



(RESEARCH ARTICLE)



Investigating the influence of reward management on commitment of public servants in selected in Nigerian agencies

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World Journal of Advanced Engineering Technology and Sciences, 2024, 13(02), 417–428

Publication history: Received on 05 October 2024; revised on 24 November 2024; accepted on 27 November 2024

Article DOI: <https://doi.org/10.30574/wjaets.2024.13.2.0566>

Abstract

This study investigates the intricate relationship between reward management systems and the commitment levels of public servants within selected Nigerian agencies. The issue of commitment among public servants in Nigeria has become increasingly urgent, particularly as the nation contends with a complex socio-economic environment characterized by challenges such as corruption, inadequate infrastructure, and varying degrees of bureaucratic inefficiency. These challenges not only obstruct effective public service delivery but also adversely affect employee morale and loyalty. The research is grounded in a robust theoretical framework, encompassing Human Capital Theory, Equity Theory, and Herzberg's Two-Factor Theory. A comprehensive survey methodology was employed to capture the diverse experiences of a broad employee population. Utilizing a rigorous sampling technique across six key agencies, the study engages a significant cohort of 1,485 respondents, thereby ensuring representativeness and enhancing the reliability of the findings. The designed questionnaire, validated through pilot testing and statistical methods, explores demographic factors in addition to the dynamics of reward management and their implications for employee commitment. Preliminary analysis reveals a strong correlation between effective reward practices, particularly in training and development, and elevated levels of commitment. This is evidenced by employees' inclination to exert additional effort and their pride in their roles within public service. The implications of this study are substantial; it emphasizes the need for policymakers to prioritize adaptive reward systems that promote ongoing professional development and recognition, ultimately aligning organizational objectives with employee satisfaction. As public sector environments continue to evolve, this research advocates for the integration of innovative reward strategies that extend beyond traditional models. A commitment-oriented approach to reward management could significantly enhance the efficacy of public service delivery and improve employee retention. Future research should consider the longitudinal effects of these practices to ensure that reward management addresses not only immediate concerns but also fosters a resilient and motivated workforce capable of navigating the challenges of contemporary governance.

Keywords: Reward Management Systems; Commitment Levels; Public Servants; Bureaucratic inefficiency; Nigerian Agencies

1. Introduction

The public sector in Nigeria faces numerous challenges, including inefficiency, low morale, and elevated turnover rates among employees. The level of commitment among public servants is pivotal for the effective delivery of services and the overall performance of governmental institutions. This paper investigates the influence of reward management systems on the commitment levels of public servants in Nigeria, with a particular emphasis on both intrinsic and extrinsic rewards. The exploration of reward management systems' effectiveness in shaping employee commitment is particularly relevant within the public sector. In Nigeria, public servants encounter distinct obstacles related to resource allocation, bureaucratic constraints, and socio-political influences. Consequently, understanding how reward

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management can enhance commitment is imperative. Public service represents not only a career but also a critical mechanism for national development; therefore, it is essential to ensure that public servants remain committed to their roles for efficient service delivery and governance.

Studies indicate that employee commitment is significantly affected by reward systems, including both financial incentives and non-monetary rewards. For instance, research conducted by Salami (2020) demonstrates that a well-structured reward management system can enhance job satisfaction and commitment among public servants. The challenge lies in designing reward systems that accommodate the diverse needs of employees while remaining feasible within the often-constrained budgets of public agencies. In light of the frequent critiques regarding inefficiency and low morale in Nigerian public service, it is both timely and necessary to examine how reward management strategies can foster commitment. Literature identifies three distinct forms of commitment: affective, continuance, and normative, each shaped by various reward mechanisms. Affective commitment, characterized by emotional attachment to the organization, can be cultivated through recognition programs and opportunities for career development (Meyer & Allen, 1997). Conversely, continuance commitment, which arises from the perceived costs associated with leaving the organization, may be influenced by job security and the benefits tied to public service roles (Meyer et al., 2019).

Normative commitment, driven by an employee's sense of obligation, can be reinforced through ethical leadership and a supportive organizational culture (Somers, 2016). In the Nigerian context, these dimensions of commitment are critical, particularly as public servants operate under substantial external pressures and expectations. The socio-cultural dynamics in Nigeria add complexity to the relationship between reward management and employee commitment. Public servants are often motivated by factors that extend beyond traditional financial incentives, including social status, job stability, and the opportunity to contribute to societal well-being (Oshagbemi, 2021). This cultural context necessitates an innovative approach to reward management that recognizes the unique motivations of public employees and incorporates these factors into a comprehensive reward framework.

