

# Compensation System and Employee Motivation in the Public Sector: A Case Study of Ogun State Civil Service

This study examined the correlation between the civil service compensation system and employee motivation in the public sector. Using both questionnaires and interviews to gather data, the study found out that the compensation system was not sufficient to meet employees' basic needs. The study therefore advocated a comprehensive approach to increasing motivation at work, acknowledging the significance of non-monetary factors.

**Keywords:** compensation, performance, public sector, civil service, equity.

Šio tyrimo metu buvo nagrinėjama valstybės tarnybos kompensavimo sistemos ir viešojo sektoriaus darbuotojų motyvacijos sąsaja. Naudojant anketinę apklausą ir interviu duomenims surinkti nustatyta, kad kompensavimo sistema nepakankamai tenkina pagrindinius darbuotojų poreikius, todėl pasisakyta už visapusišką požiūrį į darbo motyvacijos didinimą, įskaitant nepiniginių veiksnių svarbos pripažinimą.

**Raktiniai žodžiai:** kompensavimas, darbo rezultatai, viešasis sektorius, valstybės tarnyba, teisingumas.

## Introduction

The civil service in Nigeria plays a crucial role in the country's economic and administrative functions, not only as a long-established institution but also as the largest employer of labor across a range of professional and non-professional roles. The responsibilities of the civil service extend across numerous ministries, departments, and agencies, requiring substantial managerial oversight due to the sheer size of its workforce. However,

despite its significance and longevity, the civil service is hampered by several challenges, with a persistent issue being an ineffective compensation system that significantly impacts employee motivation and overall efficiency.

In today's competitive global environment, where resources are limited, human capital comprising employees' skills, knowledge, and expertise has become the most valuable asset for any organization (Pasban & Nojedeh, 2016; Pi, Chang & Shih, 2021; Aman-Ullah et al., 2022).

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For the Nigerian Civil Service, like any other organization, it is essential to not only identify and retain competent employees but also to adequately motivate them through a well-structured compensation system (Akter & Moazzam, 2016). Unfortunately, the Civil Service has struggled in this area, leading to widespread dissatisfaction and disengagement, which undermine employee motivation (Oladejo & Adenuga, 2021).

The challenges of designing and maintaining an effective compensation system are further compounded by globalization's effects, which have disrupted traditional labor markets and created imbalances between labor supply and demand (Orakwe, 2021). As N. M. Zayed et al. (2022) suggest, compensation systems encompassing monetary and non-monetary rewards are a vital part of human resource management, shaping employee behavior and aligning performance with organizational goals. However, in the Nigerian Civil Service, the existing compensation structures often fail to meet these principles, leading to widespread demotivation among employees (Oladejo, 2022).

This inadequacy in the compensation system has had significant consequences, contributing not only to employee dissatisfaction but also to issues such as corruption, unprofessionalism, and low morale. Scholars have emphasized the negative effects of the government's failure to implement a fair and effective compensation system, particularly its detrimental impact on employee motivation (Okwudili & Edeh, 2017). Public sector compensation practices often do not reflect the principles of equity and fairness, creating an environment that

does not foster high motivation or productivity (Bawalla & Ogunyemi, 2018).

In the Nigerian context, particularly in the public sector, compensation practices tend to create disparities between political appointees and career civil servants, which further exacerbates the challenge of low motivation. Compensation systems often lack transparency, leaving employees feeling undervalued. This demotivation affects their willingness to put in their best efforts, thereby hindering the overall effectiveness of public service delivery (Fajonyomi, 2012). The disconnect between compensation expectations and the realities of the public sector has led to a workforce that is less motivated to achieve higher productivity.

Research has shown that compensation systems can either positively or negatively impact employee motivation, depending on how well these systems are aligned with employee expectations and needs (Ejumudo, 2014). For civil servants in Nigeria, particularly in the Ogun State Civil Service, a major challenge lies in aligning compensation systems with the motivation of employees. A well-structured compensation system should be designed to motivate employees and encourage greater job satisfaction. However, this is not the case in the Ogun State Civil Service, where compensation practices remain inadequate, affecting the motivation and engagement levels of civil servants (Nwanolue & Iwuoha, 2012; Etebu, 2016; Nwazufu & Ndukwe, 2022).

Although, there has been increasing scholarly interest in the challenges facing the Nigerian Civil Service (Adewusi, Ogunyemi & Aluko, 2017; Adejuwon, 2016; Okorie & Onwe, 2016; Bawalla &

Ogunyemi, 2018), much of this research has not fully addressed the root causes, particularly the flaws within the system that directly impacts the employees such as the compensation and remuneration systems. In this vein, B. O. Ejumudo (2014) underscores the importance of a well-structured compensation system for sustaining employee performance and organizational success, yet this remains a critical shortcoming in Nigeria's public sector.

This study seeks to explore the relationship between compensation systems and employee motivation in Nigeria's public sector, focusing on civil servants in Ogun State's Ministries, Departments, and Agencies (MDAs). By examining how compensation affects employee motivation, the study aims to uncover the underlying factors that contribute to low motivation and provide recommendations for improving compensation structures in order to enhance employee engagement and public service efficiency.

### **The problem of the research**

Contrary to the expected phenomenon, the very essence of the civil service in Nigeria, which is to transform the economic and political trajectory of the nation on an upward scale, is sadly disconnected from its purpose. This reality is now becoming the norm in almost all public sectors, as many researchers have noted that the employers of public labor (government) are lackadaisical in meeting the demands of an effective compensation system across all ministries and public institutions all over the country. As commonly observed, there has been a

continuing downward slope in employee motivation within the civil service.

This ignominious trend has developed into a reacting phenomenon of unsettling atmosphere in terms of roles and responsibilities expected to be upheld in most public sector institutions. A popular issue is the prevailing events of industrial disputes and strike actions taking place at least once in every calendar year of work. This is prevalent in most of the thirty-six states of the federation, with an emphatic reference to the non-oil-producing states. The consequences of this discouraging event are showcased in the yearly clamor for increases in remuneration, wages, and salaries, agitation for better working conditions, and the request for unpaid allowances (Omolawal & Bawalla, 2017).

Further to the foregoing, the Nigerian government is bereaved of the unsettling actions of industrial disputes and has laid claims to the declining drop in oil revenue and global economic rupture. According to S. Y. Ogunyemi, O. G. Bawalla and O. O. Olunlade (2018), they have also expressed dissatisfaction with the effects of these industrial actions, attributing them to compensation irregularities and the unspeakable nature of monthly allowances rendered to employees. These resulting consequences have been reported by some researchers to be the underpinning factors behind the low level of employee motivation in the public sector (Oyedele, 2016). This is evident in the expression of job dissatisfaction, as opposed to satisfaction, which is crucial for boosting the motivation needed to achieve optimal functionality in the civil service.

