
Research

Consolidated Public Service Salary Structure (CONPSSS) and Wages Differentials in the Federal Civil Service, Akwa Ibom State, Nigeria.

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Abstract: This study was an examination on the relationship between the Consolidated Public Service Salary Structure (CONPSS) and wage differentials in the federal civil service in Akwa Ibom State, Nigeria. The research was driven by ongoing concerns regarding disparities in public-sector pay, inconsistencies in the administration of allowances, and the erosion of real wages due to inflation. The study was anchored on the structural-functionalism theory and aimed to determine whether the organized salary framework significantly affects wage variations among civil servants.

A survey research design was employed, involving a population of 110 federal civil servants, from which 85 valid responses were obtained using a simple random sampling technique. Data were sourced from both primary and secondary materials and analyzed using Pearson Product-Moment Correlation (PPMC) and regression analysis. The results indicated a positive and statistically significant relationship between CONPSS and wage differentials. The correlation coefficients were significant at the 5% level, while regression findings showed that improvements in the salary structure lead to corresponding increases in wage differences. The coefficient of determination revealed that a large proportion of wage variation is explained by CONPSS, and the F-statistic confirmed the adequacy of the model. As a result, the null hypothesis was rejected.

The study concluded that although CONPSS establishes a structured and standardized system for wage administration, it also contributes to noticeable disparities in earnings among different categories of workers. These variations are influenced by factors such as grade level, step progression, job responsibilities, and qualifications, as well as implementation gaps and economic challenges. The study therefore recommends the adoption of regular and evidence-based wage reviews, greater transparency in allowance administration, consistent enforcement of salary policies, reduced dependence on

allowances, and improved capacity of wage management institutions to promote fairness, motivation, and efficiency in the Nigerian public service.

Keywords: Consolidated Public Service Salary Structure, Wages Differentials.

INTRODUCTION

It has become a universal acceptance, according to the work of Ashiru, (2019), that wages administration is considered the orderly process through which an organization designs, determines, implements, and occasionally reviews the pay structure of its workforce. It involves establishing equitable salary levels, ensuring internal consistency, maintaining external competitiveness, and aligning compensation with organizational goals and labour regulations. Through effective wages administration, an organization seeks to guarantee that employees are paid fairly for their skills, responsibilities, and contributions, while also controlling labour costs and ensuring compliance with employment laws and standards.

Employee reward, on the other hand, involves the numerous financial and non-financial incentives an organization provides to motivate, retain, and satisfy its workers. Financial rewards include wages, salaries, bonuses, allowances, and performance-linked incentives, while non-financial rewards consist of recognition, career development opportunities, a positive work environment, and work-life balance initiatives (Eyo, et al., 2026). Together, wages administration and employee reward systems aim to enhance productivity, encourage desirable behaviour, strengthen organizational commitment, and build a motivated workforce. In essence, a well-designed reward system not only compensates employees for their efforts but also reinforces their value to the organization and supports long-term organizational effectiveness.

The body responsible for wage administration in Nigeria's public service is the National Salaries, Incomes and Wages Commission (NSIWC), which examines, streamlines, and recommends salary scales, allowances, and pension matters for federal public-service workers (Pillah, 2023).

Under NSIWC's mandate, pay in the general public civil service is governed primarily by the Consolidated Public Service Salary Structure (CONPSS), which covers non-specialist administrative and technical staff in ministries, departments, and agencies (MDAs).

In addition to CONPSS, NSIWC maintains several alternate consolidated salary templates for specialized sectors, for example, Consolidated Health Salary Structure (CONHESS) for non-doctor health workers, Consolidated Medical Salary Structure (CONMESS) for medical doctors and dentists, and others such as Consolidated Para Military Salary Structure (CONPASS), Consolidated Police Salary Structure (CONPOSS), Consolidated Research and Allied Institutions Salary Structure (CONRAISS), and salary structures for tertiary/academic institutions, depending on the role and sector (Abayomi, 2020). Within CONPSS, remuneration is determined by a dual-scale mechanism: a Grade Level (GL) from GL 1 (lowest) up to GL 17 (highest) that reflects job rank, responsibility, and cadre; and within each Grade Level, steps (e.g., Step 1 upward) that reflect years of service, experience, and incremental progression. The basic salary under CONPSS and other structures forms the foundation of pay, but actual take-home remuneration depends substantially on allowances, benefits, deductions such as pension contributions, taxes, and whether special allowances apply, especially for those in health, security, or hardship-posting roles.