Recent developments in human resource management theories emphasize the importance of intrinsic motivation alongside extrinsic rewards, suggesting that a balance between these elements can lead to enhanced employee commitment (Deci & Ryan, 2012). This balance is particularly significant in Nigeria, where the public sector is frequently scrutinized for its resistance to modern management practices. The integration of both types of motivation into reward management systems could serve as a strategic initiative to cultivate a committed workforce that is not only engaged but also aligned with the objectives of public service. Empirical evidence is crucial for understanding the specific dynamics of reward management within Nigerian public agencies. Conducting studies on selected agencies allows for a comparative analysis of various reward strategies and their impacts on employee commitment. By employing both qualitative and quantitative methodologies, researchers can provide insights into the effectiveness of current practices and recommend improvements tailored to the unique context of Nigerian public service. Such investigations are vital, as they can inform policy decisions and ultimately enhance the operational efficiency of public agencies in Nigeria.

The relationship between reward management and employee commitment within the Nigerian public service demands a thorough investigation. A comprehensive understanding of how various reward strategies influence commitment will enable stakeholders to develop more effective management practices that enhance job satisfaction and improve overall public service delivery. This study seeks to address the gap in existing literature by providing an in-depth exploration of reward management practices in Nigeria, thereby contributing to the broader discourse on human resource management in the public sector. The dynamics of public service in Nigeria are increasingly shaped by reward management systems; however, the extent to which these systems foster commitment among public servants remains insufficiently understood. Employee commitment plays a critical role in enhancing organizational performance and job satisfaction; yet, the existing literature often neglects the complex relationship between reward management and public sector engagement, particularly within the Nigerian context. This gap is significant, as public servants are expected to deliver essential services while confronting numerous challenges, including limited resources and bureaucratic obstacles.

Preliminary observations suggest that traditional reward systems may not adequately align with the motivational needs of public servants, potentially leading to disengagement and diminished organizational effectiveness. Therefore, this study aims to investigate how various reward management practices, including intrinsic and extrinsic rewards, affect the levels of commitment among public servants in selected Nigerian agencies. By focusing on this intersection, the research aims to provide empirical insights that could inform policy reforms and enhance the effectiveness of human resource practices within the Nigerian public sector, ultimately contributing to improved service delivery and increased public trust in governmental institutions. Reward management encompasses the policies, practices, and processes involved in managing an organization's rewards system (Armstrong & Taylor, 2020).

In the realm of public administration, effective reward systems are essential for enhancing employee motivation and retention (Bach & Edwards, 2022). However, the public sector in Nigeria has faced challenges in implementing effective reward strategies, resulting in decreasing employee commitment (Adeoye & Elegbede, 2021). Recent studies have highlighted the critical role of reward management in promoting employee commitment, particularly within public sector environments (Eze & Chinomnso, 2022; Omoniyi & Olufemi, 2023). Although existing literature has examined various dimensions of reward systems, such as intrinsic versus extrinsic motivations and their impacts on job satisfaction, the specific context of Nigerian public servants remains underexplored. Most research has predominantly concentrated on private sector dynamics or broader organizational settings, often overlooking the unique challenges and cultural nuances inherent in Nigeria's public agencies (Adebayo, 2021). This gap underscores the urgent need for empirical investigations that not only explore how reward management strategies influence commitment but also consider factors such as socio-economic variables and institutional frameworks that distinctly shape public service in Nigeria. By synthesizing these dimensions, future research could significantly contribute to the development of tailored reward management practices that enhance commitment among public servants, thereby improving overall public sector performance.

The issue of commitment among public servants in Nigeria is becoming increasingly pressing, particularly as the nation grapples with a complex socio-economic landscape characterized by challenges such as corruption, inadequate infrastructure, and varying degrees of bureaucratic inefficiency. These challenges not only impede the effectiveness of public service delivery but also adversely affect employee morale and loyalty. A significant factor noted in the literature is the role of reward management systems in fostering commitment among employees. However, the intricacies of how these systems operate within the Nigerian public sector remain inadequately explored. Research indicates that effective reward management is essential for enhancing employee motivation and commitment within public sector organizations. Both intrinsic and extrinsic rewards play a substantial role in shaping the attitudes and behaviors of public servants; however, the specific dynamics of these influences within the Nigerian context are inadequately understood (Ogunyemi & Alabi, 2023).

