

Labour Wages, Fringe Benefit as Hedonic Motivation for Employee Workplace Behaviour in Corporate Establishment

Chidiebere U. Eukoha*, Pius U. Angioha, & Mary U. Ojong-Ejoh

University of Calabar, P.M.B. 1115, Cross River State, Nigeria

Abstract

The study assessed labour wages, fringe benefits as hedonic motivation for employee workplace behaviour. Adopting a descriptive and quantitative approach, the survey method was adopted to collect data from 436 participants from a population of 736 staff of eight selected commercial banks in cross river state, Nigeria using the purposive, proportional and simple random sampling. The instrument of data collection is the self-developed and administered questionnaire, designed in a four-point format. Data collected was analyzed using descriptive and parametric statistics. Result revealed that 72.2 per cent of bank employees believe that a good wage will improve productivity, 95.2 per cent reported that a good performance deserves good pay. All employees interviewed reported being paid overtime. 89.9 per cent reported that they go on paid leave. From the parametric analysis carried out, a significant correlation exists between labour wages, fringe benefits and employee workplace behaviour. The study recommends, amongst others, that bank management need to review their compensation packages.

Keywords: Labor, wages; fringe benefits; Hedonic motivation; employee workplace behaviour.

1. Introduction

Human resource plays a significant and vital role in the development, growth, and achievement of organizational goals in all organizations globally. They are the most valuable asset that any business organization acquires, maintain and develop to gain a competitive advantage (Pepra-Mensah et al., 2017; Angioha et al., 2021). According to Attah and Angioha (2019) and Dunmade, Kadiri and Yahaya, (2019), The most successful organization that exists today can employ, retain, and maintain high-quality human resources. Empirical evidence points to the fact that good and quality human resources remain with an organization when satisfied with their work conditions (Basseyy et al, 2014; Angioha et al., 2021; Pepra-Mensah et al., 2017). This is because satisfied employees form a good relationship with their organization, taking pride in its value and displaying productivity. But an employee who is not satisfied with the conditions of employment displays low productivity and is always looking for the next opportunity that comes up. Hence an organization's ability to retain its quality human resources depends on a sustainable employee-oriented system that includes good compensation (Chiekezie et al., 2017; Angioha et al., 2021; Iji et al., 2018).

A good compensation package leads to job satisfaction that motivates a happy employee to be enthused about their job (Onyekwelu et al., 2020; Agba et al., 2021; Omang et al., 2018; Basseyy et al., 2012). When employees are adequately compensated, it shows that you value them as employees and human being. When they are valued, employee morale increases, and they are motivated to come to work and do a great job. According to the survey by Jobvite (2019), 71.6 per cent of the world's most successful business organizations offer their employees compensation packages that go beyond the typical health and financial benefits that are standards in workplace organization. The banking industry represents a significant part of the economy of any nation. This is because banks make it easy for the economy to carry out different transactions involving sound, financial capital, and goods. Hence,

* Corresponding author.

E-mail address: enukoha.chidienere@firstbanknigeria.com (First Author)

for a bank to meet its operational target, it needs capable employees who will carry out complex tasks and achieve its goals (Adah et al., 2020; Basse et al, 2012). In Nigeria, the current business environment has made the banking sector a very competitive industry, with declining real gross domestic product, growth rate, rising inflation rate and changing consumer behaviour. As a result of these current trends and keeping up with changing technological trends, Nigerian banks are fast realizing the need to relook their strategies for attracting, retaining and motivating top talents who will be critical to driving their agenda and giving them a competitive edge. The sector is the second largest in sub-Saharan Africa, with a total asset base of 39.6 trillion (Angioha et al, 2021). But evidence from economist revealed that the industry is plagued with problems that have the potential of becoming the sector's undoing. The industry is riddled with issues such as inefficient service delivery, rising bad loans, people's distrust and poor customer relations. Several scholars have attributed these problems to the poor performance of bank employees (Mmakwe and Ojiabo, 2018).

