

*Full Length Research Paper*

# Employee Pay Satisfaction in the Nigerian Retail Banks Sector: The different in perception between Male and Female

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In order to increase economic activities and strengthened people's involvement, successive government in the country, has in the last sixteen years embarked on the privatisation and liberalisation of the country's economy which also includes the banking sector. But for this initiative to be successful, the economy would require the services of highly committed and motivated workforce. Presently, little is known of the extent of employee satisfaction with pay within the retail banking sector of the economy. This study sets out to examine the Nigerian retail banks sector pay satisfaction levels and how it reflects amongst genders. Research was conducted using questionnaire to gather data from the 303 high, middle, lower level management staff as well as bank clerks from the 600 self-delivered questionnaires in ten selected retail banks. These banks were selected on the basis of their strong presence in the sector. Using relevant statistical analysis, the study compared level of satisfaction with pay between male and female workers of the sector. The outcomes suggests that generally, the level of satisfaction with pay amongst the sector's employees is low, with only 60% of those who responded indicates that they were satisfied with their pay. The study also suggests minor differences in pay satisfaction level between male and female employees of the sector. The outcomes of the study is based on the responds from the Nigerian retail banks sector employees who responded to the survey instrument and therefore should not be generalised or be translated as the reactions of the entire Nigerian workers or those of other sectors of the Nigerian banking industry. The Nigerian retail banks management needs to look into its pay structure, the implementation policy and its general approach to the management of other incentives in the sector. It also needs to look into how it distributes its wealth to ensure equitable distribution amongst workers in the sector.

**Keywords:** Pay, Pay Satisfaction, Retail banks, Pay structures, Nigeria, Pay comparison.

## INTRODUCTION

The return to democratic rules has witnessed significant turnaround in the operational environment of the banking industry in Nigeria as the country pushes towards a more open market economy. Successive governments has during this period introduced different forms of liberalisation policies and measures which embrace comprehensive privatisation drive policies designed to make the economy more market oriented and attractive to global investors. In effect, the banking industry for example has almost been completely liberalised and deregulated to a level that has not been experienced in the past.

As expected, organisations within the retail banking sector need to embrace this new direction and one important area of concern is Human Resource Management (HRM). To respond to global ambition (Azolukwam, et al 2009; Ogba, 2008) has stressed, that the Nigerian retail banks will need bright, ambitious and hardworking individuals. As Pena-Bouquete, et al (2010), posits the sector would also require the services of capable workforce with a range of personal qualities such as technical skill, commitment, experience, knowledge and loyalty to ensure success. Past evidence Okpara (2006) and Okpara and Wynn (2008) among others suggest that pay discrimination and distribution discrepancies exists amongst workers in employment in Nigeria in general and the banking sector in particular.

The management and distribution of organisation's wealth pay and salary included, within the banking industry evidence suggests upholds the national cultural beliefs that entrenched male superiority and dominance in the society. This practice and other mitigating circumstances (Azolukwam, et al, 2009; Chovwen and Ivensor, 2009 and Iyiola, 2009) has stressed often had negative effects on the career choices of Nigerian women and their participation in economic activities in the past. This trend they emphasis, is likely to continue even with the abundant talents available amongst female workforce that the sector could easily explore to further strengthened its staff productivity level.

## BACKGROUND

Pay and employee satisfaction with it, has been recognised as an important instrument to job satisfaction, good workplace experience and driver of high performance for individual and organisations. Individual or group of employees' satisfaction with pay or salary amount, would often be based on their reactions to the total pay received and what they believe they should receive (perceived worth). This will often lead to reactionary behaviour (consequence) individually or group wise (Armstrong, 2006 and Armstrong, et al., 2011). Within the Nigerian retail banking sector, good

workplace experience through, equitable distribution of organisational wealth would be essential to promoting the sector's global ambitions. This is because significant percentage of the sector's workers are likely to regard pay as the most critical facet of their job satisfaction and reason why they remain in their respective jobs (Shittu, 2008; Fajana, 2008, and Estes and Polnick, 2012).

The aims of this study therefore are to (a) To describe and analyse pay satisfaction levels amongst retail banks employees in Nigeria, (b) Identify whether or not pay satisfaction level of this sector's employees is gender related, and (c) Establish whether or not male workers are significantly more satisfied with pay than female employees. The study objectives are: (i) To empirically explore employee pay satisfaction level in the Nigerian retail banking sector, (ii) Test for similarities and differences in relation to pay satisfaction between male and female employees of the sector and (iii) Compare the satisfaction levels of this group of retail banks employees for any significant differences between the two groups.