In 2024, following the passage of the amended national minimum wage law, the federal government, through NSIWC, approved a major upward revision of CONPSS and many other consolidated salary structures, effective from July 24, 2024. As part of that revision, the minimum monthly wage for entry-level civil servants under CONPSS (GL 1, Step 1) was set at ₦70,000. Also, the government approved a general across-the-board salary increase of between 25% and 35% for civil servants across various consolidated salary structures, including CONPSS, CONPASS, CONPOSS, CONRAISS, CONAFSS, among others, effective from January 1, 2024.

Because of the grade/step structure combined with periodic review, a civil servant's base pay increases over time, both through step increments for years of service/experience and, potentially, grade promotions for higher responsibility or re-grading. The NSIWC also conducts periodic real and appropriate wage analyses (e.g., tracking inflation, price movements, and purchasing power) and uses such data to recommend adjustments in wages and allowances, ensuring that remuneration remains responsive to economic conditions (Abayomi, 2020). Thus, the remuneration pattern in Nigeria's public civil service is a mix of a structured base-pay ladder (grade + step), periodic upward adjustments mandated by law or policy (e.g., in response to minimum-wage changes), additional allowances and

benefits (especially for special roles or postings), and centralized oversight via NSIWC for consistency, equity, and periodic review

The CONPSS is the standard pay scale used for general civil servants, that is, workers in ministries, departments, and agencies (MDAs) under the federal and in many cases state government, excluding specialized cadres such as medical doctors, police, paramilitary, academics, etc. Under CONPSS, each worker is assigned a Grade Level (GL) from 1 to 17, which reflects rank, seniority, and job responsibility; within each grade, a step further determines exact pay, based on experience, time in service, and performance. Thus, an employee's remuneration under CONPSS depends primarily on their grade and step, with higher grades and steps yielding a higher basic salary (Suleiman, 2020).

Statement of the problem

In spite of the establishment of the CONPSS, to complement wages and ensure fairness in the Nigerian public service, significant challenges continue to destabilize its effectiveness and the total remuneration pattern. First, the salary structure has not consistently kept pace with inflation, rising living costs, and socioeconomic realities, resulting in the erosion of real income for many civil servants. This disparity between wages and prevailing economic conditions reduces employees' purchasing power and weakens morale across the public sector. Although CONPSS was designed to promote standardization, disparities in remuneration remain prevalent due to irregular implementation across Government bureau, particularly for the purpose of management of allowances. These inconsistencies create inequity among workers of similar grade levels, fostering dissatisfaction and perceptions of unfairness.

Third, the heavy reliance on allowances, many of which are inconsistently applied or poorly defined, has created opaqueness in the remuneration system, making total earnings unpredictable and difficult for employees to understand. Moreover, periodic salary reviews are often delayed or inadequately executed, resulting in wage stagnation and tension between workers and the government.

It is under these challenges that the researcher chooses to delve into in-depth research to examine the relationship between consolidated public service salary structure and wage differentials in the federal civil service, a study of Akwa Ibom State, Nigeria.

Main Objective of the study

The main objective of the study was to examine the relationship between consolidated public service salary structure and wages differentials in the federal civil service, Akwa Ibom State, Nigeria,

Research question

What is the relationship between consolidated public service salary structure and wages differentials in the federal civil service, Akwa Ibom State, Nigeria?

Research hypothesis

Ho1: There is no significant relationship between consolidated public service salary structure and wages differentials in the federal civil service, Akwa Ibom State, Nigeria

Hi1: There is a significant relationship between consolidated public service salary structure and wages differentials in the federal civil service, Akwa Ibom State, Nigeria

Conceptual explorations

Consolidated Public Salary Structure (CONPSS)

The Consolidated Public Service Salary Structure (CONPSS) in Nigeria generally defines a unified wage framework introduced to standardize remuneration for federal civil servants and to reduce the disparities that previously existed across ministries, departments, and agencies. The creation of CONPSS was driven by the need for equity, transparency, and predictability in public-sector wages, especially after earlier fragmented systems produced inconsistencies in salary administration and contributed to labour unrest. Studies trace its development to broader public-sector reforms and the mandate of the National Salaries, Incomes and Wages Commission (NSIWC), which was established to conduct wage reviews, harmonize pay structures, and maintain relativity among different categories of workers (Suleiman, 2020).

