

PAY SATISFACTION AND GENDER AS PREDICTORS OF CORRUPTION TENDENCIES AMONG SELECTED WORKERS IN LAGOS STATE NIGERIA

Abstract

Industrial Psychology texts are clear on the influence of the level of satisfaction of workers as well as their motivation to work. This study adopted an ex-post facto survey design to investigate how pay satisfaction and gender influence the attitude of workers towards corruption in Lagos State, Nigeria. Using the pay satisfaction Questionnaire by Schwabb and the attitude towards corruption scale developed and standardized by the author, data was collected from 970 workers and data was analysed using the independent samples t-test. Results showed that pay satisfaction influenced attitude towards corruption while gender showed no significant influence. Results were discussed and recommendations for future research were made.

Keywords : Attitude Towards Corruption, Gender, Pay Satisfaction, Workers, Motivation

Introduction

The term corruption originated from the Latin word "corruptus" which literally means to destroy or break away from moral ethics and virtues; the word corrupt was first used by Aristotle and later by Cicero (Llaca, 2005). Moral ethics refer to generally acceptable principles of best practices and codes of probity and integrity. Corruption, therefore, etymologically refers to a departure from the norm or generally acceptable behaviour (Okojie & Momoh, 2005). Corruption as a concept is difficult to define and different scholars offer different definitions (Olugbenga, 2007; Odofin & Omojuwa, 2007). Such definitions range from the explanation of corruption as "moral or spiritual impurity (Corruption, N.D), to the breaking of rules by public officials for private gain (Banerjee, Hanna & Mullain, 2011).

However, scholars seem to agree with the definition of Corruption as the abuse of public position for private gain (Svensson, 2005; Lambsdorff, 2006); and it is a global problem, plaguing all countries of the world, regardless of the level of development (Ogungbamila & Ojogo, 2020). The definition of corruption as the abuse of public power for private gain, presupposes the misuse of a position, power, or privilege (whether public or private), for personal ends. Furthermore, this definition covers many types of corruption some of which include Nepotism, Bribery, Embezzlement and Fraud which are the four key domains of corruption targeted in the current study. Corruption exists at different levels and cuts across boundaries of ideologies,

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tribes, religion, colour and caste with no single country of the world exempt from it. According to Akindele (1995), all forms of corruption have some general features and trends such as the abuse of power, ownership mentality, the selfish orientation of the perpetrator, among others.

According to statistics from the International Monetary Fund (IMF) obtained from reuters.com, the world's economy loses up to 2 trillion dollars annually to public sector corruption, while African countries reportedly lose up to 25 percent of their annual GDP to corruption. Corruption hampers proper functioning of any given society or organization, besides precluding meaningful economic and social development (Johnston, 2010). There is no doubt that Corruption is an endemic problem that has plagued Nigeria for more than fifty years. Scholars such as Achebe (1960) have claimed that there have been reported cases of misuse of public funds and resources in Nigeria since the first Republic, even though prevalent corruption has been blamed generally on colonization (Ikime, 1985, as cited in Folarin, 2014).

Independent investigations on the causes of corruption in Nigeria have suggested poverty as the major cause (Folarin, 2014). Other suggested causes of corruption include colonialism, ethnicity, and ostentatious lifestyle, overdependence on non-renewable natural resources, among others (Reuters, 2016). Awasthi (2015) while attempting to explain some of the causes of corruption divided these causes into broad categories viz: economic, political, administrative, social and legal causes. Awasthi's analysis identified social causes like: public attitudes, ethical values for public servants, weak role of Civil Society and Media. Identified economic causes include: low income, international trade, low level of national economic development, among others. She further noted that legal causes include but are not limited to deterrence especially prosecutions and punishments for offenders, the effectiveness of Law enforcement and prosecuting agencies, among others (Awasthi, 2015).

The world over, it has been suggested that ensuring high pay which would satisfy workers, is

one critical strategy in curbing widespread corruption (Hall, 2012). This is because corruption has been known to adversely affect employee performance, commitment as well as their overall wellbeing (Lambsdorff, 2010). Understanding corruption from an employee perspective, especially as it affects their pay and possibly their wellbeing, may help throw some light into the issue and how to combat it. Perhaps, asking the question whether workers in any given organisation become corrupt simply because they are not satisfied with their pay is critical for the industrial/Organisational Psychologist. Obviously, an employee's satisfaction with their pay appears to be connected to many other aspects of their lives. For example, Heneman & Schwab (1985) posited that employee job satisfaction is to a large extent determined by pay, and in fact, if organisations must continue to attract, motivate and retain employees the place of remuneration cannot to overemphasized (Milcovich & Newman, 1993 as cited in Tang 1995).

