SALARY INCREMENT AND CIVIL SERVANTS' WELLBEING IN NIGERIA: A HISTORICAL ANALYSIS

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Keywords

Salary, Salary Increment, Civil Servants, Wellbeing, and Minimum Wage

Abstract

Research Problem
In spite the fact that civil service is widely recognized as the cornerstone of public administration, serving as the essential framework upon which the fortitude and advancement of expedited social, economic, and political progress in any nation may be established; yet, the financial requirements of civil servants are not adequately satisfied by the government.
Methodology/Theory
The study utilizes of qualitative data which was derived from secondary sources, including scholarly journal articles, newspapers, and other pertinent documents relevant to the study in question. It also utilizes Abraham Maslow's Hierarchy of Needs Theory as its theoretical framework.
Results
The findings of the study reveal that despite the increase in the remuneration allocated to civil servants as salaries in the nation since 1981, when the minimum wage policy was first instituted, their economic situation has persistently deteriorated.
Conclusion
This study concludes that the economic challenges stem from the continuous devaluation of the currency (naira), which has been exacerbated by subsequent governmental policies that counteract the salary increments.
Contribution to Knowledge
The finding contributes to the existing body of knowledge as it bring about something novel by examining the nexus between salary increment and workers wellbeing from historical perspective which has not been done before.

Recommendation
The study recommends that the Federal Government of Nigeria should ensure the provision of a sufficient salary that is not accompanied by offsetting policies for civil servants, thereby enabling them to adequately address their basic needs irrespective of inflation, which in turn would enhance their productivity.

Introduction

Institutions are established on the foundation of individuals who design, execute, oversee, and integrate diverse elements to fulfill organizational goals. As a result, personnel are essential to the governance of any institution. Essentially, whether within the public or private domains, personnel occupy a central position in the staffing of organizations and the development of policies. The necessity for a commensurate reward system becomes vital in the implementation of this extensive undertaking, as prompt and attractive compensation incentivizes employees to improve productivity (Pillah, 2023). The civil service in any nation functions as a critical institution for the enhancement of the country. The aspirations of the state are manifested through the adept employment of the mechanisms afforded by the civil service. The endeavors directed towards economic development, political accountability, poverty reduction, and social advancement are objectives pursued by the government. Nevertheless, the extent to which these objectives are achieved predominantly depends on the caliber of the civil service institution (Amadi, 2021).

Civil service is universally acknowledged as the foundation of public administration, and it forms the solid basis upon which the resilience and promotion of accelerated social, economic, and political development in any nation can be constructed. As articulated by Ajayi and Ibitoye (2022), the civil service is integral to the effectiveness of any government, serving as the instrument for the development and execution of an administration's programmes and policies. Therefore, within a democratic framework characterized by explicit mandates and policy objectives, the government is necessitated to rely on the civil service to realize all its political, social, and economic initiatives (Ajayi & Ibitoye, 2022). As posited by Nebo and Nnamani (2015), the civil service embodies the executive branch of governmental functions aimed at realizing governmental policies, and the efficacy of governmental operations is contingent upon the civil service's adeptness in implementing policy decisions. Consequently, the civil service acts as the custodian of governmental reputation concerning the efficient execution of policies, which in turn upholds governmental authority and stability. Thus, Owoeye, Mukanjuola, and Busayo (2025) explicitly assert that civil servants are crucial to the uninterrupted functioning of government and public administration, as they are charged with the implementation of governmental policies and the provision of essential services to the citizenry. Hence, for these indispensable services to be rendered effectively, the financial needs of civil servants must be sufficiently met without compromise (Owoeye, Mukanjuola, & Busayo, 2025).

Globally, compensation is acknowledged as a critical component of civil service personnel and, by extension, human existence. It functions as a conduit through which civil servants meet their needs, particularly the most essential ones. These requirements have been systematically categorized by Abraham Maslow into a hierarchical framework of necessities. The hierarchy commences with physiological needs, which include vital requisites such as food, clothing, and shelter.

The configuration of remuneration, encompassing its magnitude, timing, and method of disbursement, significantly impacts an organization's capacity to attract and retain personnel. According to Pillah (2023), in the context of Nigeria, the obligation to establish a just and equitable compensation framework for the Nigerian economy is vested in the National Salaries, Incomes & Wages Commission (NSIWC). This Commission undertakes annual evaluations of the remuneration and benefits associated with the Nigerian Civil Service. Numerous civil servants depend on their wages and earnings for sustenance in a developing nation such as Nigeria, and the timely or early disbursement of these payments may serve as a considerable motivational factor for them. Consequently, the levels of salaries and overall remuneration may profoundly influence civil servants' satisfaction and their overall efficacy in their respective roles.