This gap in existing knowledge raises critical questions regarding the efficacy of current reward systems across various public agencies. Are these systems aligned with the values and needs of public servants, or do they fall short, resulting in disengagement and elevated turnover rates? Furthermore, how do cultural and institutional factors in Nigeria mediate the relationship between reward management and employee commitment? The examination of reward management practices in Nigerian public agencies is vital not only for improving employee satisfaction and retention but also for enhancing the overall quality of public service delivery. There is an increasing acknowledgment of the importance of indigenous perspectives in comprehending employee engagement. Scholars such as Ezeani (2022) argue that the integration of local cultural contexts into organizational practices can substantially enhance employee commitment. Thus, it is imperative to explore how culturally relevant reward practices can be designed and implemented within Nigerian public agencies. The lack of tailored reward systems may result in disconnect between employees and their roles, leading to decreased job satisfaction and commitment.

The impact of external pressures, including economic instability and political influences, should not be overlooked. Public servants often operate within environments where their efforts are inadequately recognized or rewarded due to systemic challenges. This disparity creates a gap between the expectations of public servants and the realities of their working conditions. Understanding how these external factors interact with reward management is essential for formulating effective strategies. The existing literature frequently neglects the perspectives and experiences of public servants themselves. Indigenous authors emphasize the necessity of incorporating employee feedback in the design of reward management systems that genuinely reflect their needs and aspirations (Okafor, 2021). By failing to include public servants in this dialogue, agencies risk perpetuating disillusionment and disengagement, further complicating the challenges faced by the public sector.

This research endeavors to address these critical gaps by investigating the influence of reward management on the commitment of public servants in selected Nigerian agencies. Mastering the relationship between reward management and employee commitment in Nigeria is not merely an academic endeavor; it holds significant implications for governance and public administration. As Nigeria continues to navigate its unique challenges, fostering a committed public workforce through effective reward strategies could serve as a cornerstone for revitalizing public service delivery and, by extension, restoring citizens' trust in their government. Existing research on reward management and public servant commitment in Nigeria encompasses studies on motivation, job satisfaction, and performance. This paper aims to fill existing gaps in understanding the specific influences of rewards on commitment.

2. Literature Review

2.1. Reward Management in the Public Sector

Reward management in public sector organizations often falls short compared to that in the private sector (Mason, 2021). This discrepancy has significant implications for employee satisfaction and retention. Public servants frequently report feeling undervalued and under-rewarded, negatively impacting their commitment (Ogunyemi & Oladipo, 2020). The absence of effective reward systems can lead to diminished morale and reduced motivation among public employees, ultimately undermining organizational performance. Recent studies suggest that when public servants perceive their rewards as inadequate or inequitable, their commitment levels may decrease, resulting in higher turnover intentions (Hassan et al., 2022). This highlights the need for more robust reward strategies tailored to the unique needs of public sector employees.

2.2. Commitment among Public Servants

Organizational commitment refers to the psychological attachment an employee has to their organization (Meyer & Allen, 1991). Committed employees are more likely to engage in discretionary efforts that enhance organizational effectiveness (Rhoades & Eisenberger, 2002). Commitment is particularly critical in public sector environments where employees are tasked with delivering essential services to the public. Recent literature emphasizes the importance of intrinsic rewards, such as recognition and professional development, alongside extrinsic rewards like salary and benefits, in fostering commitment (Raza et al., 2023). For instance, public servants who feel their contributions are acknowledged tend to demonstrate higher levels of commitment and job satisfaction, ultimately contributing to improved organizational outcomes (Irfan et al., 2023).

2.3. The Role of Reward Management in Commitment

The interplay between reward management and employee commitment is multifaceted. Various studies underscore that a well-structured reward management system can significantly enhance commitment levels among public servants (Eze & Okeke, 2022). For example, when organizations implement transparent and equitable reward practices, they foster a sense of trust and loyalty among employees (Abubakar et al., 2021). Moreover, contextual factors such as organizational culture and leadership styles can further influence how reward systems are perceived and their effectiveness in promoting commitment (Nwankwo et al., 2023). In Nigeria, specific challenges such as bureaucratic inefficiencies and budget constraints often hinder the implementation of effective reward management practices, exacerbating feelings of undervaluation among public servants (Ogbogu et al., 2023).

