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Pay Discrepancy and the Mediating Role of Job Satisfaction between Pay Satisfaction and Organizational Citizenship Behavior: A Case of the Federal Government of Pakistan

Abstract

This is a two-fold paper. First, to inquire differences in gross pay of the same Basic Pay Scale (BPS) employee's serving in the federal government of Pakistan and to inspect the reasons and justifications of such dispersion if any. Second, to inquire the influence of pay satisfaction (PS) on employees' organizational citizenship behavior (OCB). Mix data was collected from 256 employees working in eight organizations (n=256). Key respondents technique was used to gather qualitative data whereas quantitative data was accumulated through standardized questionnaires. Considerable disparity in gross pay was found in the same basis pay scale (BPS) across institutions. Pay satisfaction, job satisfaction (JS) and OCB association model was developed for further testing. The results revealed positive impact of pay satisfaction on both job satisfaction and OCB. Additionally, the study found that job satisfaction meditates the relation between pay satisfaction and OCB. This research is a unique attempt and accord to the prevailing literature on pay satisfaction, job satisfaction and OCB affiliation.

Key Words: *Federal Government, Gross Pay, Job Satisfaction*

Introduction

A Pay is a reward in terms of money to the employees and believe equitable vis-à-vis to others in the institution (Khan, Khan, Nawaz, & Khan, 2009). Remuneration is a fundamental distress for job satisfaction in all most all kinds of organizations. Basically, it is the economic benefits that employees get from the organization in return for an assigned work. It contains various bonuses, fringe benefits and increments etc. Researchers have found that an appropriate and a reasonable pay scheme is required for job satisfaction (Khan et al., 2009; Malliarou, Sarafis, Moustaka, Kouvela, & Constantinidis, 2010). Pay has been used for the success as a financial tool for human involvements (Iovan, Lantz, & Shapiro, 2018). A pay

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plays a vital role in the institutions for the employees to comply with the rules, regulations directives and policies of the institution (Mueller & Price, 1990).

Bilquees (2006) conjured that government servants totally depend on their basic pay and on contingent allowances for their housing, livelihood, schooling and health etc. To induce impending job searchers and to keep existing workforce an impartial and unbiased pay system is mandatory. The public sector pay system deserves special care because it is vital for inspiration and job satisfaction. Numerous pay commissions have design diverse pay scale. The British colonial wage structure was rejected by the first pay commission of 1948-49 due to huge pay differential for British officials and low payment to indigenous officers. The 1970 pay commission focus on merit based pay to attract high caliber to the government. Subsequently, the 1972 pay commission flattened 650 pay scales into 22 scales which still prevail.

Because of limited study in this area the federal government of Pakistan is chosen for this investigation to find out gross pay variation among various departments in the same scale, length of service and to explore the truths and genuine explanations of such discrepancies. Furthermore, a conceptual model of pay satisfaction and OCB relationship was developed to be tested and the meditating relationship of job satisfaction is to investigate. This might be a unique study because the issue was taken at first time in the public sector at federal level.

Literature Review

Bernardin (2002) posits compensation as all kinds of monetary returns and tangible benefits that members of organization take as part of employment relationship. Mirabella (1999) conjured that a pay is the actual worth of financial return, identical with salary. To Employees pay is a reward. Pay differential is an economic enticement for job satisfaction and retention of staff' deputed in difficult areas (Meltz & Marzetti, 1988). Employers use a pay to appeal, retain and motivate employees in order undertake stated objectives. The worth of compensation is "*in the eye of the worker*" (McClelland, 1967) p. 10 and serves as a "*frame of reference*" (Tang, 1992). All Employees hold a general view that a pay plan may be unbiased, equitable and in line with their skills and work they put in. Salary and its distribution is a chief apprehension in (HRM) as it gives a message to employees about the priorities of the organization towards its employees (Ghazanfar, Chuanmin, Khan, & Bashir, 2011)

Pay Satisfaction

Miceli and Mulvey (2000) define that pay satisfaction is a pleasurable sentiment of workers to their pay. A pay satisfaction is essential if administrative issues are to reduce and achievement are to increase. Schlep (1985) conjured that pay is one of the most important rewards as it inspire workers to obtain additional rewards. Taylor (1911) is the oldest intellectuals to consider the significance of salary to motivate employees and take additional work from them. It is crucial for institutions and for the field of HRM. Remuneration is one of striking job aspect for employees (Sturman & Short, 2000). Jurgensen (1978) found that pay pleasure is a momentous job trait. Frey and Feld (2002) searched out that organizations accomplishment depend upon pay satisfaction. Mathieu and Zajac (1990)

investigated strong co-relation between JS and OC. However, PS strongly influences JS.