According to Adamu (2025), the apathy exhibited by the Nigerian Government in addressing the economic circumstances of its civil servants precipitates a series of industrial actions prior to the execution of any salary modifications. Following the legislative enactment of the revised minimum wage, which enhances the compensation provided to employees, the government typically instigates a variety of economic reforms that effectively mitigate the effects of the salary increase. These initiatives include the elimination of the fuel subsidy, wherein the government has developed a pattern of increasing fuel prices whenever there is an augmentation in civil servants' salaries. Adamu (2025) further posits that the situation has escalated to such an extent that it is no longer an exaggeration to contend that the economic adversities faced by civil servants in Nigeria have transcended into a matter of global relevance. He also noted that the President of the Nigerian Labour Congress (NLC) has been cited as expressing concern that Nigerians, particularly those engaged in the civil service, have been driven to resort to scavenging practices as a direct consequence of the exacerbating economic difficulties within the nation. Moreover, it has been documented that numerous incidents of assaults and looting of storage facilities and food transportation vehicles have occurred across various urban locales in Nigeria, triggered by financial duress and rising living costs. Considering the fact that the researcher, to the best of his investigation, has not come across upon any study that investigated the relationship between the increase in the salary receive by civil servants in Nigeria and their economic condition from historical angle, this paper endeavors to conduct a historical analysis of the phenomenon.

Statement of the Problem

It is crystal clear that various studies were conducted in relation to the topic in question. These include a study carried out by Obi and Iduh on appraisal of wages and salaries structure in Nigeria from 1960 to 2011; Funsho, Samuel and Oboromeni (2011) on assessment of salary increment on workers' performance in NTA, Kaduna; Ugwu and Leo the Great (2025) on civil servants and the crises of minimum wage; Abdullahi and Chidiebere (2024) on whether increase of minimum wage results in an increase in inflation; Owoeye, Mukanjuola and Busayo (2025) on the effects of low pay on food security among civil servants in Ado-Ekiti Metropolis; Pillah (2023) on federal civil service remuneration and salary in Nigeria; Bakare (2023) on the minimum wage trends and price level dynamics in Nigeria; Olusanya, Sufian, Tyohen and Keswet (2024) on the relationship between salary increase and inflation in Nigeria; and Adamu (2025) on salary increment and increased poverty among workers. However, despite the bulkiness of studies related to the topic in question, the researcher has not come across any study that dealt on the issue from historical angle; thus, the study aims to fill the gap by examining the relationship between the variables right from

the time when salary was first increase in Nigeria to date.

Objectives of the Study

The study seek to achieve the following objectives;

i. To highlight the number of times civil servants' salaries increased in Nigeria from 1981 to date.

ii. To examine the influence of the civil servants' salary increments on their wellbeing.

Review of Conceptual Literature

Salary is a term employed to refer to the monetary remuneration allocated to clerical, supervisory, managerial, or professional personnel. According to Adamu (2025), salary is defined as the financial recompense afforded to an employee for services rendered over a delineated temporal interval, which may be structured on a weekly, monthly, or annual basis. It encompasses the compensation provided to executives, supervisors, employees, and sales personnel who are engaged under arrangements other than an hourly wage, such as on a semi-weekly, weekly, bi-weekly, monthly, or even yearly schedule. Funsho, Samuel, and Oboromeni (2011) posited that employees, regardless of the nature of their employment arrangements, are predisposed to seek recognition of a continuous and tangible kind, transcending mere verbal commendation, instead favoring ongoing upward financial advancements. According to Aderemi (2014), proficient salary administration must guarantee that employees' needs and desires are adequately addressed by their remuneration. This assertion is predicated on the notion that, as he argues, salary represents one of the most essential instruments available to both governmental and private sector employers for incentivizing their workforce to enhance productivity. Consequently, in the process of ascertaining employees' salaries, it is imperative for the government to evaluate various factors such as the cost of living and inflation, as these elements significantly influence the workforce and can lead to demoralization, thereby diminishing productivity.

Civil service is frequently regarded as the pivotal element of public administration, serving as the robust foundation upon which the stability and accelerated social, economic, and political advancement of any nation can be constructed. This indicates that the civil service is integral to the efficacy of any government, as it embodies the mechanism for the development and execution of an administration's policies and programs (Ajayi & Ibitoye, 2022). Consequently, within a democratic framework characterized by explicit mandates and policy objectives, the government is compelled to depend on civil servants to operationalize all its political, social, and economic policies. Isah and Tenuche (2016) conceptualize civil servants as the primary drivers of progress, who must be strategically positioned to actualize the vision and mission of government; without such positioning, they risk becoming impediments to effective corporate governance and democracy. In accordance with the 1999 constitution, section 318, sub-section (1) (as amended), "civil service of the Federation" refers to the service of the Federation in a civil capacity, encompassing the staff of the office of the President, the Vice-President, or a ministry or department of the Government of the Federation assigned with responsibilities pertaining to any governmental business; whereas "civil service of the State" denotes the service of the State in a civil capacity, involving the staff of the office of the Governor, the Deputy Governor, or a ministry or department of the Government of the State designated with responsibilities for any governmental business (Ajayi & Ibitoye, 2022). According to Ogochukwu and Nnamani (2015), civil servants denote the collective body of

