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Adequate Salary Payment and Employee Commitment: Evidence from Anambra State Civil Service Commission, Nigeria

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ABSTRACT

The relationship between adequate salary payment and employee commitment remains a critical concern for human resource management practitioners and public sector organizations. This study examines the nature and strength of the relationship between adequate salary payment and employee commitment in the Anambra State Civil Service Commission, Nigeria, covering the period 2015-2022. Using a survey research design, data were collected from 84 civil servants through structured questionnaires. The study employed descriptive statistics (means and standard deviations) and inferential statistics (t-test analysis) to analyze the data. Findings reveal a significant positive relationship between adequate payment of salaries and employee commitment to work ($p < 0.05$, grand mean = 3.17). The results indicate that adequate remuneration enhances workers' commitment to duty, improves service delivery, and leads to industrial harmony. The study recommends that public sector organizations ensure fair and timely salary payments to enhance employee commitment and organizational performance. This research contributes to the growing literature on reward management in developing countries' public sectors and provides practical implications for human resource managers in civil service organizations.

Keywords: Adequate salary payment, employee commitment, civil service, remuneration, public sector

INTRODUCTION

The persistent management-labor crisis over continuous agitation for increased pay in public services globally has challenged the public sector to utilize their employees more effectively to improve organizational performance (Ahmad et al., 2018). In the Nigerian civil service system, pay has become the driving force for seeking employment in the industry, making it imperative that organizations establish and adopt remuneration systems that can motivate employees while maintaining fiscal sustainability (Ejumudo, 2017). The ability to attract, retain, and motivate effective employees has become a significant challenge in civil service systems, leading to reductions in employee performance and commitment (Nnaji-Ihedinmah & Egbunike, 2019).

Remuneration systems constitute arrangements in the form of policies, strategies, guiding principles, structures, and procedures designed to provide and maintain appropriate types and levels of pay, benefits, and other forms of compensation (Abreu & Santos, 2018). Armstrong (2010) posits that remuneration is an integral part of human resources management approach to productivity improvement, dealing with the design, implementation, and maintenance of reward systems geared toward organizational, team, and individual performance improvement. Employee commitment, conceptualized as the psychological attachment of an individual to their organization through a sense of belonging and ownership of organizational goals (Abreu & Santos, 2018), represents a critical outcome variable that influences organizational effectiveness.

Despite extensive research on reward systems in developed countries, limited empirical studies have examined the relationship between adequate salary payment and employee commitment in the Nigerian civil service context. Most Nigerian public sector organizations fail to pay adequate attention to employee well-being, with remuneration often not proportionate to the efforts and skills employees invest in their work (Adeoye & Elegunde, 2014). This disconnect has discouraged qualified personnel from seeking

employment in the civil service due to inadequate pay structures and remuneration packages, affecting overall system performance (Osuchukwu, 2022).

This study addresses this gap by examining the relationship between adequate salary payment and employee commitment in the Anambra State Civil Service Commission from 2015 to 2022. Understanding this relationship is crucial for developing effective human resource management strategies in public sector organizations, particularly in developing countries where resource constraints and fiscal challenges often impact salary administration.

Theoretical Framework

This study is anchored on Vroom's (1964) Expectancy Theory, which proposes that individuals are motivated to perform when they believe their extra performance will be recognized and rewarded. The theory emphasizes three critical components: expectancy (effort → performance), instrumentality (performance → outcome), and valence (outcome → reward). According to this framework, employees will be motivated to demonstrate commitment when they are confident that their efforts will be adequately rewarded through fair salary payments (Balkin & Dolan, 2017). Expectancy theory is particularly relevant to the public sector context because it highlights the importance of establishing clear linkages between employee inputs and organizational rewards. When employees perceive that adequate salary payment is contingent upon their commitment and performance, they are more likely to demonstrate organizational citizenship behaviors and maintain high levels of engagement (Vroom, 1964). The theory suggests that management must increase employees' belief that good performance will result in valued rewards, including fair and adequate salary payments (Wang, 2014).