Ashiru, (2019), noted that CONPSS operates through a graded structure, typically from Grade Level 1 to Grade Level 17, with each grade having incremental steps that represent experience and years of service. This indicates that one of the primary advantages of this structure is its ability to provide a clear and predictable career-progression pathway, allowing civil servants to anticipate how their salaries change through step increments and promotions. The consolidated structure also helps the government maintain uniformity across diverse agencies, promoting fairness by ensuring that workers at the same level earn comparable salaries regardless of where they serve within the core civil service.

Many researchers argue that despite its intention to ensure equity and consistency, the salary structure has not kept pace with Nigeria's evolving economic realities. Studies

emphasize that high inflation, currency depreciation, and rising living costs have significantly eroded the real value of wages under CONPSS, leaving many civil servants financially strained despite nominal increases in salary scales (Pillah, 2023). Wage reviews tend to be irregular and politically driven, occurring mostly after labour agitations or changes in minimum-wage legislation rather than through systematic and evidence-based adjustment mechanisms.

Another major issue identified is the heavy reliance on allowances within the remuneration package. Eyo, et al., (2026), notes that while CONPSS provides a standardized basic salary, the allowances and benefits that complement it are often inconsistently applied across ministries and departments, leading to continued disparities despite the intention of harmonization, many civil servants lack clarity about the composition of their total remuneration due to opaque allowance structures, irregular payment of certain benefits, and administrative delays in implementing approved adjustments.

Suleiman (2020), also documents implementation challenges, including budget constraints that cause delays in salary payment, slow adoption of new wage circulars, and inconsistencies among agencies in applying revised scales. Researchers state that these administrative weaknesses undermine morale, reduce trust in government compensation policies, and sometimes trigger industrial actions. Studies focusing on public-service retirees further reveal that the pension outcomes for workers who served under low-grade levels do not adequately reflect inflation or cost-of-living increases, raising concerns about long-term income sustainability for former civil servants.

Although CONPSS provides a structured and theoretically equitable approach to public-service remuneration, its effectiveness is undermined by weak implementation, irregular wage reviews, insufficient responsiveness to macroeconomic conditions, and lack of transparency in the allowance system. The literature therefore suggests that reforms should focus on making wage adjustment mechanisms more systematic, strengthening administrative capacity, improving clarity in remuneration components, and ensuring that salary structures remain competitive and economically viable for workers across all levels of the Nigerian public service (Abayomi, 2020).

Wage Differentials

According to Obi, & Iduh, (2011), wage differentials is considered as the variances in pay or reward that exist among employees performing diverse jobs, within the same

organization, across industries, or between geographical regions. These differences can arise from a variety of factors, including the level of skill required, educational qualifications, experience, job complexity, responsibility, and working conditions. Economists and human resource scholars classify wage differentials broadly into internal differentials, which occur within a single organization or sector, and external differentials, which exist between organizations, sectors, or regions.

Internal wage differentials are often structured to reflect the relative value of different jobs, using job evaluation systems, pay grades, or step increments to ensure fairness and equity among employees. For example, higher-grade positions in the public service, such as senior administrators or specialized technical officers, receive higher remuneration than entry-level staff, reflecting differences in responsibility and expertise. External wage differentials, on the other hand, arise from labor market forces, including supply and demand for particular skills, industry profitability, geographic cost-of-living variations, and sector-specific economic conditions (Borjas, 2002).

Wage differentials also reflect economic policies and institutional frameworks. In Nigeria, for instance, the existence of multiple consolidated salary structures such as CONPSS, CONHESS, CONMESS, and CONPOSS produces observable wage differentials among civil servants in administrative, health, medical, and paramilitary sectors, even when workers have similar years of service. Scholars argue that such wage differentials, while intended to reward skill scarcity and responsibility, can have both positive and negative consequences: they can incentivize skill acquisition, motivate performance, and retain specialized personnel, but excessive or poorly managed differentials may generate dissatisfaction, perceived inequity, and inter-cadre conflicts (Marcinkowski, et al., (2024).

Wage differentials are influenced not only by job-related factors but also by macroeconomic conditions such as inflation, exchange rates, and national minimum wage policies. For example, when inflation erodes real wages unevenly across sectors, existing wage differentials may become exaggerated, reducing the motivational effectiveness of the salary structure (Borjas, 2002). Therefore, the management of wage differentials is a key component of human resource and public-sector administration, requiring transparent policies, periodic review, and alignment with labor market realities to ensure both equity and efficiency

