**BENEATH OR BEYOND THE CALL OF DUTY: INCOME AND EMPLOYEE COMMITMENT IN IBADAN NORTH LOCAL GOVERNMENT AREA, OYO STATE, NIGERIA**

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**ABSTRACT**

*The success and survival of any organization is determined by the way the workers are remunerated and rewarded. The pay structure determines employees’ commitment and their attitude to work. This paper therefore succinctly examines the relationship between income and employee commitment in Ibadan North Local Government Oyo State. Herzberg’s two factor theory was adopted as the theoretical framework for the study. The study combined both quantitative and qualitative methods of data collection. One hundred and ninety three copies of the questionnaire were administered and ten structured interviews were conducted to gather relevant information from the respondents in order to critically analyze different perspectives of employees on the pay structure. Findings revealed that majority of the respondents asserted that salaries were not paid as at when due and that prompt payment of salaries and allowances motivates employees to be more committed to work. Using the regression analysis, the study therefore concluded that there is a significant influence of income level on employees’ commitment among employees in Ibadan North local government. Thus, it was recommended that the government is greatly required to intervene and increase their allocations to the local government.*

***Keywords:*** *Employee commitment, Income, Local government, Two-factor theory*

**INTRODUCTION**

Employee satisfaction, commitment, and performance are largely influenced by incentive packages or reward systems put in place by the organization (Osinbanjo, Abiodun and Fadugba, 2012). Poor incentive packages have been a major impact on employees’ commitment and productivity in any organization around the world (Dixit & Bhati, 2012). This has resulted in several consequences that have hindered efficient service delivery and in turn brings about low productivity in the organization. It has also brought about some organizations producing at high cost and making low profit in return. The poor state of the economy, constant inflation and lack of raw materials have forced many organizations to fold up and the few existing ones have very limited resources to share amongst varying needs such as procurement of raw materials and expansion of production. As a result, employee welfare consideration is often jettisoned.

Job satisfaction and commitment are at risk if participation is viewed merely as a survival strategy for coping with work effort and task variety (Stack, 2010). According to Akintayo (2010) employee commitment can be defined as the degree to which employees feels devoted to their organization. Workers’ commitment is a function of many variables including characteristics of job situation, the work environment, leadership style and career development (Ushie, Agba, Agba & Chima, 2010). Thus, Oyo state local government workers are expected to nurture and sustain their work culture for the overall achievement of its goals and aspirations. Directors and management in different arms of the state are expected to have an in-depth knowledge of its culture and harness it to bring about high employee commitment at work. In view of this, it becomes pertinent to examine the relationship between income and employee commitment in Ibadan North Local Government, since committed employees are bound to perform over and beyond the call of duty.

**BRIEF REVIEW OF LITERATURE**

Employee commitment seems to be a crucial factor in achieving organizational success. Employees in the local government with low levels of commitment will likely not utilize the available resources in the organization effectively; they will not put their hearts into the work and mission of the organization. Their focus will be directed towards personal success rather than with the success of the organization as a whole (Peace & Mohammed, 2014). Research indicates that employees with a high level of commitment “perform 20% better and are 87% less likely to leave the organization” (McGungale, 2011). Thus, one can see that employee engagement and organizational performance are linked. McGungale also states that of the three groups of employees (engaged, disengaged, and actively disengaged) the tenure of engaged employees is longer and these employees demonstrate more commitment to quality and growth.

Information on the income of Local Government employees according to Section 9.23 of the Local Government Accounting Handbook states that a salary voucher (sub-receipt) is prepared for each department and shows for each worker, the following information (Ovaga and Eme, 2013):

* Name of employee
* Rank
* Basic salary grade level and step
* Salary per annum
* Basic pay

To the basic pay is added the following regular allowances to arrive at the gross pay.

* Meal
* Rent
* Transport
* Utility
* Hazard
* Arrears

From the gross pay, the following deductions are made to arrive at the net pay

* PAYE income tax
* NULGE check-off dues
* Staff welfare association
* Insurance
* Refund of loans and personal advances plus accrued interest

All employees of the local government are usually rated according to their ranks on appropriate grade levels. Within each grade level is point or increment which accrues to an employee as the years go by until when they are promoted to the next grade level (Ovaga & Eme, 2013). Basic salary of workers is normally supplemented by some approved allowances such as transport, rent, utility, hazard and bonuses. In contrast, there are deductions which include taxes (PAYE), union dues, levies, loan refunds, etc. These allowances and deductions can be regular or interim within the system. They are regular when they are constant and do not change quite often while allowances and deductions are interim when they are paid and deducted respectively for particular purposes. At the end, net pay is arrived at gross earnings (basic salary + regular allowances) minus approved regular deductions.