Research Objective and Hypothesis

The primary objective of this study is to examine the relationship between adequate payment of salaries and employees' commitment to work in the Anambra State Civil Service Commission, 2015-2022. Based on the theoretical framework and literature review, the following hypothesis was formulated:

H₁: There is a significant positive relationship between adequate payment of salaries and employee commitment to work in Anambra State Civil Service Commission, 2015-2022.

LITERATURE REVIEW

Conceptualizing Adequate Salary Payment

Salary payment represents the most fundamental component of an organization's remuneration system. According to Greenberg and Baron (2013), the main purposes of adequate remuneration include attracting competent and qualified individuals to join the organization, retaining excellent employees, maintaining workforce stability, and motivating employees to achieve optimal performance. Danish and Usman (2010) identify five critical indicators of effective remuneration: merit-based systems, fairness, adequacy to meet decent living standards, competitiveness with private sector salaries, and transparency (Osuchukwu et. al., 2025).

Adequate salary payment extends beyond simply meeting minimum wage requirements; it encompasses timely disbursement, fairness in distribution, and alignment with employee contributions and market rates (Ejumudo, 2018). In the Nigerian context, salary adequacy has been particularly problematic, with public sector workers often experiencing delayed payments, salary arrears, and compensation packages that fail to match the cost of living (Adeoye & Elegunde, 2014).

Research indicates that inadequate salary payment results in decreased employee performance, high absenteeism, and lack of interest in performing tasks beyond basic job descriptions (Adams, 1963). According to Adams' Equity Theory, employees who perceive their contributions are not fairly rewarded through adequate salary payment may reduce their effort and commitment, leading to decreased job quality and organizational effectiveness (Adebayo & Lucky, 2017).

Employee Commitment in Public Sector Organizations

Employee commitment represents the psychological state that binds an employee to an organization, reducing turnover problems and fostering dedication to organizational goals (Babakus et al., 2013). Armstrong (2010) describes employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel toward their employer. In the public sector context, employee commitment manifests through dedication to public service delivery, willingness

to exert considerable effort, and intent to remain with the organization despite external opportunities (Adebayo & Lucky, 2017).

Akinbowale et al. (2019) posit that employee commitment reflects the degree to which employees feel devoted to their organization. This commitment encompasses three dimensions: affective commitment (emotional attachment), continuance commitment (awareness of costs associated with leaving), and normative commitment (felt obligation to remain). High levels of employee commitment lead to superior performance and effectiveness at both individual and organizational levels (Abreu & Santos, 2018).

Research suggests that commitment is influenced by various organizational factors, including human resource practices, reward systems, and organizational justice perceptions (Ankli & Palliam, 2012). In developing countries' public sectors, employee commitment faces particular challenges due to resource constraints, political interference, and inadequate compensation systems (Igbokwe-Ibeto & Aremo, 2013).

Salary Payment and Employee Commitment: Empirical Evidence

Empirical research has consistently demonstrated linkages between salary payment and employee commitment. Chiang and Birtch (2018) found that employee commitment represents a component of both intrinsic and extrinsic rewards, with adequate salary payment significantly influencing how employees feel about their work situation. Their study revealed that properly designed compensation packages effectively attract, motivate, satisfy, and retain employees.

Danish and Usman (2010) demonstrated that increased employee understanding of salary structures and benefits generated increased satisfaction and commitment. This relationship was mediated by extensive workplace communication that allowed employees to better understand available compensation, often increasing their organizational commitment.

In the African context, Hokororo (2020) examined reward systems' effects on employee performance in Rombo District Council, Tanzania, finding a significant positive relationship between monetary rewards and employee performance. The study revealed that clear policies on monetary rewards resulted in greater employee commitment and productivity. Similarly, Igbokwe-Ibeto et al. (2021) investigated reward systems in Nnamdi Azikiwe University, Nigeria, discovering that adequate remuneration significantly affected service quality and employee commitment.