Pay satisfaction therefore involves a comparison between an individual's actual pay as against what they expect to receive; a dichotomy of reality versus expectations (Lawler 1971 & 1981 as cited in Heneman & Schwab, 1985; Tang, 1995). In a related development, studies have established the negative effects that pay dissatisfaction can have on employee outcomes, some of which may include: lesser job commitment, stealing and increased turnover intentions (Heneman & Judge 2000: 1985; Currall et al., 2005; Greenberg, 1990; Miceli and Mulvey, 2000).

Given the foregoing, pay satisfaction is therefore an important factor towards achieving congruence between the interests of employees and the management, towards actualizing organizational effectiveness (Newman, 2008). Effectiveness in the organisation however becomes a mirage and totally elusive in any organisation where the employees are withdrawn and not motivated, especially because they are unable to meet their basic needs. This situation is not unusual in the Nigerian business world, which situation may therefore explain why corruption becomes an alternative means to helping the employee solve financial problems and meet critical needs (Asekun, 2015). Pay satisfaction

according to Henemann and Schwabb (1985) is not unidimensional, even though summated scores are used to generally evaluate the level of Pay satisfaction; however Heneman et. al. (1985) identified four major dimensions of pay satisfaction which are: pay level, benefits, raises, and structure. According to them, Pay level concerns the total subsisting direct pay package of a worker, particularly their salary or wage. Benefits here, refer to wages that are not direct and may come as extra payment not for direct work efforts, examples are pensions and insurance. Raises are usually wage or salary increases to a worker's pay while Pay structure involves the allocation of different levels of pay to diverse roles and functions in the same workplace.

Hypothesis

1. There will be a significant difference in the attitude towards corruption of participants who are satisfied with their pay and those who do not report pay satisfaction.
2. Male workers will be freely disposed to corruption than female workers

Method

Participants & Procedures

A total of 970 workers (Male = 541; Female = 429) selected from both government and private institutions participated in this study. In indicating their educational levels, 254 participants (26%) had Ordinary-level as their qualification, 202 (21%) indicated that they either had National Certificate of Education, or Ordinary National Diploma or its equivalent; while 504 participants (53%) indicated having a minimum of Bachelor's Degree, or a Higher National Diploma (HND). A total of 518 participants (55%; $D = 26.1$) were younger than age 40, while 423 (45% and $SD = 23$) were 40 years old and above. The informed consent of selected workers and employees of selected organisations was obtained. Participants completed the questionnaires which had the measures of attitude towards corruption and pay satisfaction questionnaire, as well as the socio-

demographic variable and these questionnaires were completed during the lockdown.

Measures

A. Pay Satisfaction Questionnaire

The Pay Satisfaction Questionnaire developed by Heneman and Schwab (1985) is an 18-item questionnaire which measures satisfaction on four sub-scales namely: pay level, last pay raise, benefits and pay structure/administration. Items on the scale obtain responses on a 5-point Likert-type scale where 1 = very dissatisfied and 5 = very satisfied. The alpha reliability coefficient values for the four sub-scales ranged from .73 to .96 (Jones, Scarpello & Bergmann, 1999; Lee & Far, 1999). As reported by Huber et al. (1992) the four sub-scales correlated positively with overall job satisfaction. Furthermore, pay Satisfaction measured with the PSQ correlated positively pay satisfaction measured by the Minnesota Satisfaction Questionnaire and the Job-Descriptive Index. All measure of pay satisfaction also correlated negatively with perceived inequity in pay and positively with an employee's amount of pay. Nnedum & Egwu (2009) using Nigerian samples, reported a Cronbach's alpha reliability coefficient of 0.91 on the scale.

