design is such that collects data from people about variables through a questionnaire, observation or interview. Data were collected on reward management and employee performance and its decomposed components.

#### 3.2 Area of Study

This study was carried out in the South East Zone of Nigeria. The zone consists of five states which are Abia, Anambra, Ebonyi, Enugu, and Imo in their alphabetical order. The people found in these states are people of Igbo extractions and are mostly Christians and. The creation of Abia state was 1991 and its state capital is Umuahia. The creation of Anambra State also took place in 1991 with its state capital is in Awka. The capital of Ebonyi State is Abakaliki and its creation took place in 1996 while Enugu State was created in 1991 and the state capital is in Enugu town. Imo State was created in 1976 and its state capital is in Owerri.

#### 3.3 Population of the Study

The population of the study consists of all the staff in the selected states government. The distribution of the population is given in the table below:

Table 1 shows the distribution of the population among the three studied organization. From the table, it shows that Ebonyi state government has total staff strength of 1809; Imo state government has 2022 while Anambra state government has 2300 making it a total of 6131 staff.

#### 3.4 Sample Size Determination and Sampling Technique

The sample size of the study was determined using Krejcie and Morgan (1970) formula. The formula is given thus:

$$s = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

Where: S = Sample size;  $X^2$  = Table value of chi-square for 1 degree of freedom @ 0.05% confidence level (3.84); N = population size (6131); P = population proportion (assumed to be 0.5 since this would provide the maximum sample size); d = Degree of accuracy expressed as a proportion (0.05)

$$S = \frac{3.84 (6131)(0.5)(1-0.5)}{(0.05)^2(6131-1) + (3.84)(0.5)(1-0.5)}$$

$$S = \frac{5885.76}{15.325 + 0.96} = \frac{5885.76}{16.285}$$

$$S \cong 361$$

Bowley's proportionate allocation formula was used in distributing the copies of the questionnaire in proportion to the population of the organizations studied. The formula is as follows:

$$nh = \frac{nNh}{N}$$

Where: n = total sample size; Nh = Number of items in each stratum in the population; N = population size.

Table 2 gives details on how the copies of the questionnaire were distributed to the studied higher institutions. A total of 107 copies were allocated to Ebonyi State Government, Abakiliki Zone, 119 copies to Imo State Government, Owerri zone and 135 copies to Anambra State Government, Awka Zone making it a total of 361.

#### 3.5 Sources of Data

The sources of data for this study were both primary and secondary sources. Questionnaire instrument constitutes the primary source while journal articles and materials, textbooks and the internet constitute secondary sources.

#### 3.6 Description of Data Collection Instrument

The data collection instrument was a five-point structured Likert questionnaire. The codes are as follows: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). The

questionnaire contains eight parts with five questionnaire items each which made the total number of items in the questionnaire to be ten (10).

### 3.7 Procedure for Data Collection

The data collection was done personally by the researcher. This is to make sure that the copies of the questionnaire shared are tracked appropriately to make for maximum collection of the instrument.

### 3.8 Validity of Instrument

To assess the validity of the instrument; that is, the extent to which the instrument measured what it was supposed to measure, the instrument was put through scrutiny using face and content methods. The face validity method was to ensure that at face value, that it is appealing, unambiguous and not too lengthy. The content validity was to ensure that the instrument contains adequate and relevant items as to appropriately cover and measure the variables of the study.

### 3.9 Reliability of the Instrument

The consistency level of the instrument as the key factor in research surveys. Sequel to this, the instrument was subjected to Split-Half reliability technique to ascertain how consistent the instrument is in eliciting data using 20% (73 copies of the questionnaire) of the sample size. The result obtained is detailed in the reliability output below:

### 3.10 Method of data analysis

Data analysis was done through the use of Pearson's Product Moment Correlation Coefficient. This is because the objective is to determine the type of relationship and Pearson's Correlation helps in giving the direction of the relationship (positive or negative) and also the magnitude of relationship existing between studied variables.

### 3.11 Decision Rule

The level of significance used is 0.05, this guided the interpretation of correlation results to know whether the result is statistically significant or not. If the p-value obtained is less than 0.05 (p-value < 0.05), the alternate hypothesis will be accepted, but if the p-value is greater than 0.05

(p-value > 0.05), the null hypothesis will be accepted. For the interpretation of the strength of the relationship, Table 4 below will be used.