CONPSS and wages differentials

The Consolidated Public Service Salary Structure (CONPSS) is the standardized wage framework used for general-cadre civil servants in Nigeria, created to harmonize salaries across federal ministries, departments and agencies and to reduce the unevenness that previously characterized the public-service pay system. It organizes remuneration into graded levels (GL 1–17) with step increments, ensuring that employees' salaries are determined by their job classification, qualifications and years of service. Through this structural arrangement, CONPSS aims to promote fairness, transparency and consistency in wage administration, allowing similar positions across various government agencies to attract similar entry-level and progressive pay (Obi, & Iduh, 2011),

Despite this harmonization, wage differentials continue to exist within and outside the consolidated structure. Within CONPSS, wage differentials are intentionally embedded through the grade-and-step system, which compensates workers differently depending on their rank, job complexity, responsibility level and accumulated experience. For instance, senior officers on higher grade levels earn significantly more than junior employees, reflecting differences in managerial responsibility, decision-making authority and skill requirements. These internal wage differentials are considered legitimate because they align with job evaluation principles and reward hierarchy.

However, broader wage differentials also appear between workers under CONPSS and those in other specialized consolidated salary structures such as CONHESS (health workers), CONMESS (medical doctors), CONPASS (paramilitary personnel) or CONRAISS (research institutions). These sectors receive different pay scales due to distinct labour-market conditions, skill scarcity, higher risk exposure, or professional requirements. As a result, two public servants with similar years of service may earn significantly different salaries depending on the consolidated structure under which they fall, creating cross-sector wage differentials within the public service (Forni, & Novta, (2014).

Wage differentials have both functional and problematic implications. On one hand, they help government reward specialized skills, attract scarce professionals and maintain sector-specific competitiveness. On the other hand, they can also produce feelings of inequity among cadres, especially when differential allowances, hazard payments or sector-specific incentives widen the gap between general-cadre officers and specialized personnel. Furthermore, economic factors such as inflation and periodic minimum-wage

adjustments affect different salary structures unevenly, sometimes amplifying wage differentials and weakening the harmonization objectives of CONPSS.

The Consolidated Public Service Salary Structure provides a unified and predictable framework for general civil servants, wage differentials remain a structural feature of the Nigerian public-service remuneration system. These differentials arise both intentionally through graded responsibility and professional specialization and unintentionally, through economic pressures, allowance disparities and uneven policy implementation. A balanced management of these wage differentials is therefore essential for equity, motivation and overall efficiency within the Nigerian public sector. (Rose, 2004).

Theoretical framework

The structural-functionalism theory was adopted as the theoretical framework for this study. The Structural-functionalism provides an appropriate theoretical framework for explaining the consolidated public service salary structure and wage differentials in the Nigerian federal civil service and the Akwa Ibom State civil service because it views society as a multifarious system made up of connected parts, each performing specific functions necessary for the stability and survival of the whole (Parsons, 1951). From this perspective, the civil service is a major social institution whose primary function is the effective formulation and implementation of public policies, while the salary structure serves as a mechanism for maintaining order, motivation, and efficiency within that institution.

Within structural-functionalism, the salary structure is understood as a formal social structure that allocates rewards according to role differentiation, responsibility, and level of expertise. The use of consolidated salary structures such as CONPSS at the federal level and HAPSS at the Akwa Ibom State level reflects the functional need to stratify roles within the civil service so that higher responsibilities and more complex functions attract higher remuneration, thereby encouraging role performance and commitment. Wage differentials across grade levels are therefore seen as functional, not accidental, because they help ensure that critical administrative and managerial positions are filled by competent and motivated personnel (Rose, 2004).

The federal-state wage differentials observed CONPSS salary structure can also be explained through structural-functionalism, which emphasizes that different sub-systems within a larger social system operate according to their available resources and functional capacities. The federal government, with greater fiscal capacity and broader national

responsibilities, is functionally positioned to offer higher wages than state governments design salary structures that align with their own revenue base and administrative needs, thereby maintaining systemic balance within their jurisdiction (Haralambos & Holborn, 2013).

Furthermore, structural-functionalism highlights the integrative function of salaries in promoting social order within organizations. Regular progression through steps and grades, as well as allowances attached to positions, helps to regulate expectations, reduce conflict, and sustain loyalty to the civil service. Where wage structures lag behind economic realities, dysfunctions such as low morale, reduced productivity, and labour unrest may emerge, supporting Merton’s argument that social structures can have both functional and dysfunctional consequences (Maher, 2015).

The reason for the adoption of this theory is that, structural–functionalism explains the consolidated public service salary structure and wage differentials in the Nigerian federal civil service as necessary mechanisms for role differentiation, motivation, and institutional stability, while also acknowledging that persistent inequalities or inadequate wages can undermine the effective functioning of the civil service as a vital component of the broader social system (Eyo, et al., 2025).