Instructively, since the 1990s, the Nigerian Civil Service has been defined by mediocre performance and an inability to make government policies and programs a reality. The enduring issue within the civil service remains how challenging it is to gauge effectiveness and boost motivation using the variable of personnel morale. As an outcome, both experts and policy-makers have expressed profound concern about the motivation of the civil service workforce. According to O. A. Adewusi, S. Y. Ogunyemi and Y. A. Aluko (2017), despite all efforts made to address it, the public service seems to have defied all methods aimed at fostering motivation and curbing capacity collapse. This highlights the constant element of inadequacies in compensation schemes intended to incentivize civil servants.

In most cases, civil servants and public bureaucrats often function slowly, require frequent supervision, and take lengthy breaks. This reflects in the overall low motivation across all tiers of government and extra-ministerial departments in Nigeria. It has become a common contributor to the country's current underdevelopment, as evidenced by infrastructure deterioration, poor management, and substandard service delivery (electricity supply, water supply, petroleum distribution, etc.) (Nwanolue & Iwuoha, 2012; Obasa, 2015; Adejuwon, 2016; Okwudili & Edeh, 2017; Modibbo & Adamu, 2020; Pillah, 2023). In light of the foregoing, it has become necessary to direct empirical attention to this observed social problem by examining the relationship between the civil service compensation system and employee motivation in the public sector, using the case study of civil servants

in Ogun State's Ministries, Departments, and Agencies.

## Objectives of the study

**The aim of this study** is to examine the relationship between the Civil Service Compensation System and employee motivation in the public sector using the case study of civil servants in Ogun State's Ministries, Departments and Agencies (MDAs). In doing so, the study examined the perception of employees on the system of compensation used; evaluated the quality of job performance; determined relationship between the compensation system and employee motivation and finally recommended ways by which the civil service compensation system be improved in the Ministries, Departments and Agencies in Ogun State.

## Gaps in the literature

Some gaps were discovered during an in-depth analysis of academic literature. Important aspects pertaining to the primary research concerns are still unexplored in the corpus of literature currently in publication. As such, the identified gap necessitates a concentrated examination to define the scope and direction of the present work.

Remarkably, a substantial amount of empirical research has examined the subtleties of employee motivation in the Nigerian public service, providing important insights into the interactions between variables influencing worker engagement. Prominent research on financial

incentives, organizational culture, intrinsic and extrinsic rewards, promotion, and recognition has been provided by M. G. Orji and M. E. Ezimmuo (2019), A. Oravee et al. (2018), A. A. Ele et al. (2020), O. I. Lasisi et al. (2021), and D. U. Abasilim and E. G. Ubani (2014). Financial incentives have shown to have a good effect on work habits, job satisfaction, and overall motivation (Orji & Ezimmuo, 2019; Oravee et al., 2018). A. A. Ele et al. (2020) clarified the significance of pay management on government servant motivation. While D. U. Abasilim and E. G. Ubani (2014) emphasized the importance of motivation on work outcomes, O. I. Lasisi et al. (2021) drew attention to problems with incentive systems.

Nonetheless, a vacuum in the literature is evident in the little investigation of the impact of non-monetary rewards on employee motivation in the Nigerian public service, offering a potentially worthwhile avenue for future study. Although organizational culture is recognized as a factor impacting motivation, O. I. Lasisi et al. (2021) highlight difficulties without a thorough analysis of how to foster a positive culture to improve employee engagement.

As noted by A. Oravee et al. (2018), there is a need for more research to determine the best balance between intrinsic and extrinsic rewards for optimum employee motivation. A. A. Ele et al. (2020) emphasized the significance of promotions, yet there is a dearth of empirical evidence on the standards and procedures governing promotions in the public service. According to D. U. Abasilim and E. G. Ubani (2014),

there are insufficient research on the many types of recognition and appreciation and how they specifically affect employee motivation in the Nigerian civil service. These gaps in the literature highlight the need for careful studies to deepen our knowledge of the variables affecting civil service motivation, which will support efficient management and increased productivity in the public sector.

Moving on to another crucial area of investigation, a number of empirical studies addressing the relationship between Nigerian employee views and remuneration systems highlight the systems' significant influence on motivation, attitudes, and loyalty. The work of H. Olubusayo, I. A. Stephen and O. Maxwell (2014), M. G. Orji and M. E. Ezimmuo (2019), R. Onyekwelu et al. (2020), A. M. Agba et al. (2013), B. O. Ejumudo (2014), O. M. Chiekezie et al. (2017), and R. Onyekwelu et al. (2023) shows how important compensation and reward systems are in determining worker satisfaction, loyalty, and output. The results of these research studies, which continuously highlight the critical impact that monetary incentives have on workers' attitudes and work habits, point to the necessity of changes in order to improve motivation and commitment.

Compensation, including benefits, shows up as a key driver of improved worker motivation, highlighting the all-encompassing character of equitable compensation schemes. According to the literature, public sector workers generally believe that fairness plays a vital role in pay and reward schemes, going beyond financial incentives to cover things like

recognition and opportunities for advancement. Conversely, it is clear that there are certain gaps and limits in spite of the insightful information these studies have offered. Compensation modifications are not the only solution to the problem of the public sector's pervasive culture of low motivation. It is essential to take a thorough strategy that takes into account the larger work environment and culture. Furthermore, in order to prevent motivation problems that may arise from unfulfilled expectations, incentive programs must be aligned with employees' expectations. The comprehensive nature of difficulties encountered by public sector personnel underscores the need for holistic solutions that span all aspects of the work environment and culture.

Examining the identified gaps reveals that the majority of the research currently in publication, especially in the Nigerian public sector, concentrates on the effects of pay on employee attitudes, loyalty, and motivation. Still, there is a clear void in the scant investigation of all-encompassing remedies that go beyond financial concerns in order to adequately tackle motivation-related issues. The studies recognize that these obstacles are multifaceted and include things like opportunities for advancement, recognition, and working conditions. However, there is a conspicuous lack of comprehensive research on tactics and remedies that go beyond remuneration improvements to promote a supportive and inspiring workplace. A more thorough examination of these broader factors is crucial to developing ample solutions that go beyond financial incentives, addressing

the root causes of low motivation in the public sector. As such, this study will pry into the factors of employee motivation that are closely associated with compensation. This presents the opportunity to address the lacuna that necessitates the improvement of the general knowledge on the variables that influence motivation in the civil service.

The literature on the assessment of the compensation system in Nigerian State Ministries, Departments, and Agencies (MDAs) reveals a comprehensive but potentially more detailed exploration of the relationship between compensation and employee motivation. Noteworthy contributions by M. I. Nwazufu and C. Ndukwe (2022), O. Beede Emerole and F. Ogbu Edeh (2017), S. K. Benson and O. I. Lasisi (2019), and C. A. Orakwe (2021) provide valuable insights into the positive impact of financial incentives, the importance of direct and indirect compensation, the correlation between rewards management and motivation, and the effectiveness of various compensation packages. However, there is a general deficiency in our grasp of the intricate details of financial incentives, possible differences in the effects of different employee categories' remuneration, and the underlying reasons for the perception of unfairness in public sector reward administration.