This poor performance can be attributed to a lot of factors. The Nigerian banking sector is known for its long hour culture and high workload of employees. This Lack of work flexibility, high work pressure and long working hours are stressing out many bank workers, reducing their job performance and productivity as well as causing issues in the home. Combined with these, remunerations and other forms of compensations in the bank are poor (Attah, and Angioha, 2019; Angioha et al., 2021; Khudhair et al, 2020). This study seeks to examine the extent to which

- a) labour wages act as hedonic motivation for employee workplace behaviour in Commercial Banks
- b) fringe benefits act as hedonic motivation for employee workplace behaviour in Commercial Banks.

2. Theoretical Foundation

This work is built on Victor Vrooms Expectancy Theory. Vroom (1964) assumes that human behaviour results from conscious effort among alternatives to maximize pleasure and minimize pain. According to the theory, employees have different goals and will be motivated when they believe that there is a correlation between efforts and performance, and positive performance will lead to a desirable reward. The reward will satisfy a desired need, and the desire to meet such a need is strong enough to make the effort worthwhile (Vroom, 1964). The theory is based on the foundation of choice. It tries to explain the process an employee undergoes to make such a choice (Vroom, 1964). The theory is based on three principles:

Valence: This refers to that emotional attachment that employees have as regard workplace outcome (reward). It relates to the dept of want for the reward, be it monetary or non-monetary rewards. Organizational management is left to find out which reward best suits their employees.

Expectation: In organizations, each employee has their expectation and level of confidence about what they are capable of doing. Organization management must ensure that resources are made available for the employee as well as necessary training and supervision the employees need.

Instrumentality: This is the probability an individual attached to a possible input or performance. It is the expectation and belief that performance will produce an outcome or reward.

For this study, bank employees will be motivated to perform or carry out their duties effectively when they believe their input will be adequately rewarded. The kind of wage or fringe benefits an employee expects will determine his performance.

2.1. Review of Empirical Literature

The study of Sule, Amuni et al. (2015) assessed employee wages and salaries as an effective tool for organizational performance in Nigeria. Data was collected from 120 employees from six organizations using a self-developed questionnaire. From the analysis, the result revealed that adequate compensation relates to organizational performance. Gunawan and Amalia (2015) assessed the effect of wages on employee workplace performance. Data was collected from 100 employees of a manufacturing company using stratified sampling technique. The questionnaire was used to collect data and analyzed using Linear regression and moderated regression analysis.

Findings revealed a negative effect of employee wages on their performance. Ileka and Muogbo (2020) assessed the impact of wages and salary administration on the performance of employees in government establishment in Anambra State. 374 samples were selected from a population of 1920 employees using a questionnaire. Descriptive statistics and multiple regression were used to analyze the data collected. Results revealed a positive between wages and salary administration and the performance of employees.

Nisar and Siddiqui (2019) assessed the correlation between employee fringe benefit and employee job satisfaction using non-probability sampling. Data was analyzed using descriptive analysis and multiple regression analysis. Result revealed a significant relationship between recreational leave and health protection benefit on job satisfaction. Adjeikwame (2019) examined the correlation between fringe benefit and employee engagement. 270 samples were selected from ten (10) branches of Sinapi Aba Savings and Loans Limited. Result revealed a significant correlation between fringe benefit and employee engagement. The study of Kwak and Lee (2019) examined the correlation between fringe benefit and employee performance using regression analysis to analyze data collected from Korean manufacturing firms in six years. Result revealed a link between fringe benefit and the performance of the Korean firm.

Oguejiofor and Umeano (2018) examined the impact of fringe benefit on employee performance in selected organizations in Anambra State. The survey research method was adopted in collecting data from 83 samples. Result revealed a correlation between fringe benefit and employee commitment. Ekwochi et al. (2018) investigated the effect of fringe benefit on employee job performance. The survey research method was adopted in collecting data from a sample of 59 employees using a questionnaire. Findings revealed that fringe benefits such as medical insurance, overtime pay, and annual leave significantly correlates with employee performance.