**THEORETICAL FRAMEWORK**

**Fredrick Herzberg Two Factor Theory**

One of the more widely recognized theories of job motivation which emphasizes the importance of work is that of Frederick Herzberg, a psychologist. Herzberg and his associates conducted a research in different companies in USA. He studied a group of 200 accountants and engineers, and the purpose of the study was to investigate the relationship between job satisfaction and productivity. It was assumed that people have the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs (Armstrong, 2010). He discovered that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause job dissatisfaction. In his famous book, work and the nature of man, he states that two sets of actors, dissatisfiers and satisfiers should be recognized in order to understand job satisfaction, commitment and motivation of workers. Herzberg’s two factor theory isolates motivation and job satisfaction into two clusters of factors known as the motivational factors and the hygiene factors (Rahman, Akhter and Khan, 2017). Herzberg therefore, suggested that humans have two separate need systems, namely, the need to avoid unpleasantness, discomfort, pain etc. and the need for personal growth. According to Herzberg, hygiene factors are essentially preventive. They prevent or maintain dissatisfaction, but do not give satisfaction in the way that sanitation minimizes threat to health or well-being. Hygiene factors are also called maintenance factors because they have to be continually renewed, they get taken for granted and become sources of dissatisfaction. Motivation through these factors is short lived and will not lastingly motivate the employees to work at a higher than usual level of performance.

Motivator factors, on the other hand, offer lasting increase in job satisfaction, and still motivate employees to work well and better. Dissatisfiers are those factors in the job which when not up to an employee’s expectations makes the employee dissatisfied, but when they are equal to his expectations, they do not produce any positive feelings of job satisfaction nor are they likely to motivate the employee to work harder and committed. Examples of dissatisfiers are salary, working condition, company policy, administration and supervision, leadership style. Satisfiers on the other hand, are those features of job which truly motivate the employee to be committed and become involved in his job. Herzberg says that industry should try to build into jobs more of the satisfier factors and rely on the dissatifiers. Examples of satisfiers are achievement, responsibility, employee participation in decision making, work itself, recognition. These motivators (satisfiers) are associated with long-term positive effects in job performance while the hygiene factors (dissatisfiers) consistently produce only short-term changes in job attitudes and performance, which quickly fall back to its previous level (Loiseau, 2011).

Herzberg’s conclusion emphasizes that individuals who feel satisfied with their jobs respond differently than those who are dissatisfied. According to Herzberg (1966), pay is a satisfier and not motivator and as a result, when pay is adequate and competitive, a subsequent increase in remuneration may not motivate employee to work harder. Financial reward is a major factor in attracting individuals to an organization, persuading them to remain committed towards the achievement of corporate goals. Therefore, if the government is able to fix poor and obstructive organizational policies, provide effective, supportive and non-intrusive supervision, create culture of respect and dignity for all team members, and ensure that wages are competitive; employee will be well motivated and committed to their work especially in the local government being the nearest arm of government to the people. Also, if government is able to provide more opportunities for achievement and recognition of workers contribution in the local government, workers will be highly motivated and committed to their work.

**METHODS**

The study location is Ibadan North local government, Oyo state Nigeria. The city of Ibadan has eleven local government areas. The Ibadan North Local Government was founded by the Federal Military Government of Nigeria on 27th September 1991. The study population consists of the generality of the employees’ at Ibadan North Local Government, Oyo state, Nigeria. Both male and female that are still in the service were examined. The population of staff in Ibadan North Local Government is estimated at 574 as at the time the research was carried out (Local Government staff record, 2015). A combination of probability and non-probability sampling techniques were adopted for this research. The respondents were selected through multi-stage sampling technique, while the non-probability sampling, that is purposive method, was adopted to carry out an in-depth interview.

This study made use of both quantitative and qualitative methods of data collection. Copies of the questionnaire and structured interviews were administered to gather relevant information. The questionnaire was used for research evidence and for proper documentation and objectivity in carrying out data analysis. A total of one hundred and ninety three copies of questionnaire were administered to the employees in Ibadan North local government within Administrative department, Information, finance and supply, Education, Primary Health care, Budget/Treasury/Audit, Physical Planning/Urban Development, and Town Planning and community development Department. In-depth interviews were conducted after copies of questionnaire were retrieved so as to probe extensively in other to re-affirm issues not well addressed with the use of the questionnaire alone. Semi-structured interview was used with certain key questions that determine the direction of the interview but allowed for enough flexibility to ask new questions based on the responses gotten from respondents. There was random selection of respondents with the use of IDI from the study population. A total number of ten in depth interviews were conducted in which four respondents were selected from the Directorial cadre, four from the management staff and two from the junior staff. The interview was audio recorded and was later transcribed for analysis.