The existing literature acknowledges the strengths of the compensation system in motivating employees, emphasizing the positive effects of financial incentives on worker motivation, but lacks a detailed examination of which specific incentives are most effective. Similarly, while recognizing the importance of

direct and indirect compensation, a gap persists in understanding potential disparities in how compensation impacts various employee categories. Addressing this gap could guide the development of tailored compensation strategies that cater to the diverse needs of employees in MDAs. Furthermore, the literature highlights the challenge of ensuring fairness and transparency in reward management but falls short in delving into the root causes of perceived unfairness and transparency issues, necessitating future research in these areas.

A discernible pattern of gaps was discovered, necessitating more in-depth investigations into the specific elements of financial incentives, potential disparities in the impact of compensation on diverse employee categories, and the underlying causes of perceived unfairness in reward management within Nigerian Ministries, Departments, and Agencies. Closing these gaps holds paramount significance not only for policymakers striving to optimize the compensation system for enhanced public sector motivation but also for the broader academic landscape. Addressing these gaps contributes valuable insights that can inform the academic discourse on compensation systems and their intricate relationship with employee motivation. Additionally, this research has direct implications for professionals in the field of Human Resource Management and Administration, providing them with nuanced perspectives and evidence-based strategies to refine and tailor compensation structures that meet the diverse needs of employees in MDAs.

## Theoretical framework

This study is anchored on Equity Theory, which is pivotal in understanding the dynamics of compensation and job performance within organizational settings. Equity Theory, proposed by John Stacey Adams in 1963, posits that individuals assess fairness in social exchanges based on the ratio of their inputs (e.g., effort, skill, time) to the outcomes they receive (e.g., salary, benefits). This theory is particularly relevant to the study as it explains how perceptions of fairness or inequity in compensation can significantly influence employee behavior and performance.

Additionally, the Equity Theory is grounded in several key principles that explain how individuals perceive and react to fairness in the workplace. Firstly, the Equity Norm suggests that individuals expect their contributions to be rewarded in proportion to their efforts, and any disparity between their inputs and the outcomes they receive can lead to feelings of inequity. Secondly, the Evaluation of Equity principle posits that employees assess their input-output ratio by comparing it with that of others, which in turn shapes their perception of fairness within the organization. Thirdly, Inequity Perception arises when individuals perceive an imbalance, leading to psychological discomfort that can negatively impact their job satisfaction and performance. Finally, the principle of Restoration of Equity indicates that when individuals perceive inequity, they may attempt to restore balance by adjusting their inputs, such as reducing their effort, or by seeking changes in their outcomes, like requesting

a raise or other benefits (Festinger, 1962; Adams, 1963; Walster, Berscheid & Walster, 1973; Greenberg, 1987; Kim et al., 2015; Voußem et al., 2016).

In the context of this study, Equity Theory provides a lens through which the relationship between the compensation system in the Ogun State Civil Service and employee performance can be understood. It highlights how discrepancies in perceived fairness can result in varied responses, ranging from reduced job satisfaction to decreased productivity.

## Methodology

The study employed a descriptive research design, strategically situated at the Ogun State Government's secretariat in Oke-Mosan, Abeokuta. This location encompasses a significant portion of the established blocks of Ministries, Departments, and Agencies (MDAs) within the Ogun State Civil Service, which has been central to governance and administration since the state's creation in 1976. The research population was drawn from civil servants within these MDAs, focusing specifically on those with the highest number of employees. This selection was based on the 2022 edition of the Ogun State Government Staff List Book, the most recent and revised publication since its first launch in 2015. The rationale for focusing on civil servants in these MDAs was rooted in the need to address the key research questions of this study effectively. To ensure that the study population was adequately represented, a non-probability sampling technique

known as convenience sampling was employed. This technique was chosen due to the logistical challenges posed by the geographical dispersion and varied work schedules of civil servants across the secretariat's numerous blocks. The convenience sampling method also aimed to reduce potential sampling errors and to ensure that the study population was representative by targeting MDAs with the highest staff numbers. In total, the study population consisted of 4,683 employees across various MDAs affiliated with the Ogun State Civil Service.

The sample size was derived using the Taro Yamane formula, which yielded a sample of 273 participants. This sample was further stratified to ensure that each selected MDA provided a distinct and representative sample size relative to its total number of employees. Data collection involved the use of self-administered questionnaires distributed among junior and senior civil servants, while top executive officers were engaged through face-to-face interviews. The questionnaire was designed to capture a wide range of responses and was subjected to a test-retest reliability assessment to ensure consistency over time. The reliability of the data collection instruments was further enhanced by conducting a pilot study, which helped refine the questionnaire and interview questions, ensuring that they were both valid and reliable. Quantitative data obtained from the questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS) software version 23, incorporating descriptive and correlational statistical tools such as percentages and frequency distributions, and spearman's

correlation to summarize the findings. The thematic analysis method was applied to the qualitative data gathered from the interviews, following a rigorous six-step process: familiarization, coding, theme generation, theme review, definition, and naming, and final write-up. Ethical considerations were rigorously upheld throughout the research process, including voluntary participation, anonymity, confidentiality, and the right to withdraw at any stage of the study.

## Results

This section presents a detailed analysis of the data gathered during the study. The self-completion questionnaires were administered to a total of 310 respondents of which 299 copies were retrieved successfully. However, a complementary data in the face of a qualitative approach was gathered via the adoption of structured interviews with 5 participants. Additionally, this section covers the sections of the questionnaire and provides a thematic content analysis of the structured interview which was tailored in line with the research objectives as established in the questionnaire. Notably, the ending section entails the comprehensive discussion of findings presented from the obtainable data.

### Analysis of socio-demographic information of civil servants

Table 1 presented below outlines the demographic profile of the respondents. All participants fell within the age range

of 20 to 59 years, as the age limit for civil servants at the time of this study was set at 60 years. By extension, the largest age group was 31 to 40 years old, with 41.4 percent of the respondents, followed by 41-50 years with 30.1 percent, 20-30 years with 16.7 percent, and 51-59 years. In terms of gender distribution, 49.5 percent of respondents were female, and 48.5 percent were male, representing an almost even gender balance. Regarding educational qualifications, 59.2 percent of the respondents had a BSc degree, 27.8 percent had an SSCE certificate, 11.4 percent had an MSc degree, and a small percentage had a PhD. In terms of length of service, 41.8 percent of the respondents had been in service for 11-15 years, while 13.7 had been employed for 16-20 years, 28.1 percent for 6-10 years, 9.7 percent for less than 5 years, and 6 percent for over 20 years. Furthermore, 43.8 percent of the respondents were in job levels 8-12, 29.4 percent in levels 1-7, and 26.1 percent in levels 13-14.

