



**PERCEIVED INFLUENCE OF SALARY LEVEL AND WORK BENEFIT
CONSISTENCY ON EMPLOYEE COMMITMENT AMONG CIVIL SERVANT IN
IBADAN, OYO STATE**

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Abstract

This study investigated the perceived influence of salary level and work benefit consistency on employee commitment among civil servants in Ibadan, Oyo State. Anchored on Social Exchange Theory and Maslow's Hierarchy of Needs, the study employed a descriptive survey design involving 335 civil servants selected through a stratified sampling technique. Data were gathered using a structured questionnaire and analyzed using one-way ANOVA, linear regression, and multiple regression techniques. Findings revealed that salary level had no significant influence on employee commitment, indicating that variations in income did not translate into differences in organizational loyalty. Conversely, work benefit consistency significantly predicted employee commitment, accounting for a notable portion of the variance observed. When both variables were examined jointly, only work benefit consistency exerted a significant independent influence on commitment levels. The study concludes that consistent administration of work-related benefits plays a more critical role in fostering employee commitment than salary alone. It recommends that public sector managers emphasize transparent and reliable benefit schemes to strengthen employee morale, trust, and retention in the civil service.

Keywords: Salary Level, Work Benefit Consistency, Employee Commitment, Civil Servants, Ibadan.



Introduction

Employee commitment is a construct which plays an important role towards the organizational success. It refers to the employees' psychological bond or attachment to the organization as these employees 'willingness to contribute to the fulfilment of corporate goals and loyalty to the organization over the time spanⁱ. Different scholars have identified three major commitments of employee which are: affective, continuance, and normative. Affective or emotional commitment indicates emotionally constituted relation with the organization, the relation in which employee identifies with and feels he belongs with workplaceⁱⁱ. Since leaving the organization will result in costs (e.g., financial losses or lack of other employment opportunities), continuance commitment arises.

However, normative commitment is based out of a sense of moral obligation or duty of staying back with the organisation. A large number of positive outcomes, including higher job performance, less absenteeism, lower turnover rates, and greater organizational citizenship behaviour are associated with high employee commitmentⁱⁱⁱ. In the context in which employees are enlisted to give the public services that the public needs, it is very critical. Highly committed civil servants are then likely to be more diligent in their governance and delivery of public service functions^{iv}. But to sustain high level of commitment among civil servants remains a challenge especially in developing country like Nigeria because of systemic issues such as low compensation and irregular work benefits which undermines employee morale and engagement.

The Nigerian civil service plays a vital role in the country's governance structure, which turns out to be the basis for being the centre of government policies as well as the provider of public services and continuity in the state administration^v. For years, Nigeria's civil service was viewed as a prestigious and efficient body that was able to draw on the country's most valuable persons. But scores of problems have eaten away at the effectiveness and reputation of the sector, over the years. Inefficiency, bureaucratic red tape, corruption, and the low employee morale is key among them^{vi}. Systemic problems such as insufficient funding, political interferences and poor management practices often serve to exacerbate these issues.

The salaries of many civil servants are regarded as inadequate to meet their basic needs, in view of the high inflation rate and soaring cost of living in the country^{vii}. In addition, the provision of the work benefits such as housing allowances, health insurance, and pension schemes is also inconsistent. Such challenges however are very important as they affect how civil



servants are committed to the organization, as this is a challenge because if civil servants do not feel that they are being valued and paid adequately, they will be less likely to be motivated and loyal to their organisation^{viii}. These issues have to be addressed if indeed the Nigerian civil service will be able to reinvigorate itself and effectively carry out the responsibility of serving the public interest.

Salary level is a fundamental aspect of an employee's compensation package and is widely recognized as a key determinant of job satisfaction and commitment^{ix}. Equity theory states that employees compare their inputs (e.g., effort, skills, experience), and their outcomes (e.g., salary, benefits) and relate it to their peers and determines their compensation as fair or unfair^x. Employees tend to be more committed to an organization if they perceive the salary to be fair and competitive. On the contrary, if employees feel that their salary does not match the level of the job or feels unfair compared to other colleagues', they can become dissatisfied with their job and therefore become less committed^{xi}. In the sense of civil service, salary has been pulling down because the workers have not been able to tackle it. Civil servants argue that wages are not commensurate with jobs performed or the economics of the country.