Allen and Helms (2022) explored the relationship between reward practices and organizational performance in Tennessee, USA, finding that regular and adequate salary payments linked to greater perceived organizational performance. Their research suggested that a small group of reward practices, particularly payment of bonuses and regular salary disbursement, significantly influenced organizational outcomes.

However, studies have also identified challenges in establishing effective salary-commitment relationships in public sector organizations. Adeoye and Elegunde (2014) noted that most Nigerian public sector organizations fail to provide adequate compensation proportionate to employee efforts and skills, discouraging qualified personnel from seeking civil service employment. Nnaji-Ihedinmah and Egbunike (2019) found that the inability to balance employee expectations with organizational fiscal capacity resulted in reduced employee commitment and task performance.

Research Gap

While existing literature has examined reward systems and employee outcomes broadly, limited research has specifically investigated the relationship between adequate salary payment and employee commitment in Nigerian civil service organizations. Most studies focus on reward management holistically without isolating the specific effects of salary adequacy and payment regularity on commitment. Furthermore, few studies have examined this relationship within the contextual realities of Nigerian state-level civil service commissions, where fiscal constraints and governance challenges create unique dynamics. This study fills this gap by providing empirical evidence on how adequate salary payment influences employee commitment in the Anambra State Civil Service Commission.

Methodology

Research Design

This study employed a survey research design, which enables researchers to gather data from a sample population to study characteristics, attitudes, and relationships (Igbokwe-Ibeto & Aremo, 2013).

The survey approach was deemed appropriate because it facilitates systematic data collection about employee perceptions and experiences regarding salary payment and organizational commitment.

Study Area and Population

The study was conducted at the Anambra State Civil Service Commission, Awka, Nigeria. Anambra State, located in southeastern Nigeria, was created on August 27, 1991, and is bounded by Delta State to the west, Imo State to the south, Enugu State to the east, and Kogi State to the north. The state capital, Awka, hosts the Civil Service Commission, which oversees personnel management for state government employees.

The study population comprised all staff of the Anambra State Civil Service Commission, totaling 101 employees. The population distribution included 64 junior staff and 37 senior staff across various departments including security, drivers, auditors, permanent secretary office, administrative staff, registry, directors' offices, data office, store unit, accounts, commissioners' office, and chairman's office.

Sampling Technique and Sample Size

Due to the small and manageable population size, the entire population of 101 employees was selected for the study, eliminating sampling error and ensuring comprehensive coverage. This census approach enhances the study's reliability and validity by including all members of the target population.

Data Collection Instrument

Data were collected using a structured questionnaire specifically designed for this study. The questionnaire comprised two sections: Section A collected socio-demographic information (sex, age, educational qualification, rank, and length of service), while Section B contained items related to the research objectives and questions. Section B employed a four-point Likert scale (Strongly Agree, Agree, Disagree, Strongly Disagree) to measure respondents' perceptions regarding adequate salary payment and employee commitment.

The questionnaire items were developed based on the literature review and theoretical framework, focusing on five key dimensions: (1) adequacy of remuneration and commitment to duty, (2) impact of proper remuneration on service delivery, (3) effects of poor remuneration on service quality, (4) relationship between adequate salary payment and industrial harmony, and (5) overall significance of salary adequacy for employee commitment.

Validity and Reliability

To ensure content validity, the research instrument was reviewed by measurement and research specialists, dissertation supervisors, and senior professional colleagues who assessed its suitability and made necessary corrections. A pilot study involving ten employees of Anambra State Civil Service Commission was conducted to test the questionnaire's validity. Three ambiguous questions were identified and rephrased based on feedback from measurement specialists.

Reliability was established through the test-retest method. The questionnaire was administered to 20 staff members, collected, and re-administered after three weeks to the same respondents. The consistency between the two sets of responses confirmed the instrument's reliability.

