

Pay Disparity among Employees of the Federal Government of Pakistan and the Mediating Role of Motivation between Pay Satisfaction and Organizational Citizenship Behavior

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The purpose of this study was twofold. First, to find out disparity in gross pay of the employees serving in the same Basic Pay Scale (BPS) in the Federal Government of Pakistan and to examine the causes and rationale of such disparity. Second, to investigate the impact of perceived pay satisfaction on employee's organizational citizenship behavior (OCB). Both qualitative and quantitative data was collected from 250 employees working in eight federal government organizations (n=250). The qualitative data was collected through interviews by employing key respondent approach, while quantitative data was collected through the use of questionnaires. The data analysis revealed substantial variation in gross pay received by equally placed (in the same BPS) employees of the Federal Government. A model of pay-satisfaction – OCB relationship was developed and tested by using the aforesaid data. The results of the model testing revealed that pay satisfaction has positive significant impact on OCB. Furthermore, motivation mediated the relationship between pay satisfaction and organizational citizenship behavior. The study might be first of its kind and will significantly contribute to the existing literature on pay satisfaction, motivation and OCB relationship.

Keywords: basic pay scale, gross pay, OCB

Compensation has been defined as a systematic approach to give monetary value to employees in exchange of work performed. It comprises direct and indirect payments to employees in the shape of benefits and incentives which motivate employees for higher productivity (Mohanta, 2013). Compensation in cash form has two fundamentals: base pay and contingent pay. Base pay is given to employees, based on hours, weeks or a month at maximum. Contingent pay is given in response to various job related contingent factors such as individual or group performance and profit earned by the organization in a financial year (Odunlade, 2012).

Major factor that contributes to the employee's commitment and motivation towards an institution is pay. The public sector pay system deserves special attention as it has a sturdy impact on the motivation and performance of employees. Since the creation of Pakistan, several independent pay commissions have fixed and re-fixed pay scales in the public sector of Pakistan. The British colonial wage structure was rejected by the first pay commission of 1948-49 due to widespread

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Contribution of Authors: Naveed Farooq (Preliminary research work, designing of model, collection and Analysis of data), Dr.Raza Ullah contributed in (qualitative analysis), Dr. Yorid Ahsan Zia Assisted in (quantitative analysis).

deviation in the pay scales. The British officials were in high pay scale and the indigenous were in low pay scale. It suggested a judicious pay arrangement. The 1970 pay commission emphasized the need of merit based pay for persons of highest competence to pursue employment in the public sector. Subsequently the 1972 pay commission compacted the 650 pay scales to 22 national pay scales with the declared objective to further narrow down the gap between the highest and the lowest pay. Although, the same twenty-two scales continued with pay commissions of 1977, 1983, 1987, 1991, 1994, 2001 and 2005, within same-scale pay variation amongst different government departments emerged with the passage of time (Bilquees, 2006). There is substantial disparity in the allowances of personnel with same qualification, experience, length of service and efforts of different public sector organizations at the Federal level. This situation is quite disturbing for the employees of those departments and ministries that could not get the special pay package approved for their employees. This situation causes difficulties for some organizations to get some excellent workforce. As per the constitution and law two-pay packages for government employees in same-scale is discriminatory and unlawful (Abbasi, 2015).

The first purpose of this research was to investigate the factual gross-pay disparity amongst the same-scale, explore the facts, rationale behind the facts, and genuine reasons of such pay disparities. The data was collected from the employees of eight federal public sector organizations. In addition to documenting the variation in pay, second intention of this paper was to elaborate and test a conceptual model of pay satisfaction-OCB relationship and the role of motivation as mediating variable between them. Previous research works in this regard were deficient in the sense that they don't throw light on the inner mechanism and the potentially intermediating variables in details. This research aimed at providing the in-depth analysis of the inner mechanism and the potentially intermediating variables.

Literature Review

Pay is defined as a systematic approach to give economic value to employees in exchange of their work performed (Noe, 1994; Bernardin, 2007). Bernardin (2002) defined pay as all kinds of monetary earnings and tangible welfares that worker obtains as amount of "*employment relationship*". Salary is split into two portions: In form of cash given for the work done and fringe benefit programs. Gupta and Shaw (2014) found that pay can shape employee's behavior and organizational effectiveness besides improving security, quality and creativity. Pay is the concrete value of monetary compensation. It is synonymous with salary (Mirabella, 1999).