Organizational Citizenship Behavior (OCB)

OCB is an emerging notion. Major research in this relatively new arena of study commenced in 1990 and still goes on (Ullah & Zirgham, 2009). The meaning of OCB has endured sensitive changes since 1980s, but the construct remains the same (Dew Zhang, 2001). Organ (1988), refer it noncompulsory individual conduct that the institutions have not acknowledge and rewarded. Davoudi (2012), conjured pro-social behaviors i.e. helping fresh worker, assisting peers in finishing their responsibilities, undertaking extra work depicted OCB.

OCB requires academic thoughtfulness, since it's emerging, it is considered as intangible not officially rewarded. Therefore, a need was felt to measure the PS affiliation with OCB in the public sector of Pakistan. Furthermore job satisfaction is introduced as meditating variable between PS—OCB connection to enrich the existing literature of PS and OCB.

Job Satisfaction and Pay

Mottaz (1987) refer JS as the notch of “*likeness*” and “*gladness*”. Odunlade (2012) defined it as happy condition arose from work assessment and sentimental response to one work. Malhotra, Budhwar, and Prowse (2007) conjured that pay gratification is vital for JS. Likewise, Muhammad and Akhter (2010) explored that employer considered PS as an important source of JS because it is not only a mean to live but offer societal prestige and dignity. Chew (2005) probed that JS is allied with monetary reward however, non-monetary reward is also essential explanatory variable. Grace and Khalsa (2003) investigated that know-how and pay is imperative for job satisfaction. Muhammad and Akhter (2010) conjured connection between PS and JS. This conclusion is consistent with many researchers' findings like (Barnett, Handelsman, Stewart, & Super, 1952; Miller, 1941).

Job Satisfaction and OCB

Diverse research investigations undertaken to address the connection between organization citizenship behaviors and job satisfaction. Still inconsistency prevails in results. However, numerous explorations found that OCB and satisfaction from job is co-related with each other. Smith, Organ, and Near (1983) explored that JS is the strongest measure of OCB. Schappe (1998) argued that JS significantly influence OCB. Zeinabadi and Salehi (2011) also conjured that JS, OC and OCB has vital linkages with each other. Kasemsap (2012) reviewed various magnitudes of JS and OC and explored that they are allied with OCB.

To summarize the above arguments pay satisfaction is one of the key insister of citizenship behavior and the previous studies have disclosed pay gratification is predictor for job satisfaction and OCB. This exploration assumed that job satisfaction might mediate the connection between pay satisfaction and OCB. Hence, the following hypotheses need to be tested.

Hypotheses

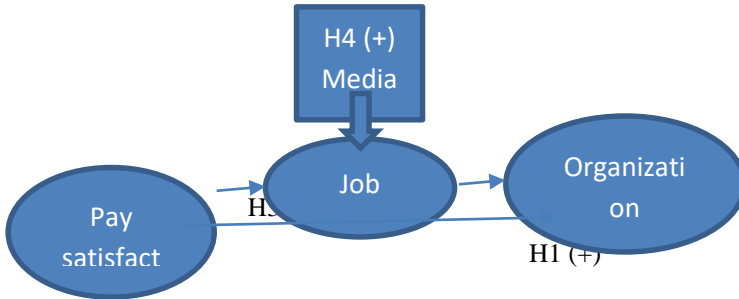
H₁: There is an association between pay satisfaction and OCB.

H₂: There is an association between pay satisfaction and job satisfaction.

H₃: There is a connection between job satisfaction and OCB.

H₄: Job satisfaction mediate the affiliation of pay satisfaction and OCB.