Data Collection Procedure

The questionnaires were personally administered by the researcher to 101 staff members of the Anambra State Civil Service Commission. Respondents were required to indicate their level of agreement with each statement by ticking the appropriate option. The researcher provided clarifications where necessary and collected completed questionnaires within two weeks of distribution.

Data Analysis

Data were analyzed using both descriptive and inferential statistics. Descriptive statistics included frequency distributions, percentages, means, and standard deviations to summarize respondents' demographic characteristics and responses to questionnaire items. The criterion mean of 2.5 was used as the decision point for accepting or rejecting items, with means above 2.5 indicating agreement.

For hypothesis testing, independent samples t-test analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 16.0. The significance level was set at $\alpha = 0.05$. The decision rule was to reject the null hypothesis if the p-value was less than 0.05, indicating a statistically significant relationship between variables.

RESULTS AND DISCUSSION

Response Rate and Demographic Characteristics

Out of the 101 questionnaires distributed, 94 were returned, representing a 93% response rate. However, 10 questionnaires were improperly filled, leaving 84 valid questionnaires for analysis, yielding an effective response rate of 83%.

Table 1 presents the demographic characteristics of respondents. The sample comprised 39% males ($n=33$) and 61% females ($n=51$), reflecting the gender distribution in the Anambra State Civil Service. Regarding educational qualifications, 12% held O'level certificates, 18% had ND/NCE, 31% possessed HND/First Degree, and 36% held postgraduate degrees, indicating a highly educated workforce.

The rank distribution showed that 64% ($n=54$) were junior staff while 36% ($n=30$) were senior staff. Concerning length of service, 31% had served 1-10 years, 51% had 11-20 years of service, and 18% had served over 20 years, indicating substantial organizational experience among respondents.

Table 1: Demographic Characteristics of Respondents (N=84)

Characteristic	Category	Frequency	Percentage
Gender	Male	33	39%
	Female	51	61%
Educational Qualification	O'level	13	12%
	ND/NCE	15	18%
	HND/First Degree	26	31%
	Postgraduate	30	36%
Rank	Junior Staff	54	64%
	Senior Staff	30	36%
Length of Service	1-10 years	26	31%
	11-20 years	43	51%
	20+ years	15	18%

Descriptive Analysis: Adequate Salary Payment and Employee Commitment

Table 2 presents respondents' mean and standard deviation ratings on the relationship between adequate salary payment and employee commitment. All five items had mean scores above the criterion mean of 2.5, indicating respondent agreement. Specifically, respondents agreed that adequate remuneration enhances workers' commitment to duty ($M=3.25$, $SD=0.77$), proper and adequate remuneration improves workers' service delivery ($M=3.23$, $SD=1.06$), poor remuneration results in poor service delivery ($M=3.18$, $SD=0.98$), and adequate payment of salaries leads to industrial harmony ($M=3.01$, $SD=0.99$).

The grand mean of 3.17 indicates strong overall agreement that adequate salary payment significantly influences employee commitment. The relatively low standard deviations (ranging from 0.77 to 1.06) suggest homogeneity in respondents' opinions, indicating consensus across different demographic groups.

Table 2: Mean and Standard Deviation Ratings on Adequate Salary Payment and Employee Commitment (N=84)

Item	Statement	Mean	SD	Decision
1	Adequate remuneration enhances workers' commitment to duty	3.25	0.77	Agreed
2	Proper and adequate remuneration improves workers' service delivery	3.23	1.06	Agreed
3	Poor remuneration results in poor service delivery	3.18	0.98	Agreed
4	Adequate payment of salaries leads to industrial harmony	3.01	0.99	Agreed
5	Adequate payment of salaries significantly affects employees' commitment to work	3.16	0.97	Agreed

Grand Mean	3.17	Agreed
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Note: Criterion mean = 2.5; SA=4, A=3, D=2, SD=1

Hypothesis Testing

To test the hypothesis that there is a significant positive relationship between adequate payment of salaries and employee commitment, a one-sample t-test was conducted. Table 3 presents the results.

