



**COMPENSATION AND WORKPLACE SPONTANEITY IN ACCREDITED PRIVATE PRIMARY SCHOOLS IN PORT HARCOURT METROPOLIS, RIVERS STATE, NIGERIA**

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**ABSTRACT**

*This study examined the relationship between compensation and workplace spontaneity of accredited private primary schools in Port Harcourt Metropolis, Rivers State, Nigeria. The study adopted a cross-sectional survey, while the questionnaire was used in acquiring data from fourteen accredited private primary schools that had been in existence for thirty years and above, in Port Harcourt Metropolis, Rivers State, Nigeria. The population of the study was 420 employees of 14 selected accredited private primary schools in Port Harcourt Metropolis, Rivers State, Nigeria. A sample of 205 respondents was calculated using Taro Yamane's formula for sample size determination. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using Spearman's Rank Order Correlation. The result showed that there is a positive significant relationship between compensation and workplace spontaneity in accredited private primary schools in Port Harcourt Metropolis, Rivers State, Nigeria. It was concluded that compensation is a significant predictor of workplace spontaneity and recommended amongst others that practitioners should create more non-monetary reward and recognition programs to enhance altruistic attitude and self-development.*

**Keywords:** *Altruistic Attitude, Compensation, Self-Development, Workplace Spontaneity*

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## INTRODUCTION

The business environment is made up of the organization, strategies, and resources, of which the employee is key to the organizations' success. Organizations all over the world exist principally to make profit and human resources are the life-blood to achieve it (Azeez, 2017). The human is the pilot of any organization; their attitude affects productivity in many ways and often without the consciousness of the employees themselves. Thus, the behaviour of the employee at work relates to job performance and creates the need to consider the effect of the characteristics of compensation on workplace spontaneity. The 2019 work of Edeh and Wilson revealed that researchers have juxtaposed many names and acronyms for the phenomenon of behaviours that supersedes acceptable role expectations that are crucial and critical for an organization's survival, such as Organizational spontaneity (George & Brief, 1992; George & Jones 1997), Prosocial organizational behaviour (Brief & Motowidlo, 1986), Organizational citizenship behaviour (Organ, 1988) and Extra role behaviour (Van Dyne, Cummings & Parks, 1995). These constructs are akin to the conceptualization of extra-role behaviour but differ in some ways.

Organizational Spontaneous behaviour is defined as extra-role behaviours performed voluntarily and contributes to organizational effectiveness (George & Brief, 1992). One of the three behavioural patterns asserted by Katz (1964) for the effective functioning of the organization is the entry and stay in the organization as an employee; perform special roles required, bound in innovative activities and spontaneous or unplanned that is outside the role played (Konovsky & Pugh, 1994). It is emphasized that spontaneous behaviour is not prescribed under formal role prescriptions; however, it contributes to organizational goals accomplishment. Such spontaneous work behaviour could be enhanced through a well arranged compensation program.

Compensation Management is one of the most complex and dynamic issues in the field of human resource management. For an organization to

achieve its stated objectives, there is the need to effectively manage the human resources aspect of the organization, taken into cognizance one of the core aspect of resource management known as compensation management. The ability of a manager to achieve its stated objectives to a large extent depends on the effective implementation of compensational packages in order to motivate the subordinates and employees within and beyond their expectation (Ibojo, & Asabi, 2017).

Compensation Management plays a crucial and functional role because it is the heart beat of human resource management. It is also vital to both employees and the employer. This is because employees typically depend on wages and salaries, and must be equivalent to the work done. However, to managers, compensation decisions influence the cost of doing business and thus, their ability to sell at a competitive price in the product market (Barry et al, 1995 cited in Ibojo, & Asabi, 2017)

Adeoye, Elegunde, Tijani and Oyedele (2012) viewed compensation as the benefit received by employees such as bonuses, profit share, and annual holidays, they see compensation in form of pay rates and wages that are important to all stakeholders in the work environment to facilitate a mutually beneficial relationship. Implementing good reward and compensation policies allows retaining talented employees within the organization because when employees are more satisfied with the organization they will stay in the organization for a longer period (Chiekezie, Emejulu & Nwanneka, 2017). Spontaneity, then, can provide powerful means to enhance organizational performance based on the employee's sense of belonging to the organization. The purpose of this paper was to examine the relationship between compensation and workplace spontaneity in Accredited Private Primary Schools in Port Harcourt Metropolis, Rivers State.