Responses from the administered copies of the questionnaire were analyzed through the use of Statistical Package for the Social Sciences (SPSS). Data analysis was carried out at two levels using univariate and bivariate analysis. In univariate analysis, each variable were presented and analyzed using descriptive statistics such as tables showing frequency distribution, and percentages to describe the socio-economic characteristics of the respondents as well as responses to other research questions. In the bivariate analysis, the relationship between income and employee commitment was tested using the regression analysis in order to ascertain if employee commitment is dependent on income and to understand the magnitude of this relationship. Qualitative data were analyzed through content analysis and verbatim quotations to complement the quantitative analysis. Audio recording and notes from in-depth interview were translated and transcribed. In an attempt to abide by the ethical research standards, the anonymity of the respondents/participants and confidentiality of responses was strictly respected and assured. Employee commitment was measured through self-developed indicators which include dedication to work, personal responsibility, absenteeism, rate of turnover amongst others. This indicators were then measured using the five point Likert-type scale which ranged from strongly agree (very high) to strongly disagree (very low)

The validity of the instruments (the questionnaire and the interview schedule) were determined through a face validity conducted by three experts in the field of industrial sociology. The internal consistency of the questionnaire was also determined using the split half reliability method. In compliance with laid down ethical standards on research involving human subjects, the study upheld the principle of protecting the dignity and privacy of every individual who in the course of the research work were requested to provide valuable informed consent.

**RESULTS**

From Table 1, majority of the respondents sampled in Ibadan North Local Government were male employees (female with 43%, male with 57%). This signifies that there are more male employees within Ibadan North local government. This may be as a result of the patriarchal orientation which provides for male domination over women within local government settings. This could also be as a result of the preference for employment of more men than women because they are more active, and have lower desire from being absent from work and seeking leave of absence such as maternity leave, child care/medical absence from duty.

Based on the age group of the respondents, 30.1% were within the age bracket 36-40 years, representing the highest age group, 24.9% were within the age bracket of 41-45, quite a number of them specifically 18.7% were within the ages 25-30years, while 13.9% were within 46years and above, and 12.45% were within 31 and 35 years. In addition, majority of the respondents in Ibadan North Local government belonged to Yoruba ethnic affiliation representing 93.3% of the respondents, while 6.7% of the respondents belonged to other ethnic affiliations such as Igbo and Edo. This signifies that majority of respondents were primarily from the South western part of Nigeria, who are indigenous members of this region. This shows that the purpose for the creation of employment within the grassroots have been fully achieved as it is evident from the table that majority of the respondents belong to the Yoruba ethnic group.

Based on the religious affiliation of the respondents, more than half of the respondents were Christians, constituting 57.5% and 40.9% were Muslims while 1.6% were African traditional religion practitioners. This shows that more people practice Christianity than other types of religion in Oyo state. Also, the result showed that some respondents were still into traditional worship which signifies that the cultural practice in Yoruba Land is still relevant to certain set of people in the society who cherish African culture and cultural heritage. The result also indicated that majority of the respondents were married (74.1%) while 19.2% of respondents were single. However, 16.7% of the respondents were widowed.

The data collected on the level of education showed that very low percentage of respondents did not further their education to the tertiary level representing 2.1%, who obtained only WAEC/NECO/GCE certificate while respondents with OND/NCE qualification constituted 31.1%, 27.5% of the respondent had HND certificate, 23.3% of the respondents were University graduates, and 16.0% of the respondents had Postgraduate degree.  This shows that Government pays much importance to the educational qualification of its employees as evident in the number of graduates in Ibadan North local government which is contrary to the general notion that local government service is meant for people with low qualifications. Furthermore, 61.2% of Ibadan North Local government employees had more than 10 years’ work experience while 38.8% of the employees had less than or 10 years work experience within local government settings. This portrays that high level of work experience enhances more acquisition of knowledge on the job and also gives employees insight on what to do without thorough supervision from their boss or immediate superior.

The income level of the respondents indicated that 34.2% of the employees earn between ₦51,000-₦60,000 per month, 27.4% of the respondent earn between ₦21,000-₦30,000, 10.9% of respondents earn less   than   ₦20,000, 10.3% of the  respondents earn between  ₦41,000‑₦50,000 and 10.3% of the respondents also earn ₦90,000 and above. However, 6.9% of the respondents earn between ₦61,000-₦70,000.

Also, majority of the respondents (65.5%) constituted the Junior Staff cadre while 34.5% of them constituted the Senior Staff cadre. Three out of every seven respondents were in the administrative department representing a total of 42%, 19.2% of respondents were in Works/Town Planning and Community Development department, 12.4% of the respondents were in Finance and Supply department, 18.3% were in Education department, 4.9% of the respondents were in Primary health 1.0% were in physical planning and 3.6% were in informationdepartment.  However, 18.8% of the respondents were in Budget / Treasury / Audit department. This shows that there are more respondents in administrative department which indicate that there is capacity to coordinate many and often conflicting social energies in a single organization in an orderly manner such that they can operate in unity. Administration is what is done in an organization; therefore, the essence of any organization is to focus its aspirations into productive relationship in a way that will bring about concise responsibility, co-ordination and control. It has a synergic relationship which can be likened to the human body where every part performs its function in relation with others.