Figure 1: Conceptual Model



Methodology

Sampling and Data Collection

This study has covered two aspects. First, pay dissimilarity in same grade at federal level and the reasons of such dispersion if any. Secondly, the effect of pay satisfaction on the OCB and the mediating role of job satisfaction between pay satisfaction and OCB. Two different sampling techniques were used in this study i.e. cluster and simple random sampling techniques. Cluster sampling technique was used to collect data for the first part of this research. It provides vital chance to relate the variation at group level. Organizations at federal level constitute major groups included: Federal Ministries, Federal Government Attached Departments, Revenue Collection Agencies, law Enforcement Agencies, Autonomous Bodies, VIP Organizations and Higher Education Institutions. One organization was then selected from each cluster. Genuine salary slips were collected from 119 officers serving in (BPS 18 & in 19). Interviews with 38 main participants were schedule to explore justification of such remuneration variation, if any.

To examine a sketch of PS and OCB linkages, data was grouped from 256 officers through self-administered questionnaires. Simple random sampling technique applied to accumulate data regarding pay satisfaction, job satisfaction and OCB. Keeping in view the ethical consideration, a cover letter was attached to explain the aim of this research and to give surety that their pay slips and other information will be used for research purposes only and will be kept secret. The average age of employees was about 39 years and was divided into both sex (83 % male, 17% female).

Research Instruments

Pay satisfaction was judged through Heneman III and Schwab (1985) pay satisfaction questionnaire (PSQ). This is a universal instrument which measures numerous extents of pay gratification (Heneman & Judge, 2000; Sturman & Short, 2000). The degree at which staffs are pleased from job has assessed through (Schriesheim & Tsui, 1980) over all job satisfaction scale.

OCB was evaluated from (Williams & Anderson, 1991) scale, consists of 14-items. It determines two different categories of (OCBIs) and (OCBO). These instruments were taken from the past explorations and are in English language. Hence, English is not the inborn language of Pakistan but is used as medium of communication in the offices of Pakistan (Raja, Johns, & Ntalianis, 2004), so there was no need to decode the survey in native language.

Data Analysis Tools

The data was fed in SPSS (20) and the statistical techniques correlation, regression and mediation analysis were used to analyze the data. The reliability of questionnaires was checked through Cronbach Alpha to find out accurate result of the study. One Way ANNOVA test was performed to find out differences within group about all variables of the study. The qualitative data was analyzed with the help of Thematic Analysis.

Results

Descriptive Statistics

Table 1. Basic Pay Scale wise division of participants (N= 256)

B.P.S		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	143	55.9	55.9	55.9
	19	113	44.1	44.1	100
Total		256	100.0	100.0	

Table 1 given above provides details of the (BPS) of the participants. The respondents of the study were divided into two (BPS) of grade 18 and 19. The table explain that 56% of the participants are in grade 18 and 44% are serving in BPS 19.

Graphical Depiction of Pay variation in BPS (18 & 19).

Figure-1

Gross Pay in Rupees

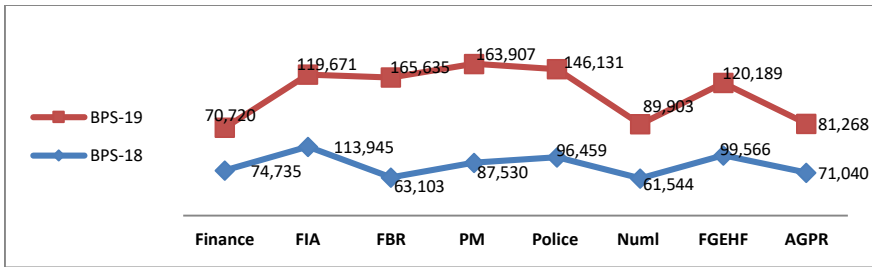


Figure-1 above illustrates variation in pay obtained by the officers of BPS-18 & 19 performing their duties in various public sector institutions. For BPS-18 the pay of those employees has undertaken who have served up to 12 years and 20 years' service has been taken for BPS-19 employees. Figure-1 elaborates that FIA staff receive significantly greater payments (113,945) in BPS-18 as linked to those serving in NUML (61,544). FIA staff receive 46% greater gross pay relative to NUML staff. Likewise, staff of FBR engaged in BPS-19 receives greater gross pay (165,635) than employees at the same (BPS) at AGPR (81,268). AGPR officers receive 51% lower salary compared to FBR staff.