### Employee perception and compensation system in Nigeria

Table 2 shows the comprehensive distribution of information obtained with respect to the perception of civil servants towards the compensation system in the Ogun State Civil Service. In light of the foregoing, the table reveals that a majority of the respondents (70.2%) indicated that their organisation pays salaries promptly, while 55 percent did not receive commissions for exceeding assigned duties, and 19.5 percent answered in the affirmative which presents a low

Table 1. Distribution of socio-demographic characteristics

Socio-demographic	Frequency (N = 299)	Percentage (%)
<b>Age</b>		
20-30 Years	50	16.7
31-40 Years	121	41.4
41-50 Years	88	30.1
51-59 Years	33	11.3
<b>Gender</b>		
Male	145	48.5
Female	149	49.8
<b>Highest Educational Qualification</b>		
SSCE	83	27.8
B.Sc.	177	59.2
M.Sc.	34	11.4
PhD	3	1
<b>Length of Service</b>		
Less than 5 Years	29	9.7
6-10 Years	84	28.1
11-15 Years	125	41.8
16-20 Years	41	13.7
Above 20 Years	18	6.0
<b>Level</b>		
1-7	88	29.4
8-12	131	43.8
13-14	78	26.1

Source: Field survey in 2024.

fraction of the respondents. This distribution is backed by the information obtained during the interview with Officers (civil servants) in the management level as quoted below.

“...when you compare Ogun State to what is being paid in other states, you realize that what is being paid in Ogun State is being far fair than what is being paid in other states. And secondly, look at the regular payment compared to some states. You see that the workers are still look that okay the salary is regular...” – (Director 1)

Furthermore, the Table showed that 44.5 percent of the respondents being

the majority, stated that their organisation does not compensate for extra hours worked, 33.1 percent do compensate, and 20.4 percent do so occasionally. This position is discussed by the participants in the interview as below:

“There are responsibility allowances also, for example a worker that closes beyond the closing hours (4pm) should be rewarded for his extended stay in office beyond the closing hours. The amount of time he stayed beyond the closing hours (4pm) should be rewarded and calculated.” – (Deputy Director 1)

However, the cause for the majority's inclination has been argued to be a

result of condition as the nature of the job specifically and not the number of hours used per day:

*“...where you have a slight motivational effect is that government nowadays are saying there is what you call responsibility allowance. This is that it is attached to the kind of work you are doing. For example, if somebody is working in an agency that is not that tasking, that you close by 3:30, you might not get it. Because before you can get this allowance, there must be justification for it.” – (Director 2)*

Regarding bonuses, Table 2 showed that a decent half of the respondents (51.8%) revealed that they do not receive bonuses with their salaries. Meanwhile, 19.4 percent receive them occasionally, and 26.4 percent receive them regularly. In a similar vein, almost half (44.8%) do not receive a travel allowance when required, while a distribution of 28.1 and 26.1 percent were discovered to have received it regularly and occasionally, respectively. When embarking on leave, it was further revealed that 55.5 percent

of the respondents do not get paid, 24.1 percent receive payment occasionally, and 19.1 percent receive it regularly which happens to be in the lower division of respondents. In terms of health insurance benefits, 54.8 percent of the respondents stated that the organisation does not provide it, while 22.4 percent received it occasionally, and 21.7 percent receive it regularly. In light of this result, the participants further argued along different opinions as follows:

*“I can recall that recently the government introduced some allowances that are paid to different categories of workers. For health they were given hazard allowance and other categories of workers were given the peculiar allowance from grade levels 1 to 17 ... That to me is another form of incentive.” – (Permanent Secretary).*

This position indicates that distribution above is highly obtainable given the condition that the allowances were different in terms of cadre. It presents the

**Table 2. Distribution of compensation system in Ogun State Civil Service**

S/N	Statements	YES (%)	SOMETIMES (%)	NO (%)
1	My organisation pays my salary as and when it is due.	210 (70.2)	73 (24.4)	11 (3.7)
2	I get commissions when I surpass my assigned duties.	59 (19.7)	71 (23.7)	165 (55.2)
3	When I work extra hours, my organisation pays for overtime.	99 (33.1)	61 (20.4)	133 (44.5)
4	I receive bonuses alongside my salary.	79 (26.4)	58 (19.4)	155 (51.8)
5	My organisation gives me travel allowance when required.	84 (28.1)	78 (26.1)	134 (44.8)
6	When I go on leave, I get paid.	57 (19.1)	72 (24.1)	166 (55.5)
7	My organisation provides health insurance for members of staff.	65 (21.7)	67 (22.4)	164 (54.8)

Source: Field survey in 2024.

argument that was consistent with the declarations of the participants below:

*“So, when you talk of compensation maybe in terms of allowances or in terms of other incentives that are added to salary to motivate workers to work. Mostly, it is not there.”* (Director 1).

*“When you look at that of the allowance, it is not uniform. The kind of allowance that I am going to get as in the management cadre will not be the same but by and large, it will commensurate to your level and salary scale. Now when we talk about the benefits, that one varies like what we are having now, sometimes in the state when we have what we call thirteenth month.”* – (Deputy Director 1).

### **Job performance in the Civil Service**

Table 3 below shows the distribution of the responses of the respondents on the objective of job performance of employees in the Ogun State Civil Service. It was observed that almost all the respondents (81.9%) consistently perform their duties properly all the time, while 14 percent do so occasionally, and 3.7 percent do not. Moreover, a large number of respondents (81.9%) of respondents actively update their technical knowledge for their job, with 16.4 percent doing so occasionally, and 1.3 percent not doing it at all. At a management level, the participants described the situation that occurs when employees are required to show up for evaluation of their performances below:

*“Ideally, we have a form which is the Annual Performance Evaluation Report (APER) that is filled at the end*

*of every year. In that form, you have a lot of things that your superior officer will respond to probably how you have been able to attend to your work, your relationship with coworkers and even outsiders, how prompt you are in your duty but that comes at the end of a year which most times people don't even fill the APER form until there is promotion in sight.”* – (Deputy Director 2).

Regarding job alignment with organisational expectations, 80.6 percent of respondents indicated that they perform their job as expected, while 16.1 percent do so occasionally, and 3 percent do not. When it comes to planning job execution by defining actions, deadlines, and priorities, 74.6 percent of respondents do so regularly, 23.4 percent do so occasionally, and 1.7 percent do not. This distribution confirms the claims by a participant who revealed that employees mostly do beyond their required minimum for personal reasons:

*“So, the overall satisfaction from the job is not in terms of the compensation as it also depends on you as an individual. What do you have to offer in terms of commitment and dedication. This at times will endear you to your superior officers. At times, when they say Ah! This officer is doing well, you will know that definitely they have put some challenges on your way as a test. So, a lot of us face it. For you to come out of it, you have to do beyond normal. So, in this Service, there is little level of fairness, but once you are able to prove yourself, every other thing will fall in for you.”* – (Director 1).

The majority (76.9%) of respondents reported planning their actions

according to their tasks and organisational routines, while 20.4 percent do so occasionally, and 2.3 percent do not. Additionally, 78.9 percent of respondents take initiatives to improve their work results, with 18.7 percent doing so occasionally, and 2.7 percent not doing so. This distribution can be supported by the response of the participant to the area of how employees can improve their performance given the condition stated below:

*“You can have job assessments on a daily basis, if you are not doing well, if you have an understanding boss that is willing to make you improve and point your attention to where you need to work on and when you have done well, they have a way saying well done, that stands as a guide for you.”* – (Deputy Director 2).