**Table 1: Socio-Demographic Characteristics of Ibadan North Local Government Employees**

|  |  |  |
| --- | --- | --- |
| **VARIABLES** | **FREQUENCIES (193)** | **PERCENTAGES (%)** |
| **SEX** | | |
| Male | 110 | 57 |
| Female | 83 | 43 |
| **AGE BRACKET** | | |
| 25-30 | 36 | 18.7 |
| 31-35 | 24 | 12.4 |
| 36-40 | 58 | 30.1 |
| 41-45 | 48 | 24.9 |
| 46-above | 27 | 13.9 |
| **ETHNIC AFFILIATION** | | |
| Igbo | 8 | 4.1 |
| Yoruba | 180 | 93.3 |
| Others | 5 | 2.6 |
| **RELIGION** | | |
| Christianity | 111 | 57.5 |
| Islam | 79 | 40.9 |
| Traditional | 3 | 1.6 |
| **MARITAL STATUS** | | |
| Married | 143 | 74.1 |
| Single | 37 | 19.2 |
| Widowed | 13 | 6.7 |
| **HIGHEST LEVEL OF EDUCATION** | | |
| WASCE/NECO/GCE | 4 | 2.1 |
| OND/NCE | 60 | 31.1 |
| HND | 53 | 27.5 |
| B.SC/B.EDU | 45 | 23.3 |
| POSTGRADUATE | 31 | 16.0 |
| **YEARS OF EXPERIENCE** | | |
| Less than 5years | 41 | 21.2 |
| 6-10yrs | 34 | 17.6 |
| 11-15yrs | 72 | 37.3 |
| 16-20yrs | 14 | 7.3 |
| 20yrs and above | 32 | 16.6 |
| **HOW MUCH IS YOUR INCOME?** | | |
| Less than 20, 000 | 21 | 10.9 |
| 21,000-30,000 | 53 | 27.4 |
| 41,000-50,000 | 20 | 10.3 |
| 51,000-60,000 | 66 | 34.2 |
| 61,000-70,000 | 13 | 6.9 |
| 90 and above | 20 | 10.3 |
| **RANK** | | |
| Junior | 125 | 65.5 |
| Senior | 68 | 34.5 |
| **YOUR CURRENT DEPARTMENT** | | |
| Administrative | 81 | 42 |
| Physical Planning/Urban Development | 2 | 1.0 |
| Works/ Town Planning and community Development | 37 | 19.2 |
| Information | 7 | 3.6 |
| Finance and Supply | 24 | 12.4 |
| Education | 16 | 8.3 |
| Primary Healthcare | 9 | 4.7 |
| Budget/Treasury/Audit | 17 | 8.8 |

**Source: Fieldwork (2015)**

**Level of Employee Commitment in Ibadan North Local Government**

This section deals with the level of employee commitment to their job. It entails their commitment in the degree to which an employee identifies with the organization and wants to continue active participation in it. It investigates employees’ feeling of acceptance of the values and goals of the organization, and willingness to help the organization achieve such goals and values using various indicators. Therefore, questionnaire and in-depth interview guide were used in collating information in this section. Table 2 revealed that majority of the respondents (80.3%) representing about four out of every five of them felt very proud of their work, 15.7% of the respondents do not feel very proud of their work in Ibadan North Local Government, while 4.1% of the employees were undecided about their feeling towards their work.

Since majority of respondents felt very proud of their work, it indicates that most workers have affective commitment for their organization. In this regard, the employees are emotionally attached to their organization and will work hard to produce more revenue and make their organization more prolific. Three out of every seven of the respondents, representing 41.5%, consented that it would be difficult for them to leave their organization, 37.3% said that they could decide to leave the work at any moment, while 21.2% of the respondents are undecided about their decision to leave the organization. This indicates that 37.3% may decide to leave the organization in case they have a better offer but due to an awareness of the costs associated with leaving the organization because of high rate of unemployment in the society, they prefer to retain their job while 21.2% were in between leaving or staying in the organization. 41.5% of the respondents felt that they are obligated to stay in the organization. Employees who feel high continuance commitment for whatever reason, but lower levels of affective and normative commitment are unlikely to produce huge benefits for the organization. Also, majority of the respondents (78.7%), representing four out of every five of the respondents are dedicated to their organization, while 17.1% of them are not dedicated to their organization, and 4.1% of the employees are undecided about their dedication to their organization. This indicates that the available human resources are ready to put in their best for the growth and development of the organization.

Also, 87.6% of the respondents consented that it is their personal responsibility to help their organization achieve its success, 8.3% of the employees disagreed with such assertion, while 4.1% were undecided about the statement. Majority of respondents had perceptions regarding their responsibility towards their workplace and felt it is part of their obligation to remain in the organization, irrespective of how much status improvement or fulfilment the organization gives the individual over the years. From Table 2, 76.2% representing the majority of the respondents were willing to recommend their work to their good friend, 16.6% of the employees were undecided about it, while 7.2% of the respondents were not willing to recommend their work to their friends. This revealed that majority of the respondents were satisfied with their status or position they occupied in the organization while very few of them were not contented with their position in Ibadan North Local government. Therefore, they were not willing to recommend their work to their good friend. This also revealed that majority of the respondents were psychologically attracted to their work and find it interesting.