B. Attitude Towards Corruption Scale (ATCS)

To measure attitude towards corruption, a standardised psychological instrument developed by the researcher was used for this study. The Attitude Towards Corruption Scale (ATCS) is a 36-item scale which attempts to measure four major behavioural domains of corruption namely: Bribery, Nepotism, Embezzlement and Fraud. The ATCS is measured on a five-point Likert-typed scale ranging from 1- Most Unlikely, to 5-Most Likely. The 28-item scale yielded a Cronbach's alpha reliability coefficient of .91. Furthermore, the 4 sub-scales on the ATCS yielded Cronbach's alpha reliability coefficients as follows: Fraud -.83, Nepotism -.83, Embezzlement -.73 and Bribery -.72. The scale also yielded a concurrent validity score of 0.33 with the Psychopathic Deviate Scale developed by Hathaway & Mckinley (1967).

Results

The Mean and Standard Deviation of the scores are presented in Table 1.

Table 1: Table of Means and Standard Deviation

Demographic Characteristics	Categories	Mean	SD	N	%
Gender	Male	53.70	23.340	541	56%
	Female	55.37	27.064	429	44%
Age	Young (<i>Age < 40 years</i>)	57.78	26.045	518	55%
	Old (<i>Age ≥ 40 years</i>)	49.57	22.934	423	45%
Educational level	Low (O/Level)	62.87	28.793	254	26%
	Avg (NCE & OND)	56.65	26.462	202	21%
	High (HND, B.Sc. & Post Graduate)	50.47	22.744	504	53%

Source: Primary Data

H_1 : There will be a significant difference in the attitude towards corruption of participants who are satisfied with their pay and those who do not report pay satisfaction.

Table 2: Independent T-test of Mean Difference in Attitude Towards Corruption by Pay Satisfaction

Pay Sat		N	Mean	SD	t	df	P
ATC	High (≥ 52)	513	59.52	29.05	5.81	1016	P < .05*
	Low (< 52)	505	50.37	20.40			

P < .05*; n = 1018; df = 1016; significant (one-tailed)

Source: Primary Data

In order to investigate the influence of pay satisfaction on attitude towards corruption, an independent samples t-test was conducted. Table 2 presents the t-table, Means and Standard Deviations, with results showing t is significant $t(1016) = 5.81, p < .05$). The result shows a significant difference in attitude towards corruption of participants with high pay

satisfaction (M = 59.52, SD = 29.04), then their counterparts having low pay satisfaction. (M = 50.37, SD = 20.40). Hypothesis 1 is therefore supported. The results indicated that participants with high pay satisfaction reported significantly positive attitude towards corruption, then those with low pay satisfaction. This is however a result of note.

H₂: Male Workers will be Freely Disposed to Corruption than Female Workers.

Table 3 : Independent T-test of Mean Differences in Attitude Towards Corruption by Gender

Gender		Independent Samples T-test				
ATC	N	Mean	SD	t	df	P
Male	541	53.70	23.340	-1.014	968	P > .05
Female	429	55.37	27.064			

P > .05; n = 970; df = 968; not significant (one-tailed)

Source: Primary Data

In order to investigate the influence of Gender on attitude towards corruption, an independent t-test was computed and Table 3 shows the t-table, Means and Standard Deviations. Results from table 3 showed that 't' is insignificant $t(968) = -1.014$, $p > .05$. It further indicated that female workers had slightly higher mean scores $M = 55.37$, $SD = 27.064$) than their male counterparts ($M = 53.70$, $SD = 23.340$). However, this difference, upon being subjected to statistical evaluation was not significant. Hypothesis 2 is not supported and therefore rejected.

Discussion

Hypothesis 1 which predicted that there will be a significant difference in the attitude towards corruption of participants who are satisfied with their pay and those who do not report pay satisfaction was confirmed. It is however noteworthy from the results that workers who reported being satisfied with their pay also showed as insignificant positive attitude towards corruption than those who had lower pay satisfaction. This, according to scholars, may be a result of greed (Abdullahi, Mansor & Nuhu 2015; Myint, 2000). According to Abdullahi, et al. (2015) employee fraud was clearly motivated by greed. Greed itself refers to a selfish and excessive desire for something while greedy people are those who regardless of how much they get still continue to want more (Seuntjens, Zeelenberg, van de Ven, & Breugelmans, 2019). Thus, greed may be responsible for the expression of favourable attitude towards corruption, despite reporting high pay satisfaction. It should be noted that this

finding may help to explain why the gap between the rich and poor gets wider in Nigeria; rich elites engage in corrupt practices that continue to impoverish the poor masses (Otoghile & Edigin, 2012), while the poor masses continue to complain about low pay satisfaction.

