



Research Article

Recruitment Strategies, Compensation Management, Retention and Job Satisfaction in the FCDA Nigeria Civil Service

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Abstract: In a subset of the Federal Capital Authority (FCDA) Civil Service, the study aims to examine the relationship between job satisfaction, retention, and employee salary. Civil Service, Capital Authority (FCDA) are established by the manner in which employees receive compensation and rewards. Two goals were employed, and two hypotheses were developed to direct the investigation. The research design utilized in the study was a descriptive survey. The 400 Federal Capital Authority (FCDA) Civil Service members were chosen as the population. The study's findings indicate that employee retention significantly affects the Federal Capital Authority (FCDA) Civil Service [$F(1, 398) = 11.287; p < 0.01$] and that job satisfaction and employee compensation are significantly correlated among the FCDA Civil Service [$r(398) = -.123; p < 0.01$]. It was determined that, similar to other nations, the Federal Capital Authority (FCDA) Civil Service in Nigeria acts as the pivot for economic growth; managers of the FCDA Civil Service face several difficulties. They struggle with a high employee turnover rate and discover that their staff members are quitting them without warning on a daily basis. According to the report, the Federal Capital Authority (FCDA) Civil Service management should pay its personnel appropriately for the position they have so that they can carry out their leadership duties successfully and efficiently. All of these suggestions will improve employee performance, which will improve the performance of the organization as a whole. The Federal Capital Authority (FCDA) Civil Service should promote more employee relationships and interpersonal interactions.

Keywords: Hiring, Pay, Performance, Retention, Strategy

1. Introduction

There are various ways to look at the history of Nigeria's Federal Civil Service (FCS). Initially, the one endorsing the claim that the establishment of an organization by the colonial rulers to supervise the management of the then-northern and southern protectorates in 1900 marked the true beginning of the colonial civil service (Sulaiman, 2019). The second one linked the colonial civil service to the colonial masters' 1861 capture of Lagos (Ogundiya, 2017). In any event, it is documented that the British established the colonial civil service to uphold law and order in Nigeria (Abalaka, 2023). However, after independence, the FCS's responsibilities shifted from upholding law and order to developing infrastructure and providing social services. Setting and coordinating state policies and programs in social and economic management was the primary responsibility of the FCS after 1960. and the creation of public businesses to deliver social services. As a result, the FCS now plays a more direct role in the nation's growth (Ogundiya, 2017).

A competent workforce is necessary to achieve the objectives of social service delivery and development. And these are the results of civil service hiring and retention practices aimed at improving performance. Because businesses, whether in the public or private sectors, must deliver goods and services effectively and efficiently, it is becoming more and

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more important to secure and manage competent human resources as the most valuable resource of any organization, according to Ajiteru (2023). Consequently, in order for a business to achieve its objectives, suitable hiring practices and Retention is essential to improved performance.

Scholars concur that one of the primary performance-related issues that businesses face is their incapacity to implement strategies that can attract and retain qualified workers in order to meet organizational objectives (Ajiteru, 2023). Thus, this study's specific goals are to empirically investigate employee recruiting, retention, and performance strategies in the FCS of Nigeria Sulaiman (2019).

1.1 Research theories

Abalaka (2023) evaluated the following null hypotheses in order to accomplish the study's goals:

HoA: Respondents' opinions regarding staff recruitment tactics and performance in the FCS of Nigeria do not significantly correlate.

HoB: There is no discernible correlation between respondents' opinions on tactics for performance and personnel retention in the FCS of Nigeria.

1.2 The study's scope

The study's scope encompasses recruitment, retention, and performance techniques for employees in the Nigerian FCS from 1999 to 2022. This case study's justification stems from the fact that it serves the greatest number of individuals in the Nigerian Federation (140,003,542 million) with both general and specialized services (NPC, 2017). After 15 years of military control, Nigeria transitioned to democratic government for the first six years between 1999 and 2022 (Ajiteru, 2023).

1.3 The study's importance

This study is important as it helps educate public sector human resource professionals on the need to adopt a recruitment approach that prioritizes merit, appropriate educational qualifications, experience, and skills, even within the framework of federal character, to enhance performance. Additionally, it informs public sector managers about the significance of implementing effective employee retention strategies to retain skilled personnel for improved productivity.