3. Materials and Methods

3.1. Settings and Sampling

Cross River State is the study area. The population of the study are staff of eight purposively selected banks in Cross River State, Nigeria. According to data gathered from the banks' management, the population of staff stands at 736. A complete breakdown of each bank population is highlighted in Table 1. The study's sample size is 436, derived using the survey monkey sample size determinant technique at 0.05 significant level and margin error of 3 per cent. The purposive, proportional and random sampling technique was used to select the sample from the designated banks. The purposive sampling technique was used in selecting eight (8) commercial banks. The banks selected are Access Bank, Fidelity Bank, First Bank, First City Monument Bank, Guaranty Trust Bank, Union Bank, United Bank for Africa, and Zenith Bank. The banks were selected and used because their management gave the researcher permission to carry out the study in their banks. The proportional sampling technique was then used in selecting the appropriate sample size from the bank that is proportionate to the study sample size and each bank's population. The sample selection is highlighted in Table 2. The proportional sampling technique was also used in selecting the appropriate sample from each bank branch according to their population (see Table 3). The random sampling technique was then used in selecting the samples from each bank branch.

3.2. Measurement development

This descriptive and quantitative study adopted the survey research method to collect primary data using a self-developed and administered structured questionnaire developed to elicit quantitative data from the study participants. The items in the questionnaire were measured using a four-point format designed in a Likert scale pattern that ranges from Completely True, True, Completely False, False. To ensure the instrument's content validity, initial copies were given to measurement and evaluation experts from the Faculty of Education in the University of Calabar, Cross River state, for content evaluation. Their correction and key contributions were incorporated into the final instrument for data collection. A letter of permission was obtained from each of the bank head offices for cross river state, allowing the researcher to carry out the study in their banks. The researcher also obtained verbal permission from each of the respondents, including a written letter attached to the instrument given to the respondents. The reason for the study was explained to each of the respondents, and their anonymity was assured.

Table 1. Staff Strength of Selected Banks

S/N	Bank	No. of Staff
1	Access Bank	37
2	Fidelity	41
3	FBN	259
4	FCMB	80
5	G.T.B.	64
6	IBN	44
7	U.B.A.	54
8	Zenith Bank	157
	Total	736

Source: Fieldwork, 2021

Table 2. Sample Size of Selected Banks Using Proportional Sampling

S/N	Bank	No. of Staff	Proportion of Staff	Sample Size (n)
1	Access Bank	37	0.05	22
2	Fidelity	41	0.06	24
3	FBN	259	0.35	152
4	FCMB	80	0.11	48
5	G.T.B.	64	0.09	38
6	IBN	44	0.06	26
7	U.B.A.	54	0.07	33
8	Zenith Bank	157	0.21	93
	Total	736		$\sum n = 436$

Source: Fieldwork, 2021

3.3. Data Analysis

The data was collected in three months, with the aid of the research assistants, who were taught the process of data collection. Data retrieved from the field was first coded and then cleaned using the Statistical Package for Social Science (SPSS) Version 21. The cleaned data was then analyzed using descriptive and quantitative technique. The descriptive technique involved the use of descriptive analysis such as tables, graph, frequency distribution and simple percentage. The quantitative analysis was the use of the result from the descriptive analysis to run parametric statistics. 436 copies of the questionnaires were administered, out of which only 414 were retrieved for analysis, which accounts for a 96.0 per cent response rate.

4. Findings and Discussion

4.1. Descriptive Analysis

4.1.1. Objective one

The first objective was to examine how labour wages relate to employee workplace behaviour in commercial banks. The items were first analyzed using descriptive analysis before they are subjected to inferential statistics to check their correlation. For reporting purposes, completely true and true were reported as agreed, while completely false and false were reported as disagreed for each question posed.