In public sector many factors affect pay; like government priorities and policies, government's financial strength and conditions of labor market (Bilquees, 2006). Pay is the prime motivator in the modern concept of administration, however it was not considered as a motivator till 1960, when the systematic pay satisfaction research began. (Williams, McDaniel, & Nguyen, 2006).

Pay Equity vs. Pay Discrimination

Pay equity means identical remuneration for the same work and the opposite of pay equity is pay discrimination. To understand the concept more clearly two types of pay discrimination have been explained. First discrimination occurs when same job is differently compensated. This policy violates the principle of equal pay for equal work and it is easily identifiable. Second discrimination happens when dissimilar jobs are evaluated to-be of equal value and are thus paid differently (ITUC, 2008).

Citizenship Behavior (OCB)

The expression OCB (Organizational Citizenship Behavior) was first used by (Bateman & Organ, 1983) but it is rooted in the (Barnard, 1938) idea of "*Willingness to cooperate*". Earlier Katz and Kahn (1966) explained it as in-role as well as extra- role behavior and make differentiation between them.

According to Organ (1988) OCB is individual behavior that was noncompulsory and the organization did not formally recognize and reward it but that behavior certainly promotes the working of the organization. There were three main aspects of Organ's definition of OCB. First, it was optional behaviors and not included in the job description statement. Second, OCBs went beyond enforceable obligation of job description. Finally, OCBs were effective in overall productivity of the organization. Organ modified this definition by saying that OCB is performance that supports the social and psychological environment in which task performance takes place (Organ, 1997). According to the modified definition Organ disclosed dissimilarity between task performance and OCBs and was more close with the definition of (Borman & Motowidlo, 1993) of contextual performance. It also avoided some confusion while viewing OCBs as optional behavior for which an individual may not receive or expect formal pay (N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009). Unfair pay to the employees would lead to lesser OCB because the employees perceive such behaviors discretionary and partial and they may lose interest in developing good OCB (Williams, Pitre, & Zainuba, 2002).

Researchers have earlier identified the dearth of research in examining the role of culture in the development of OCB (Kwantes, Karam, Kuo, & Towson, 2008). Major studies in the area of organizational citizenship behavior (OCB) were conducted in western culture while in sub continental region (like Pakistan) culture, environment, values, norms and employment practices are different and need to be investigated. Thus, the current research was conducted to investigate the impact of pay satisfaction on citizenship behavior and to test a conceptual model of pay satisfaction and OCB relationship in the cultural settings of sub-continent.

Pay and OCB

The effective pay system is a source to motivate individual's non-OCB as well as OCB which ultimately leads to better performance of the organization. According to Porter, Lawler, and Hackman (1975), pay is among the most important reward organizations offers to their employees. They found that salary for the job performed is the main motivational element for the employees. Management literature noted that the entire efficiency of organization is because of OCB (Walz & Niehoff, 1996) and the administration considered OCB when considering pay increase. (Podsakoff, Ahearne, & MacKenzie, 1997).

Pay is considered important factor for inducing job satisfaction and motivation among the employees. Thus it indirectly helped in achieving organization's goals (S. M. Lee, 1971; Hong et al., 2004). Further S. Williams et al. (2002) investigated that unfair or biased treatment in pay leads to lesser OCB. Deckop, Mangel, and Cirka (1999) argued with theoretical explanation that pay influenced OCB. The research finding of Lee et al., (2015) found that pay plays a vital role in promoting OCB activity. Podsakoff et al., (2009) concluded that OCB enhances organizational performance which was linked with gaining reward – such as raise in pay, bonuses, promotions or other work-related benefits. Mohammad, Habib, and Alias (2011) studied that highly motivated and satisfied employees are expected to have high level of citizenship behavior.

It is concluded from the above mentioned literature that pay is a significant antecedent that alone or together with other variables influences OCB. It further illustrated that to enhance OCB, pay satisfaction is essential which a prominent antecedent of OCB.