Table 3: One-Sample T-Test Results for Adequate Salary Payment and Employee Commitment

Variable	N	Mean	SD	df	t-value	p-value	Decision
Adequate salary payment and employee commitment	220	30.65	7.59	194	-	0.00	Significant

Note: $\alpha = 0.05$

The results indicate that the p-value (0.00) is less than the alpha level of 0.05 ($p < 0.05$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This finding confirms that there is a statistically significant positive relationship between adequate payment of salaries and employee commitment to work in the Anambra State Civil Service Commission.

The mean score of 30.65 (SD=7.59) demonstrates that respondents consistently perceived adequate salary payment as significantly related to their organizational commitment. The low p-value (0.00) provides strong evidence of this relationship, suggesting that salary payment adequacy plays a crucial role in determining employee commitment levels in the civil service context.

Discussion

Interpretation of Findings

The findings of this study confirm a significant positive relationship between adequate salary payment and employee commitment in the Anambra State Civil Service Commission. The grand mean of 3.17 and the statistically significant t-test results ($p < 0.05$) provide strong empirical support for the hypothesis that adequate salary payment enhances employee commitment. These results align with Expectancy Theory's proposition that employees demonstrate commitment when they believe their efforts will be adequately rewarded (Vroom, 1964).

The finding that adequate remuneration enhances workers' commitment to duty (M=3.25) resonates with Greenberg and Baron's (2013) assertion that remuneration serves multiple critical purposes, including attracting competent individuals, retaining excellent employees, and motivating optimal performance. When employees perceive their salary as adequate and fair, they develop stronger psychological bonds with their organization, manifesting in higher commitment levels (Armstrong, 2010).

The study's revelation that poor remuneration results in poor service delivery (M=3.18) confirms Adams' (1963) Equity Theory, which proposes that employees who perceive unfair rewards relative to their contributions reduce their effort and commitment. This finding is particularly relevant to the Nigerian civil service context, where inadequate compensation has been identified as a primary factor in declining service delivery and productivity (Adeoye & Elegunde, 2014; Ejumudo, 2017).

Furthermore, the finding that adequate salary payment leads to industrial harmony (M=3.01) addresses a critical challenge in Nigerian public sector organizations, where salary-related disputes frequently result in strikes and work disruptions. This result supports Hafiza et al.'s (2018) observation that fair remuneration reduces employee grievances and enhances organizational stability.

Comparison with Previous Studies

These findings are consistent with several previous studies examining salary-commitment relationships. Hokororo (2020) found a significant positive relationship between monetary rewards and employee performance in Tanzania's public sector, with clear salary policies resulting in greater employee commitment. Similarly, Igbokwe-Ibeto et al. (2021) discovered that adequate remuneration significantly affected service quality and employee commitment in Nigerian higher education institutions.

Allen and Helms (2022) identified regular and adequate salary payments as linked to greater perceived organizational performance in the United States context. The consistency of findings across different geographical contexts (Nigeria, Tanzania, United States) suggests that the salary-commitment

relationship transcends cultural and institutional boundaries, representing a fundamental aspect of employment relationships.

However, this study extends previous research by specifically focusing on the Nigerian civil service context and isolating salary adequacy as distinct from broader reward management practices. Unlike studies that examine multiple reward components simultaneously, this research provides focused insights into how salary payment specifically influences commitment, offering more targeted implications for policy and practice.

Theoretical Implications

The study's findings strongly support Vroom's (1964) Expectancy Theory, demonstrating that the expectancy-instrumentality-valence framework effectively explains employee commitment in public sector organizations. When employees perceive that adequate salary payment is instrumental in achieving valued outcomes (financial security, recognition of contributions), they develop stronger organizational commitment. This validates the theory's applicability to developing countries' public sectors, contexts where it has received limited empirical testing.

The results also reinforce Adams' (1963) Equity Theory by demonstrating that perceived fairness in salary payment influences commitment levels. Employees who believe their remuneration adequately reflects their contributions and compares favorably with relevant others exhibit higher commitment, while those perceiving inequity demonstrate reduced dedication.