## Literature Review

Pay satisfaction is a form of behaviour enrichment with inherent attributes that culminate in an employee's extrinsic motivation to work. Thus, the Nigerian retail banks will be faced with the possibility of losing significant contributions from their workforce, if they perceive injustice in pay distributions. In a constantly changing Nigerian banking environment with increased foreign direct investment, workers satisfaction with pay and its level has become so imperative and important factor relating to recruitment, retention, commitment, performance and sustained growth. Maslow's needs hierarchy, Herzberg dual-factor model and Adams equity theories among others have been advanced to explain the concept of pay satisfaction as researchers continued to explore and understand what contributes to workers' pay satisfaction within an industrial set-up (Cole and Flint, 2004; Carraher, et-al., 2003; and Carraher, 2011).

According to (Armstrong, 2006, 2012), average human needs are of five main categories. As the hierarchy suggest, employees are propelled to work in order to meet these needs and as such will be very happy or satisfied when they work in an enabling environment that contributes towards meeting these needs. Similarly, the Nigerian retail banks workers will be more motivated and propelled to higher productivity in a work environment that provides good working conditions and equitable pay opportunities for its employees. Chances of better pay satisfaction will emerged (Fardale, et-al., 2011), when the leadership of the business recognises and act in accordance with the spirit and principles of fairness, transparent and equity in following procedures and the distribution of the organisation's wealth. The need

esteem highlights the integral link of positive self- concept to motivation; hence pay satisfaction (Armstrong, et-al., 2011). Maslow's theory classified esteem needs into two groups: (a) self-esteem needs and (b) self-respect needs that are derived from achievement, mastery, and self-satisfying work. Adequate appreciation of the Nigerian retail banks sector employees for example, would include a non-discriminatory reward for a job well that recognises capabilities, productivity and commitment (Armstrong, 2012 and Carraher, 2011).

The Herzberg dual-factor model (Armstrong, et-al., 2011), provides important link between research on pay and satisfaction with pay. The model as Leopold, et-al., (2005) suggests, is the individual retail banks worker's affective reaction to pay and pay satisfaction that impact on their motivation. Pay as a hygiene factor could prevent any retail banks worker from being motivated by other elements of the work environment if he or she is felt discriminated against. Consequently, If the Nigerian retail banking sector wishes to motivate its employees, it need to ensure that pay and other hygiene factors are at the level where dissatisfaction does not occur, either through its design or its implementation (Herzberg, 1987; Bunning, 2004 and Armstrong, et-al., 2011).

Vroom's (1964) expectancy theory suggests that situational and personality variables amongst employees will combine to produce satisfaction with individual pay. Thus the notion of expectancies Wang (2011) is based on both the retail banks' and employees' presumptions that efforts will lead to good performance and performance will lead to adequate reward. Therefore, the difference between what these individual retail banks workers experienced and receive as reward and what they expect to receive leads to discrepancy. According to reinforcement theory (Leopold, et-al., 2005; Wang, 2011; Armstrong, 2012; Estes and Polnick, 2012), life experience, which is the key determinant of behaviour, will influence the determination of expectancy and instrumentality of this group of retail bank workers. If they have prior experience which leads them to believe that certain level of efforts will lead to a given level of performance and that this level of performance effort will lead to a given outcome, they will be more likely to engage in that behaviour, if the behaviour is desirable (high valance).

The Adams' equity theory (1963) is founded on the notion that workers in general expect justice, fair play and equity in the way their different organisations treats them and also in the distribution of their wealth. Justice in organisational systems (for example, in office politics, distribution of organisational wealth and policy implementation are important concept in organisational practices. Clearly, the Nigerian retail banks employees would seek a fair balance between what he or she receives (pay) "distributive justice" in return for the efforts in doing his or her job. This suggest that pay satisfaction

measurement is both undimensional and multidimensional in nature.

### Research Hypotheses

In view of the overview of the literature review, the study put forward three hypotheses, for examination and testing.

(H1) Pay satisfaction determinants will be the same amongst Nigerian retail banks employees and therefore could impact on their level of satisfaction with their pay.

(H2) Pay satisfaction will go along gender lines and as a result satisfaction levels will vary between male and females.

(H3) Male employees are likely to be significantly more satisfied with their pay and therefore be more motivated and more engaged with their jobs than their female counterparts.

### RESEARCH DESIGN AND METHODOLOGY

The study selected ten leading retail banks organisation all with strong national image and strong market share. The survey covered branches in Lagos and Abuja where conditions, standard of living and business environment are relatively similar if not the same. The ten selected retail banks also have well documented human resources policies and procedure along with good pay structures in place.