The following research questions were presented with regards to the objectives of the study:

- What is the relationship between compensation and self-development in accredited private primary schools in Port Harcourt Metropolis, Rivers State?
- What is the relationship between compensation and altruistic attitude in accredited private primary schools in Port Harcourt Metropolis, Rivers State?



**Figure 1:** Conceptual Framework for compensation and workplace spontaneity

## LITERATURE REVIEW

### Theoretical Foundation

The underpinning theory was anchored on the Social exchange theory first developed by Homans (1961), then Blau (1964) and Emerson (1976). According to the exchange theory, people evaluate their relationships by analyzing benefits they feel others might receive through them and they make decisions about the relationships in their lives by comparing alternatives. Linuesa-Langreo, Ruiz-Palomino, and Elche-Hortelano (2017) suggested the theory as one of the most prominent theoretical paradigms to predicate and understand employee behaviour at the workplace. Social exchange theory is a model of human behaviour that explains the processes by which people make relationships and maintain them. Employers who use the social exchange approach seek long-term relationships with employees and show concern about their well-being, career development, and expect the concern and commitment to be reciprocated. Thus, if an employee is treated with respect, they would be more likely to engage in extra-role behaviour. Researchers also found that leaders' and supervisors' support can lead to extra-role behaviour because a social exchange relationship is developed between employees and their supervisors (Organ, 1988; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

### Compensation

Compensation and reward can simply be explained as something which is used by employers to recompense their employees for a loss or to recognize their work performance and efforts in relating to their job role. This compensation can be in the form of financial or non-financial benefits. This compensation should be aligned with the organizational structure and, business strategy to achieve the goals and objectives of the organization. The general compensation system consists of three main components including base compensation, indirect compensation, and rewarding incentives. Having an organized and transparent reward system may help to attract, engage, and retain key staff of an organization which finally helps to achieve higher organizational financial performances (Lardner, 2015). Adeoye *et al.*, (2012) argued that compensation packages comprise of financial and non-financial, direct and indirect compensation. Atchison, Belcher, and Thomsen (2010) further contend that a remuneration bundle joins base pay, extra time pay, rewards, benefit-sharing, commissions, merit pay, investment opportunities, lodging recompense, protection, benefits including dental, travel and meals, therapeutic, excursion, leaves, retirement, impose flexibility. Quartey and Attiogbe (2013) assert that compensation packages like severance pay, vacations, and holidays are legitimately

ordered to be delighted in by workers. Offering things like competitive salaries, profit sharing, bonus programs, pension, and health plans, paid time off, and tuition reimbursement sends a powerful message to employees about their importance at the organization. The rewards given to employees must be meaningful to impact their perception of the organization and therefore have a marked influence on its retention efforts. Some companies may offer employees attractive benefits such as flexible work schedules, vacation time, and attractive health insurance packages in place of higher wages. Some employees may find flexibility in the workplace a greater benefit than money, which may influence the employee to stay with a company when times get tough.

Monetary and non-monetary benefits are the main concerns employees are considering when selecting an organization to work for (Coffey, 2013). Human needs differ from one another so if organizations need to retain their employees, employers should understand them and establish effective compensation and reward system. Kossivi, Xu and Kalgora (2016) proved that a rise in pay has a negative impact on turnover and that salary and benefit policies are not being used strategically, within the organization to improve morale, reduce turnover, and achieve targets within the establishment. Some researchers argue that a competitive compensation package is the only strong commitment and also build loyalty on the worker's side. The total amount of compensation offered by other companies also affects turnover. Organizations that offer a high compensation package as compared to others would have a large number of candidates applying for induction and have a lower turnover rate. Singh (2019) was of the view that some companies try to emphasize a team environment but continue to reward people for individual achievement. According to Tamunomiebi and Zeb-Obipi (2009), the reward system is the degree to which management provides for the performance of employees in the form of salary, promotions, and others. Reward serves as human

resource compensation which has been effective in attracting sufficient and suitable employees.