Pay and Motivation

Bresnen, Marshall, and Akintoye (2000) emphasized that pay remained the significant motivational approach. It is an imperative factor which motivates employees for achieving productivity (Taylor, 1911). Pay is a key managerial tool to motivate employees for higher productivity and reduced turnover (Dulebohn, Ferris, & Stodd, 1995). It has the most important motivating power. Besides, it’s being symbolizing subtle aim like sense of safety, authority, success and prestige.

Roberts and Chonko (1996) investigated that pay satisfaction is the basic motivator for employees. It is considered as an important tool to motivate employees and directs their attitude and behavior towards the organizational goals and objectives. Sandhya and Kumar (2011) noted that " *money is the most powerful source of motivation*". Ghazanfar, Chuanmin, Khan, and Bashir (2011) explored that motivation is influenced by fair pay. Similarly Locke, Feren, McCaleb, Shaw, and Denny (1980) found that pay is important incentive, and no other technique works like it just because of its "instrumental value" (P. 379). Amabile, Hill, Hennessey, and Tighe (1994) probed that motivation is effected by pay which is associated with job satisfaction.

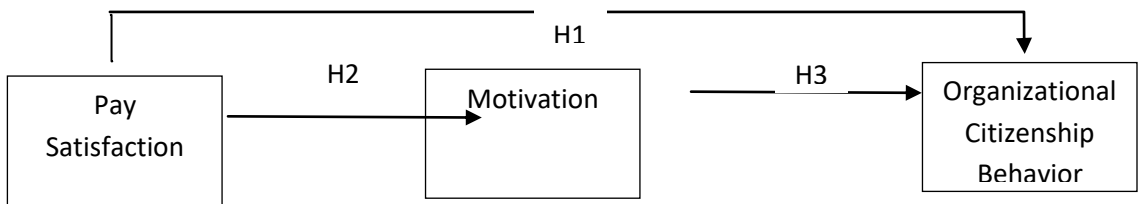
Keeping in view the above discussion it is concluded that there is a significant relationship between pay satisfaction and organizational citizenship behavior; however, it is assume that motivation will mediate this relationship.

Hypotheses

The following hypotheses were formulated to be tested:

- H_{1,a}: *Pay satisfaction has significant impact on organizational citizenship behavior.*
- H_{2,a}: *Pay satisfaction has significant impact on employees’ motivation.*
- H_{3,a}: *Motivation will mediate the relationship between pay satisfaction and OCB.*

Figure-1: Conceptual Model



Method

Sample and Data Collection

Sample is the suitable choice for the researcher to collect data from the population which is the representative of entire population. This research has covered two aspects. First, pay differentiation among same grade and secondly, the effect of pay satisfaction on the organizational citizenship behavior. The data for the first part of the study was collected by using cluster sampling technique. The ‘cluster’ is between-group homogenous while within-group heterogeneous. Cluster sampling provides a wonderful opportunity to compare the differences at the group level. The federal

government organization comprises major groups included: Federal Ministries, law Enforcement Agencies, Revenue Collection Agencies, Autonomous Bodies, Higher Education Institutions, Federal Government Attached Departments and VIP Organizations. One organization was selected from each cluster, except from law enforcement organizations, from where two organizations were picked up. To find out variation in gross salaries, actual pay slips were collected from 290 employees serving in (B.P.S 17 & in 18), for the purpose of analysis. Out of the total lot, 92% of the participants were male while 8% were female. Semi-structure interviews with 22 key personnel were conducted to find out rationale of such dispersion, if any.

Simple random sampling technique was used to collect data regarding the pay satisfaction, motivation and OCB. A total of 300 questionnaires were distributed out of which 250 were received back with a response rate of 83.3%.

Research Instruments and Measurements

The current study used various combinations of data collection techniques. Besides first-hand observation, semi-structured interview with Govt. officials were also conducted to find out rationale of pay disparities in various scale and to get their opinion of such disparities. One to one discussion sessions were conducted with 22 personnel in all eight selected organizations. Besides interviews data has been collected through self-administer questionnaire to get employee's insight to pay satisfaction. Close-ended questions composed of 5-points Likert scale is applied to obtain the perception of employees and to disclose, explore and to measure their pay satisfaction, motivation and citizenship behavior. The level of pay satisfaction was measured (Heneman III & Schwab, 1985) pay satisfaction questionnaire (PSQ). It is the popular tool which determines various dimension of pay satisfaction (Heneman & Judge, 2000; Sturman & Short, 2000).