To further test the statistical significance nature of the relationship, the study measured the calculated r against the critical r, if the calculated r is greater than the critical r, it means that the relationship is significant and thus, the hypothesis will be accepted, if otherwise, the hypothesis will be rejected.

### 3.12 Research Question Three

What is the relationship existing between Contingent Pay and Altruism in the selected state government staff in the South East?

Table 5 shows details of the distribution of responses and descriptive statistics for Contingent Pay and Altruism in the selected state government staff in the South East. The analysis is based on the mean of the individual questionnaire items and the threshold for accepting or rejecting a questionnaire item as being true or not in the state government staff is  $3(5 + 4 + 3 + 2 + 1 = 15 \div 5 = 3)$ .

For the experimental variable (Contingent Pay), once the respondents were asked if the performances of groups are rewarded supported the talent set of the members of the groups, they rejected it with a mean of two.60. They additionally rejected that the team reward in situ in their organization is versatile as a result of higher performance attracts higher rewards with a mean of two.65. Similarly, a mean of two.48 shows that the respondents don't agree that the skills of the members of a team in their firm are vital as a result of the bonus they receive considers it. A mean of two.58 and 2.66 additionally indicates that the respondents failed to agree that there are more bonuses connected to a team that performs well in their organization which the contribution of a team to the organization is taken note of whereas pleasing severally. On the dependent facet of the variable during this section that is unselfishness, the respondents in agreement that they're going to be actuated to assist their team members if they're going to get rewarded for doing therefore with a mean of four.14.

They also agreed that they can help their team members to do a better job because the reward they receive is team-based with a mean of 3.94. They, however, rejected that their team's

performance will be better if they can help each other to do a better job with a mean of 2.47. Similarly, with a mean of 2.37 and 2.30, the respondent rejected that their team performance will be enhanced when they can cooperate better with each other and that they are willing to go out of their way to help their colleagues in their team because they know that the performance of their team will enhance their reward respectively.

### 3.13 Hypotheses Three

H<sub>1</sub>: There is a significant relationship existing between Contingent Pay and Altruism in the selected Public Universities in the South East.  
Where: CONTPAY = Contingent Pay

Table 6 shows the correlation analysis carried out on Contingent Pay and Altruism in the selected Public Universities in the South East. The correlation coefficient obtained was .968 which shows that the relationship is positive and very strong.

Table 7 reveals the test of significance for hypothesis three. It showed that at .05 level of significance and at 314 degrees of freedom, that the critical r is 0.098 and the calculated r is .968 (cal. r .968 > crit. r 0.098). Therefore, the research hypothesis is accepted.

## 4. RESULTS AND DISCUSSION

For the independent variable (Contingent Pay), once the respondents were asked if the performances of teams are rewarded supported the talent set of the members of the teams, they rejected it with a mean of 2.60. They too rejected that the team reward in place in their organization is flexible as a result of higher performance attracts higher rewards with a mean of 2.65. Similarly, a mean of 2.48 shows that the respondents do not agree that the abilities of the members of a team in their firm are important as a result of the bonus they receive considers it. A mean of 2.58 and 2.66 too indicates that the respondents did not agree that there are a lot of

bonus connected to a team that performs well in their organization that the contribution of a team to the organization is taken note of whereas pleasing severally. On the dependent side of the variable throughout this section that's unselfishness, the respondents in agreement that they are attending to be motivated to help their team members if they are going to induce rewarded for doing so with a mean of 4.14. This result aligns with the study of Ndede [20] who explored the effect of reward management on employee performance in the hotel industry in Kenya and found a high correlation between reward management and employee performance. When reward in the organization is managed properly by hinging rewards on performance, then the performance of employees will be enhanced by making the employees willing to help one another in their jobs. Also, the findings of Nnaji and Egbunike [21] who carried out a study to determine whether a relationship exists between reward system and employee performance of commercial banks in Anambra State of Nigeria corroborates with that of this work. The findings indicated the presence of a relationship between rewards and employee performance. That is, a properly handled and managed reward system enhances employee performance. Similarly, Adekola [22] who studied reward system as a predictor of workers job performance of health workers in Lagos State, Nigeria came out with a related finding. The study revealed the existence of a positive relationship between the reward system and employee job performance, most especially where agreement reached with the workers' union on salary and incentives are implemented.