In terms of problem-solving, 77.3 percent of respondents actively seek new

solutions for job-related problems, 19.7 percent do so occasionally, and 2.7 percent do not seek new solutions. Almost all respondents (81.9 percent) consistently work hard to complete assigned tasks, while 14 percent do so occasionally, and 3.7 percent do not. Furthermore, 75.6 percent of respondents execute tasks while foreseeing their results, 19.7 percent do so occasionally, and 3.3 percent do not. Finally, 81.3 percent of respondents indicated that they seize opportunities to improve their work results, 14.7 percent do so occasionally, and 3.3 percent did not. This analysis supports the response given by a participant which presents the situation of civil servants having to do their best regardless of the conditions and constraints they are met with:

*“...But as a management staff who knows that the box stops on my table, I would still go ahead and do what I am supposed to do within that limited*

**Table 3. Distribution of job performance of employees in Ogun State Civil Service**

S/N	Statements	YES (%)	SOMETIMES (%)	NO (%)
1	I perform hard tasks properly.	245 (81.9)	42 (14)	11 (3.7)
2	I try to update my technical knowledge to do my job.	245 (81.9)	49 (16.4)	4 (1.3)
3	I do my job according to what the organisation expects from me.	241 (80.6)	48 (16.1)	9 (3)
4	I plan the execution of my job by defining actions, deadlines, and priorities.	223 (74.6)	70 (23.4)	5 (1.7)
5	I plan actions according to my tasks and organisational routines.	230 (76.9)	61 (20.4)	7 (2.3)
6	I take initiatives to improve my results at work.	236 (78.9)	54 (18.1)	8 (2.7)
7	I seek new solutions for problems that may come up in my job.	231 (77.3)	59 (19.7)	8 (2.7)
8	I work hard to do the tasks designated to me.	245 (81.9)	42 (14)	11 (3.7)
9	I execute my tasks foreseeing their results.	226 (75.6)	59 (19.7)	10 (3.3)
10	I seize opportunities that can improve my results at work.	243 (81.3)	44 (14.7)	10 (3.3)

Source: Field survey in 2024.

*resources because I know that there are others behind me who see me as a model. So, if I know begin to make that excuse that not everything is available to work with, then the whole system will collapse. So I see myself as a leader who would have to do what I need to do to keep the system running regardless of whatever limitations there are.”* – (Permanent Secretary).

### **Relationship between compensation systems and employee motivation**

Table 4 presents the findings on the distribution of compensation system and employee motivation in the Ogun State civil service. According to the survey, 53.5 percent of the respondents consider their salary to be fair and just, while 29.1 percent feel they are not well-paid, and 16.7 percent of the respondent were discovered to be indifferent on the aspect of fair pay. Additionally, 37.5 percent of the respondents do not feel valued and appreciated as employees in relation to their pay, with 33.4 percent feeling this way occasionally, and 28.8 percent feeling valued and appreciated. The observed discrepancies in the two results above shows the gap between the employees edging at the top grade level and those at the lower category. This assertion is corroborated with the responses presented below by participants in the study:

*“I will tell you, when you get the management level, the compensation is far better than in fact some private organizations. For example, once you are on level 15 in the Teaching Service in the state, you earn close to N300,000. You*

*cannot see any other similar teaching job in the private sector that is paying so much except in some extraordinary school like DayWaterMan college. So, in most cases, ... what you have is far higher than what is paid in the private sector. In the service, the higher you go, the higher your income.”* – (Director 1).

*“I will affirm that the compensation system is not adequate at the beginning. For instances, as ‘oga (A Boss)’ if I do come to office from ‘obada-oko’ and a junior officer do the same, I will have enough to save at the end of the month compared to him because the salary and reward structures are not the same. The junior officer might feel some difficulty initially but as times goes on, he will be promoted if he is resourceful and diligent, and he will feel relieved of his burdens.”* – (Deputy Director 1).

*“It is not fair, it is not adequate, and it is not transparent ... I will say No! A very big no to that. There are two categories of people in the service. We have the political class and the career people. If you compare what happens between the two, you will realize that they can’t be compared, despite the fact that we buy from the same market, we have almost the same basic needs, yet the compensation or the salary for the political class varies widely to what we have”.* – (Deputy Director 2).

Regarding the influence of salary on motivation, 51.2 percent of the respondents do not believe that salary positively influences their motivation to excel in their jobs, while 26.1 percent are of the opinion that it does, and 21.1 percent believe it motivates them sporadically. In a like manner, the assertion that extra bonuses enhance productivity at work is

Table 4. Distribution of employee motivation variables

S/N	Statements	YES (%)	SOMETIMES (%)	NO (%)
1	My salary is fair and just.	160 (53.5)	50 (16.7)	87 (29.1)
2	I feel valued and appreciated as an employee in relation to what I am being paid.	86 (28.8)	100 (33.4)	112 (37.5)
3	I believe that my salary positively influences my motivation to excel in my job.	78 (26.1)	63 (21.1)	153 (51.2)
4	The extra bonuses enhance my productivity at work.	77 (25.8)	102 (34.1)	114 (38.1)
5	I am overall satisfied with how my compensation impacts my job performance.	94 (31.4)	103 (34.4)	98 (32.8)

Source: Field survey in 2024.

rejected by 38.1 percent of the respondents, with 34.1 percent holding a position of indifference, and 25.8 percent indicating an affirmative response. The distribution from the results above indicates that the nature of employees in Ogun State Civil Service, as it was clearly captured by the words of the participant below:

*“When you look at the incentives in terms of compensation in relation to job performance, it is key. When you are well paid, you tend to deliver on your job. But at times when you feel that you are under paid, you tend to show some lackadaisical attitude towards your job.”* – (Director 1).

*“...But in the Service, people mostly set aside the issue of compensation, and look at reward ahead in terms of other factors not only in terms of money. Because this compensation we are talking about can also go beyond money, because now we have been looking at compensation as only salary and it goes beyond that. So, there are place in strategic positions that you feel that if I do well, there is possibility that I may be considered for advancement in terms of extra promotion, awards then you tend to look away*

*from the money issue so that you can earn that award that will add value to your career.”* – (Director 1).

Finally, 34.4 percent of the respondents are occasionally overly satisfied with how their compensation impacts their job performance, while 32.8 percent expressed a state of dissatisfaction with this impact, and 31.4 percent are satisfied with how their compensation impacts their job performance. This unfortunate situation is properly established in the anecdote partially all civil servants in Ogun State Civil Service as in the expression below:

*“I want to put it to you that we have the best brains in the service, and we have committed people that are willing to see the state fly in the service. If people are well motivated, they will give in their best. We have had situations where we have interacted with other states, and we know that OG civil servants are intellectual people, and they are ready to do anything in the state to move forward. But then, when your needs are not being met, your attention will be divided. That is where the problem lies.”* – (Deputy Director 2).

**Table 5. Correlation between compensation satisfaction and employee motivation**

Variables	Correlation Coefficient (r)	Significance (p-value)
Fairness of salary	r = 0.531	0.000
Appreciation	r = 0.744	0.000
Salary influence	r = 0.847	0.000

Source: Field survey in 2024.