To find out justification of such dispersion in salary semi structured interviews were schedule and thematic analysis were made. Details are given below.

Thematic Analysis

Theme refer to part, attribute, description or idea (Roulston, 2001). Thematic analysis is extensively used qualitative method of assessment (Terry, Hayfield, Clarke, & Braun, 2017). In this study the interviews questions were focused on two themes: Pay comparison and rationale of pay variation. To find out these themes in interview session the following questions were asked from 38 key respondents. Details are given below.

Q1: Are you comparing pay with others officers in the same BPS of other departments?

Ans: The research discovered that the central Superior Services (CSS) officers and deputed were conscious of pay dispersion. They are comparing pay with other organization, however it is noted that university faculty and few others officers were ignorant about pay differentiation, when actual pay slips were shown to them they were astonished.

Q2: There is a visible pay dispersion among employees of various organizations though they have adopted the same BPS. Do you think there is any reason of such gross pay variation?

Ans: Diverse reasons were provided of pay difference in the same BPS at different level. These were categorized as under:

- a) Threat and sensitivity.
- b) Prevention of illegal earning.
- c) Disproportionate rise in compensation by different governments.

- d) Some institutions are closed to power circle and have sanctioned various allowances.

Table 2. Correlation and Reliabilities of variables

		1	2	3
1	PS	(.82)		
2	JS	0.57**	(.72)	
3	OCB	0.69**	0.67**	(.81)

N=256; 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 explains that pay satisfaction is positively correlated with job satisfaction($r = 0.57$, $p < 0.01$) and with OCB($r = 0.69$, $p < 0.01$) and the correlation of OCB and JS is ($r = 0.67$, $p < 0.01$). The Cronbach’s alpha (α) values are also more than 0.60 and are admissible for further exploration (Nunnally, 1978). Both these values gives initial support for the proposed hypotheses.

Table 3. Simple regression analysis

	β	t	sig
PS JS ➤	0.84	21.54	0.000
JS OCB	0.46	7.22	0.000
PS OCB	0.27	4.09	0.000

Simple regression analysis were carried out to check the relationship between variables of the study. The table 3 given above denotes that pay satisfaction has noteworthy effect on job satisfaction ($\beta=0.84$, $p<0.05$). Similarly, job satisfaction is directly related to OCB ($\beta=0.46$, $p<0.05$) and further it was found that pay satisfaction is positively correlated with OCB ($\beta=0.27$, $p<0.05$). All the values are in the range of significance, thus support the hypotheses.

Mediating Regression Analysis

Preacher and Hayes (2004) bootstrapping techniques were used to check the mediating effect of job satisfaction between pay satisfaction and OCB. In comparison to Barron and Kenny (1986) and Sobel test, this is considered to be a superior test (Preacher & Hayes, 2004). 95% confidence interval was obtained with bias correction method by using the 4000 bootstrapped samples. According to (Preacher & Hayes, 2004), if zero is not included in the 95% CI for indirect effect,

mediation is determined. Below in table 4 the mediation analysis results are presented.

Table 4. Mediating effects of Job Satisfaction between Pay Satisfaction and OCB

Path	Total effect	Direct effect ^a	Indirect effect ^b	95% CI ^c	
				Lower level	Upper level
PS JS → OCB →	0.66	0.27	0.39	0.28	0.51

a PS → OCB

b (PS JS) → (JS OCB)

Determined by bootstrapping with bias correction

d

It was found that the direct effect of pay satisfaction on OCB was significant (.27, $p < .01$) and the indirect effect via Job satisfaction was (.39, $p < .01$, 95% CI=0.28, 0.51) was also significant. The standardized total (direct and indirect) effect pay satisfaction and job satisfaction on OCB was found 0.66 because of direct (unmediated) and indirect (mediated) effects of pay satisfaction on OCB, when Job Satisfaction increases by 1 standard deviation, OCB increases by 0.66 standard deviations. The result indicates that the H4 was supported and confirmed that job satisfaction mediates the relationship between pay satisfaction and OCB.