#### Data Collection

The collection and gathering of data for this study involved the use of structured questionnaire and adoption of Likert scale 1 = Very satisfied and 5 = Very dissatisfied and 3 = neither satisfied nor dissatisfied to determine response and measure satisfaction. The questionnaire numbering 600 in total were handed to different groups of the retail banks workers based in Lagos and Abuja between May and June 2011. A total of 326 were returned within the pre-determined eight weeks cut-off period which represents 57% response rate. In all a total of 303 questionnaires were regarded as fully complete and suitable and were therefore processed for analysis.

#### Demographic Profile of the Respondents

Table 1 described the breakdown of the retail banks employees that responded to questionnaire. It highlights the distribution of the respondents demographic set up by age, gender, position, length of service in the current workplace, within the industry and position. As shown in table 1, the population of those that responded to the survey spread across all positions, and functions relating to retail banks activities in the sector.

**Table1** Demographic Data of Respondents

<b>Criteria</b>	<b>Number</b>	<b>Percentage</b>
<b>Age</b>		
18-23 years	52	17
24-29 years	125	41
30-35 years	74	24
36+ years	52	18
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Position (Post)</b>		
Director	2	1
Senior Manager	49	15
Manager / Supervisor	114	38
Bank Clerk	138	46
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Salary (Grade) p.a. in millions of Naira</b>		
30.1+	71	23
25.1 – 30	91	30
19.1 – 25	80	26
13.1 – 19	38	13
9.1 – 13	19	6
1.5 – 9	4	2
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Gender</b>		
Male	149	49
Female	154	51
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Marital Status</b>		
Married	111	37
Single	192	63
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Regional Background</b>		
North	77	25
West	103	34
Eastern	60	20
Mid-West	63	21
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Work Experience (years in retail banking sector) - Previous Bank</b>		
0 – 5	97	32
6 – 10	105	35
11 – 15	49	16
16 – 21	40	13
21+	12	4
<b>Total</b>	<b>303</b>	<b>100</b>
<b>Work Experience (years in retail banking sector) - Present Bank</b>		
0 – 5	150	50
6 – 10	103	34
11 – 15	30	10
16 – 21	11	4
21+	9	3
<b>Total</b>	<b>303</b>	<b>100</b>

Sample size = 303 respondents. Source: Author, field survey,

### Age/position composition

Seventeen per cent of the respondents were between 18 and 23 years old, 41% between 24 and 29 years of age suggesting that 58% of the sector's employees are relatively young. About 24% were between 30-35 years

of age and 18% were 36+ category. This may suggest that the Nigerian retail banks sector may be manned by a relative young and middle age workforce or perhaps this is just a representation of those that responded to the questionnaire. Forty-six per cent were clerical officers, 38% of supervisory grade and 16% were of managers

**Table 2** Satisfaction with Pay: Male and Female Satisfaction Rating Mean Scores: Subsets (Current Work Environment and Internal Comparison within Current Workplace)

		SRO	Mean	SD
<b>Current Workplace Environment</b>				
1	My involvement in and implementation of policy	1	2.85	1.272
2	Understand my bank's policy manual	2	2.81	1.276
3	Promotion prospects	3	2.75	1.259
4	My promotion prospects referent other banks	4	2.74	1.183
5	Bank's policy manual referent other banks	5	2.71	1.251
6	Implementation of policies and procedures	6	2.71	1.233
7	Hours I put into my work	7	2.67	1.233
8	Time devoted to other life referent others	8	2.67	1.211
9	Time devoted to other life activities	9	2.64	1.196
10	Work environment referent other colleagues	10	2.61	1.168
11	Bank provides an exciting work environment	11	2.35	1.106
<b>Internal Comparison Within the Current Place</b>				
1	Implementation of policies on pay rise	1	3.03	1.275
2	Position, responsibilities and pay compare with positions above	2	3.00	1.244
3	Position, responsibilities and pay referent position below	3	2.92	1.243
4	Position, responsibilities and pay referent similar positions	4	2.85	1.333
5	Pay, position and responsibilities	5	2.73	1.247

Mean score is significant at 0.05 significance level: Key SRO= Satisfaction Rank Order. Source, field survey,

and directors grades.

### Salary range composition

In terms of salary range, 2% were within the N1.5 and N9 million per annum range, 6% were from the N9.1 and N13 million salary range, 13% from N13.1 and N19 million salary range, N19.1 to N24 million a 26%, N25 to N30 million 30% and those earning N30.1 and above constitute 23%.

### Gender composition

Female employees made up 51% of the respondents and males 49% of those that returned the questionnaires. This figure may suggest that the retail banking sector's work environment is highly attractive to female workers as suggested by (Broad bridge, 2003; Ogba, 2008; Omar and Ogenyi, 2008).