1.4 The study's objectives

The study examined the relationship between job satisfaction, retention, and employee pay within a subset of the Federal Capital Authority (FCDA) civil service. Specifically, it aims to determine the impact of staff retention on the FCDA civil service and analyze the relationship between job satisfaction and employee pay within the organization.

2. Literature Review

2.1 Concept of employee recruitment

According to Abalaka, (2023), employee recruitment is the process of reaching out, seeking out and drawing in a sizable number of persons or a sizable pool of interested candidates, from which the company can select those it deems most capable or qualified for the position Sulaiman (2019). According to studies, an organization's most valuable asset is its people capital (Adebayo, 2001; Ejiolor and Ajiteru, 2023). Therefore, the human element is essential to achieving organizational objectives. Therefore, it is impossible to overstate the importance of implementing a suitable strategy for hiring organizational personnel (Sulaiman, 2023).

2.2 The idea of a strategy

Thompson et al. (2004) define strategy as a plan of action that an organization's management uses to establish a market position, draw in qualified workers and satisfy clients, compete successfully, carry out operations, and accomplish organizational objectives. Therefore, strategy may be defined as a method by which an organization achieves a specific objective. The aforementioned suggests that any business must have specific methods, such as hiring qualified staff and keeping them on board to improve organizational performance, in order to accomplish its objectives. Ajiteru (2023).

2.3 Evaluation of performance in a public entity

Organizations can make adjustments to improve their services and increase their chances of survival and expansion through performance review. Additionally, it assists managers in determining whether their businesses are stagnating, improving, or degrading. Ajiteru (2023). Although profit maximization is the foundation of performance evaluation in the private sector, it also refers to effective service delivery for raising the standard of living

for the customers' and citizens' perceptions of public organizations' operations (Boyne et al., 2019).

Performance is evaluated in this study based on the infrastructure that has been established, including transportation, agriculture, education, and electrical supply (Sulaiman, 2019). The study uses the self-evaluation technique, which is a local approach, to measure efficiency in the public sector. According to Gaster (2021), the self-evaluation technique and local approach place a great deal of stress on the workforce's or organization's ability to measure their performance and the chance to reflect on and learn from it. This strategy is justified by the fact that, in comparison to private businesses, data on public sector performance in underdeveloped countries such as Nigeria is hard to come by. This might not be unrelated to the reality that all levels of public managers dislike having their work evaluated by other parties. Ajiteru (2023).

Egonmwan (2021) claims that when external observers come to assess public officials' work and determine if they have been able to fulfill their genuine tasks, they conceal pertinent information. By comparing their performance in the years under review in terms of their infrastructure development and social service delivery, the Nigerian FCS's performance is thus evaluated by efficiency using the self-evaluation criterion. The following formulas are used to measure efficiency (Boyne et al., 2018):

$$\text{Efficiency} = \frac{\text{Goal Accomplished (Output)}}{\text{Public Welfare or Capital and Labour (Input)}}$$

Thus, the human development index (HDI), life expectancy, and infant mortality rate would provide as the foundation for evaluating how well the Nigerian FCS has done in providing services and developing infrastructure to raise the standard of living for its citizens.

2.4 Recruitment of employees and the effectiveness of the organization

Ajiteru (2023) found a connection between an organization's success and its hiring strategy in a study on organizational behavior. The investigations found that the poor performance of Nigerian public sector employees was caused by issues like nepotism, favoritism, political considerations, and the Federal character principle in hiring. But given Nigerian society's multiethnic, religious, and cultural makeup, is it feasible to completely disregard the Federal character idea when hiring new staff entering the Federal Civil Service (FCS) of Nigeria?

2.5 Federal character, hiring practices, and organizational effectiveness

The Nigerian state faced a conundrum in the years following independence, with a bureaucracy dominated by the South handling its administrative duties while northern executives controlled the political environment (Ayoade, 2020). In order to effectively implement its goals, the political executive needed a facilitator in the bureaucracy, which the north was unable to supply in the form of individuals with the necessary training, education, and experience. In this sense, the public bureaucracy was controlled by the south, which had more skilled personnel (Ajiteru, 2023). Accordingly, the south controlled the bureaucracy, while the north controlled the political executive (Abalaka, 2023). It was a dread of one section dominating another of the nation by the other in the administrative and political matters that resulted in Nigeria's Federal Character principle. Section 14(3) of the Federal Republic of Nigeria's 1999 constitution declares that: Nigeria's administrative structure must have a federal character.