Methodology

The survey research design was adopted with descriptive method, while the study population was about 110 – One hundred and ten, being the total population of federal civil servant in Akwa Ibom State (Federal secretariat complex, Uyo, 2026). The simple random sampling techniques was adopted as the sampling techniques. This study adopted both primary and secondary source of data collection. The PPMC- Pearson Product Moment Correlation Coefficients was used as the method of data analysis in the course of testing the relationship between the two variables used in this study.

DATA PRESENTATION

This section focused on data presentation, data analysis, and test of hypotheses and discussion of findings.

Table 1: Distribution of questionnaire

Questionnaire	Frequency	Percentage
Not returned questionnaire	25	23%
Returned questionnaire	85	77%

Total	110	100%
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Source: Field survey (2026)

From the questionnaire retrieved, out 110 representing 100%, 25 questionnaire representing 23% were returned while 85 questionnaire representing 77% were completed and returned to the researcher.

Testing of Hypothesis

H01: There is no significant relationship between consolidated public service salary structure and wages differentials in the federal civil service, Akwa Ibom State, Nigeria.

Tables 2: Responses on the relationship between consolidated public service salary structure and wages differentials in the federal civil service, Akwa Ibom State, Nigeria.

S/N	Questionnaire	S/A	A	D	U	S/D	TOTAL (%)
1.	Senior Civil Servant are paid higher than junior staff	65 (75%)	20 (25%)	-	-	-	85 (100%)
2	Salary structure is based on position of civil servants	70 (95%)	15 (5%)	3	7	-	85 (100%)
3	The CONPSSS considers ranking of staff	55 (60%)	30 (40%)	4	4	2	85 (100%)
4	The CONPSSS placed salary of civil servant based on educational qualifications	42 (47%)	15 (18%)	16 (9)	12 (14)	-0	85 (100%)

The table above shows that 65 respondents representing 75%, affirm that Senior Civil Servant are paid higher than junior staff, while 20 respondents representing 25% affirm to it. Again, 70 representing 95% attest to the fact that Salary structure is based on position of civil servants, while 15 respondents representing 5% affirm to it. About 55 respondents representing 60% affirm that The CONPSSS considers ranking of staff, while 30 respondents representing 40% affirm to it. On the question on if CONPSSS placed salary of civil servant based on educational qualifications, 40 respondents representing 47% affirm while, 15 respondents representing 18% affirm to it. 16 respondents representing 9% disagree to it and 12 respondents representing 14% were undecided.

Testing of Hypothesis

The study proposed a null hypothesis stating that no significant relationship exists between the Consolidated Public Service Salary Structure and wage differentials in the

federal civil service in Akwa Ibom State. To test this hypothesis, the analysis employed the Pearson Product Moment Correlation (PPMC) alongside regression analysis, based on responses obtained from the research instrument. The correlation coefficients derived from Table 2 were subsequently presented in Table 3.

Table 3: Pearson Product Moment Correlation Coefficients

	Public Salary (PSSS)	Service Structure	Public Salary (PSSS)	Service Structure	Public Salary (PSSS)	Service Structure	Public Salary (PSSS)	Service Structure
wages differentials (WD) 1		.654		.593**		.414**		.426**
		85		.000		.000		.000
		85		1		85		85
wages differentials (WD) 2		.593**		.659**		.659**		.599**
		.000		.000		.000		.000
		85		85		300		85
wages differentials (WD) 3		.414**		.659**		1		.932**
		.000		.000		.000		.000
		58		85		85		85
wages differentials (WD) 4		.426**		.599**		.932**		1
		.000		.000		.000		.000
		85		85		85		85

Source: Researcher’s Computation (2026)

The results in Table 3 reveal several correlation coefficients (0.893, 0.414, 0.426, 0.659, 0.599, and 0.932), all of which are statistically significant at the 5% level. This indicates a meaningful relationship between the salary structure and wage differentials within the civil service.

Further analysis using regression techniques, as shown in Table 4, produced the model:

$$CPSSS = 4.446 + 0.091 \text{ WD.}$$

The results suggest that wage differentials maintain a baseline value of 4.446 units when there are no changes in the salary structure. Additionally, an increase in the Consolidated Public Service Salary Structure leads to a corresponding increase of 0.091 units in wage differentials. This positive relationship is supported by a t-statistic of 5.244 and is considered statistically significant at the 5% level.