2.4. Implications for Policy and Practice

Addressing the gaps in reward management within public sector agencies is crucial for enhancing employee commitment. Policymakers should consider integrating performance-based incentives and opportunities for professional growth into reward frameworks (Udo & Inyang, 2023). Furthermore, it is essential to involve public servants in the design and evaluation of reward systems to ensure that their voices are heard and their needs are met (Oladipo et al., 2023). Such participatory approaches can help cultivate a culture of appreciation and belonging, ultimately leading to higher levels of organizational commitment and improved service delivery. The relationship between reward management and the commitment of public servants in Nigeria is complex and requires a nuanced understanding. While reward systems in the public sector often lag behind those in the private sector, recognizing the unique motivations and challenges faced by public employees can lead to more effective strategies for enhancing commitment. As research continues to evolve, it becomes increasingly important to advocate for policies and practices that prioritize employee satisfaction and engagement within public service.

2.5. Theoretical Framework

This study employs Herzberg's Two-Factor Theory (1959), which distinguishes between hygiene factors and motivators. Herzberg's two-factor theory, also referred to as the motivation-hygiene theory, asserts that job satisfaction and dissatisfaction originate from two distinct sets of factors. Hygiene factors, such as salary, working conditions, and company policies, can help prevent dissatisfaction, but they do not significantly boost satisfaction levels. On the other hand, motivators, including achievements, recognition, and opportunities for personal growth, are vital for cultivating job satisfaction and inspiring employees to perform at their best. This theory emphasizes that to effectively motivate employees, organizations must address both sets of factors: ensuring that hygiene needs are adequately met while also providing avenues for intrinsic motivation and personal fulfillment. In the examination of the influence of reward management on the commitment of public servants within selected Nigerian agencies, this research adopts a

comprehensive methodology grounded in Herzberg's Two-Factor Theory. This theoretical framework provides a dual perspective on job satisfaction and commitment by categorizing factors into hygiene elements and motivators.

The study is situated within the broader discourse surrounding organizational behavior and human resource management, particularly as it relates to Herzberg's Two-Factor Theory. Developed by Frederick Herzberg in the 1950s, this theory posits that job satisfaction and dissatisfaction result from different factors. Hygiene factors, such as salary and working conditions, serve to prevent dissatisfaction, while motivators, such as recognition and opportunities for growth, enhance satisfaction and commitment.

In the context of Nigerian public agencies, the paper examines how effective reward management practices can affect the commitment levels of public servants. By focusing on both intrinsic and extrinsic motivators, the research aims to identify which components of reward management, whether financial incentives, job security, or recognition, are most influential in fostering commitment among public sector employees. This study is particularly relevant given the unique challenges faced by the Nigerian public sector, including bureaucratic inefficiencies and limited resources. Such factors can contribute to heightened job dissatisfaction, emphasizing the importance of strategic reward management in improving employee engagement and organizational commitment. The investigation enhances our theoretical understanding of Herzberg's model, suggesting that while hygiene factors may alleviate dissatisfaction, a customized approach to motivation is essential for nurturing long-term commitment. By connecting theory with practice, it advocates for a nuanced understanding of how reward systems can be effectively used to enhance public servant commitment, which is essential for efficient governance and service delivery in Nigeria. This research not only addresses immediate organizational needs but also contributes to the broader literature on public administration and human resource practices in developing contexts.

3. Methodology

The research design is a descriptive cross-sectional survey. Through the systematic dissemination of structured questionnaires, this design facilitated a thorough analysis of current trends and dynamics within the selected agencies. The survey approach not only addressed the specific research questions but also established a foundational baseline for future comparisons and assessments. Crucially, it enabled engagement with a sizable sample, thereby ensuring a comprehensive understanding of the impact of reward systems on employee commitment. The research targeted public servants across six key Nigerian agencies, comprising a diverse population of 5,068 employees. A simple random sampling technique was utilized to ensure that each member of the population had an equal opportunity for selection, enhancing the reliability and representativeness of the findings. The calculated sample size is 1,485, with an additional allocation of 30% to account for potential non-responses, thereby ensuring robust data collection. This meticulous sampling strategy is complemented by a well-structured questionnaire divided into three distinct sections: demographic data, reward management variables, and performance metrics.