In order to ensure that there is no preponderance of individuals from a few states or from a few ethnic or other sectional groups in that government or in any of its agencies, the composition of the government of the federation or in any of its agencies, as well as the conduct of its affairs, must reflect the Federal character of Nigeria and the need to promote national unity and command national loyalty and its agencies Sulaiman (2023).

The adoption of representative bureaucracy in Nigeria (Federal character principle) was an attempt to address the country's political dominance issue and bureaucratic dominance by the north (Ayoade, 2020). Bodunrin (2019) asserts that the Federal character principle is a political agreement that permits representation of all facets of Nigerian society in the government. He contended that the new term "federal character," as it is applied and implemented, is really a euphemism for ethnic balancing, which has the capacity to resolve the issue and the fear of dominance and bring about the stability required for the nation to flourish. According to academics, representative bureaucracy or the federal character principle has several benefits, such as the capacity to strengthen support for government policies, include local and indigenous people in the execution of government programs in that area, and provide a means for the ruling party to give patronage to its supporters (Ajiteru, 2023).

The Federal character principle is used inconsistently in the civil service, especially when it comes to hiring and promoting employees. According to Ayoade (2020), requiring Federal character for hiring, appointment, and/or advancement discriminates against merit and unfairly benefits some groups of people while harming others. Poor performance and the hiring of incompetent personnel into the public sector are the results (Sulaiman, 2023).

According to this research, forecasting the Federal hiring practices do not exclude an employee from making a significant contribution to the advancement of the organization's objectives. This is especially the case when suitable hiring practices are used, which include screening candidates according to pertinent experience, education, and skills. According to Sulaiman (2019), what matters is the employee's aptitude and willingness to contribute to the organization's improvement. Additionally, even in cases when incompetent individuals would have been hired through improper recruitment tactics, firms can increase organizational efficiency by properly training and developing their workforce (Ajiteru, 2023).

Beyond its use as an administrative tool, Nigeria's Federal Character Principle has emerged as a political imperative to further integrate the several components that make up the country. Given the nation's multiethnic, religious, and cultural makeup, it is obvious that the goal of equal representation of all facets of the nation in the public service will be defeated if merit is used as the sole criterion for hiring. Therefore, it is impossible to overstate the importance of federal character in the nation's geo-administrative and political equation (Sulaiman, 2023).

2.6 Organizational performance and employee retention tactics

According to Sulaiman (2019), employee retention strategies are the methods, plans, or sets of decision-making practices that businesses implement to keep their skilled staff. When firms develop and implement effective employee retention methods, researchers have shown that employees are more inclined to stay and contribute toward the successful attainment of organizational goals (Ajiteru, 2023). According to studies, effective employee retention strategies include high wage rates and the organization's reputation (Ajiteru, 2023), job security (Chartered Institute of Personnel and Development (CIPD), performance pay (Griffeth et al., 2020), employee training and career development (Okoh, 2018), job satisfaction resulting from appropriate rewards (Ajiteru, 2023), and participative decision making and information sharing. These strategies also foster a social community in the workplace that strengthens social ties by encouraging employee marriages and sibling employment (Ayagi, 2001).

2.7 The Compensation of Employees

According to Dessler (2015), employee remuneration encompasses all benefits that employees receive as a result of their work. Compensation management necessitates accuracy and precision since, if not handled sufficiently and impartially, it could hinder or activities of the organization. A good pay plan should motivate workers to put in more effort and be more committed to their jobs.

According to Sulaiman (2023), compensation management informs the state, employers, and workers the main actors in industrial relations—of salaries and wages that are of utmost importance. They may all have a shared interest in raising the overall caliber of goods and services produced, which is how wages, profits, and revenues are earned. In a similar vein, Harrison and Liska (2015) argue that compensation serves as the primary motivator for employees and is the link between the employer and labor supply in an employment contract. This covers a wide range of benefits; both internal and external rewards are provided as a result of being worked for the company. According to Brown (2014), compensation is a return on investment between the business and the workers, as well as a reward for a job well done or an entitlement or sense of fulfillment for working for the company. According to Adeoye (2015), employees' compensation is determined not only by their jobs but also by their individual performance, teamwork, or group work, as well as by differences in their seniority, years of experience, education, location, bargaining power, and specialization.