Employees' motivation scale was adopted from Gange, Forest, Gilbert, Aube, Morin & Malorni (2010). Six items were chosen to measure intrinsic and extrinsic motivation. The scale to measure extra role behavior was adopted from L. J. Williams and Anderson (1991), consisted of 14-items. This scale is used to determine two different categories of OCBs; seven items are specific towards the behaviors of individual known as (OCBI), and the leftover seven items are specific towards the organization which focuses on benefiting known as (OCBO). Previous works and studies proved helpful in this regard and required measures have adopted from them. English is not the native language of the country but here the original English language self-reported questionnaire has used to gather the required data. Translation from English to native language was not required as English is the official language in all public sector institutions; hence it is easy to comprehend.

Data Analysis tools/ Statistical Techniques

Statistical techniques like descriptive statistics, correlation, regression and mediation analysis of the collected data were conducted to obtain the results. Reliability of questionnaires was checked to find the true and accurate result of the study. One Way ANNOVA has been conducted to find out the differentiation within group about all variables of the study.

Table 1

Distribution of Respondents with respect to Basic Pay Scale (N= 250)

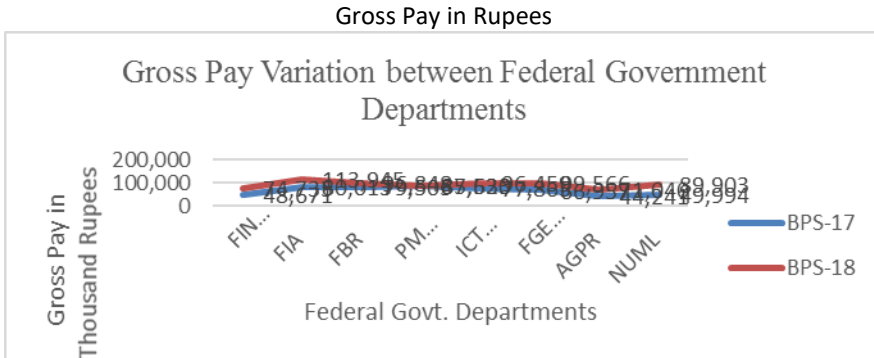
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	140	56	56	56
	17	110	44	44	100.0
	Total	250	100.0	100.0	

Table 1 above gives detail of the Basic Pay Scale (B.P.S) of the respondents. The subjects are divided into two Basic Pay Scales of 18 and 17. The table shows that 56% of the total respondents are serving in grade 18, while 44% are employed in grade 17.

Results

Graphical Representation of Pay Differentiation in B.P.S (18 & 17).

Figure 2



The Figure-2 above depicts variation in gross pay received by employees of BPS-17 &18 working in different government departments. In case of BPS-18, the gross salary of employees, who are in service for 10 to 12 years, was taken as point of reference while for BPS-17 employees with service of 5 years, except for PM Secretariat, for which employee with 8 years of service was taken due to non-availability of any BPS-17 employee having 5 years of service. It is evident from the Figure-2 that employees of FIA and FGEHF in BPS-18 are receiving substantially higher pays than their counterparts in NUML and AGPR. For example, employees of FIA are drawing 37% higher gross pay as compared to those serving in AGPR. Similarly, employees in BPS-17 of Prime Minister Secretariat and FIA are getting higher gross pays than employees working in the same Basic Scale in NUML and AGPR. For instance, employees of AGPR are taking 48 % less gross pay as compared to those working in the Prime Minister Secretariat.

An in-depth analysis of the reasons for aforementioned variation in the gross salaries depict that employees of certain departments are getting various types of additional allowances by the name of ‘Performance Allowance’, ‘Fixed TA/DA Allowance’, ‘Additional Basic Salary’ etc. resulting in higher gross salaries. In most of the cases such additional allowances are sanctioned for the departments which are close to power circles of the country.