Table 3. Sample of Bank Branch

S/N	Bank	Branch	Bank Pop. Size (N)	Proportion of Staff	Sample Size (n)	
1	First Bank	Calabar Main	66	0.25	39	
		Akamkpa	15	0.06	9	
		Ekorinim	17	0.07	10	
		E.P.	19	0.07	11	
		Iman	17	0.07	10	
		Main Avenue	20	0.08	12	
		Midem Using	32	0.10	19	
		Obudu	36	0.14	21	
		OGoja	17	0.07	10	
		8miles	20	0.08	12	
	Total		$\Sigma N=259$		$\Sigma n=153$	
2	United Bank for Africa	Calabar Rd main	18	0.33	11	
		Calabar Rd.	14	0.26	9	
		Calabar Rd	12	0.22	7	
		Ikom	10	0.2	6	
		Total		$\Sigma N=54$		$\Sigma n=33$
	Guaranty Trust	Calabar Main	34	0.53	20	
		Mariam	22	0.30	13	
		Ikom	8	0.12	5	
		Total		$\Sigma N=64$		$\Sigma n=38$
	Access Bank	Calabar Rd.	17	0.46	10	
Calabar Gbogobiri		13	0.35	8		
Ogoja		7	0.19	4		
	Total		$\Sigma N=37$		$\Sigma n=22$	
FCMB	Calabar Rd.	40	0.5	24		
	New secretariat	25	0.31	15		
	Ikom	15	0.18	9		
	Total		$\Sigma N=80$		$\Sigma n=48$	
Union bank	Calabar	26	0.59	15		
	Akampka	8	0.18	5		
	Ogoja	10	0.23	6		
	Total		$\Sigma N=44$		$\Sigma n=26$	
Fidelity Bank	Unical	15	0.37	9		
	Calabar Main	16	0.39	9		
	Ikom	10	0.24	6		
	Total		$\Sigma N=41$		$\Sigma n=24$	
Zenith Bank	Mary Slessor	25	0.17	16		
	Calabar Main	52	0.35	32		
	Ikom	23	0.15	14		
	Ogoja	24	0.16	15		
	Chamley	24	0.16	15		
	Total		$\Sigma N=148$		$\Sigma n=93$	

Source: Fieldwork, 2021

From the analyzed data, 200 (48.3) participants agreed that work in the bank because of the wage because of good wages, 214 (51.7) participants disagreed. Again, 176 (42.5) participants agreed that the pay they earn is commiserate with the work they put in, while 238 (57.5) disagreed. 146 (35.3) maintained that their pay is what they have earned

since starting their job, while 268 (64.7) disagreed. 198 (47.8) participants agreed that they had made complaints about their pay, while 216 (52.2) disagreed. Again, most of the participant. 299 (72.2) agreed that a good wage would motivate them to be productive, while 115 (27.8) agreed that their pay motivates them to work. The majority of the participant, 394 (95.2), agreed that good performance deserves more pay, while 20 (4.8) participants disagreed.

Table 4. Descriptive statistics of respondents' responses to labour wages and Employee workplace behaviour

S/N	Questions	Completely True	True	Completely False	False
1	I work here because of the wage I earn	93 (22.5)	107 (25.8)	134 (32.4)	80 (19.3)
2	The pay I earn is commiserate with the time I put in	85 (20.5)	91 (22.0)	146(35.3)	92 (22.2)
3	The pay I earn now is what I have been earning since I started this job	81 (19.6)	65 (15.7)	194 (46.9)	74 (17.9)
4	My colleague and I have complained about the wages we earn	76 (18.4)	122 (29.5)	113 (27.3)	103 (24.9)
5	A good wage will motivate me to be productive.	142 (34.3)	157 (37.9)	64 (15.5)	51 (12.3)
6	good performance on the job deserve more pay	203 (49.0)	191 (46.1)	14 (3.4)	6 (1.5)