### Service experience

Table 1 indicates that 32% have either not worked for any other retail banks or have less than five years working experience in another retail bank. Fifty per cent have been in their current employment for less than five years, 35% had between 6 and 10 years previous experience and 34% indicates that they have worked for their current

retail banks for the same period of years. Sixteen per cent has had 11-15 years of experience in the sector, 13% had between 16-21 years working experience with previous banks compared with 4% who indicated that they have stayed in the present banks for the same period. Overall the table suggests some rate of staff turnover, retirement and new recruitment in the sector.

In order to examine the level of pay satisfaction, its relations with age, gender, experience and position, a descriptive statistical analysis was adopted using mean and standard deviation.

The findings (Table 2 above) suggest that satisfaction with each or group of the variable goes along individual perception of the variables. For example, workers ranked "my current bank provides an exciting work environment" the least amongst the eleven elements in the group with a mean score of 2.35. This supports the views of researchers that the Nigerian retail banks environment may not be different from other retail environments, where studies have shown that it often provides an unexciting environment when compared with other industries (Broad bridge, 2003; Omar and Ogenyi, 2006). When workplace environment was compared with those of other colleagues, the study found that this ranked tenth with a mean score of 2.61. This could further suggest that within an organisation, work environment could also be in line with the individual's position, responsibilities, the value and importance attached to the position within the

**Table 3** Satisfaction with Pay: Male and Female Satisfaction Rating Mean Scores: Subsets (External Comparison with Others and Other Banks and Comparison with Previous Workplace).

		SRO	Mean	SD
<b>External Comparison with Others and Other Banks</b>				
1	Position, responsibilities and pay referent position below	1	2.41	1.069
2	Pay and changing conditions of work	2	2.39	1.073
3	Distribution of wealth among workforce	3	2.35	0.968
4	Pay compare with changing costs of living	4	2.27	0.962
5	Bank's current policy on pay raises and bonuses	5	2.25	0.915
6	Distribution of fringe benefits referent other banks	6	2.24	0.908
7	Operation of employee share options scheme	7	2.23	0.869
8	Position, responsibilities and pay referent others outside banking sector	8	2.20	0.890
9	My pay compares with those of my family members	9	2.20	0.886
10	My pay compares with those of my friends	10	2.16	0.835
11	Benefits distribution referent relative positions in other organizations	11	2.16	0.793
12	Bank's pay structure compares with other banks	12	2.00	0.646
13	Pay compares with what I think I am worth	13	1.93	0.580
<b>Comparison with Previous Workplace</b>				
1	Bank's leadership	1	2.90	1.280
2	Pay referent close friends	2	2.81	1.205
3	Pay arrangement compares with others in my previous workplace	3	2.74	1.183
4	Fairness of my bank's pay structure	4	2.72	1.165
5	Bank's policy on profit related pay	5	2.71	1.214
6	Workplace provides good equipment	6	2.70	1.319
7	Pay compares with those of close family members	7	2.70	1.184
8	Bank's policy on bonus payment	8	2.56	1.078

organisational set-up. Perhaps generally, the Nigerian retail banking sector work environment is very challenging and tough.

Time devoted to other life activities" and "number of hours put into my work" came eight in the satisfaction hierarchy, with both having a mean score of 2.67. This could suggest that working within the Nigerian retail banking sector involves long working hours and less time for other life activities. Satisfaction with workers' involvement and implementation of bank policy recorded the highest satisfaction ranking, with a mean score of 2.85. This was followed by the "understanding of the bank policy" with a mean score of 2.81. The positioning of these two determinants as first and second respectively could suggest that Nigerian retail banks management have now recognised the importance of staff involvement in organisational prospects and competitiveness. Perhaps on the other hand, the involvement of foreign investors in the industry may be yielding some positive results, particularly in the areas of international HRM (Okpara, 2006 and Ogba, 2008). "Prospects for promotion" came third with a mean score of 2.75. Respondents also indicated that they were more satisfied with their present workplace promotion prospects when compared with other banks, with a mean score of 2.74. Bank policy manuals compared with other banks came fourth, followed by the implementation of the policy, with

both having a mean score of 2.71. The findings suggest some improvements in the level of employee involvement and participation in policy issues.

Internal comparison, the study suggests reasonable level of satisfaction which may suggest some level of justice and fairness in this area. As Table 2 suggests, the satisfaction mean score for all the elements measured in the subset ranged between 2.73 and 3.03, thus makes the subset the most satisfying of the subsets tested. Table 3 suggests that the external comparison subset recorded the lowest of satisfaction mean score of between 1.93 and 2.41.

Current workplace comparison with previous workplace subset rated 2nd most satisfying after the internal comparison subset. My pay compare with what I thing I am worth ranked lowest mean score of 1.93 apparently the least satisfying of all the satisfaction determinants tested. This no doubt could be a serious challenge to management and HRM policy makers within the sector. Pay in the sector is not commensurable to what individual believe that they each worth to their respective organisations.