An additional source of inequity is that there is a perception of it, and this perception is made worse because there are disparities in pay across various levels of the civil service and between the public and private sectors^{xii}. In the case, for example most senior staff are paid many times more than their younger counterparts with this being passed down and creating a 'them and us' sense of unease. Further, the private sector in Nigeria is believed to offer greater competitive pay packages for which ambitious minds are leaving the civil service for higher paying opportunities^{xiii}. These salary related issues have to be addressed to enhance employee commitment and the civil service would be able to attract and retain skilled and motivated personnel.

Non-monetary compensation packages including work benefits such as health insurance, pensions, housing allowances, among other such incentives, are integral parts of an employee's total compensation package^{xiv}. These benefits are vital in shaping employee attitudes, practical behaviours as they much improve job satisfaction, security and overall wellbeing of the employees. Especially given the importance of consistency in provision of the benefits, the provision of the work benefits saves the employer trust and reliability^{xv}. The more likely employees feel secure and valued, the more likely they are to feel committed to the organization,



if they can depend on the timely and regular provision of benefits. This, however, is problematic when benefits are presented unevenly or sporadically and employees become frustrated, anxious and a feeling of being undervalued^{xvi}. An important issue in the provision of work benefits in the Nigerian civil service is the inconsistency with regard to the same. Housing allowances are being paid late to many civil servants, health insurance benefits are irregularly paid and pension funds are hard to access.

According to these issues they are often blamed on bureaucratic inefficiencies, corruption and lack of funding. One such example of this was the Contributory Pension Scheme (CPS) — an initiative to correct shortcomings in the old pension system — which has been beset with a number of implementation challenges that have seen many civil servants in doubt over the status of their retirement benefits. However, such inconsistencies do not only undermine employee trust but also affect commitment and the overall morale of the employees^{xvii}. These problems call for wide efforts in meeting the objective of making benefit administration easy, eliminating the opacity over what civil servants deserve, and also making sure they receive their entitlements promptly and reliably. Thus, the Nigerian civil service would be able to enable employee commitment and achieve a more committed and devoted workforce.

The Nigerian civil service as a major concern to the development of the nation and the dispensation of public service is increasingly confronted with challenges of high staff commitment. The organizational effectiveness, productivity, and successful implementation of the government policy is contingent upon employee commitment, employee commitment is contained in affective, continuance, and normative dimension. However, in the recent years the commitment of civil servants in Nigeria has been increasingly eroded by systemic problems, notably low salary level and weak commitment in providing a work benefits^{xviii}.

Yet, many of the Nigerian civil servants have an unhealthy feeling attached to the remuneration they are getting from the organization for performing their jobs. It is also true that salary levels are not enough to meet the basic needs of employees, considering the ever increasing cost of living in Nigeria. Inequity of pay is also exacerbated because compensation in the civil service is perceived as unjust, considering disparities between pay for various levels within the civil service, and between public and private sectors^{xix}. Disparities such as these lead civil servants to feel underserved, which naturally gives rise to feelings of dissatisfaction and demotivation, and along comes the risk of them being demotivated to put in their best into the



organization.

As well as salary, there is a huge problem with inconsistency of provision of work benefits, including housing allowances, health insurance etc., and pensions. But these benefits are critical to the financial security and wellbeing of many civil service, and yet many report delays, irregularities and even full on non-payment^{xx}. If a pension scheme is dealt with bureaucratically, carelessly and corruptly by officials, then those of us who work under contributory schemes have not only no idea whether we will be getting a pension, we're not sure what to expect in the event that we do receive a pension. The inconsistencies eat away at the trust in the employer, employee relationship, and they simply erode the employee's commitment to the work.

A work condition that is demoralizing to civil servants is the combination of inadequate levels of salary and inconsistent work benefits. Its importance extends beyond commitment among the service providers to question of the effectiveness of public service delivery and the matters of national development. However, these issues are very fundamental but empirical research on the perceived influence of salaries and work benefit consistency on employee commitment in the Nigerian civil service is lacking. In current studies, most pay attention to the private sector organisations, yet fail to consider the peculiar cultural, economic and institutional factors that shape the experiences of the civil servants in Nigeria.

It is in view of this that this study intends to fill this gap by investigating the perceived influence of salary level and work benefit consistency on the employee commitment of Civil Servants in Nigeria. This study seeks to shed light on these factors, and as such, by exploring them, the study intends to give insight, which will inform policy and practice and also improve employee commitment, organizational performance as well as the individual effectiveness of the civil service of Nigeria.

Methods

This study adopted a cross-sectional survey design. A cross-sectional survey design is used to collect data from a population at a specific point in time. This design is appropriate for this study as it allows for the measurement of opinions, behaviours, and attitudes related to salary level, work benefit consistency, and employee commitment. The independent variables in this study are salary level and work benefit consistency, while the dependent variable is employee commitment.