Source: Fieldwork, 2020

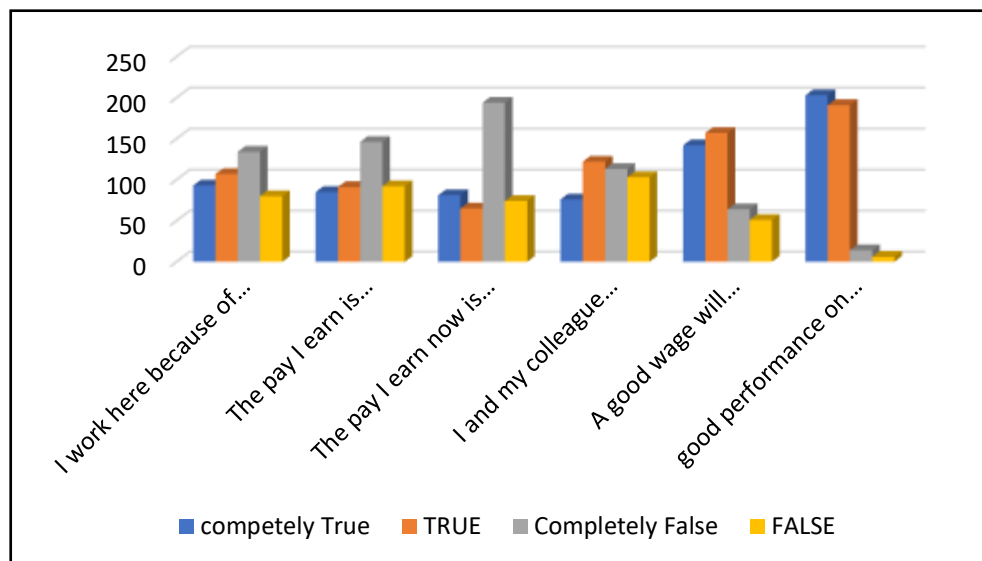


Figure 1. Participant response on *labour wages*

4.1.2. Quantitative analysis

The analysis was to check the correlation between labour wages and employee workplace behaviour in Commercial Banks. Simple linear regression was used for the analysis at 0.05 level of significance at the result is expressed in table 5.

Table 5. Regression Model Summary of labour wages and employee workplace behaviour

Source of Variables	Sum of Squares	Df	Mean square	F-ratio	p-level
Regression	2548.182	1	2548.182	88.020*	.000
Residual	6832.243	413	28.950		
Total	9380.424	414			
Variables	Regression weight				
	B	Std error	Standard. Coef. (β)	t-value	p-level
(constant)	5.130	1.949		2.632	.009
Attitude	0.401	0.163	.204	2.452	.000*

R = 0.521; R-square = 0.272; Adjusted R-square = 0.269; S.E. 5.381

The result revealed a relationship (R = 0.521) between labour wages and employee workplace behaviour. Compared with other factors that affect workplace behaviour, labour wages account for 27.2% of the variance in employee workplace behaviour, which is significant. Furthermore, the regression ANOVA showed a moderate linear correlation between labour wages on employee workplace behaviour since the F-ratio (1, 236) = 88.020; p < 0.05. The adjusted R² (0.269) revealed a certain amount of shrinkage of the unadjusted value (0.272), implying that the model can be used to generalize the population. This is a positive relationship (β = .204), implying that employee workplace behaviour will be positive when labour wages are appropriate. From this result, we can conclude that labour wages predict employee workplace behaviour. The regression equation is thus expressed thus:

$$\text{employee workplace behaviour} = B_0 + B_1 \text{labour wages} 4.5 = -6.838 + (0.909 \text{Attitude})$$

4.1.3. Objective Two

The second objective was to examine the relationship between fringe benefit and employee workplace behaviour in Commercial banks. The items were first analyzed using descriptive analysis before been subjected to inferential statistics to check their correlation. For reporting purposes, completely true and true were reported as agreed, while completely false and false were reported as disagreed for each question posed.

From the analyzed data, all the 414 (100.0) participants agreed that Apart from the basic pay, they earn other benefits. Again, all 414 (100.00) participants agreed that they are paid overtime for the days they work beyond regular closing hours. On I am always happy when I get paid my overtime; 182 (43.9 %) of the participants reported Agreed, 301(57.1%) participants reported disagreed. On Since I started working, I have been promoted; 334 (80.7%) participants reported Agreed, and 80 (18.3%) reported Disagreed. On I always look forward to being promoted, and I work hard to be promoted; all the participants (100.0%) reported Agreed. On I go on paid leave at least once a year, 378 (91.3%) participants reported Agreed, and 46 (11.1%) participants reported Disagreed. On, for working hard, the management makes my leave worthwhile; 106 (25.6%) participants reported Agreed, and 328 (79.2%) reported disagreed. On I am registered on a medical health insurance scheme by my bank; all the participants (100.0%) reported Agreed. On I am on a pension plan as an employee of the bank, 316 (78.8%) reported Agreed, and 98 (23.7%) reported disagreed. On My retirement plan encourages me to put in more efforts at work; 168 (40.6%) participants reported agreed, and 246 (59.4%) participants reported Disagreed.