Moreover, it was contrary to expectations for workers who are satisfied with pay to be favourably disposed towards corruption. However, these findings agree with the results of a study by Foltz and Opoku-Agyemang (2015) which found that an increase in pay among Police Officers does not necessarily reduce incidences of corruption, but rather showed that Police officers increased their efforts in demanding for bribes. This finding, is further corroborated by findings of a study by Tang (2014) on managers in 31 countries. Tang investigated the relationship between love of money and unethical intentions (corruption) with pay satisfaction and Corruption Perceptions Index (CPI) as moderators. The study found that Managers in clean cultures with high pay satisfaction have the lowest corruption intent while Managers in corrupt cultures have the highest intensity. Tang's study had introduced a critical variable in the prediction of corruption intent, which is the prevalent culture – corrupt or clean. The prevalent culture may have also influenced results of the current study.

Pay satisfaction which was in the study measured on four dimensions identified by Heneman and Schwabb (1985) viz: satisfaction with pay level, pay structure, pay raises as well as benefits, showed that there might be more to pay

satisfaction within the Nigerian context, than is captured by the Pay Satisfaction Questionnaire in its four dimensions. One critical reason for this result is the popular differential between official and unofficial pay among workers in Nigeria. While several workers who are corrupt may earn little in official pay, but yet earn much higher sums, as unofficial pay which may be proceeds of corruption, code-named unofficial pay. It is not a surprise however, if such officials or workers claim to be satisfied with their pay and yet display favourable attitude towards corruption. Such persons may in the bid to remain within their current employment contexts and postings exhibit status anxiety which makes them take steps to resist routine transfers, and/or change of department, even, if on promotion, within their organisations, because of such covert, unofficial pay (benefits). This however is a subject for further research.

Furthermore, findings of this study do not agree with those of Gorodnichenko and Peter (2006) who found that pay dissatisfaction among public-sector workers in Ukraine particularly indexed by a remarkable wage gap between private and public sector workers is consistent with prevalent bribery. The current study also disagrees with findings of Hall's (2012) study, who found that below the level of subsistence and certain benchmarks of employee pay when compared to their contemporaries, there was an increase in the observed level of petty corruption. Hall, while citing a 2001 study by Rijckeghem, Caroline and Weder, submitted that when compared to other workers, low civil service pay accounted for higher levels of corruption in 31 developing countries.

Hypothesis 2 which predicted that Male workers will be freely disposed towards corruption than female workers - implying that male workers have significantly higher scores on attitude towards corruption than female workers, was rejected. This study found no significant gender differences in the attitude of workers to corruption. It should however be noted that female workers in the study had slightly higher average scores than male workers, but, the differences were not statistically significant. This result disagreed with the finding of Agbo and Iwundu (2016) that males were more likely than females to engage in corrupt practices. The study

also further disagreed with another study on the patterns and trends of Corruption in Nigeria that submitted that women, when compared to men, are not likely to pay bribes to public officials and also less likely to demand for kickbacks when they occupy public offices. Results from the study further showed that although the prevalence of bribery decreased among both men and women from 2016 to 2019, the decrease was more marked among women than among men, with about 10.1 percent fall among women while just about 5.1 percent fall was observed among men (UNODC, 2019). Result of the current research also disagreed with that of a study conducted by Dollar, Fisman and Gatti (2001) that found that the level of corruption in a nation reduces with participation of women in the Parliament.

Result from this study however disagrees with the notion that corruption reduces with more women participation in governance. The study also disagrees with researchers such as Reiss and Mitra (1998) who emphasised that women would most probably favour and show support for ethical behaviour and by extension be less corrupt than men.

Conclusion and Recommendation

The current study examined the place of pay satisfaction as a social factor to predict attitude of selected workers in Lagos State, towards corruption. The study also investigated possible gender differences in the attitude towards corruption. The research result showed that pay satisfaction of workers in organisations affected their attitude towards corruption but showed no significant gender differences in the attitude towards corruption. Further researches are encouraged in this line especially to investigate pay satisfaction vis-a-viz official and unofficial pay and how this relates to corruption in the workplace within the Nigerian context.

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