According to Sulaiman (2023), "compensation management is a tool for improving organizational performance" in a Nigerian state's public sector. They argue that there is no meaningful connection between public employees' financial pay and their performance and that the pay received is not commensurate with the amount of work put in by the employees. They emphasize that because of poor pay management, government-reformed programs have no appreciable and comparable impact on Nigeria's public sector's financial compensation rules and practices.

According to Abalaka (2023), incentives have been acknowledged as a key motivator that encourages workers to provide their best effort and as a necessary tool and expense for

businesses in order to continue operating. Research has focused on how people perceive the construct incentive system and how it affects an organization's structure, system, strategy, and workforce. Sulaiman (2019) concentrated on the eclectic nature of contemporary compensation research. The goals of remuneration are equitable, appealing, balanced, safe, economical, offering incentives, retaining employees, and maintaining a competitive edge (Ivancevich, 2016).

2.8 Compensation Types

There are many different sorts of compensation, and almost all of them fall into one of four major categories, according to Sulaiman (2023). The four main categories are:

Salaries and Wages: Salaries are paid to people who are permanently employed at a set weekly, monthly, or annual rate of pay, whereas wages are paid to employees who are not permanently employed and usually relate to hourly rates of pay (the more hours worked, the greater the pay).

Incentive plans are extra payments made to employees in addition to their regular income or wages. It could be either short-term or long-term in nature.

Employee Benefit Programs: Examples of employee benefit programs include paid time off, pension plans, tuition reimbursement, recreational opportunities, and cafeteria services.

Extra Benefits: Workers may be eligible for additional benefits including club membership, travel reimbursement, or the use of corporate cars. These benefits could make up a sizable portion of pay, particularly for CEOs.

2.9 Retention of Employees

A dearth of skilled workers, economic development, and employee turnover make staff retention the most important challenge facing firms in the Federal Capital Authority (FCDA) Civil Service. According to Abalaka (2023), employee retention entails taking steps to motivate staff members to stay with the company for as long as possible. Employee retention is a major issue for organizations these days. Employing informed Employers need qualified candidates for their positions. Hiring is crucial, but retention is even more crucial. Griffeth and Hom (2016) state that depending on the skill level of the departing employee, turnover costs can reach 200 percent of their compensation when it comes to keeping valuable individuals. Retention is the commitment to go on doing business or exchanging information with a specific organization on a continuous basis. Ajiteru (2023).

An organization's voluntary effort to foster an atmosphere that engages workers over the long term is known as retention. The primary goal of retention, according to Zineldin (2016), is to keep qualified workers from departing the company, as this could negatively impact output and profitability. But retention procedures have evolved into a difficult and extremely difficult assignment for managers and HR professionals in a harsh economic climate.

Many problems in our modern lives are explained by the aforementioned criteria, such as the fact that many departing employees no longer feel a sense of loyalty to the company. A growing number of mergers and acquisitions have left workers feeling dissatisfied with their employers and plagued by worries about their general job security. Because of this, workers are now making calculated career decisions to ensure jobs that meet their security needs. Employers, on the other hand, must prevent their employees from quitting or joining other businesses. This is accurate given the high costs of recruiting and retraining new hires. Because of the tightening work market, the phrase "good help is hard to find" is more relevant now than it has ever been (Ajiteru, 2023).

2.10 Satisfaction at Work

Despite extensive research by numerous researchers, the concept of job satisfaction lacks a standard definition. "Teacher's affective relation to his or her teaching role and is a function of the perceived relationship between what one wants from teaching and what one perceives it is offering to a teacher" is the definition of teacher job satisfaction (Raju, 2016). Spector (2015) defines job satisfaction as "just how people feel about their various aspects of their jobs." It is the degree to which people are either satisfied or dissatisfied with their jobs. Furthermore, "the fulfillment acquired by experiencing various job activities and rewards" is another definition of job satisfaction provided by Ajiteru (2023). In contrast, Robbins (2015) defines job satisfaction as an employee's sentiments regarding their position. Likewise, "a positive feeling about one's job resulting from an evaluation of its characteristics" is what is meant by job satisfaction. Sulaiman (2019). Supervisors must be aware of their employees' job satisfaction levels because, according to Newstrom (2016), "job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work." Employee feelings and emotions within a company are referred to as job satisfaction.

A good emotional state that arises from assessing one's work experiences is known as job satisfaction, whereas job discontent happens when these expectations are not met. (Mathis & Jackson, 2015) are not fulfilled. It encompasses people's patterns of conduct, both positive and negative. Work progress and job happiness are directly correlated. Employee dissatisfaction has an impact on the system's overall development. Administrators should regularly assess employee job satisfaction and work to raise it by upholding human dignity and values. Ajiteru (2023).