Furthermore, 68.4% of the respondents always put their job above their personal interest, 23.8% of the employees were not putting their work above their personal interest, and 7.8% of them were undecided about their decision. This indicates that majority of the respondents were committed, satisfied, and were willing to devote their time for the growth and development of the organization. More so, majority of the respondents (56.5%) were not willing to absent themselves from work, 23.3% of the respondents could absent themselves from work, while 20.2% were undecided about their decision on absenteeism from work. This indicates that majority of the respondents were committed to their work and see absenteeism as an element that can breach their contract of employment. Absenteeism at work imposes direct and indirect costs on the employer as well as the direct cost of lost output and the knock-on effects of absenteeism in integrated production systems. Absenteeism can thus be viewed as “withdrawal behaviour" from work.

In Table 2, 49.2% representing almost half of the respondents consented that their expectations from their work is not the same with their pay, 35.3% of the respondents consented that their expectation from their work is the same with their pay, while 15.5% are undecided about their decision. Majority of the respondents disagreed that their expectation from work is the same with their pay and are not willing to put in their best based on the remuneration received for work done. Moreover, 45% of the respondents disagreed that one of their major reasons for continually working for the organization is that leaving the local government service would require considerable sacrifice, while 40% of them agreed to the assertion while 15% were undecided about the decision to leave the organization. In line with this, majority of the respondents disagreed that another organization may not match the overall benefit they receive in their present organization.  It is therefore possible to state that non-monetary incentives as a motivational tool, addressed both intrinsic and extrinsic motivation concepts while monetary incentives may only be classified as a factor leading to extrinsic motivation.

Also, more than half of the respondents (51.3%) agreed that scarcity of available alternatives is one of few consequences for not leaving their organization while 39.4% of the respondents disagreed with this, and 9.3% of the respondents in Ibadan North local government were undecided about this assertion. Table 2 indicated that due to the unforeseen cost and problem of unemployment in the country, some respondents were with the notion that job scarcity is one of few consequences of leaving their job. When there is low rate of job mobility in the country, workers might suffer from skill obsolescence and are unable to acquire new skills and training elsewhere (Amisano, 2010).Therefore, there is need and agitation for government to increase level of employment in Nigeria especially within the grassroots.

**Table 2: Frequency Distribution of Respondents on the level of employees’ commitment in Ibadan North Local Government**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Level of Employee’s commitment** | **SD (%)** | **D (%)** | **UD (%)** | **A (%)** | **SA (%)** | **TOTAL (%)** |
| Very proud of their work | 12(6.2) | 18 (9.5) | 8 (4.1) | 121 (62.7) | 34 (17.6) | 193 (100) |
| Very difficult for me to leave their organization right now | 16 (8.3) | 56 (29) | 41(21.2) | 60 (31.1) | 20 (10.4) | 193 (100) |
| Dedicated to the organization | 9 (4.7) | 24(12.4) | 8 (4.1) | 117 (60.6) | 35 (18.1) | 193 (100) |
| Personal responsibility is to help the organization to achieve success | 4 (2.1) | 12 (6.2) | 8 (4.1) | 100 (51.8) | 69 (35.8) | 193 (100) |
| Willing to recommend their work to a good friend | 8 (4.1) | 6 (3.1) | 32(16.6) | 108 (56) | 39 (20.2) | 193 (100) |
| Job above personal interest | 16 (8.3) | 30(15.5) | 15 (7.8) | 81 (46.1) | 43 (22.3) | 193 (100) |
| Not willing to absent themselves from work to attend to private business | 11 (5.7) | 34(17.6) | 39(20.2) | 71 (36.8) | 38 (19.7) | 193 (100) |
| Expectation from work is the same with pay. | 32(16.6) | 63(32.6) | 30(15.5) | 59 (30.6) | 9 (4.7) | 193 (100) |
| Leaving the organization would require considerable sacrifice; and other organization may not match the overall benefit | 24(12.4) | 63(32.6) | 29 (15) | 50 (26) | 27 (14) | 193 (100) |
| Leaving the organization is due to scarcity of available alternatives | 24(12.4) | 52(27) | 18 (9.3) | 65 (33.7) | 34 (17.6) | 193 (100) |

**Source: Fieldwork (2015)**

The various responses of the respondents revealed that because easy and free access is given to the staff of the state and local government to information and activities of the government affairs, they see government operating on transparency mode, and with the situation of the country presently with high rate of unemployment and world economic recession (a period of general economic decline typically accompanied by a drop in the stock market, an increase in unemployment and a decline in the housing market), they prefer to be committed to their assigned duties so as to acquire more skills and experience on their job and move on in case they secure another lucrative offer elsewhere.