In addition to the above, Table 5 highlights the correlation between compensation satisfaction and employee motivation using Spearman's correlation. The relationship between pay fairness and motivation shows a moderate positive correlation ( $r = 0.531$ ), indicating that as employees perceive their salaries to be fair, their motivation tends to increase. This suggests that pay fairness has a meaningful, though not overwhelming, impact on motivation. The p-value of 0.000 confirms that this relationship is statistically significant, meaning that it is highly unlikely to have occurred by chance.

On the other hand, the correlation between feeling valued as an employee and motivation ( $r = 0.744$ ) is stronger, indicating a more significant connection. Thus, employees who feel valued and appreciated are more likely to be motivated in their work. Notably, the strongest correlation observed is between salary influence and motivation ( $r = 0.847$ ), suggesting that when employees believe their salary positively impacts their work, their motivation rises considerably. Both of these relationships are also

statistically significant, with p-values of 0.000, indicating a robust and reliable link between these factors and employee motivation.

Table 6 presents the correlation between bonuses impact and productivity, showing a weak yet positive relationship ( $r = 0.265$ ). This indicates that while there is some connection between receiving bonuses and increased productivity, the effect is not very strong. However, the p-value of 0.000 confirms that this relationship is statistically significant, implying that the observed connection is real and unlikely to be due to chance, even though the influence of bonuses on productivity is relatively modest.

### **Strategies for improving the civil service compensation system**

The results from Table 7 show the distribution concerning the findings on the recommendations for improving the compensation system. A decent half of the respondents (54.8 percent) agreed that there is a need for greater flexibility in the compensation system to

**Table 6. Correlation between bonuses impact and productivity**

Variables	Correlation Coefficient (r)	Significance (p-value)
Bonuses impact	r = 0.265	0.000

Source: Field survey in 2024.

accommodate individual employee preferences. Among them, 29.4 percent strongly agreed, while 10 percent and 4.3 percent strongly disagreed and disagreed, respectively. This confirms the position of the participants as expressed below:

*“The Compensation System in the service is not strong enough but I believe there is need for improvement. In terms of benefit that can be attached, for instance the present Compensation System in terms of salary and other benefits is grossly inadequate considering the circumstances that country is presently going through... The Compensation System need to be reviewed and improved upon to meet the challenges so that workers can be at least if not satisfied, fulfilled to some extent in order to take care of themselves.”* – (Director 1).

*“If all the plans you have made for yourself, the government is assisting in making sure that it works, e.g. the deductions are utilized properly, your attention will be focused. But when you have difficulties assessing your own money, then it becomes a problem. You now have to run helter-skelter from banks to banks. Your attention will be divided, and you won't give in your best.”* – (Deputy Director 2).

Further to the above, the Table also shows that less than half of the respondents (45.8 percent) strongly agreed that the compensation system should offer more incentives for innovation and excellence in job performance. However, a larger portion (47.2 percent) agreed that the process of determining compensation should involve input from civil servants. From the analysis above, the presentation

of the situation and the recommendations provided by the participants are discovered to be in tandem.

*“In terms of initiative for example when the government says because the Compensation System is not strong enough to meet needs of workers, especially transportation because of fuel price increase. They can say okay, come to work thrice a week and stay of work two days so that it can pay on transport. That is an initiative, but individually it is a supporting idea, the government can still do better in other areas. However, the resource of the government is limited. So, when limited resources, there is nothing you can do. Every of your initiatives will also be limited. So that is the situation we find ourselves in. ... Lastly, the kind of system we run does not leave room for Civil servant to play a significant role in decision making but the best we can do is to be in the advisory capacity to the government. So, at times it is taken and at times, it is rejected.”* – (Director 1).

*“The law under the contributory pension should also be reviewed in line with the prevailing situation of the country. There is need to review the contributory pension scheme law or act. All these serves as motivation, if I know that when I work and I retire, this is what I get. That will reduce unnecessary stress on worker, people will not steal. I hope you are getting me now. Because this one has to do with motivation before, during and after. This issue affects nearly all the states and even the federal.”* – (Director 2).

Lastly, 44.8 percent of the respondents agreed that greater transparency in

the compensation system is necessary to improve it, while 31.8 percent disagreed with the idea of having specific suggestions to enhance the current compensation system, which they are willing to share. However, 5.4 percent filled out the optional category of recommendations to improve the compensation system. This shows a depressing reality of employees being unable to contribute to the arrangements of the compensation system and structure. This condition is captured in the recommendations received from both the respondents and participants as follows:

*“Having meetings with employees and doing informal interactions with officers because when they know it is formal, they may not reveal the real thing and you may not as the management be allowed to be in their midst, you can ask one or two people to be amongst them who are more less opinion molder or leaders amongst them, can you stylishly do this thing*

*for me, collate it and get back to me”* – (Permanent Secretary).

*“... the greatest compensation to a civil servant is at the point of retirement. What is due for you after retirement should be given as early as possible.”* – (Director 2).

*“Also, the compensation as contributory pension scheme should be abolished. For instances, people who retired five years ago haven’t been able to access their gratuity. The system should allow workers access to access their gratuity at least six months after their retirement. The contributory aspect also needs to be review, salaries got deducted for the contributory scheme, yet it is not remitted, it should be reviewed so people can enjoy what they worked for. Every one of us cannot be a leader so therefore, the government should be considerate. When you compare the gratuity enjoyed by those who worked in private sector the difference is alarming.”* – (Deputy Director 2).

**Table 7. Distribution of recommendations for improving the compensation system**

S/N	Recommendations for Improving the Compensation System	Strongly Disagree (%)	Disagree (%)	Agree (%)	Strongly Agree (%)
1	There is a need for greater flexibility in the compensation system to cater to individual employee preferences.	30 (10)	13 (4.3)	164 (54.8)	88 (29.4)
2	The compensation system should provide more incentives for innovation and excellence in job performance.	25 (8.4)	12 (4)	118 (39.5)	137 (45.8)
3	The process of determining compensation should involve input from civil servants.	28 (9.4)	26 (8.7)	141 (47.2)	98 (32.8)
4	Greater transparency in the compensation system is required.	27 (9)	11 (3.7)	134 (44.8)	122 (41.5)
5	I have specific suggestions to enhance the current compensation system, which I am willing to share.	81 (27.1)	95 (31.8)	66 (22.1)	44 (14.7)

Source: Field survey in 2024.

*“Within the state, when we are talking about that, there are agencies that bring in money to the government also known as revenue generating agencies e.g. Bureau of Lands and the IRS. If government can give them a certain percentage for their retention to share among the staff, it will be a form of motivation for them to go all out and work for the government. If you look forward to having something extra from your salary, you will be willing to work for that extra. Not just for revenue generating agency, even for other agencies, no agency is not doing something for the government.” – (Deputy Director 2).*

## Discussion of findings

This section covers a meticulous examination and interpretation of the quantitative and qualitative primary data acquired from the study. The analysis focused on several key aspects, including the socio-demographic information of civil servants, their perceptions of the compensation system, employee motivation, the relationship between compensation systems and motivation, and the recommendations needed to improve the compensation system.