### **Workplace Spontaneity**

According to Patora-Wysocka (2014), the word spontaneous is derived from the Latin word 'sponte' which means voluntarily, Spontaneity is from the Latin word spontaneous which means emerging or being performed without external influence or stimuli; extemporaneous, impromptu, spur-of-the-moment, voluntary. Thus, spontaneous actions initiate change, are undertaken contrary to the accepted way of doing something and are creative and innovative. Workplace Spontaneity is the behaviour within the workplace that can be described as an extra-role that puts the interest of the organization before the individual. According to Rauf (2015), George and Brief (1992) describe organizational spontaneity as extra-role behaviours, identifying five of such: helping co-workers, protecting the organization, making constructive suggestions, developing oneself, and spreading goodwill. These behaviours are performed voluntarily and that contribute to organizational effectiveness. They are characterized by sharing supplies, calling attention to a potential error, and helping a co-worker with a heavy workload are examples of helping spontaneous behaviours and in case of their absence, serious problems emerge. Protecting the organization includes activities to protect or save the life of the workers and property of the organization in case of emergencies such as natural disasters. Making constructive suggestions was defined as all voluntary acts for creativity and innovation. Developing oneself includes voluntary activities like improving knowledge, skills, abilities which will, in turn, help the worker to be better at his job and contribute more to the organization. Spreading goodwill was defined as voluntary contributions to organizational effectiveness by presenting one's organization as supportive or presenting its services and goods as high quality.

Souchon, Hughes, Farrell, Nemkova and Oliveira (2014) highlight the construct of spontaneity which is defined as the ability to make decisions at the

moment. Being a core management function, decision-making can directly influence performance. Spontaneity allows people to react to events as they unfold, or to be able to continue to move forward despite the unexpected. Spontaneity increases the speed at which decisions are made and implemented, consolidating first-mover advantages when fast decision-making is essential and permitting timely adaptation to inconsistent market conditions. Souchon *et al.*, (2014) further agreed that successful spontaneity requires the cooperation, interaction, and information flow afforded by more formal structures. Spontaneity does not occur in a vacuum as both planning and spontaneity are often found in firms, so the interplay between the two is a more likely conduit to success than either in isolation (Nemkova, Souchon & Hughes 2012).

### **Measures of Workplace Spontaneity**

#### **Self -Development**

Afifi (2018) asserted that self-development is built on the works of Katz (1964) and George and Brief (1992). Trying to develop one's self through training and catching up with changes in one's field of work can be given as examples of self-development. According to Antonacopoulou (2000) in her study of employee development, self-development refers to taking steps to better oneself such as by learning new skills and overcoming bad habits. It includes efforts towards self-fulfilment, either through formal study programs or one's own. Self-development involves enhancing one's capabilities or potentialities to achieve career goals in association with the broader concept of development which is the changes in the social structures that affect an individual's life span. Personal growth is not only a central individual need but also a key requirement for organizational success. Nevertheless, workplace interventions aimed at stimulating the personal growth of employees are still scarce (Van Woerkom & Meyers, 2019). Most developmental processes in organizations are based on a deficit model in which a person's weaknesses are seen as their greatest

opportunity for development. The emphasis on learning and learning organizations as a source of competitive advantage has renewed the importance of self-direction and personal responsibility in the development process. In light of the continuously changing needs of individuals and organizations, self-development is promoted as a promising strategy for developing employees. The scarcity of such approaches suggests that applying the principles of employee development initiatives in practice is fraught with difficulties. Cunningham (1999) gave indications that the self-development principle emphasises employee development being driven by employees who recognise the need to develop themselves, who are willing to learn and have the will power to choose what to learn in addition to how to develop themselves. This suggests that individuals cannot be forced to learn or develop without their will. Self-development is a self-initiated process of learning, also referred to as general self-efficacy. It is a personal growth initiative, which refers to a set of cognitive skills (i.e. readiness for change and planning) and behavioural skills (i.e. using resources and intentional behaviour) to actively and intentionally change self (Robitschek, Ashton, Spering, Geiger, Byers, Schotts & Thoen, 2012). Readiness for change reflects positive beliefs, attitudes, and values related to personal growth enabling individuals to identify the areas in which they want to grow, whereas planning refers to the ability to develop specific and realistic plans to achieve that growth. The behavioural skills include intentional implementation of the action plan created for personal growth (i.e., intentional behaviour) and the use of resources that facilitate the achievement of growth-oriented goals (i.e., using resources).