One way ANNOVA Test for Within Group Comparison

To evaluate the difference pay satisfaction, job satisfaction and OCB within the employees of diverse organizations in the same BPS One Way ANOVA T test was conducted. The result showed f values ($F= 17.67$, $P < .05$) for pay satisfaction, ($F= 13.64$, $P < .05$) for job satisfaction and for OCB ($F= 18.50$, $P < .05$). These values indicate that there is substantial difference within groups for all variables of the study.

Conclusion

The purposes of the research was to find out gross pay variation of BPS (18 & in 19), serving in the federal government of Pakistan and to investigate rationale and justification of such dispersion, if any. The actual pay slips were collected from the federal government employees for the first time to find out variation in gross salary. The study found substantial difference in pay of officers despite of same scale and length of service across the organizations of the federal government of Pakistan. It showed the duplicity in the Government Pay System. On one side it found propagation of uniformity and on the other hand it was found offering high salaries to the influential organization's employees was in practice. This policy motivates the employees of few limited organizations but it discourages the

employees of low paid organizations. The key respondents provided various logic and justification for such disparity in salaries. One major cause of salary differences is because of threat and sensitivity involved in some job for instance police job. Another cause of such disparity is to prevent illegal sources of income and dishonesty, in some departments for instance Pakistan custom offers double basic pay to their employees. Just because of this double basic pay the gross pay considerably increases as compared to others federal government departments. Some respondents replied that pay variation is because of politics based pay. Like in some previous Government salaries of Government servant increased disproportionately because of which the proportionate increased in pays of less paid and highly paid organization, further widens the gap between their compensation. Lastly, influential organizations like FIA and Prime Minister Secretariat are giving much more pay to the employees since they are close authorities and have sanctioned few extra allowances for instance President House Allowance, Fixed T.A / D.A and ration allowance etc.

Furthermore, it is investigated that pay satisfaction has noteworthy result on job satisfaction and OCB. The researcher explored that PS influences OCB and JS. This finding is similar with Deckop, Mangel, and Cirka (1999) who depicted that pay satisfaction influences OCB. Similar studies had proved same relationship in different working environments and in different cultures. Hassanreza Zeinabadi (2010) argued that intrinsic job satisfaction is a key variable which influences OCB of teachers in the city of Tehran. Mohammad, Habib, and Alias (2011) investigated that JS considerably link to OCB. Parnell and Crandall, (2003) examined Egyptian executives and conjured that OCB effect JS. The current study found that the relation between OCB and PS was mediated through JS. The findings is initial of its kind and contributes to the prevailing literature of Pay satisfaction –OCB relationship.

Managerial Implications of the Study

The sharply shifting and dramatic employment market, the procedures left from outdated pay scheme and the evolving environment appeal the thought of management to readdress pay polices. Vagaries in institutions inscribe the past supposition regarding pay to regulate if they precisely relate to the existing dynamic labor market. This finding warned the federal government regarding such inequality in salary and their effect on employees' attitude. Low paid organization and their staff have file petition as they are not happy of such discrimination. For instance office of Auditor General of Pakistan and Controller General of Accounts filed suit in the Federal Service Tribunal, Islamabad vide Appeals No.3447, 3448, 3462 & 3483 (R) CS/2012 to avail 100% Audit and Accounts Allowance to equalize their compensation with others departments. In the same vein Pervaz Iqbal and associate filed appeal against Federation of Pakistan for the grant of special allowance @ 20% to the employees working in the Federal Ministries/Divisions. Such a significant issue needs the notice of policy makers to diminish the rising dispute among the institutions and to bring uniformity in the pay structure to improve pay satisfaction, job satisfaction and OCB at par among the employees across the federal government institutions.

Limitations and Future Recommendation of the Research

The current study found some limitations. Firstly, the unavailability of most of the primary data. The researcher face problem because of the fact that the Government servants felt hesitant to provide actual pay slips and other related inputs. The findings of this research work can be helpful in future research work and Theil's index analysis is recommended in future exploration in such like investigation in future. The same data is recommended to correlate and regress with other variables. Secondly, reasons of compensation variation was recorded in the interview session but no documented evidences were provided, future research may be conducted with multiple interviews and focus on official notifications for deeper analysis. Lastly, to investigate the causes of pay differential the investigator approach only BPS 18 & 19 employees of the organizations. Thus, interview technique narrowed the sample size and as an effect the generalizations of this study. Top management and policy makers may be consulted in future investigation.

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