The socio-demographic profile of civil servants in Ogun State Civil Service forms a crucial backdrop to understanding the dynamics influencing the observed perceptions and levels of motivation. Notably, the age distribution reveals a predominant age group of 31 to 40 years, comprising 41.4 percent of the respondents. This age cohort's distinction suggests a significant demographic

in the civil service workforce, warranting attention in policy considerations in terms of employment and succession planning. Furthermore, the near-balanced gender distribution with 49.5% female and 48.5% male respondents portrays a workforce reflective of gender equity, a positive attribute in contemporary organizational settings. Additionally, educational qualifications emerged as a critical factor to be considered, with 59.2% holding a BSc degree, stressing the need for educational interventions tailored to the prevailing workforce composition. Also, the length of service and grade levels provided insights into the career trajectories of civil servants, highlighting concentrations in specific service brackets. In summary, these demographic insights lay a foundation for exploratory discussions on employee perceptions and motivation within the civil service structure.

In the analysis, it is clear that a majority of respondents (70.2%) confirm the prompt payment of salaries, aligning with the studies by H. Olubusayo, I. A. Stephen and O. Maxwell (2014) and A. M. Agba et al. (2013), which emphasize the positive impact of regular pay on employee satisfaction. By implication, this correspondence suggests a uniformity between empirical observations and the literature, as it reinforces the notion that timely salary payments contribute to contentment and loyalty among employees. On the topic of commissions for exceeding duties, the data analysis reveals a difference of opinion. While 55 percent did not receive such commissions, it is noteworthy that 19.5 percent did, indicating a division in experiences. This perspective contrasts with the studies by

H. Olubusayo, I. A. Stephen and O. Maxwell (2014) and A. M. Agba et al. (2013), which generally emphasize the positive relationship between financial incentives and employee attitudes. The inclusion of respondents who receive commissions introduces a dimension not extensively explored in the literature, implying varying compensation practices in MDAs albeit within the same compensation structure. Concerning compensation for extra hours worked, the data analysis demonstrates that 44.5 percent of respondents do not receive compensation. This observation aligns with B. O. Ejumudo's (2014) study, which stresses the significance of fair remuneration in influencing employee motivation. However, qualitative insights suggest that the nature of the job, rather than the number of hours worked, influences compensation perceptions – introducing complexity not extensively discussed in the identified studies.

The data analysis also reveals varied distributions regarding travel allowances, leave payments, and health insurance benefits. This aligns with the findings of B. O. Ejumudo (2014) and A. M. Agba et al. (2013), emphasizing the importance of addressing broader work environment and culture issues. However, the variations in these allowances and benefits introduce specific challenges not tackled in the literature, highlighting the need for targeted interventions.

Further to the above, it is evident that a significant proportion (81.9 percent) of respondents consistently perform their tasks properly. This result corresponds with the broader literature, particularly the study by M. G. Orji and M. E. Ezimmuo (2019), emphasizing the positive impact of financial incentives

on employee work habits and performance. The reliability in findings suggests a correlation between proper task performance and the motivation derived from financial incentives, highlighting the relevance of these rewards in shaping job performance. Accordingly, the literature review also emphasizes the importance of intrinsic and extrinsic rewards in amplifying job satisfaction and performance among employees, as indicated by the study conducted by A. Oravee et al. (2018). By extension, it is noteworthy to highlight that the findings from the analysis reveal that 81.9 percent of respondents actively update their technical knowledge for their job. This dedication to continuous learning aligns with the study's emphasis on the positive influence of both types of rewards on employee dedication and performance. In this regard, commitment to updating technical knowledge reflects an intrinsic motivation for self-improvement, contributing to enhanced job performance. Incidentally, the data analysis also presents an exploration on how employees plan their job execution, demonstrating that 74.6 percent of the respondents plan their official actions regularly. This observation corresponds with the literature's focus on the significance of efficient leadership and management strategies in navigating challenges related to rewards systems, as highlighted by O. I. Lasisi et al. (2021). In addition to this, the qualitative insights of participants from the management level, emphasizing the Annual Performance Evaluation Report (APER) as a tool for performance assessment, resonate with the author's emphasis on the importance of structured systems for evaluating and

improving job performance. In terms of problem-solving, the data analysis indicates that 77.3 percent of respondents actively seek new solutions for job-related problems. This aligns with the empirical position on the acknowledgment of the positive impact of recognition and appreciation on job performance, as recognized by D. U. Abasilim and E. G. Ubani (2014). By implication, the observed proactive approach to problem-solving reflects a commitment to continuous improvement and a desire to excel in job-related tasks, which can be attributed to motivational factors identified in the literature. Furthermore, excerpts from the review of relevant literature highlight the role of promotion and career advancement in influencing job performance, as demonstrated by the study conducted by A. A. Ele et al. (2020). Going by this assertion, findings on respondents' perspectives on planning actions according to tasks and organizational routines (76.9 percent) and actively taking initiatives to improve work results (78.9 percent) align with the literature's emphasis on the positive impact of promotion as a motivator. Accordingly, the participant's statement from the interview about facing challenges as a test and going beyond normal duties actively resonates with the popular recognition of literature concerning the importance of non-financial rewards in driving job performance.

Notably, the findings reveal a complex landscape of perceptions regarding salary fairness, employee valuation, and the overall effect of compensation on employee motivation. The fact that 53.5 percent of respondents believe their salary is fair and just, while 29.1 percent

do not feel adequately compensated, highlights disparities between different employee categories. Additionally, 37.5 percent of the respondents do not feel valued and appreciated as employees in relation to their pay, with 33.4 percent feeling this way occasionally, and 28.8 percent feeling valued and appreciated. This is further emphasized in the qualitative expressions of participants, who note the gap between higher-grade employees and those at lower levels. These discrepancies resonate with the findings of V. S. Reddy (2020), which suggest that a well-designed compensation structure can impact employee motivation and levels of contentment. The variance in responses highlights the need for a more straightforward and equitable compensation structure to cater to the diverse needs of civil servants.

Furthermore, the data show that 51.2 percent of respondents do not believe that salary positively influences their motivation to excel at work, with only 26.1 percent reporting that salary does have a positive influence. This suggests that while financial compensation is crucial, it is not the sole driver of motivation. Professional development, recognition, and career growth are equally significant factors, as noted by I. A. Adekoya (2013), who underscores the importance of non-monetary rewards in fostering employee motivation. Qualitative feedback from participants reinforces the necessity of a holistic approach to motivation that goes beyond financial incentives and encompasses factors such as recognition and career advancement.

Additionally, delayed salary payments were not widely perceived as having a major impact on motivation, with

44.1 percent of respondents disagreeing that efficiency is reduced when salary payments are delayed. This finding challenges the conventional notion that monetary compensation is the sole determinant of motivation and suggests that other factors, such as a supportive work environment and non-monetary benefits, may play an equally important role. This observation aligns with O. Beede Emerole and F. Ogbu Edeh's (2017) study, which posits that non-financial compensation positively affects employee performance. Similarly, the focus of respondents on factors like opportunities for promotion and recognition reinforces the literature's acknowledgment of the importance of non-monetary benefits in compensation management, as discussed by C. Owuze and G. Akhimien (2022).