Table 6. Descriptive statistics of respondents' responses to Fringe Benefits and Employee workplace behaviour

	Questions	Completely True	True	Completely False	False
1	Apart from my basic pay, I earn other benefits	398 (96.1)	16 (3.9)	0	0
2	I am paid overtime for the days I work beyond my regular closing hours	294 (71.0)	120 (29.0)	0	0
3	I am always happy when I get paid my overtime	121 (29.2)	61 (14.7)	201 (48.6)	31 (7.5)
4	Since I started working, I have been promoted	262(63.3)	72 (17.4)	74 (17.9)	6 (1.4)
5	I always look forward to being promoted, and I work hard to be promoted.	414 (100.00)	0	0	0
6	I go on paid leave at least once a year	264 (63.8)	114(27.5)	46 (11.1)	0
7	I always look forward to my leave	300 (72.5)	72 (17.4)	12(2.9)	30 (7.2)
8	For working hard, the management make my holiday worthwhile	34 (8.2)	72 (17.4)	287 (69.3)	41 (9.9)
9	I am registered on a medical health insurance scheme by my bank	397 (95.9)	17 (4.1)	0	0
11	I am on a pension plan as an employee of the bank	274 (66.2)	42 (10.1)	52 (12.6)	46 (11.1)
12	My retirement plan encourages me to put in more efforts at work	96 (23.2)	72 (17.4)	168 (40.6)	78 (18.8)

Source: Fieldwork, 2020

4.1.4. Quantitative analysis

The analysis was to check the correlation between fringe benefit and workplace behaviour in Commercial banks using multiple regression to check the extent of the effect of fringe benefit (predictor variable) on employee workplace behaviour at 0.05 level of significance at the result is expressed in table 7 and 8; The use of Multiple Linear Regression (modelling application) was done to help explain the linear relationships that exist between and among the predictor variables (fringe benefit) at $p < 0.05$.

Table 7. Inter-correlation Matrix of all the Variables

	DV	promotion	overtime pay	APL	MHI	RPP	HA
DV	1.00						
promotion	0.058	1.00					
overtime pay	0.027	0.349	1.00				
APL	0.565	0.176	0.024	1.00			
MHI	0.521	0.270	0.258	0.700	1.00		
RPP	0.519	0.177	0.099	0.626	0.728	1.000	
HA	0.353	0.169	0.369	0.578	0.688	0.513	1.000
Mean	12.86	17.97	16.39	21.02	19.78	19.73	18.18
SD	6.29	2.69	3.25	2.85	3.60	3.62	3.24

KEY: DV = employee workplace behaviour

APL = Annual/Paid Leave

MHI = Medical/Health Insurance

RPP = Retirement/Pension Plan

HA = Housing allowance

The regression equation expressed above revealed that multicollinearity does not exist among the six (6) predictor variables: promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance. This is because the zero-order relationship is less than 0.85. significantly, no correlation among the predictor variables is more than 0.80. The result in table 7 revealed that when all the predictor variables (promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance) are combined, they are joint predictors of employee workplace behaviour. Overall, the predictor (fringe benefits) accounts for 41.3% of the variance in employee workplace behaviour and is significant.

Furthermore, the regression ANOVA revealed that there was a moderate joint linear association (contribution) of the fringe benefits predictor (promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance) to Employee workplace behaviour since the F-ratio (6, 231) = 27.077; $p < 0.05$. The adjusted R^2 (0.398) revealed a certain amount of shrinkage of the unadjusted value (0.413), implying that the model can be used to generalize the population. Based on the result, it is concluded that the fringe benefits (promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance) combined together predict employee workplace behaviour.