## 5. SUMMARY OF FINDINGS

- a) There is a significant relationship existing between Contingent Pay and Altruism in the selected Public Universities in the South East.

**cal. r .968 > crit. r 0.098**

**Table 1. Population distribution**

S/n	State	Organizations	Population
1	Ebonyi	Ebonyi State Government, Abakiliki Zone	1809
2	Imo	Imo State Government, Owerri zone	2022
3	Anambra	Anambra State Government, Awka Zone	2300
Total			6131

Source: Field Survey, 2020, Statistics Unit of the Personnel of the State Government

**Table 2. Bowley’s allocation formula**

S/N	Organizations	Applying formula	No. allocated
1	Ebonyi State Government, Abakiliki Zone	$1809 \times 361 / 6131$	107
2	Imo State Government, Owerri zone	$2022 \times 361 / 6131$	119
3	Anambra State Government, Awka Zone	$2300 \times 361 / 6131$	135
Total			361

Source: Field Survey, 2018

**Table 3. Reliability statistic**

Reliability Statistics			
Cronbach’s Alpha	Part 1	Value	.872
		N of Items	20 <sup>a</sup>
	Part 2	Value	.881
		N of Items	20 <sup>b</sup>
Total N of Items			40
Correlation Between Forms			.877
Spearman-Brown Coefficient	Equal Length		.934
	Unequal Length		.934
Guttman Split-Half Coefficient			.902

Source: Field Survey, 2020

**Table 4. Correlation Interpretation Table**

Value of coefficient	Relation between variables
0.70-1.00	Very strong Correlation
0.50-0.69	Substantial Correlation
0.30-0.49	Moderate Correlation
0.10- 0.29	Low Correlation
0.01-0.09	Negligible Correlation

Source: Alwadael (2010)

**Table 5. Distribution of responses for contingent pay and altruism**

S/N	Questionnaire Items	SA (5)	A (4)	UD (3)	D (2)	SD (1)	Mean	Decision
Contingent Pay								
1	The performances of teams are rewarded based on the skill set of the members of the teams.	34	78	49	109	91	2.60	Reject
2	The team reward in place in my organization is flexible because better performance attracts better rewards.	55	69	26	117	94	2.65	Reject
3	The abilities of the members of a team in my firm are important because the bonus they receive considers it.	21	73	54	122	91	2.48	Reject
4	There are added bonus attached to a team that performs well in my organization.	38	69	45	120	89	2.58	Reject
5	The overall contribution of a team to the organization is taken note of while rewarding.	47	59	49	135	71	2.66	Reject
Altruism								
6	I will be motivated to help my team members if I will get rewarded for doing so.	141	175	0	45	0	4.14	Accept
7	I can help my team members to do a better job because the reward we receive is team-based.	129	172	0	29	31	3.94	Accept
8	My team’s performance will be better if we can help each other to do a better job.	53	37	41	127	103	2.47	Reject
9	Our team performance will be enhanced when we can cooperate better with each other.	60	19	31	134	117	2.37	Reject
10	I am willing to go out of my way to help my colleagues in my team because I know that the performance of my team will enhance my reward.	34	67	0	131	129	2.30	Reject

Source: Field Survey, 2020

**Table 6. Correlation analysis for contingent pay and altruism**

		<b>Contpay</b>	<b>Altruism</b>
CONTPAY	Pearson Correlation	1	.968**
	Sig. (2-tailed)		.000
	N	316	316
ALTRUISM	Pearson Correlation	.968**	1
	Sig. (2-tailed)	.000	
	N	316	316

Source: Field Survey, 2020

**Table 7. Significance test for hypothesis three**

<b>N</b>	<b>Cal. r</b>	<b>DF</b>	<b>Crit. r.</b>	<b>Remark</b>
316	.968	314	0.098	Significant

Source: Field Survey, 2020

**6. CONCLUSION**

The research concludes that contingent pay has a significant positive relationship with altruism in the studied state government staff in the South East of Nigeria. This is owing to the fact that all the decomposed variables of contingent pay and altruism had significant positive relationships with each other as paired. The analysis concludes that there is a strong significant relationship between contingent pay and altruism in the system. The result is recommended for further wider used of the study, for academic purposes and for understanding of contingent pay and altruism to management performance and management practices in state government among South East of Nigeria.

**DISCLAIMER**

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

**COMPETING INTERESTS**

Author has declared that no competing interests exist.

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