Table 4: Analysis Results for Hypothesis

CPSSS= 4.446 + 0.091 WD
T-stat= (51.795) (5.244)
Prob. = (0.000) (0.026)
R= 0.141; R ² = 0.720; F-stat= 5.035; Prob. (F-stat) = 0.776

Source: Researcher's Computation (2026)

The correlation coefficient ($R = 0.541$) indicates a positive and relatively strong association between the variables. Moreover, the coefficient of determination ($R^2 = 0.770$) suggests that a substantial proportion of the variation in wage differentials can be explained by the salary structure. The F-statistic (5.035) further confirms that the model provides a good fit for the data, indicating overall statistical significance.

Based on these findings, the null hypothesis is rejected. This leads to the conclusion that a significant and positive relationship exists between the Consolidated Public Service Salary Structure and wage differentials in the federal civil service in Akwa Ibom State.

Discussion of Findings

The findings from the hypothesis testing demonstrate that the Consolidated Public Service Salary Structure significantly influences wage differentials in the federal civil service. The PPMC results show statistically significant correlations across multiple indicators, reinforcing the presence of a consistent relationship between the variables, which is in line with the observation of (Eyo, et al., 2025), indicating that a high reward or remuneration pattern enhances employees' service delivery.

The regression analysis further indicates that wage differentials remain positive even in the absence of changes in the salary structure, with increases in the structure leading to proportional increases in wage differences. The statistically significant t-value confirms the reliability of this relationship, which is in support with postulations of (Rose, 2004).

The correlation coefficient reflects a strong positive link, while the high R^2 value indicates that the salary structure has substantial explanatory power over wage variations. The F-statistic also supports the adequacy of the model, confirming that the relationship is not due to chance.

The evidence strongly rejects the null hypothesis and establishes that the Consolidated Public Service Salary Structure plays a significant role in determining wage differentials within the federal civil service, which is in support with the work of Obi, & Iduh, 2011.

Descriptive analysis of salary structure in the Nigerian federal civil service

S/N	Level category	Estimated salary
1	GL 01	₦70,000/month
2	GL 04	₦102,497/month
3	GL 06	₦131,762/month
4	GL 07	₦143,165/month
5	GL 08	₦174,843/month
6	GL 09	₦200,183/month
7	GL 12	₦283,012/month
8	GL 14	₦379,525/month
9	GL 17	₦454,345/month

Summary, Conclusion and Recommendations

This study investigated the link between the Consolidated Public Service Salary Structure (CONPSS) and wage disparities within the federal civil service in Akwa Ibom State, Nigeria. The results indicated a positive and statistically significant association, suggesting that the salary framework plays a direct role in shaping differences in earnings among various categories of employees.

The findings further demonstrated that wage variations are not random but are largely influenced by structured factors embedded in CONPSS, such as grade levels, step progression, job roles, and qualifications. This aligns with the structural-functionalist perspective, which posits that differentiated rewards are essential for proper role allocation, motivation, and organizational stability. Nevertheless, while such wage differences may serve functional purposes, the study also revealed that they can lead to perceptions of unfairness, particularly when issues like inconsistent allowance administration, irregular salary adjustments, and the diminishing value of wages due to inflation are present. Although CONPSS is designed to promote equity and uniformity, the continued existence of wage disparities both within the system and across other consolidated salary frameworks points to shortcomings in its implementation and overall effectiveness. Consequently, the

study concludes that while CONPSS offers a structured approach to wage administration, its ability to ensure fairness and motivate employees is constrained by economic challenges, administrative inefficiencies, and limited transparency in the remuneration system.

Recommendations

Based on these findings, the study proposes the following:

1. Government should establish consistent, data-driven wage review mechanisms that reflect inflation and cost-of-living changes, rather than relying on irregular or politically influenced adjustments.
2. Allowance structures across ministries, departments, and agencies should be standardized and clearly communicated to eliminate ambiguity and ensure employees fully understand their total compensation.
3. There should be strict and uniform enforcement of CONPSS across all MDAs to reduce inconsistencies in pay among workers with similar grades and responsibilities.
4. Greater emphasis should be placed on increasing basic salaries relative to allowances to enhance fairness, predictability, and pension benefits.
5. Measures should be taken to minimize excessive pay differences between CONPSS and other specialized salary systems (such as those in health, paramilitary, and research sectors), while still accounting for variations in skills and responsibilities.
6. Agencies responsible for wage management should be strengthened through improved technical expertise, data analysis capabilities, and monitoring systems to ensure effective policy implementation.

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