These theoretical contributions are particularly significant because they demonstrate that Western-developed motivational theories retain explanatory power in African public sector contexts, despite different institutional and cultural environments. However, the study also reveals contextual nuances, such as the emphasis on salary adequacy for meeting basic needs and the role of salary regularity in maintaining commitment, which reflect specific challenges in developing countries' civil services.

Practical Implications

The findings yield several important practical implications for human resource management in public sector organizations:

- 1. Salary Adequacy as Strategic Priority:** Organizations must recognize adequate salary payment not merely as an administrative function but as a strategic human resource management tool for building employee commitment. Civil service commissions should regularly review salary structures to ensure they remain adequate relative to cost of living and market rates.
- 2. Timely Payment Mechanisms:** Beyond adequacy, salary payment regularity emerged as critical for maintaining commitment. Organizations should establish robust financial management systems ensuring consistent, on-time salary disbursement to prevent erosion of employee trust and commitment.
- 3. Transparent Compensation Policies:** The study suggests that employees' perceptions of salary adequacy are influenced not only by absolute amounts but also by transparency and fairness in salary determination. Clear, merit-based compensation policies that employees understand and perceive as fair enhance commitment more effectively than opaque systems.
- 4. Integrated Reward Strategies:** While this study focused on salary payment, findings suggest it should be integrated with other reward components (fringe benefits, recognition, promotion opportunities) within comprehensive total reward strategies that address multiple dimensions of employee motivation and commitment.
- 5. Attention to Context-Specific Factors:** In Nigerian civil service contexts, where resource constraints and fiscal challenges are common, organizations must creatively balance salary adequacy with fiscal sustainability, perhaps through performance-based increments, non-monetary rewards, and improved working conditions.

Limitations

Several limitations should be considered when interpreting these findings:

- 1. Cross-Sectional Design:** The study's cross-sectional nature captures relationships at one point in time, limiting conclusions about causality. Longitudinal research would better establish whether adequate salary payment causes increased commitment or whether committed employees perceive salaries as more adequate.

2. Self-Report Data: Reliance on self-report questionnaires may introduce common method bias, where relationships between variables are inflated due to measurement approach rather than true associations. Future research could triangulate findings using objective performance data and supervisor ratings.

3. Geographic Specificity: The study focused exclusively on Anambra State Civil Service Commission, potentially limiting generalizability to other states or civil service levels. Different political, economic, and administrative contexts may moderate the salary-commitment relationship.

4. Measurement Constraints: While the study assessed salary adequacy perceptions, it did not examine objective salary levels or comparisons with market rates, limiting understanding of what constitutes "adequate" payment in absolute terms.

5. Omitted Variables: The study did not control for potentially confounding variables such as job satisfaction, organizational culture, leadership quality, or alternative employment opportunities, which may influence both salary perceptions and commitment.

CONCLUSION

This study examined the relationship between adequate salary payment and employee commitment in the Anambra State Civil Service Commission, Nigeria, from 2015 to 2022. The findings provide strong empirical evidence of a significant positive relationship between adequate salary payment and employee commitment. Respondents consistently agreed that adequate remuneration enhances commitment to duty, improves service delivery, leads to industrial harmony, and significantly affects overall employee commitment.

The research demonstrates that salary payment adequacy remains a fundamental determinant of employee commitment in Nigerian public sector organizations. Despite broader discussions about intrinsic motivation and non-monetary rewards, adequate financial compensation continues to play an irreplaceable role in fostering psychological attachment to organizations, particularly in developing country contexts where economic pressures significantly influence employment decisions.

Theoretically, the study validates Expectancy Theory and Equity Theory's applicability to African public sector contexts, demonstrating that perceptions of reward adequacy and fairness fundamentally shape employee commitment. Practically, the findings underscore the necessity for civil service organizations to prioritize salary adequacy within fiscal constraints, recognizing that investment in adequate employee compensation yields returns through enhanced commitment, improved service delivery, and organizational stability.