#### Gender satisfaction rating

Table 4, suggests some satisfaction variations between male and worker in the sector. "Involvement in

**Table 4:** Mean Satisfaction Ranking Order Showing Differences in Means scores Between Male and Female Employees in the Nigerian Retail Banks Sector: (Current Workplace Environment and Internal Comparison)

<b>Statement</b>		<b>SRO</b>	<b>Mean</b>	<b>SRO</b>	<b>Mean</b>
<b>Current Workplace Environment</b>		<b>Male</b>		<b>Female</b>	
1	My involvement in and implementation of policies	1	2.94	2	2.77
2	The way my bank implements policies and procedures	2	2.86	8	2.56
3	I have read and understand my bank's policy manual	3	2.83	1	2.78
4	My work environment compares with those of my colleagues	4	2.82	10	2.42
5	My promotion prospects compare with other friends in other banks	5	2.82	5	2.66
6	My opportunities available for promotion prospects	6	2.76	3	2.73
7	My bank's policy manual compares with other banks	7	2.74	4	2.67
8	Time devoted to other life activities compares with friends elsewhere	8	2.72	9	2.55
9	The number of hours I put into my work	9	2.72	7	2.62
10	Time devoted to other life activities compared with friends elsewhere	10	2.68	6	2.66
11	My bank provides an exciting work environment	11	2.36	11	2.34
<b>Statement</b>		<b>SRO</b>	<b>Mean</b>	<b>SRO</b>	<b>Mean</b>
<b>Internal Comparison within the current workplace</b>		<b>Male</b>		<b>Female</b>	
1	Implementation of policies on pay rise	1	3.15	2	2.91
2	Position, responsibilities and pay referent positions above	2	3.06	1	2.95
3	Position, responsibilities and pay referent position below	3	3.06	3	2.78
4	Position, responsibilities and pay referent similar positions	4	2.95	4	2.75
5	Position and responsibilities	5	2.92	5	2.55

Mean score is significant at .05 significant level. Key: SRO = Satisfaction Rank Order. Source: Author, field survey.

implementation of policies" came first for male with mean score 2.94, but ranked second by their female counterparts mean score 2.77. Clarity and understanding of bank's policy manual ranked highest with the female at 2.78, but ranked third by their male at 2.83. "The way my bank implements policies and procedures" ranked second with the male employees at 2.86, but ranked a low eighth by the female employees, at 2.56. This suggests that there are serious issues with policy implementation in this sector, which perhaps may have not been seen as fair enough by the female workers in that sector.

My bank's policy manual compares with other banks" was ranked seventh by the male respondents at 2.74, but ranked fourth by the female respondents mean score of 2.67. Both male and female respondents ranked fifth their "promotion prospects" in their current banks when compared with friends in other banks, with score at 2.82 for males and 2.66 for females. Male and female disagreed with the "opportunities available for promotion" in their current workplace. This element ranked sixth with the male workers and female ranked the same element third place mean score of 2.73.

This may suggest that female workers in this sector may be getting more recognition now for their contribution than in the past. Satisfaction with the "number of hours I put into my work" ranked ninth by the male workers at 2.72, while the female group ranked it seventh at 2.62. Internal comparison or referent others within recorded the

best satisfaction rating when compared with other subset. For example, three of the five determinants measured for comparison in the subset show equal satisfaction ranking between males and females but deferred in two.

In the case of external comparison or referent others outside, (see Table 5) suggests low satisfaction rating. However, three of the satisfaction determinants the study found attracted same ranking position amongst the groups but dissimilarities in satisfaction mean scores. "Comparison with previous workplace", the finding suggests that both male and female respondents ranked "fairness" of pay structure fourth.

Although there were dissimilarities in the mean scores, satisfaction rating of the subset appear to be fairly distributed by respondents. As shown in Table 5 satisfaction with their respective "bank's leadership" ranked first by both groups, with a male mean score of 2.94, and female 2.86 mean score. Satisfaction with "my pay compares with those of my close friends" in the previous workplace was jointly ranked second by both groups, with male mean score of 2.79 and female mean score of 2.83.

Ranked jointly in fourth place is satisfaction with "fairness of my bank's pay structure" compared with the previous workplace. This determinant attracted a mean score of 2.76 from the males and 2.68 from their female counterparts. However, satisfaction with "policy on bonus payment" was jointly ranked bottom (eighth) by both sexes, males with 2.55 mean score and female 2.56.