Table 8. Regression Model Summary of all the fringe benefit predictors: promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance on employee workplace behaviour

Source of Variables	Sum of Squares	df	Mean square	F-ratio	p-value
Regression	3873.238	6	645.540	27.077*	.000
Residual	5507.186	413	23.841		
Total	9380.424	414			
Variables	Regression weight				
	B	Std error	Standard. Coef. (β)	t. value	p-level
(constant)	-6.838	3.171		2.156	.032
promotion	0.469	0.129	.201	3.621	.000*
overtime pay	-0.035	0.117	-.018	0.300	.765
Annual/Paid Leave	0.773	0.170	0.350	4.547.	.000*
Med./Health Insur.	0.426	0.165	0.244	2.586	.010*
Ret./Pen. Plan	-0.348	0.132	-0.201	2.640	.009*
Housing allowance	0.156	147	0.080	1.061	.290

R = 0.643; R-square = 0.413; Adjusted R-square = 0.398; S.E. 4.883

Looking at fringe benefit predictor (promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance) individually, promotion significantly predicts employee workplace behaviour. Also, Annual/Paid Leave significantly predicts employee workplace behaviour. There exists a positive correlation (look at the sign of the beta). Medical/Health Insurance also significantly predicts employee workplace behaviour. This is because there is a positive correlation (look at the sign of the beta). Housing allowance is another that also predicts significantly employee workplace behaviour. This is because there exists a positive correlation (look at the sign of the beta).

Overtime pay does not seem to statistically predict employee workplace behaviour. This is evident from the sign of the beta ($\beta = -.018$). There is a negative correlation. Also, the Retirement/Pension Plan has no significant correlation with employee workplace behaviour. This is evident from the sign of the beta ($\beta = -.080$). There is a negative correlation. We can conclude that fringe benefit predictor; promotion, Annual/Paid Leave, Medical/Health Insurance and Housing allowance individually predict employee workplace behaviour while overtime pay and Retirement/Pension Plan does not predict employee workplace behaviour. The higher the β value, the greater the contribution of the predictor variable. The regression equation is expressed thus:

$$\begin{aligned}
 \text{employee workplace behaviour} &= B_0 + \beta_1 \text{promotion}_i + B_2 \text{overtime pay}_i + B_3 \text{Annual/Paid Leave} + B_4 \\
 &\text{Medical/Health Insurance} + B_5 \text{Retirement/Pension Plan}_i + B_6 \text{Housing} \\
 &\text{allowance} \\
 &= -6.838 + (0.469 \text{ promotion}_i) - (0.035 \text{ overtime pay}_i) + (0.773 \text{Annual/Paid} \\
 &\text{Leave}) + (0.426 \text{ Medical/Health Insurance}) + (0.348 \text{ Retirement/Pension Plan}_i) \\
 &- (0. \text{ Housing allowance})
 \end{aligned}$$

4.2. Discussion of Finding

Data was analyzed using descriptive and quantitative analysis. Regarding the relationship between labour wages and employee workplace behaviour. The result from the descriptive analysis revealed that just 48.3 per cent of bank employees reported that they work in the bank because of the wages they are paid. A large percentage of the participants, 51.7 per cent, reported disagreed that they work in the bank because of the wages they earn. The higher amount of disagreement can be attributed to the employment situation in Nigeria. Most people are employed in organizations not by choice but because of what is available. The descriptive result also revealed that 42.5 per cent of bankers agreed that their wages are commensurate with the work they perform. 47.8 per cent of the participants reported making complaints with their management about their wages. A large percentage of the bankers (72.2 per cent) interviewed reported that a good wage would motivate them to be productive. Also, 95.2 per cent of participants reported that a good performance deserves good pay. the result from the descriptive analysis was subjected to parametric statistics, and the result revealed that labour wages predict employee workplace behaviour. This is because the result showed a relationship ($R = 0.521$) between labour wages and employee workplace behaviour. Compared with other factors that affect workplace behaviour, labour wages account for 27.2% of the variance in employee workplace behaviour, which is significant. Furthermore, the regression ANOVA showed a moderate linear correlation between labour wages on employee workplace behaviour since the F-ratio (1, 236) = 88.020; $p < 0.05$. The adjusted R^2 (0.269) revealed a certain amount of shrinkage of the unadjusted value (0.272), implying that the model can be used to generalize the population. This is a positive relationship ($\beta = .204$), indicating that employee workplace behaviour will be positive when labour wages are appropriate. This finding supports Sule, Amuni, Obasam and Banjo (2015), whose study finding revealed that adequate compensation relates to organizational performance. Gunawan and Amalia (2015) finding revealed a negative effect of employee wages on their performance. Ileka and Muogbo (2020) found a positive relationship between wages and salary administration and the performance of employees.