Sampling and Sampling Technique

The sample size was done by Cochran's equation. By using Cochran's equation, researchers aim to guarantee that their selected sample size is sufficiently large to provide accurate representation of the entire population under investigation. Cochran's equation is as follows;

$$SS = (Z \text{ score})^2 * p * (1-p) / (E)^2$$

Where SS= sample size

Z= 1.96 for a 95% confidence level

P= estimated proportion (0.5)

E= margin of error (0.05)

$$SS = (Z \text{ score})^2 * p * (1-p) / (\text{margin of error})^2$$

$$SS = (1.96)^2 * 0.5 * (1-0.5) / (0.05)^2$$

$$SS = 3.8416 * 0.25 / 0.0025$$

$$SS = 384.16 \approx 384$$

The sample size to which the questionnaire was administered to 384 civil servants selected from various government ministries and departments in Ibadan. The sampling technique was stratified random sampling. This technique involved dividing the population into strata based on departments or ministries and then randomly selecting participants from each stratum. This approach ensures that the sample is representative of the entire population and reduces the risk of bias. The strata was based on the different ministries and departments within the civil service in Ibadan. Participants was randomly selected from each stratum to ensure that all departments are adequately represented in the study.

Research Instruments

Psychological Contract Fulfillment Scale (PCFS) : The Psychological Contract Fulfillment Scale (PCFS) will be used to measure work benefit consistency. The PCFS is a self-report questionnaire designed to assess the extent to which employees perceive that their organization has fulfilled its obligations regarding work benefits. The scale consists of items rated on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree." The PCFS has been widely used in organizational research and has demonstrated good reliability and validity. The PCFS typically demonstrates high internal consistency, with Cronbach's alpha values ranging from 0.85 to 0.93 in various studies, indicating strong item coherence.



Organizational Commitment Scale (OCS): The Organizational Commitment Scale (OCS) will be used to measure employee commitment. The OCS is a self-report questionnaire that assesses the level of commitment employees have toward their organization. It measures three dimensions of commitment: affective commitment, continuance commitment, and normative commitment. The scale consists of items rated on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree." The OCS has been validated in numerous studies and has shown high reliability and validity. The Organizational Commitment Scale (OCS) demonstrates high internal consistency, with Cronbach's alpha values range from 0.70–0.80 in various studies.

Results

Hypothesis one

Salary level will have significant influence on employee commitment among civil servant in Ibadan, Oyo State. This was tested using one-way analysis of variance and the result is presented on Table 1

Table 1: One-Way ANOVA summary table showing results on the influence of salary level on employee commitment

Source	SS	df	MS	F	Sig.
Between Groups	722.16	4	180.54	1.24	.293
Within Groups	48023.05	330	145.52		
Total	48745.21	334			

Table 1 presents results on the influence of salary level on employee commitment among civil servants in Ibadan metropolis. It is shown that salary level has no significant influence on employee commitment [$F(4, 330) = 1.24; p > .05$]. In other words, there is no significant mean difference in the commitment of civil servants according to their salary level. This negates the stated hypothesis, hence was rejected in this study.

Hypothesis two

Work benefit consistency will have significant influence on employee commitment among civil servant in Ibadan, Oyo State. This was tested using linear regression analysis and the result is presented on Table 2;



Table 2: Linear regression analysis summary table showing results on the influence of work benefit consistency on employee commitment

Predictor	β	t	p	R	R ²	F	P
Work benefit consistency	.47	9.74	< .01	.47	.22	94.91	< .01

Table 2 presents results on the influence of work benefit consistency on employee commitment among civil servants in Ibadan, Oyo state. It is shown that work benefit consistency had significant influence on employee commitment among Oyo state civil servants [$R = .47$; $R^2 = .22$; $F(1, 333) = 94.91$; $p < .01$]. Further, work benefit consistency accounted for about 22% variance in employee commitment. Direction of the beta value shows that the higher the work benefit consistency ($\beta = .47$), the higher the commitment of civil servants in Oyo state. This confirms the stated hypothesis, hence was retained in this study.