Table 2

Correlation and Reliabilities of Variables

		1	2	3
1	Pay Satisfaction	(.71)		
2	Motivation	0.68**	(.74)	
3	OCB	0.69**	0.61**	(.72)

N=250; Cronbach Alpha in parenthesis

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

The table 2 given above shows the correlation among the research variables. It describes that pay satisfaction is positively correlated with motivation ($r = 0.68, p < 0.01$) and with OCB($r = 0.69, p < 0.01$) and the correlation of OCB and motivation is ($r = 0.61, p < 0.01$). The correlation values give initial support for the proposed hypotheses. The table also demonstrates the reliability via Cronbach Alpha values of the variables of the study. The values of all variables are above 0.7 which suggest that the data is internally consistent (Hair, Black, Babin, Anderson, & Tatham, 1998).

Regression and Mediation Analysis

Mediation relationship arises after the causal result of an independent variable (A) on predict variable (C) is pass on by a mediator (B). It can be understood that variable-A influences C since A affects B, and B in response affects C. Baron and Kenny (1986) publication gave importance to the mediation analysis in the field of HRM. The mediation function of the employees pays satisfaction, motivation and OCB is checked base on regression analysis recommend by Baron and Kenny (1986).

Regression Analysis for the Mediating effect of Motivation in Pay Satisfaction Relationship with OCB.

Table 3

The impact of pay satisfaction on OCB.

Predictor	OCB					
	B	R ²	Adj R ²	F. Value	T-Value	P. Value
Pay	0.624	0.398	0.386	157.85	12.56	0.000

The results show that pay satisfaction has positive significant impact on OCB. The t-value is well above 2, denoting that pay satisfaction has obtained more significant impact on the OCB of these organization employees. R-square represents .398 values which means that almost 39 % changes in OCB are caused by pay. The F value is 157.85which means that the model is significant as it is above 4. The beta is 0.624 which means that 1 unit change in pay brings about 0.624 unit changes in OCB.

Step: 2 Pay Satisfaction (IV) on Motivation (Mediator)

Table 4

The impact of pay satisfaction on motivation.

Predictor	Motivation					
	B	R ²	Adj R ²	F. Value	T-Value	P. Value
Pay	0.684	0.467	0.465	217.49	14.691	0.000

The results show that pay satisfaction has positive significant impact on motivation. The t-value is well above 2 which represents that pay satisfaction has attained more significant impact on the motivation of these organization employees. R-square represents 0.467 value which means that almost 46 % changes in motivation are caused by pay. The F value is 217.49 which means that the model is significant. As the value of F is above 4, that of beta is 0.684 which explains that 1 unit change in pay brings about 0.68 unit changes in the level of motivation. The association between predicted variable and mediating variable (A and B) must be significant to process further for step three (Baron & Kenny, 1986). This condition is fulfilling as pay has significant impact on the employees motivation.

Table 5*The impact of motivation on OCB.*

Predictor	OCB					
	B	R ²	Adj R ²	F. Value	T-Value	P. Value
Motivation	0.617	0.380	0.378	152.26	19.14	0.000

The results show that motivation has positive significant impact on OCB. The t-value is above 2 which represents that motivation has attained more significant impact on the OCB of these organization employees. R-square represents 0.380 value which means that almost 38% changes in OCB are caused by motivation. The F value is 152.26 which denotes that the model is significant, as the value of F is above 4. The beta is 0.617 which explains that 1 unit change in motivation brings about 0.617 unit change in the level of OCB.

Step: 4 Pay and Motivation (Mediator) on OCB

Table 6*The impact of pay satisfaction and motivation on OCB.*

Predictor	OCB					
	B	R ²	Adj R ²	F. Value	T-Value	P. Value
Pay	0.624	0.398	0.386	157.85	12.56	0.000
Motivation	0.228	0.457	0.453	103.95	5.56	0.000

The results show the last step of mediating effect of motivation in pay relationship with OCB. The value of beta (β) was 0.624 when pay satisfaction is regress on OCB, however when motivation gets involved as mediator, its value decreased to 0.228. Similarly, T-Value was 12.56 and because of the intervention of motivation, its value change to 5.56. The results illustrate mediating effect of motivation in the relationship of pay satisfaction with OCB. The coefficients and t-value of pay satisfaction has been decreased, however its impact has remained significant, which means that the mediating variable motivation has absorbed the effect of pay on OCB and the impact of the pay has decreased which indicate mediation relationship of motivation in pay relationship with OCB. As it has been proved that mediation exists when all variables of the model significantly influence each other and it can be seen here in the above analysis.