An interviewee responded thus;

*……even at that we are committed to our work because government is doing their best, so we believe we are going to get there one day. The workers of this organization are patient people, dedicated and resolute, despite salary delay, there is still cordial relationship between the management and staff. This cordial relationship boosts workers morale and makes them more committed* **(Female/IDI/Member of Management Staff/Administrative Department/2015)**

The opinion of another respondent during IDI is s below;

*…..remember when you work for an employer and accept pay from them, you are forming a work contract. It is now your duty to be regular at work because employers don't hire people to give away money, they hire them to produce. No matter how unimportant you may think your job is, if an employer is paying you to do the job, he/she thinks it is important and should get his money's worth* (**Female/IDI/ Junior Staff/Administrative Department/2015)**

Another interviewee reiterated that,

*…..they do inform frequently. For instance, this local government is a local government that has been municipal of the state………. And we are closer to the office of the executive governor of the state and the government house, they do inform us about the danger in reporting to office lately.* **(Male/IDI/ Senior Staff/ Education Department/2015)**

From Table 3, it is revealed that 38.8% of the respondents attached their determinant of work commitment to salary, 24.9% stated conference and seminar, 10.4% of the workers asserted that adequate organizational training was the determinant of their work commitment, 9.3% of the respondents indicated job security, 7.3% indicated cooperation between workers and employees, 6.7% stated meeting up with workers’ need by organization, while only 2.6% of the employers said their work commitment is determined by their rate of achieved goals.  According to Herzberg’s theory, money is not a motivator but if absent, may cause dissatisfaction. However in African countries especially in Nigeria, based on the findings, it revealed that money is a motivator. Commitment to the job will only be achieved if the salary is good and encouraging. Also, for any organization to achieve its objective in any competitive society, employers of labour must have a thorough understanding of what drives the employees to perform efficiently and reward them accordingly (Mueller, 2011).

**Table 3: Frequency Distribution of Respondents on Determinants of Employees Commitment in Ibadan North Local Government Employees’ Commitment**

|  |  |  |
| --- | --- | --- |
| **Determinants of Employees Commitment** | **FREQUENCIES** | **PERCENTAGES** |
| Meeting up with workers’ need by Organization | 13 | 6.7 |
| Adequate Organizational Training | 20 | 10.4 |
| Salary | 75 | 38.8 |
| Conference and seminar | 48 | 24.9 |
| Cooperation between workers and employers | 14 | 7.3 |
| Job security | 18 | 9.3 |
| Achieving goals | 5 | 2.6 |
| **Total** | 193 | 100 |

**Source: Fieldwork (2015)**

Table 4 revealed the recommendation given by the respondents on how to get workers committed to their organization. The table indicated that a very high percentage of the respondents (63.7%) stated that additional allowances, supervision and attendance, promotion, training and seminar as well as welfare improves employee commitment though 36.3% were of the opinion that financial incentives improves employee commitment, who constituted majority of the respondents individually. This indicates that majority of respondents recommended incentives for improving workers commitment in the organization. Individual employee is motivated by different incentives or benefits and it is important to know how they are motivated and what can satisfy them in order to encourage them to have right attitudes to work which will invariably enhance employee performance, organizational productivity and commitment. Incentives can come in various forms: basic salary, compensation, insurance, profit sharing, retirement plans, employee stock, overtime pay, attendance incentives, compensation and contests, awards, output merit increases, performance bonuses, piecework, safety incentives etc. Therefore, this finding refutes Herzberg theory because money represents a great motivator.

**Table 4: Frequency Distribution of Respondents on how to improve on employees Commitment**

|  |  |  |
| --- | --- | --- |
| **Improvement of Employees commitment** | **FREQUENCIES** | **PERCENTAGES** |
| Additional allowances | 20 | 10.6 |
| Financial Incentives | 70 | 36.3 |
| Supervision and attendance | 14 | 7.3 |
| Promotion | 3 | 1.7 |
| Training and Seminar | 9 | 5 |
| Conducive Environment | 23 | 11.7 |
| Welfare | 4 | 2.2 |
| **Total** | **193** | **100** |

**Source: Fieldwork (2015)**

**Perception of Employees on Pay Structure**

This section deals with perception of employees on pay structure in Ibadan North local government. Questionnaire and in-depth interview guide was used in collating information in this section. Table 5 revealed the responses of respondents on perception concerning pay structure in Ibadan North Local government. More than half of the respondents disagreed that salaries were paid as at when due, quite a number of the employees, specifically 33.3%, agreed that salaries were paid as at when due, while only 5.0% of them were undecided about the salary payment. Payment of salaries have been a major concern of majority of the respondents stipulating that salaries are not paid as at when due in the local government settings. Pay is important to employees not only for what it can buy but also for the status it represents in society because employees frequently measure their relative worth in financial terms, they are always concerned about the absolute amount of their remuneration packages and how it compares to that of other employees doing similar work.

Also, majority of the respondents, representing 87.5% of the respondent’s consented that prompt payment of salaries and allowances motivate employees to be more committed to work, 12.9% of the local government employees disagreed with this assertion, while only 1.6% of them were undecided. Basically, in Nigeria employee perceive work as an end in itself but not a means to an end especially in the modern perception of work. Remuneration can be a great source of dissatisfaction when employees feel they are under paid or not recognized for the contributions they make to organizations.