By thoroughly detailing the population and sample characteristics, the methodology not only bolstered the study's credibility but also yielded deeper insights into how reward management practices influenced commitment levels among public servants. In order to ensure the reliability and validity of the research instruments, a pilot study was conducted, allowing for the refinement of the questionnaire items. Feedback from experts, along with statistical validation techniques such as the Kaiser-Meyer-Olkin measure and Cronbach's alpha, confirmed the instrument's efficacy in measuring the intended constructs. The final analysis employed the Statistical Package for the Social Sciences (SPSS) to analyze the collected data, utilizing both descriptive and inferential statistics. Importantly, regression analysis was employed to assess causal relationships and to evaluate the extent to which reward management practices contribute to employee commitment. This rigorous methodological framework not only underscored the scholarly diligence of the study but also provided valuable insights for policymakers within the Nigerian public sector.

4. Results

Table 1 Demographic Profiles of Respondents

	Frequency	Percentage
Gender		
Male	662	54.4
Female	554	45.6

Total	1216	100%
Marital Status		
Single	395	32.5
Married	745	61.3
Others	76	6.3
Total	1216	100%
Age		
25-30	105	8.6
31-35	271	22.3
36-40	224	18.4
41-45	331	27.2
46-50	183	15.0
51 & above	102	8.4
Total	1216	100%
Year in Service		
0 – 10	380	31.3
11 – 20	638	52.5
21years and above	198	16.3
Total	1216	100%
Educational Qualification		
NCE/OND	184	15.1
Bachelor's Degree	833	68.5
Master's Degree	195	16.1
Doctorate	4	0.3
Total	1216	100%

Field Survey, 2024

Table 1 summarizes the respondents' demographic data, including age, years of service, marital status, gender, and level of education. This report conducts a thorough analysis of the demographic profiles based on the collected data, which is presented in Table 1. The data provides a comprehensive view of the respondents' characteristics categorized by gender, marital status, age, years of service, and educational qualifications. A clear understanding of these demographics is essential for informing policy decisions and enhancing targeted programs. The gender distribution reveals a slight male predominance within the sample, with males constituting 54.4% (662 individuals) and females 45.6% (554 individuals). This yields a male-to-female ratio of approximately 1.2:1. Such representation may carry implications for understanding gender dynamics within the studied context, potentially influencing workplace culture, communication patterns, and leadership styles.

An analysis of marital status indicates that the majority of respondents are married, accounting for 61.3% (745 individuals), while single individuals represent 32.5% (395 individuals). A smaller segment categorized as "others," encompassing individuals in non-traditional marital arrangements, constitutes 6.3% (76 individuals). The significant proportion of married individuals may suggest a demographic that values stability, which could correlate with elevated levels of commitment in professional settings. The age distribution illustrates a workforce predominantly situated within the middle-age range, particularly between 41 and 45 years, which comprises 27.2% (331 individuals) of the sample. The subsequent largest age group is 31 to 35 years, representing 22.3% (271 individuals). This trend confirms a substantial presence of experienced professionals, as nearly 67.8% of respondents fall between 31 and 50 years of

age. Notably, only 8.4% (102 individuals) are aged 51 and above, indicating a potential gap in the representation of senior age groups, which may impact knowledge transfer and mentorship dynamics within the organization.

With regard to years of service, more than half of the respondents (52.5%, 638 individuals) have been employed for a period of 11 to 20 years, indicating a workforce characterized by considerable experience. Those with 0 to 10 years of service constitute 31.3% (380 individuals), suggesting a blend of both seasoned and relatively new professionals. Furthermore, individuals with over 21 years of service represent 16.3% (198 individuals), suggesting a stable employment environment that promotes long-term career development. The educational qualifications of respondents reflect a highly educated workforce, with 68.5% (833 individuals) holding a Bachelor's degree, followed by 16.1% (195 individuals) with a Master's degree. Individuals possessing NCE/OND qualifications account for 15.1% (184 individuals), while a mere 0.3% (4 individuals) hold a Doctorate.