**Table 5** Showing Differences In Means scores Between Male and Female Employees In the Nigerian Retail Banks Sector: (External Comparison with Others and Other Banks and Comparison with Previous Workplace)

Statement		SRO	Mean	SRO	Mean
<b>External Comparison with Others and Other Banks</b>					
			<b>Male</b>		<b>Female</b>
1	Position, responsibilities and pay referent those below other banks	1	2.44	1	2.38
2	Distributes of wealth among workforce	2	2.43	4	2.28
3	Pay and changing conditions of work	3	2.40	2	2.37
4	Pay compares with changing cost of living	4	2.32	7	2.22
5	Pay compares with those of my family members	5	2.27	10	2.14
6	Distribution of fringe benefits referent other banks	6	2.21	5	2.27
7	Operates its employee share options scheme	7	2.21	6	2.25
8	Bank's current policy on pay raises and bonuses	8	2.20	3	2.30
9	Position, responsibilities and pay referent others outside the banking sector	9	2.19	8	2.21
10	My pay compares with those of my friends	10	2.19	11	2.12
11	Benefits distribution referent relative positions in other organizations	11	2.15	9	2.16
12	Bank's pay structure compares with other banks	12	2.11	12	1.89
13	Pay compares with what I think I am worth	13	2.03	13	1.84
<b>Comparison with Previous Workplace</b>					
		<b>SRO</b>	<b>Mean</b>	<b>SRO</b>	<b>Mean</b>
			<b>Male</b>		<b>Female</b>
1	Position, responsibilities and pay referent those below other banks	1	2.94	1	2.86
2	Pay referent close friends	2	2.79	2	2.83
3	Bank's policy on profit related pay	3	2.77	7	2.64
4	Fairness of my bank's pay structure	4	2.76	4	2.68
5	Pay compares with those of close family members	5	2.76	6	2.65
6	Pay arrangement compares with others in my previous workplace	6	2.72	3	2.75
7	Workplace provides good equipment	7	2.72	5	2.68
8	Bank's policy on bonus payment	8	2.55	8	2.56

Mean score is significant at .05 significant level. Key: SRO = Satisfaction Rank Order. Source: Author, field survey

## Testing the Hypotheses

In order explain pay satisfaction levels among the Nigerian retail banks employees, three hypotheses were put forward for testing.

(H1) "Pay satisfaction determinants will be the same amongst Nigerian retail banking sector employees and therefore will help to improve the level of satisfaction with their pay".

To test H1, eighteen of the pay satisfaction determinants in the MSQ in the survey questionnaire as shown in Table 6 were tested for similarity in rating. The outcome suggests that sixteen of the eighteen determinants show positive similarities in ranking between the two genders and also suggests differences in the rating of two of the determinants. This finding partially supports the first assumption. The JDI elements of the satisfaction, as shown in Table 7 however, suggests variations in five of the eleven satisfaction determinants tested.

Five of the eleven determinants attracted higher value from male respondents, five attracted similar values from both genders and one of the determinants attracted higher value from the female workers. This finding again partially supports the first hypothesis.

(H2) Pay satisfaction will go along gender lines and as a result satisfaction levels will vary between males

and females.

In order to answer the second hypothesis, the mean satisfaction scores for each pay satisfaction determinant were examined (see tables 4 and 5). The findings suggest that satisfaction levels varied between male and female respondents. For instance, certain determinants attracted higher satisfaction level from female respondents than the males. Conversely, some other determinants recorded higher satisfaction levels amongst the male employees but lower satisfaction scores with the females. These findings strongly support the (H2) that satisfaction will vary between the two genders.

(H3) Male employees are likely to be significantly more satisfied with their pay and therefore be more motivated and more engaged with their jobs than their female counterparts.

To test the third hypothesis (H3), all elements used as pay satisfaction determinants in the survey (MSQ, JDI, procedural justice, administrative process, were grouped together and analysed using mean and standard deviation measure as first step. Then cross tabulated and then tested for significant differences levels using Mann-Whitney U test. The outcome suggests that three of the satisfaction determinants tested for significant differences in satisfaction level show significant differences in satisfaction variation at 5% significant level P-value of <0.05. As shown in the table above "Implementation of



**Table 6** Nigerian Retail Banks Workers Pay Satisfaction Determinants (Pay Satisfaction Questionnaire and Minnesota Satisfaction Questionnaire)