On the other hand, 42.5% of the respondents felt they receive salaries for work done but quite high number of them, specifically 38.3%, disagreed with this statement, while only 19.2% of them are undecided. The opinions of the respondents were divided because some respondents were not comfortable with their pay and felt there should be improvement on it. More than half of the respondents, specifically 54.9%, who are representing the majority of the respondents disagreed that their benefit package is equitable, 39.9% of them agreed to the assertion, while only 5.2% of them are undecided. In relation to this, 60.1% of the respondents agreed that different pay structure found in various organizations determine workers’ loyalty to such organization, and 31.1% of them disagreed to this assertion, while only 8.8% of the employees were undecided. Therefore, there is discrimination in the salary scale structure in the local government settings despite the fact that Labour Law stipulated equal pay for work done without discrimination.

More than half of the respondents (55.9%) agreed that the promotion system available in their organization helps employees’ morale for achievement of the organizational goals, 36.3% who represented quite a high number of the respondents disagreed to this assertion, while 7.8% of them felt undecided. Majority of the respondents were with the opinion that promotion system helps to build employee morale for achievement of organizational objectives. But some respondents were not satisfied with the promotion system in the local government settings.

**Table 5: Frequency Distribution of Respondents on Perception of Employees on Pay Structure**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Perception of workers on pay structure** | **SD (%)** | **D (%)** | **UD (%)** | **A (%)** | **SA (%)** | **TOTAL (%)** |
| Salaries are paid as at when due | 55(28.3) | 64(33.3) | 10 (5.0) | 64 (33.3) | - | 193 (100) |
| Regular payment of salary motivates employees to be more committed to work | 11 (5.7) | 10 (5.2) | 3(1.6) | 80 (41.4) | 89 (46.1) | 193 (100) |
| Fair pay for work done | 35(18.1) | 39(20.2) | 37(19.2) | 74 (38.3) | 8 (4.2) | 193 (100) |
| Equal benefit package | 36(18.7) | 70(36.2) | 10 (5.2) | 47 (24.4) | 30 (15.5) | 193 (100) |
| Present promotion system boost employees morale | 44(22.8) | 26(13.5) | 15 (7.8) | 83(43.0) | 25(12.9) | 193 (100) |
| Different pay structure found in various Organization determines workers' loyalty to such organization | 34(17.6) | 26(13.5) | 17 (8.8) | 88 (45.6) | 28 (14.5) | 193 (100) |

**Source: Fieldwork (2015)**

These results are further buttressed by responses of various respondents from the in-depth interview. According to an interviewee, he stated that;

*For the past three months, we have just been paid once. We earn April salary in June, and May salary still pending. We don’t have any hope for June salary because there is a kind of financial constraint within the system in the local government and State as a result of delay in allocation from the Federation account. Salaries are not paid as at when due despite that it is just a token*. (**Male/IDI/Senior Officer/Primary Health Care Department/2015)**

According to an interviewee, she stated that;

*There is a kind of disparity in our pay structure because there are two salary scale structure existing within this organization, where somebody in health department earns more than employee in Administrative department. For example, a level eight officer in health department earns more than Head of local government Administration. Also a level nine officer in health department can be earning more than Director of works that is, the Engineer on monthly basis.***(Female/IDI/Member of Management/ Administrative Department/2015)**

According to another interviewee, he stated that;

*The promotion system has not been okay. In fact, in staff regulation, workers are to spend a minimum of three years on a grade level but it has been a bitter experience on the part of the employees because in some cases, workers spent more than four/five years before they move to the next level. For example, I have three masters and am still here………. I did my promotion exam six years ago that is 2009 and I was promoted in 2010. Up till date, I have not been promoted despite exams and several interviews*. (**Male/IDI/Senior Staff/ Administrative Department/2015)**

Another interviewee stated that;

*In the local government system, promotion is mandatory for workers every three years, and it’s the state government that is responsible for the promotion subject to vacancies. You know there is a yearly draft estimate if there is a vacancy, the state government will send a circular to each local government for the promotion examination and after selecting those that passed the examination, then they will go for interview but presently the system is POOR based promotion because government are still OWING 2012/2013 promotions and this is year 2015............ .*(**Male / IDI/ Senior Staff/Education Department/2015)**

Table 6 shows the perception of respondents on the determinants of pay structures among employees in Ibadan North Local Government. Majority of the respondents representing 50.3% consented that payment according to grade level is the main determinant of employee pay structure in Ibadan North Local government, Ibadan. On the other hand, 33.2% of them see length of service as the main determinant, while 16.5% of the employees consented on qualification obtained.

**Table 6: Frequency Distribution of Respondents on Determinants of Employee Pay**

**Structure in Ibadan North Local Government**

|  |  |  |
| --- | --- | --- |
| **Determinants of employee pay structure** | **FREQUENCIES** | **PERCENTAGE** |
| Payment according to grade level | 97 | 50.3 |
| Length of service | 64 | 33.2 |
| Payment according to qualification obtained | 32 | 16.5 |
| Total | 193 | 100 |

**Source: Fieldwork (2015)**

According to an interviewee, he stated that;

*Presently, we are been paid on grade level which has to do with promotion which is every three years. When a person is employed into the local government, for example, a degree holder, he or she will be paid on GL 08 irrespective of other qualifications.* ***(Male*/ IDI/ Member of Management/ Administrative Department /2015)**

Majority of the respondents interviewed were of the opinion that their pay structure is based on their grade level irrespective of qualifications and increment is based on promotion within the length of service. All employees of the local government are usually rated according to their ranks on appropriate grade levels. Within each grade level is point or increment which an employee progresses as the years go by until when they are promoted to the next grade level (Ovaga & Eme 2013).