#### **Altruistic Attitude**

This is the type of behaviour that is self-sacrificing and which puts the interest of the organization and that of the co-workers even before that of the individual. It expresses the willingness to assist and support other colleagues within the organization. Paillé, Raineri, and Valeau (2015) in agreement with

Podsakoff *et al.*, (2000) point that altruistic attitude is helping behaviours for supporting personnel or co-workers who have work-related problems that is helping behaviour directed towards individuals, which finally benefits the organization. They and other researchers working in the area of citizenship behaviour accept helping behaviour as a very significant dimension of the construct (Paillé *et al.*, 2015). Behaviour exemplified as helping absent co-workers, employees having heavy workloads, supporting new employees to adjust to the new workplace environment, and being empathetic and mindful of how one's behaviour affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest in its workplace environment. Akintokunbo and Obomanu (2018) assert that teamwork has become so important that it is invariably the way organizations today, regardless of size, operate to be effective and efficient. Socially driven values emphasizing the group over individual concerns are likely to encourage an altruistic attitude benefiting the group. Altruism and compassion may arise as a natural consequence of experiences of interconnection and oneness (Vieten, Amorok & Schlitz, 2005).

### **Compensation and Workplace Spontaneity**

Employees who are satisfied with rewards work with passion and is more committed to the organization (Tufail, Muneer & Manzoor, 2017). Reward is considered an incentive to the employee in exchange for the contribution of their services, however, it is an expense to the organization. Incentive pay enhanced employee commitment and competence, which, in turn, improved the operational and financial performances of firms (Sung, Choi & Kang, 2017). Incentive pay functions as a noteworthy driver of the positive attitude and behavior of employees that increase organizational operations and effectiveness (Shaw & Gupta, 2015; Sung *et al.*, 2017). Virtually each and every aspect of organizational effectiveness, compensation can shape employee behavior and organizational

effectiveness (Gupta & Shaw, 2014). There is a significant positive relation between intrinsic reward- such as work life balance and organizational justice, feelings of achievement, sense of recognition and extrinsic reward- comprising of pay, promotion, job security, training and intrinsic rewards such and OCB (Tufail *et al.*, 2017). Both extrinsic and intrinsic rewards are significantly related to employee satisfaction and employee performance (Tessema & Soeters, 2006; Tufail *et al.*, 2017). Extrinsic and intrinsic rewards are positively correlated to OCB since satisfied employees in their job not only accomplish their prescribed role requirements but also put forth additional effort to execute other undertakings that extend beyond their formal role prerequisite (Tufail *et al.*, 2017).

Based on the foregoing discussions, the study hypothesized thus:

- H<sub>01</sub>:** There is no significant relationship between compensation and self-development of accredited private primary schools in Port Harcourt Metropolis, Rivers State
- H<sub>02</sub>:** There is no significant relationship between compensation and altruistic attitude of accredited private primary schools in Port Harcourt Metropolis, Rivers State

### **METHODOLOGY**

The study adopted a cross-sectional survey, while the questionnaire was used in acquiring data from fourteen accredited private primary schools that had been in existence for thirty years and above, in Port Harcourt Metropolis, Rivers State, Nigeria. The population of the study was 420 employees of 14 selected accredited private primary schools in Port Harcourt Metropolis, Rivers State, Nigeria. A sample of 205 respondents was calculated using Taro Yamane's formula for sample size determination. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using Spearman's Rank Order Correlation.