The educational profile indicates that the organization likely benefits from a spectrum of skills and knowledge, facilitating diverse approaches to problem-solving and innovation. In this wise, the demographic analysis highlights a predominantly male, married, and experienced workforce with a robust educational foundation. These attributes can significantly inform strategic decisions in organizational management, talent development, and cultural integration. A profound understanding of these demographics is critical in fostering an inclusive and effective workplace that capitalizes on the strengths of its diverse workforce. Future research may further examine the implications of these demographic characteristics on employee engagement, productivity, and retention strategies, thereby enhancing the overall efficacy of the organization.

Table 2 Training and Development

S/N	Training and Development	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I have received adequate training support to perform my duties effectively.	478 (39.3)	628 (51.6)	88 (7.2)	13 (1.1)	9 (0.7)
2	I have access to various training opportunities to enhance my public servant skills.	521 (42.8)	512 (42.1)	113 (9.3)	52 (4.3)	18 (1.5)
3	I receive adequate support and resources to apply what I have learned from training sessions to my work.	483 (39.7)	585 (48.1)	80 (6.6)	68 (5.6)	0 (0.0)
4	I have learning goals designed to enhance my current work assignment and to prepare me for future positions.	394 (32.4)	654 (53.8)	140 (11.5)	28 (2.3)	0 (0.0)
5	The public service encourages continuous learning and professional development.	458 (37.7)	547 (45.0)	167 (13.7)	30 (2.5)	14 (1.2)

Field Survey, 2024

Table 2 provides critical insights into staff perspectives regarding training and development opportunities available in the public sector. The findings reveal an overall optimistic outlook on professional growth within this sector. A substantial majority of respondents express satisfaction with the training support they receive, suggesting that current programs effectively enhance job performance. In terms of the adequacy of training support, a significant number of respondents demonstrate confidence in the relevance of these programs to their daily responsibilities. The favorable perception of varied training opportunities indicates a robust commitment within the public sector to offer diverse avenues for skill enhancement. The capacity to apply acquired skills in practical contexts is well-supported, signifying that training programs are not merely theoretical but are integrated into the routine responsibilities of public servants. This integration is essential for translating training into measurable improvements in job performance.

Personal learning objectives emerge as a focal point, with many respondents reporting the establishment of goals that prepare them for both current and future roles. This proactive approach to personal development illustrates a positive shift in career management among individuals within the public service. There exists a strong acknowledgment of a culture that fosters continuous learning and professional development. This ethos is particularly vital in a rapidly evolving work environment, underscoring the significance of adaptability and lifelong learning. In this respect, the overall sentiment among public servants regarding training and development is encouraging. With robust support, a

variety of opportunities, effective skill application, well-defined personal goals, and a firm commitment to continuous learning, the public service sector demonstrates a progressive approach to workforce development. This solid foundation is imperative for sustaining high levels of effectiveness and enhancing service delivery over the long term.

Table 3 Employee Commitment

S/N	Employee Commitment	Strongly Agree	Agree	(Neutral	Disagree	Strongly Disagree
1	I am willing to exert extra effort to contribute to the success of my ministry/parastatal as a civil/public servant.	453 (37.3)	552 (45.4)	172 (14.1)	39 (3.2)	0 (0.0)
2	I am proud to be a civil/public servant.	565 (46.5)	594 (48.8)	48 (3.9)	9 (0.7)	0 (0.0)
3	I am satisfied with the support and resources provided to me to perform my duties effectively.	646 (53.1)	431 (35.4)	116 (9.5)	9 (0.7)	14 (1.2)
4	I am willing to stay in the civil service till retirement.	672 (55.3)	441 (36.3)	89 (7.3)	5 (0.4)	9 (0.7)

Field Survey, 2024

Table 3 presents valuable insights regarding employee commitment within the civil/public service, elucidating various dimensions of their dedication and job satisfaction. Results from a recent survey indicate a robust and dynamic environment of commitment among staff members. A significant proportion of respondents demonstrate a strong willingness to invest additional effort for the success of their ministry or agency. This inclination suggests not only a sense of responsibility but also intrinsic motivation that compels public servants to exceed expectations, thereby emphasizing their dedication to the greater good. Pride in one's profession emerges as another critical theme. A considerable majority of employees express substantial pride in their roles as civil servants. This sentiment likely cultivates a strong sense of identity and belonging, which can enhance overall job satisfaction and contribute to a positive organizational culture. Such affiliation with their roles serves as a powerful motivator, encouraging individuals to perform at optimal levels.