One way ANNOVA test for within group comparison

To assess the difference pay satisfaction, motivation and OCB within the employees of different organizations in the same Basic Pay Scale One Way ANOVA T test was conducted. The result reported f values (F= 18.27, P< .05) for pay satisfaction, (F= 10.64, P< .05) for motivation and for OCB (F= 19.50, P< .05). These values signify that there is significant difference within groups for all variables of the study.

Discussion and Conclusion

The aim of the study was to investigate the differences between the gross pay of the employees of federal government serving in BPS-17 & 18 and to look into the reasons and justification for such differences, if any. This might be the first every study in collecting real-time pay related data from the federal government employees which included the collection of actual pay slips and pay rules. This study explored salary differentiation in gross pay of public servants at federal level and open avenues for further study. The study found that there is a considerable variation in the pay

of employees of same grade across various organizations of the federal government. This indicates duplicity of the government pay structure which on one hand propagates uniformity while on other hand offers higher salaries to the employees of influential organizations. Such policy may satisfy the employees of few selected organizations who are on the receiving end of the continuum but it highly demotivates and discourages the employees working in most of the public-sector organizations. Various reasons for such dispersion were given by the Key Respondents during interviews. The element of risk involved in various jobs like police, customs (miners or factory labor). Some key respondents were of the opinion that to minimize illegal sources of income and corruption, the organization offers double basic pay to their employees like Pakistan Custom. Another reason of pay variation is politics base pay. Like in some previous governments, salaries of government servants increase disproportionately due to which the proportionate increase in pays of less paid and highly paid organizations further widens the gap between their pays.

The researcher further found that pay satisfaction has positive significant impact on OCB and on the level of motivation. This finding is similar to Deckop et al., (1999) who found with theoretical explanation that pay satisfaction influenced OCB. Similar studies in the past had proved the same relationship in different cultures and working environments. Reena et.al, (2009) asserted that every business uses bonuses and remuneration policy to motivate employees for higher performance. Sandhya and Pradeep Kumar (2011) concluded that money is the most powerful source of motivation. Tella, Ayeni and Popoola (2007) analyzed the effect of public service motivation in relationship to OCB and found significant impact of motivation on OCB. The study further found that motivation mediates the relationship between pay-satisfaction and organizational citizenship behavior. The finding might be first of its kind and significantly contributes to the existing literature on pay satisfaction—OCB relationship.

Managerial Implications of the Study

The finding informed compensation policy makers and strategic think tankers regarding pay inequality and its impact on employee's attitude and awareness. This is a serious issue which needs the attention of policy makers to harmonize the salaries across all organizations to minimize conflict and bring the level of pay satisfaction, motivation and organizational citizenship behaviors at par across all pay grade and in all organizations. Further, the study also contributes to the management understanding by investigating the pay satisfaction-OCB relationship in the sub-continental culture and found that more or less the relationship between the variables held at par with the western culture.

Limitations and future Recommendation of the Research

Firstly, miss and less understanding of the issue by majority of public sector personnel. This issue needs further research in other federal government organizations with different sample size.

The second limitation is that the data was collected from a single city of Pakistan (i.e. Islamabad). Although the capital of Pakistan is diverse with respect to demographic characteristics, pay levels, and job classification but still it is a single city from which data is collected. However, federal government employees are serving in the whole country and it is possible that their perception may be different from those who are living in the capital. This may reduce the generalizability of the findings. The findings of this study may be specific to the single city. One particular concern is that these organizations are state agencies with very strict pay policy. It is recommended that similar study may be conducted in other cities and in other organizations too.

Thirdly, this is the first and novel attempt to carry out research on such issue on which primary data was mostly unavailable and the government servants were hesitated in providing inputs and information of their pay. The same data is recommended to be correlated and regressed with other variable in further studies.

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