Hypothesis three

Salary level and work benefit consistency will have joint significant influence on employee commitment among civil servant in Ibadan, Oyo State. This was tested using multiple regression analysis and the result is presented on Table 3;

Table 3: Multiple regression analysis summary table showing results on the influence of salary level and work benefit consistency on employee commitment

Predictors	β	t	p	R	R ²	F	P
				.47	.22	47.74	< .01
Salary level	-.04	-.82	> .05				
Work benefit consistency	.47	9.66	< .01				

Table 3 presents results on the joint and independent influence of salary level and work benefit consistency on employee commitment among Oyo state civil servants in Ibadan metropolis. It is shown that salary level and work benefit consistency were significant joint predictors of employee commitment among Oyo state civil servants in Ibadan metropolis [$R = .47$; $R^2 = .22$; $F(2, 332) = 47.74$; $p < .01$]. Collectively, salary level and work benefit consistency accounted for about 22% variance in the commitment of civil servants in Oyo state. However, only work benefit consistency had significant independent influence on employee commitment ($\beta = .47$; $t = 9.66$; $p < .01$). Direction of the beta value revealed that the higher the work benefit consistency ($\beta = .47$), the higher the commitment of civil servants. This confirms the stated hypothesis, hence was retained in this study.



Discussion

This study explored how salary level and work benefit consistency influence employee commitment among civil servants in Ibadan, Oyo State. The findings provided valuable insight into which factors most significantly affect how dedicated civil servants are to their organizations.

The analysis revealed that salary level did not have a statistically significant impact on employee commitment. In other words, differences in income among civil servants did not correspond to variations in their level of organizational loyalty or dedication. This finding runs contrary to what several previous studies have suggested. For example, earlier research in Malaysia and Egypt found that higher salaries and equitable pay structures positively influenced affective and continuance commitment^{xxi}. These studies argued that employees who felt well-compensated were more likely to be emotionally attached to their jobs and less likely to leave. However, the current findings suggest that in the public sector—particularly among Nigerian civil servants—salary alone may not be a strong motivator for commitment.

Several contextual explanations may account for this result. In the Nigerian civil service, where salaries are generally fixed and structured, employees may place less emphasis on pay differences and more value on job security, benefits, and work-life balance. These findings challenge the assumptions of Maslow's Hierarchy of Needs, particularly the idea that financial compensation is foundational to employee motivation and commitment^{xxii}. They also prompt a reconsideration of Equity Theory, which emphasizes fairness and social comparison, as civil servants may not perceive large enough disparities in pay to influence their sense of equity or motivation.

In contrast, work benefit consistency was found to have a significant and positive influence on employee commitment. This means that when employees perceived that their benefits were stable, reliable, and fairly administered, they were more likely to feel dedicated to their organization. This finding aligns with earlier research conducted in various countries, which shows that consistent access to benefits—such as healthcare, leave, and welfare packages—plays a critical role in shaping how employees perceive their organizations. Studies have found that when benefits are dependable and align with what employees were promised, they foster a sense of trust, fairness, and organizational support—all of which are key drivers of commitment.

This result also supports theoretical perspectives. According to Maslow's framework, consistent

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benefits meet safety and security needs, which are crucial for developing a sense of organizational loyalty^{xxiii}. From the perspective of Social Exchange Theory, when organizations fulfill their obligations by offering stable and transparent benefits, employees are more likely to reciprocate with long-term commitment and engagement.

Interestingly, when salary level and benefit consistency were considered together, they jointly predicted employee commitment. However, only benefit consistency had a meaningful individual effect. This reinforces the idea that consistent benefits are a stronger predictor of employee commitment than salary levels in this context. It highlights the fact that while monetary compensation is important, it may be overshadowed by the stability and perceived fairness of non-monetary incentives—especially in structured environments like civil service systems.

Overall, the findings suggest that civil servants place greater value on organizational consistency and reliability than on varying levels of pay. This highlights the importance of strategic human resource management focused on maintaining transparent, equitable, and stable benefit systems. For civil service administrators, investing in consistent benefit policies could be a more effective approach to fostering employee loyalty than simply increasing salaries.

Conclusion

The study concludes that while salary is an important economic factor, it does not solely determine the level of employee commitment in the civil service. Instead, the consistency and reliability of work-related benefits—such as healthcare, pensions, and leave entitlements—play a more crucial role in influencing employee attachment to the organization. This suggests that civil servants may value organizational reliability, fairness, and welfare over monetary compensation. The implication is that non-monetary motivators such as timely benefit delivery, job security, and supportive workplace policies are stronger predictors of long-term employee loyalty in the public sector. Therefore, improving employee commitment in the Nigerian civil service requires a strategic shift from salary-based motivation to benefit-centered organizational practices that reinforce stability, transparency, and trust.



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