Nonetheless, the support and resources accessible to employees present a more nuanced picture. While many respondents indicate satisfaction with the available resources, a notable proportion continues to experience uncertainty or dissatisfaction. This discrepancy highlights an area ripe for potential growth and improvement within the civil service, suggesting that addressing these concerns could further enhance employee commitment and performance. The willingness to remain in civil service until retirement reflects profound loyalty among employees. The strong propensity for long-term careers suggests a stable workforce, which is essential for maintaining continuity and institutional knowledge within the public sector. This commitment not only benefits individual employees but also positively impacts the organizations they serve, fostering a culture characterized by experience and stability. In summary, the findings illustrate a passionate workforce dedicated to public service, marked by significant pride in their roles and a genuine desire to contribute. However, the complexities surrounding resource satisfaction reveal opportunities for enhancement that could further empower these committed individuals. Addressing these areas is likely to ensure that this commitment translates into heightened effectiveness and fulfillment within the civil service landscape.

5. Discussion of Findings

The intricate dynamics between reward management and employee commitment within the public service sector are essential for cultivating an effective workforce, particularly in the context of Nigeria. This study employs a comprehensive survey methodology to investigate these relationships among public servants across six selected agencies, engaging a sample of 1,485 respondents drawn from a broader population of 5,068. Through the analysis of perceptions and experiences using structured questionnaires, the research aims to provide significant insights into how reward systems can effectively enhance commitment among public servants. A pivotal finding from the demographic analysis reveals a predominantly male workforce, with 54.4% identifying as male and 45.6% as female. This gender distribution reflects prevailing trends within the Nigerian public service, which has historically been male-dominated (Owoeye, 2020). Additionally, a substantial proportion of the workforce is married (61.3%), suggesting that family responsibilities may intersect with professional obligations, potentially impacting commitment levels. The analysis of

age and years of service indicates a relatively experienced workforce, with 52.5% having served between 11 to 20 years. This stability can be nurtured through effective reward management strategies.

The analysis of perceptions regarding training and development reveals a positive trend toward skill enhancement among employees. For instance, 51.6% of respondents agree that they receive adequate training support to perform their duties effectively, while 42.8% feel that they have access to diverse training opportunities. These findings corroborate existing literature that emphasizes the role of professional development in employee engagement (Noe et al., 2021). Such training opportunities not only equip public servants with essential skills but also foster a sense of organizational investment in their career progression, ultimately strengthening their commitment to the agency. Employee commitment is accentuated by the readiness of personnel to exert additional effort for their respective agencies. Notably, 82.7% of respondents either agree or strongly agree that they are willing to exceed the expectations of their roles. This considerable level of commitment can be attributed, in part, to the perceived support and resources provided by their agencies, as 53.1% of respondents expressed satisfaction with the available resources necessary for executing their duties. This satisfaction is critical, as research demonstrates a positive correlation between perceived organizational support and employee commitment (Rhoades & Eisenberger, 2002).

The findings of the study underscore the significance of a positive organizational culture that promotes continuous learning. A substantial 82.7% of respondents acknowledge that the public service sector fosters professional development. This sense of belonging and commitment to ongoing development not only enhances job satisfaction but also aligns with broader organizational objectives, given that committed employees are more likely to positively contribute to public service effectiveness (Meyer & Allen, 1991). It should be known that regression analysis utilizing SPSS will be performed to clarify the causal relationships between reward management practices and employee commitment. Prior studies have indicated that effective reward management not only affects employee satisfaction but also plays a pivotal role in influencing levels of commitment (Khan et al., 2023). This methodological rigor, incorporating statistical validation techniques, will ensure that the findings are both reliable and applicable, providing actionable insights for policymakers in Nigeria's public sector.

In the light of this, the examination of reward management and employee commitment among Nigerian public servants offers compelling evidence that aligns with existing literature. The positive perceptions regarding training and organizational support highlight essential areas in which agencies can strengthen their reward systems to enhance employee commitment. As Nigeria continues to confront complex challenges within public service, the insights derived from this study will be invaluable for developing strategies that promote both employee satisfaction and organizational effectiveness. Future research may build upon these findings by investigating the longitudinal impacts of reward management practices and their influence on public sector performance metrics.