**Table 1: Reliability Coefficients of variable measures**

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1.	Compensation	5	153	0.810
2.	Self-development	5	153	0.806
3.	Altruistic attitude	5	153	0.821

Source: Research Data Output, 2020

### DATA ANALYSIS AND RESULTS

The confidence interval was set at a 0.05 (two-tailed) level of significance value based on the 95 percent level of confidence for the statistical significance test of data. The extent of relationship

was assessed using the rho interpretations provided by Bryman and Bell (2003), where:  $Rho \leq 0.39$  represents weak effect,  $Rho = 0.40 - 0.59$  represents moderate effect,  $Rho = 0.60 - 0.79$  represents strong effect and  $Rho \geq 0.80$  represents very strong.

**Table 2: Correlation matrix for Compensation and the Measures of Self Development**

			Compensation	Self-Development
Spearman's rho	Compensation	Correlation Coefficient	1.000	.817**
		Sig. (2-tailed)	.	.000
		N	153	153
	Self-Development	Correlation Coefficient	.817**	1.000
		Sig. (2-tailed)	.000	.
		N	153	153

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

Source: SPSS output version 23.0

**Ho1: There is no significant relationship between compensation and self-development in accredited private primary schools in Port Harcourt Metropolis, Rivers State.**

Table 2 showed the correlation coefficient (r) between compensation and self-development at 0.817 which indicated a positive and very strong

relationship. The test of significance showed a significant relationship at  $p 0.000 < 0.05$ , the null hypothesis was rejected and alternate upheld. Thus, there is a significant relationship between compensation and self-development in accredited private primary schools in Port Harcourt Metropolis, Rivers State.

**Table 3: Correlation matrix for Compensation and the Measures of Altruistic Attitude**

			Compensation	Altruistic Attitude
Spearman's rho	Compensation	Correlation Coefficient	1.000	.830**
		Sig. (2-tailed)	.	.000
		N	153	153
	Altruistic Attitude	Correlation Coefficient	.830**	1.000
		Sig. (2-tailed)	.000	.
		N	153	153

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

Source: SPSS output version 23.0



**Ho2: There is no significant relationship between compensation and altruistic attitude in accredited private primary schools in Port Harcourt Metropolis, Rivers State.**

Table 3 showed the correlation coefficient (r) between compensation and altruistic attitude at 0.830 which indicated a positive and very strong relationship. The test of significance showed a significant relationship at  $p < 0.05$ , the null hypothesis was rejected and alternate upheld. Thus, there is a significant relationship between compensation and altruistic attitude in accredited private primary schools in Port Harcourt Metropolis, Rivers State.

### DISCUSSION OF FINDINGS

The study findings revealed that there is a strong positive relationship between compensation and workplace spontaneity of accredited private primary schools in Port Harcourt Metropolis, Rivers State. This finding agrees with previous findings of Tamunomiebi and Zeb-Obipi (2009) that a reward system is a degree to which management provides for the performance of employees in the form of salary, promotions, and others. Reward serves as human resource compensation which has been effective in attracting sufficient and suitable employees. It is used in employee retention and to fulfil obligations in most organizations. Compensation plays a significant role in attracting and retaining good employees, especially those employees who give outstanding performance or unique skill which is indispensable to the

organization because the company invests a heavy amount in their training and orientation. Some researchers argue that a competitive compensation package is the only strong commitment and also build loyalty on the worker's side. Singh (2019) was of the view that some companies try to emphasize a team environment but continue to reward people for individual achievement.

### CONCLUSION AND RECOMMENDATIONS

This study concluded that compensation significantly influences workplace spontaneity in accredited private primary schools in Port Harcourt Metropolis, Rivers State. This implies that favourable compensation policies enhance workplace spontaneity and allows the organization to seek ways to continually improve employee satisfaction, commitment, and efficiency in the system.

Based on the findings and conclusion above, it was recommended that private primary schools should offer favourable working conditions to their employees as the best-talented employees who contribute to good organization performance, will want to remain with an organization that satisfies their needs by providing job security, good pay package, and career progression. They should also create more non-monetary reward and recognition programs which can be powerful retentive tools. Increasingly, organizations are using informal methods for rewarding staff while financial compensation is becoming less of a norm for recognizing employee accomplishments.

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