	<b>Variable</b>	<b>Combined Median</b>	<b>Male Median</b>	<b>Female Median</b>
1	Pay-position	3.00	3.00	2.00
2	Pay-similar-position-internal	3.00	3.00	3.00
3	Pay-position-below-internal	3.00	3.00	3.00
4	Pay-position-above-internal	3.00	3.00	3.00
5	Implementation of pay rise policy	3.00	3.00	3.00
6	Pay-what I think I am worth	2.00	2.00	2.00
7	Position-pay-position-below referent other banks	2.00	2.00	2.00
8	Bank-pay-structure-referent-banks-outside	2.00	2.00	2.00
9	Fairness in wealth distribution-referent retailers	2.00	2.00	2.00
10	The way my bank operates share-option scheme	2.00	2.00	2.00
11	Fairness in wealth distribution referent other banks	2.00	2.00	2.00
12	Policy on salary, rise and bonus	2.00	2.00	2.00
13	Pay and changing cost of living compared	2.00	2.00	2.00
14	My bank's wealth distribution	2.00	2.00	2.00
15	Pay and changing work conditions	2.00	2.00	2.00
16	Family pay referent Friends' pay referent	2.00	2.00	2.00
17	Friends' pay referent	2.00	2.00	2.00
18	Previous workplace pay referent	2.00	2.00	3.00

Source: Author, field survey,

**Table 7** How Nigerian Retail Banks Workers Rate Pay Satisfaction Determinants (JDI)

	<b>Variables</b>	<b>Combined Median</b>	<b>Male Median</b>	<b>Female Median</b>
1	Bank environment provides exciting work environment	2.00	2.00	2.00
2	Work environment compared with colleagues	2.00	3.00	2.00
3	Time devoted to outside of work activities	2.00	3.00	2.00
4	Time devoted to outside of work activities referent others outside	2.00	2.00	2.00
5	I have read and understood my bank's policy	3.00	3.00	2.00
6	Implementation of policies and procedures	3.00	3.00	2.00
7	My bank policy manual referent other banks referred to	3.00	2.00	3.00
8	Hours put into my work compared	2.00	2.00	2.00
9	Promotion prospect in my bank	2.00	2.00	2.00
10	Promotion prospects referent friends in other banks	2.00	3.00	2.00
11	Involvement in and policy implementation	3.00	3.00	3.00

Source: Author, field survey,

policies and procedures, Work environment referent others colleagues, and Position and responsibilities all indicates significant satisfaction disparities between male and female respondents from the sector. In all three determinants, male employees showed a significant level of satisfaction over their female counterparts with satisfaction P-value of .034, .002 and .009 respectively.

Table 9 below also suggest that of the twenty-one determinants tested for significant differences in satisfaction, only two shows any significant differences. As the result indicates "My pay compares with what I think I am worth and bank pay structure compares with other banks" suggests significant differences in satisfaction between the genders at 5% level, with p-values of 0.001, in both instances. Overall, the outcome of the test on H3 did not support the original assumption

that male employees will be significantly more satisfied with their pay than their female colleagues.

## DISCUSSION

The overall higher pay satisfaction level recorded by male workers in the sector according this study finding suggests that male workers in the sector may have embraced all of the issues central to the self-interest model of the procedural justice. As the study suggest, the discriminatory treatment between male and female employees in the sector contributed to the dissimilarities in how both male and female respondents view the procedural system. In the area of distributive justice, the outcome and response go along the same route as the

**Table 8** Testing for Significant Differences in Satisfaction level between Male and Female respondents from the Nigerian Retail Bank Sector: Current workplace and Internal comparison subsets

Statement		SRO		SRO		Chi-test Sig.
		Mean Male	Mean Female	Mean Female	Mean Male	
<b>Current Workplace Environment</b>						
1	My involvement in and implementation of policies	1	2.94	2	2.77	.251
2	The way my bank implements policies and procedures	2	2.86	8	2.56	.034*
3	I have read and understand my bank's policy manual	3	2.83	1	2.78	.655
4	My work environment compares with those of my colleagues	4	2.82	10	2.42	.002*
5	My promotion prospects compare with other friends in other Banks	5	2.82	5	2.66	.713
6	My opportunities available for promotion prospects	6	2.76	3	2.73	.251
7	My bank's policy manual compares with other banks	7	2.74	4	2.67	.529
8	Time devoted to other life activities referent others	8	2.72	9	2.55	.802
9	The number of hours I put into my work	9	2.72	7	2.62	.373
10	Time devoted to other life activities	10	2.68	6	2.66	.137
11	My bank provides an exciting work environment	11	2.36	11	2.34	.799
<b>Internal Comparison within the current workplace</b>						
Statement		SRO	Mean	SRO	Mean	
		Male		Female		
1	Implementation of policies on pay rise	1	3.15	2	2.91	.109
2	Position, responsibilities and pay referent positions above	2	3.06	1	2.95	.430
3	Position, responsibilities and pay referent position below	3	3.06	3	2.78	.051
4	Position, responsibilities and pay referent similar positions	4	2.95	4	2.75	.245
5	Position and responsibilities	5	2.92	5	2.55	.009*

\*p-value is significant at <0.05: \*\*p - <0.01 significant level. Source author field survey