**HYPOTHESES TESTING**

**Hypothesis 1**

H0: There is no significant influence of income on employees’ commitment in Ibadan North Local government.

H1: There is a significant influence of income on employees’ commitment in Ibadan North Local government.

Bivariate analysis using the regression model was conducted to find out the strength of how income level influences commitment among employees in Ibadan North local government. The result obtained is reported in Table 7. The table shows that there is a significant influence of income level on employees’ commitment among employees in Ibadan North local government with R-square value 0.752 and standardized beta coefficient -0.53. This implies that income level explains a 75% of the variance on employees’ commitment among employees in Ibadan North local government. Also, -0.53 standardized coefficients indicate that the higher the income level of the employees, the more they are committed to their work.

**TABLE 7: Regression Analysis of income level on employees’ commitment among employees in Ibadan North local government**

|  |  |  |  |
| --- | --- | --- | --- |
| **Income level** | **R-Square Value** | **Standardized coefficient** | **Remark** |
| Income level of workers | **0.752** | -0.53 | (0.031) Significant |

1. **Significance value is 0.05**
2. **Dependent Variable: Employees’ Commitment**

**DISCUSSION OF FINDINGS**

This study identified workers’ perception on pay structure and how income level influences commitment among employees in Ibadan North local government. Table 5 revealed that salaries were paid as at when due. In addition to this, majority of the respondents consented that prompt payment of salaries and allowances motivate employees to be more committed to work and were with the opinion that their benefit package is not equitable. Also Table 5 indicated that consistency in promotion system help employees’ morale in achieving organizational goals. According to Dugguh and Ayaga (2014), they stated what yields work satisfaction as revealed by Herzberg’s two factor theory. They include work itself, work condition, recognition, responsibility, opportunity for advancement and growth, supervision, organization policies and procedures, status and interpersonal relationship.

In Table 6 the respondents consented that payment according to grade is the main determinant of pay structure among employees in Ibadan North Local government. This is in convergence with the study of Ovaga & Eme (2013) which revealed that all employees of the local government are usually rated according to their ranks on appropriate grade levels. Within each grade level is point or increment which an employee progresses as the years go by until when they are promoted to the next grade. Thus, the pay structure in the local government is determined by grade level, length of service, and educational qualification. The study was approached on the premise organizations can get the best from their employees when they perceive they are fairly rewarded. The culture of an organization which focused on the pay given to workers influences an employee to have either positive or negative work commitment.

A careful examination of Herzberg’s model indicates that some employees may have achieved a level of social and economic progress in the society and for them, higher level needs of Maslow (esteem and self-actualization) are primary motivators. However, they must still satisfy low level needs for maintenance of their current state. Commitment is also tied to how well an employee is motivated. Motivation in this context involves the process of influencing employees’ behaviour towards the realization of organizational goals. Thus we can say that money might still be a motivator for operative employees and for some managerial employees (Chhabra, 2010).

**CONCLUSION**

The results of the study revealed that majority of the employees in Ibadan North local government are more committed to their work and possess high level of dedication, finding it difficult to leave their organization. Employees have affective commitment because majority of them emphasize that they can go beyond the call of duty for the good of the organization. Also, majority of the employees are not willing to absent themselves from work and are willing to recommend their job to friends. This shows high level of continuance commitment because employees with this sense of commitment are less likely to engage in withdrawal behaviour and more willing to accept change. The findings also show that employees are not willing to leave their job for personal interest and majority put their job over their personal interest even in a case whereby their colleagues may cover for them at work.

Based on this, it can be concluded that the employees perceived commitment level of workers to be high but are being hindered due to lack of adequate and prompt payment of salaries as at when due. Effective and well defined organizational culture makes employees more committed on their job and the organization is likely to perform in terms of profitability and particularly on productivity. It is also said in the above literature that employees who feel that they are cared for by their organisation and managers also have not only higher levels of commitment, but that they are more conscious about their responsibilities and task given to them and have greater involvement in the organisation goals and are more innovative. Building high commitment among employees in an organisation is not an easy task, but adequate remuneration packages can maintain personnel effectiveness by attracting needed skills, retaining competent employees, rewarding competent employees and rewarding performance.

**RECOMMENDATIONS**

The following recommendations are suggested towards further improving employees’ commitment within public sectors not limiting it to Ibadan North local government. The government is highly needed to intervene and increase more allocations to the local government and other governmental parastatals. The election of local government chairman and councillors should be conducted so that there will be adequate training, seminars and workshop for workers. The organization must exhibit a high level of commitment to its employees and government should pay workers’ salaries as at when due. If such is put in place, there is very likelihood of high level of employees’ commitment. If people are not given adequate resources, facilities and training they will not be likely to view the organization as being committed to them as well**.**

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