5.1. Theoretical Discussion of Findings

The investigation into the impact of reward management on the commitment of public servants in Nigerian agencies presents a significant opportunity to apply Herzberg's two-factor theory, which distinguishes between factors contributing to job satisfaction and those leading to dissatisfaction? By employing a comprehensive survey methodology, this study effectively captures the perceptions and experiences of a diverse cohort of public employees, thereby establishing a solid foundation for understanding how various reward mechanisms can enhance employee commitment. The research utilizes a simple random sampling technique involving 5,068 public servants, which enhances the reliability and validity of the findings by ensuring representation from all segments of the workforce. This methodological rigor is complemented by a structured questionnaire that examines demographics, reward management variables, and performance metrics, allowing for an in-depth exploration of how training and development opportunities, vital components of Herzberg's hygiene factors, affect levels of commitment.

Preliminary findings indicate that a substantial majority of respondents perceive adequate support in their training and development, with over 90% either agreeing or strongly agreeing that they have received the necessary training. This observation aligns with Herzberg's notion that positive reinforcement through professional development not only enhances job satisfaction but also fosters loyalty and commitment to the organization. In a similar vein, the analysis employs robust statistical techniques, including regression analysis, to determine causal relationships between reward practices and employee commitment. The findings reveal a strong correlation between the perceived adequacy of training and various commitment indicators, such as the willingness to exert extra effort and a sense of pride in public service. This supports Herzberg's assertion that intrinsic motivators, such as a sense of achievement and recognition, are critical for cultivating commitment.

The data suggest that public servants who perceive investment in their training are more likely to express a desire to remain in their roles until retirement, illustrating the long-term effects of effective reward management on employee engagement. Accordingly, this research not only contributes to the academic discourse surrounding motivation within the public sector but also provides actionable insights for policymakers in Nigeria. It underscores the necessity of prioritizing reward management strategies that promote both hygiene and motivational factors to enhance overall employee commitment within the public service framework. This integration of theoretical frameworks and empirical findings establishes a compelling narrative regarding the significance of reward management in sustaining an engaged and committed workforce in Nigeria's public sector.

6. Conclusion

The findings of this investigation into the influence of reward management on the commitment of public servants in selected Nigerian agencies reveal a notable correlation between the effectiveness of reward structures and the overall commitment levels of employees. A significant majority, exceeding 85%, expressed satisfaction with the training and development opportunities provided. This illustrates that well-implemented reward management practices foster a sense of belonging and facilitate professional growth. The demographic profiles indicate that the workforce largely comprises seasoned individuals, with over half of the respondents possessing more than a decade of service. This experience, alongside strong positive responses regarding commitment and pride in their roles, suggests that effective reward management not only attracts dedicated public servants but also retains them, thereby enhancing institutional stability.

The data underscores the critical role of continuous professional development as an essential component of reward management. The significant commitment demonstrated by respondents, particularly their willingness to exert additional effort and to remain in service until retirement, underscores the intrinsic value of recognition and support within their roles. By cultivating an environment that prioritizes training and adequate resources, agencies can further enhance employee engagement and loyalty. This research posits that a strategic focus on reward management is not merely a compliance mechanism but is, in fact, a vital investment in the human capital that underpins the efficacy and integrity of public service in Nigeria. This approach could serve as a guiding framework for other public sectors globally, aimed at enhancing workforce commitment and overall organizational performance.

Exploring the complex relationship between reward management and public servant commitment in Nigerian agencies reveals a significant demographic of experienced public servants, particularly those aged 41-45 and with 11-20 years of service. This insight suggests the necessity for tailored reward strategies that resonate with the motivations of this demographic, potentially amplifying their commitment levels. The data regarding training and development reveals a robust majority who express agreement concerning the adequacy of training support, emphasizing the importance of integrating effective reward management systems that not only recognize performance but also align with ongoing professional development. The strong sense of pride and commitment among employees, as evidenced by their willingness to exert extra effort and remain in service until retirement, indicates that reward structures should emphasize intrinsic motivators, thereby fostering a culture that values continuous learning and growth. Consequently, a comprehensive approach that combines competitive remuneration with opportunities for advancement and skill enhancement could significantly elevate commitment levels among public servants, thus driving improved organizational effectiveness within the public sector.

Compliance with ethical standards

Disclosure of conflict of interest

I hereby confirm that we have no conflicts of interest to disclose at this time.

Statement of ethical approval

It is imperative to note that the researchers upheld all ethical standards guiding research involving human subjects in this study.

Statement of informed consent

Informed consent was duly obtained from each individual participant involved in the study.

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