**Table 9:** Testing for Significant Differences in Satisfaction level between Male and Female respondents from the Nigerian Retail Bank Sector: External Comparison with others and Comparison with Previous Workplace

Statement		SRO		SRO		Chi-test Sig.
		Mean Male	Mean Female	Mean Female	Mean Male	
<b>External Comparison with Others and Other Banks</b>						
1	Position, responsibilities and pay referent those below other banks	1	2.44	1	2.38	.685
2	Distributes of wealth among workforce	2	2.43	4	2.28	.270
3	Pay and changing conditions of work	3	2.40	2	2.37	.610
4	Pay compares with changing cost of living	4	2.32	7	2.22	.470
5	Pay compares with those of my family members	5	2.27	10	2.14	.150
6	Distribution of fringe benefits referent other banks	6	2.21	5	2.27	.839
7	Operates its employee share options scheme	7	2.21	6	2.25	.767
8	Bank's current policy on pay raises and bonuses	8	2.20	3	2.30	.360
9	Position, responsibilities and pay referent others outside banking sector	9	2.19	8	2.21	.988
10	My pay compares with those of my friends	10	2.19	11	2.12	.249
11	Benefits distribution referent relative positions in other organisations	11	2.15	9	2.16	.544
12	Bank's pay structure compares with other banks	12	2.11	12	1.89	.001**
13	Pay compares with what I think I am worth	13	2.03	13	1.84	.001**
<b>Comparison with Previous Workplace</b>						
Statement		SRO	Mean	SRO	Mean	
		Male		Female		
1	Bank's leadership	1	2.94	1	2.86	.556
2	Pay referent close friends	2	2.79	2	2.83	.850
3	Bank's policy on profit related pay	3	2.77	7	2.64	.377
4	Fairness of my bank's pay structure	4	2.76	4	2.68	.370
5	Pay compares with those of close family members	5	2.76	6	2.65	.418
6	Pay arrangement compares with others in my previous workplace	6	2.72	3	2.75	.822
7	Workplace provides good equipment	7	2.72	5	2.68	.715
8	Bank's policy on bonus payment	8	2.55	8	2.56	.990

\*p-value is significant at <0.05: \*\*p - <0.01 significant level. Source author field survey

procedural. Female workers in the sector believe that the distribution of wealth in their respective organisation is slightly in favour of their male counterparts. Although the findings did not suggest the perception as widely significant, there was however, evidence to suggest that female respondents did not see this aspect as being sufficiently fair.

The theoretical significant of this study is that it extends knowledge regarding the significance of procedural and distributive justice theories in the realm of employee pay level satisfaction. It also suggests that the issue of self-interest could be highly significant in the determination of individual pay satisfaction level and that this may vary between individual groups. The practical significance of this finding is that Nigerian retail banks employees may be able to increase their perceptions of both the procedural and distributive justice with a change of attitudes and approaches from their management and HRM policy-makers. Policy-makers' ability to enhance perceptions of these process is particularly important because both play significant roles in positive organisational outcomes such as performance, organisational commitment and pay satisfaction. It also helps in avoiding negative OCB activities, such as turnovers.

## CONCLUSIONS

The outcome of this study could be linked to many factors. For example, age and length of service have significant influence on the levels of satisfaction of these workers. Older and long serving worker in the industry tends to record higher levels of satisfaction with their pay than the younger workers and newcomers. The study also concludes that there is a relationship between an employee's age, length of service and pay satisfaction. The indication here is that young people within the sector see intrinsic rewards as being more important than other forms of reward. However, the older workers may have more drive for the extrinsic reward components.

## Methodological limitations

This study only pertains to pay satisfaction among retail banks employees in Nigeria. It should therefore, not be used to draw any predicative conclusions outside this study area. It could however, be considered as providing informed thought on the issues and situations that persist in the country's retail banks environment. The sample was a restricted one, with questionnaire distributed to workers from one particular area in Nigeria with age group mostly between 18 and 55 years old. Also, the sample population was made up of 600 male and female employees of the Nigerian retail banks sector. Thus the outcome of the survey is based on the 303 valid responses from these 600 employees.

## Research methodological challenges

Conducting a research work of this nature in the country could prove very challenging, more so when this involved the completion of questionnaire. It was challenging convincing the workers that they had nothing to fear as the study was not designed to identify any individual. Travelling from one distribution point to the other was also very challenging because of the transport system. The study also found that to undertake a study of this nature, the role of an insider becomes very significant to questionnaire distribution. The general attitude of employees toward completing questionnaire was also very discouraging and as such the use of incentives to encourage participation was considered. Any future research in the area should recognise these challenges and note that it may be of interest to envisage these issues before hand.

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