The result from the descriptive analysis of the second objective revealed; thus, all the participants maintain that they are paid overtime. 80.7 per cent reported that they had been promoted since they started working with the bank. 91.3 per cent reported going on paid leave at least ones in a year. All the participant reported being registered under the National Insurance scheme. The result from the parametric statistic carried revealed that that multicollinearity does not exist among the six (6) predictor variables: promotion, overtime pay,

Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance, this is because the zero-order relationship is less than 0.85. significantly, no correlation among the predictor variables is more than 0.80. The result in table 7 revealed that when all the predictor variables (promotion, overtime pay, Annual/Paid Leave, Medical/Health Insurance, Retirement/Pension Plan and Housing allowance) are combined, they are joint predictors of employee workplace behaviour. Overall, the predictor (fringe benefits) accounts for 41.3% of the variance in employee workplace behaviour and is significant. When analyzed individually, promotion significantly predicts employee workplace behaviour. Also, Annual/Paid Leave significantly predicts employee workplace behaviour. There exists a positive correlation (look at the sign of the beta). Medical/Health Insurance also significantly predicts employee workplace behaviour. This is because there is a positive correlation (look at the sign of the beta). Housing allowance is another that also predicts significantly employee workplace behaviour. This is because there exists a positive correlation (look at the sign of the beta).

Overtime pay does not seem to statistically predict employee workplace behaviour. This is evident from the beta sign ($\beta = -.018$), where there is a negative correlation. Also, Retirement/Pension Plan has no significant correlation with employee workplace behaviour. This is evident from the beta sign ($\beta = -.080$), where there is a negative correlation. We can conclude that fringe benefit predictor; promotion, Annual/Paid Leave, Medical/Health Insurance and Housing

allowance individually predict employee workplace behaviour while overtime pay and Retirement/Pension Plan does not predict employee workplace behaviour. Hence, we can conclude that fringe benefits significantly predict employee workplace behaviour. This finding supports the postulate of Oguejiofor and Umeano (2018). In their study on the correlation between fringe benefits and employee performance, they found that retirement benefits increase the commitment of the employees. Ekwochi et al. (2018) study on the correlation between fringe benefit and employee workplace productivity found that fringe benefits significantly affect workers performance. In their research, Kwak and Lee (2009) identified links between fringe benefits and the performance of firms in Korea. Adjekwame (2019) found that fringe benefits significantly influence employee's workplace engagement and satisfaction

5. Conclusion and Recommendation

This study aimed to analyze the correlation between compensation packages and workplace behaviour. From the analysis carried out. Result revealed that labour wages, fringe benefits significantly relate to workplace behaviour. These findings show that compensation remains the key for banks to attract, retain, and motivate their employees. Hence commercial banks should articulate winning compensation strategies through their annual remuneration survey. There is an urgent need for the management of commercial banks to review their various employees fringe benefits and improve on them so that it will create a sense of loyalty among employees and improve other performance. Bank management also needs to improve employee benefits scheme for a job well done. This will motivate them to perform productively. Bank management also needs to review their employees' wages and take-home packages and improve on them accordingly. Management also needs to ensure that fixed wages and salaries have fix payment dates to avoid employee frustration due to wage delay.

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