3. Proposed Method

3.1 Design of Research

The researcher used the survey type's descriptive research design. The goal of this research design is to determine the degree to which the independent factors have an impact on the dependent variables as well as the effect in general.

3.2 Data Source

The principal source questionnaires, which were employed to gather data from samples chosen from the specified demographic. As a result, questionnaires are the primary research tool utilized in this study. The respondents found it straightforward to compose their answers because the questionnaires were structured. Ajiteru (2023). Because the purpose of the questionnaires was to gather information from staff members who were not chosen at random from each department, they were divided into three sections. Abalaka (2023). The purpose of the questionnaire was to gather data from Federal Capital Authority (FCDA) Civil Service workers.

1610 Federal Capital Authority (FCDA) Civil Service employees served as the study's population, and they were drawn from (commerce and industry 2017). 400 respondents made up the population sample size, and they were specifically chosen for the research Sulaiman (2023).

3.3 Methods of Data Analysis

At the 0.05 level of significance, inferential statistics such as regression analysis and Pearson Product Moment Correlation were used to examine the participant data and test the hypotheses.

4. Results and Discussion

4.1 Analysis of Data

Hypothesis 1: The Federal Capital Authority (FCDA) Civil Service will not be significantly impacted by personnel retention.

Table 1: Regression summary demonstrating the substantial impact of staff retention on small and medium-sized businesses

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.938	1	83.938	11.287	.001(a)
	Residual	728.812	398	7.437		
	Total	812.750	399			

Table 1 shows that, Employee retention has a significant influence on small scale and medium enterprise [F (1, 398) = 11.287; p<0.05]. Therefore, the null hypothesis is hereby rejected and the alternate is hereby accepted. This implies that employee retention has a significant influence Federal Capital Authority (FCDA) Civil Service.

Hypothesis 2: There is no significant relationship between employee compensation and job satisfaction among Federal Capital Authority (FCDA) Civil Service.

Table 2: Summary of Correlation Matrix Showing the relationship between employee compensation and job satisfaction among Federal Capital Authority (FCDA) Civil Service

Variable	Mean	Std. Dev.	df	r	p
Employee Compensation	52.53	8.59	398	.123**	<0.01
Job Satisfaction	36.27	11.32			

N = 400 * <0.05 ; ** $p < 0.01$

Table 2 above indicates that among Federal Capital Authority (FCDA) Civil Service employees, job satisfaction and employee compensation are significantly correlated. [$p < 0.01$: $r(398) = .123$]. This suggests that among the Federal Capital Authority (FCDA) Civil Service, job satisfaction rises in tandem with employee salary.

4.2 Final Results

According to the study's findings, Nigerian SMEs, like those in other nations, are the center of economic growth. However, they face certain obstacles that hinder their growth and survival, such as how to retain and pay their people resources. The goal of this study was to investigate the difficulties that SMEs have with regard to staff retention, pay, and work satisfaction in order to shed light on the difficulties and how the matter might be settled.

According to the findings, SME managers have several difficulties when it comes to managing employee retention. In addition to dealing with a high staff turnover rate, they also deal with their employees quitting them without warning on a daily basis. Considering the short time managers have to hire new staff, it is made worse by the fact that employees frequently quit the company before the mandatory notice period is up, making replacement not only challenging but also highly costly. Additionally, they must deal with the difficulty of losing a great deal of production when workers depart without any planning for their replacement. Second, the data also showed that HR procedures like hiring and selection, development and training, and incentive administration, In the Nigerian Federal Capital Authority (FCDA) Civil Service, employee involvement, engagement, and a flexible work environment have a major impact on job satisfaction and retention.

5. Conclusions

The findings of this study lead to several recommendations for the Federal Capital Authority (FCDA) Civil Service. First, fostering stronger human connections among employees should be encouraged. Second, employees should be given opportunities to exercise leadership roles, enabling them to recognize and reward colleagues for achieving their goals. Third, the administration should ensure fair compensation based on job positions to enhance leadership effectiveness and efficiency. Lastly, decision-makers and employers should review incentive packages at various levels to secure employee loyalty and satisfaction. Implementing these recommendations will ultimately enhance both employee and organizational performance.

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