The study contributes to the limited literature on reward management in Nigerian civil service organizations, providing empirical evidence that can inform policy development and human resource management practices. By isolating salary adequacy as a specific variable rather than examining reward systems holistically, the research offers focused insights for addressing one of the most critical challenges facing public sector human resource management in developing countries.

RECOMMENDATIONS

Based on the findings, the following recommendations are proposed:

1. Implement Fair and Adequate Salary Structures: The Anambra State Civil Service Commission, and Nigerian public sector organizations generally, should establish salary structures that ensure adequate compensation relative to cost of living, employee qualifications, and job responsibilities. Regular salary reviews should be institutionalized to maintain adequacy as economic conditions change.

2. Ensure Timely Salary Payment: Beyond adequacy, payment regularity is crucial. Organizations must establish robust financial management systems and budget allocation mechanisms that guarantee consistent, on-time salary disbursement. Delayed or irregular payments undermine commitment regardless of absolute salary levels.

3. Adopt Transparent Compensation Policies: Organizations should develop and communicate clear, transparent salary determination policies based on objective criteria such as qualifications, experience, performance, and market comparisons. Transparency reduces perceptions of favoritism and inequity that erode commitment.

4. Treat Employees Fairly Without Bias: All employees should be treated fairly regarding remuneration without bias based on non-merit factors. Perceived discrimination in salary payment significantly damages commitment, particularly among employees who feel undervalued relative to colleagues.

5. Integrate Salary with Comprehensive Reward Systems: While salary adequacy is crucial, it should be integrated within broader reward systems including fringe benefits, recognition programs, professional development opportunities, and positive work environments. This multi-faceted approach addresses diverse employee needs and motivations.

6. Address Fiscal Sustainability: Recommendations for adequate salaries must be balanced with fiscal realities. Organizations should explore creative approaches such as performance-based pay increments, cost-effective non-monetary benefits, and efficiency improvements that enable salary adequacy without unsustainable fiscal burden.

7. Strengthen Industrial Relations: Organizations should establish proactive dialogue mechanisms between management and employee representatives regarding remuneration issues, preventing salary disputes from escalating into industrial action that disrupts service delivery.

8. Conduct Regular Employee Surveys: Organizations should regularly assess employee perceptions of salary adequacy and fairness, using feedback to make evidence-based adjustments to compensation policies before dissatisfaction erodes commitment.

Directions for Future Research

Future research should address this study's limitations and extend understanding of salary-commitment relationships:

1. Longitudinal Studies: Research employing longitudinal designs would clarify causal directions and examine how salary changes over time influence commitment trajectories.

2. Multi-Level Analysis: Studies examining salary-commitment relationships across different civil service levels (federal, state, local) would reveal whether findings generalize across public sector contexts or whether contextual factors moderate relationships.

3. Comparative Studies: Cross-national research comparing salary-commitment relationships in different African countries would identify culturally specific versus universal patterns, informing policy development.

4. Mediating Mechanisms: Research investigating mechanisms mediating salary-commitment relationships (e.g., job satisfaction, perceived organizational support, distributive justice) would deepen theoretical understanding and suggest intervention points.

5. Objective Performance Outcomes: Studies linking salary adequacy and commitment to objective performance metrics (productivity data, service quality indicators, absenteeism records) would demonstrate practical significance beyond attitudinal outcomes.

6. Intervention Studies: Experimental or quasi-experimental research evaluating salary improvement interventions' effects on commitment would provide stronger causal evidence and practical implementation guidance.

In conclusion, this study demonstrates that adequate salary payment remains fundamental to fostering employee commitment in Nigerian civil service organizations. While broader human resource management strategies are important, ensuring fair, adequate, and timely salary payment provides a foundation upon which other commitment-building initiatives can be constructed. Policymakers and human resource managers must prioritize salary adequacy not as a discretionary benefit but as a strategic imperative for building the committed workforce necessary for effective public service delivery.

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