On the relationship between compensation systems and employee motivation, the results from the correlation analysis reveal that while there is a noticeable relationship between compensation satisfaction and employee motivation, the strength of this relationship varies across different compensation factors. This finding is in consonance with S. Y. Ogunyemi, A. O. Adenuga and O. Lawal (2019), employees who perceive their salaries as fair tend to report higher motivation levels, which suggests that salary fairness plays an important role in fostering motivation. However, feeling valued and appreciated by the respondents appears to have an even stronger influence on motivation, underscoring the significance of non-monetary factors such as recognition and appreciation in driving employee engagement. On the other hand, the relationship between bonuses and productivity, though present,

was observed to be weak, indicating that while bonuses may provide some level of incentive, they are not as effective in sustaining long-term motivation and productivity as other factors like salary fairness and employee recognition. This resonates with the findings of S. Y. Oladejo and A. O. Adenuga (2021), that the public sector needs to adopt a more holistic approach to compensation, one that balances financial rewards with non-monetary incentives to ensure sustained employee motivation and productivity.

The analysis also emphasizes the consensus among respondents that greater flexibility and transparency in the compensation system are necessary for improving motivation. With 54.8 percent advocating for greater flexibility to accommodate individual employee preferences, the data support T. P. Pillah's (2023) recommendation for regular reviews and adjustments to salary structures in response to economic realities. The qualitative responses reinforce this perspective, with participants stressing the need for innovative incentives that reward performance and excellence in the workplace. The suggestion that civil servants should be more involved in determining compensation packages further aligns with the broader literature, which emphasizes the importance of stakeholder engagement in compensation system design, as noted by O. O. Folorunso and U. I. Iro (2023). Moreover, the emphasis on transparency echoes T. P. Pillah's (2023) recommendations for automating compensation systems to enhance accountability and fairness in the public sector.

## Conclusions

Civil servants in Ogun State generally perceive the compensation system positively, especially in relation to practices such as prompt payment of salaries, which were widely praised. However, discrepancies were noted in areas such as commissions, extra hours compensation, and additional benefits, indicating the need for more consistent practices across the Civil Service. The analysis on the relationship between compensation satisfaction and employee motivation reveals that while salary fairness is important, factors such as feeling valued, and the perceived influence of salary have a more significant impact on motivating employees. The strongest predictor of motivation is the belief that salary directly enhances work and personal well-being, which suggests that compensation strategies should not only focus on fairness but also ensure that employees see

their pay as meaningful and impactful. The findings also suggest that bonuses, although statistically significant, have a relatively weak impact on productivity. This may indicate that while bonuses are appreciated, they do not have the same lasting motivational effect as salary and recognition do. Organizations seeking to improve employee motivation and productivity should prioritize fair compensation structures, enhance recognition and appreciation programs, and ensure that employees perceive their pay as enabling both professional and personal success. Therefore, the study concludes that improving employee motivation within the Ogun State Civil Service requires a multi-faceted approach. This approach should not only include financial incentives but also address the broader work environment, recognition, career development and other non-monetary factors that are essential to creating a motivated and engaged workforce.

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## KOMPENSAVIMO SISTEMA IR VIEŠOJO SEKTORIAUS DARBUOTOJŲ MOTYVACIJA: OGŪNO VALSTIJOS VALSTYBĖS TARNYBOS ATVEJO ANALIZĖ

### S a n t r a u k a

Šio tyrimo metu buvo nagrinėjamas Nigerijos valstybės tarnybos nesuderinamumas, ypač atsižvelgiant į kompensavimo sistemos poveikį darbuotojų motyvacijai. Pastebėta, kad vyriausybės vangumas įgyvendinant nuoseklią ir skaidrią atlygio sistemą mažino darbuotojų motyvaciją, o tai savo ruožtu turi įtakos viešojo sektoriaus veiksmingumui. Taigi, šio tyrimo metu empiriškai ištirtas valstybės tarnybos kompensavimo sistemos ir darbuotojų motyvacijos ryšys, ypatingą dėmesį skiriant Nigerijos Ogūno (*Ogun*) valstijos ministerijų, departamentų ir agentūrų valstybės tarnautojams.

Siekiant ištirti valstybės tarnybos kompensavimo sistemos ir valstybės tarnautojų veiklos rezultatų ryšį, šiame tyrime taikytas mišrus, aprašomasis tyrimo planas. Daugiausiai dėmesio skirta Ogūno valstijos Oke-Mosano sekretoriatui, kuriam yra įsikūrusios ministerijos, departamentai ir agentūros. Tyrimo populiaciją sudarė 4 683 valstybės tarnautojai, o patogusis imties dydis – 273, nustatytas pagal Taro Yamane'ės statistinę formulę. Duomenims rinkti buvo naudojami struktūruoti klausimynai, skirti jaunesniesiems ir vyresniesiems darbuotojams, ir imti interviu iš aukščiausio lygio vadovų. Klausimynas buvo analizuojamas naudojant programą SPSS, o interviu – taikant temų analizę, kad būtų visapusiškai ištirtos bendros reikšmės ir patirtys.

Pagrindinės tyrimo išvados rodo, kad valstybės tarnautojai teigiamai vertina greitą atlyginimų mokėjimą, kuris prisideda prie jų pasitenkinimo ir lojalumo. Tačiau neatitiktys tokiose srityse kaip komisiniai ir atlygis už dirbtas papildomas valandas atskleidė darbo apmokėjimo praktikos nenuoseklumą. Analizė taip pat parodė, kad nors atlyginimo teisingumas svarbus darbuotojams motyvuoti, nepiniginiai veiksniai, įskaitant jausmą, jog darbuotojai vertinami ir pripažįstami, turi didesnę įtaką jų motyvacijai. Be to, silpnas premijų ir motyvacijos ryšys rodo, kad vien finansinio atlygio nepakanka tvariai valstybės tarnautojų motyvacijai skatinti.

Tyrime daroma išvada, kad nors darbo užmokestis mokamas laiku, bendra kompensavimo sistema nepatenkina darbuotojų ekonominių poreikių, kurie labai reikšmingi ilgalaikiai motyvacijai palaikyti. Išvadose pabrėžiama, kaip svarbu pasitelkti visapusišką požiūrį į darbuotojų motyvacijos didinimą ir neapsiriboti vien finansiniu atlygiu. Rekomenduojama skatinti teisingumą ir skaidrumą, taikyti lanksčią ir įtraukią kompensavimo sistemą, skatinti teikti nepiniginį atlygį, pavyzdžiui, pripažinimą, spręsti pensijų fondų klausimus, suderinti kompensavimą su federaliniais standartais ir reguliariai peržiūrėti taikomą valstybės tarnybų politiką, kad būtų galima prisitaikyti prie kintančių ekonominių sąlygų.