permanent officials appointed to assist decision-makers. This signifies that they are individuals employed in a civil capacity on a non-political career basis by federal and state governments primarily to facilitate and implement governmental decisions. At present, civil service is an institution inherited by humanity through the evolution of a more effective method for organizing extensive human organizations (Ogochukwu & Nnamani, 2015). For the purposes of this study, civil servants are conceptualized as a multifaceted collective of permanent officials designated to assist political executives in the formulation, execution, and implementation of government policies within ministries and extra-ministerial departments where governmental operations are conducted. Thus, failure on the part of the government to pay them adequate remuneration for taking care of their daily needs will lead to poor policy formulation and execution which is a serious threat to the development of the country.

Research Methodology

The study made use of only qualitative data derived from secondary sources, including published journal articles, newspapers, and other documents pertinent to the nexus between salary increments and the deterioration of the standard of living of civil servants within the nation.

Theoretical Framework

The present study utilizes Abraham Maslow's Hierarchy of Needs Theory, which was conceptualized by the eminent American psychologist Abraham Maslow in the year 1943. Maslow posited that individuals are compelled to satisfy a sequence of needs organized in a hierarchical framework, commencing with physiological requirements, succeeded by safety, love and belonging, esteem, and culminating in self-actualization. His theoretical model posits that individuals must fulfill lower-order needs prior to meaningfully engaging in the pursuit of higher-order psychological or self-fulfillment needs (Pillah, 2023). The theory is predicated upon the following assumptions:

i. That human needs are systematically organized in a hierarchical fashion, and the motivation to advance occurs in a linear progression beginning with the most fundamental physiological needs and ascending thereafter.

ii. That once a need is fulfilled, it no longer serves to motivate behavior, thereby directing attention toward the subsequent level of unmet needs.

iii. A universal motivational pattern exists across individuals, notwithstanding cultural or personal disparities.

iv. That individuals possess an innate propensity to attain self-actualization, contingent upon the adequate fulfillment of their more fundamental needs.

v. That impediments to need fulfillment—such as insufficient income—can obstruct psychological growth and overall well-being.

Various studies adapted this theory from motivational angle. That is how employees, especially those who work in the private sector, are motivated to have their output improved when their needs are satisfied and the other way round. Examples of studies that made use of this theory include those of Owoeye, Mukanjuola, and Busayo (2025) and Yurdakul and Arar (2023). However, this study utilizes the theory from somewhat different angle as it uses it on employees of the public sector. The theory makes it clear that the incapacity of civil servants to satisfy fundamental physiological needs due to the diminished value of the currency they are compensated in is highlighted. According to Maslow's theoretical

framework, such deprivation undermines their capacity to concentrate on safety, social belonging, and self-esteem. Consequently, this situation may precipitate chronic stress, reduced job performance, absenteeism, and a lack of motivation—outcomes that adversely impact not only the individuals involved but also the operational efficiency of the civil service system. Addressing this predicament through the implementation of enhanced wage policies is thus not merely a question of economic equity, but also a crucial avenue toward reinstating the essential human needs requisite for both professional and personal fulfillment.

Historical Overview of Salary Increment in Nigeria

The National Salaries, Income and Wages Commission has stated that it is interesting to note that the history of Nigeria's pay structure predates her political independence. In the process of evolving an enduring pay structure and incomes policy in the country, many commissions have been set up (Obi & Iduh, 2011). However, this study focuses only on the commissions set up after independence to date;

The Morgan Commission of 1964

The Morgan Commission was the initial commission established in Nigeria after gaining independence, concentrating on the junior workforce in both the public and private sectors. The general strike on September 27, 1963, led to the formation of the Commission. Its report gave rise to the Elwood Grading Team, which examined inconsistencies in the grading and other conditions associated with all positions in the Public Service of the Federation, aiming to establish an appropriate grading system and ensure uniform salaries for officers performing similar duties (Obi & Uduh, 2011).

The Adebo Commission of 1971

This Commission was established in 1971 to investigate various issues confronting the public sector, with a particular emphasis on the anticipated scarcity of senior civil servants due to their exceedingly inadequate remuneration package. It was noted that the most recent occasion on which senior civil servants experienced wage augmentations was in 1959, facilitated by the Mbanefo Commission (1959). The Adebo Salaries and Wages Review Commission proposed the formation of a Public Service Commission to thoroughly scrutinize several fundamental concerns, including the function of the Public Service Commission, the organizational structure of the Civil Service, and its conditions of employment and training provisions. The endorsement of the Commission's recommendations culminated in the establishment of the Udoji Public Service Review Commission (Anazodo, Okoye, & Chukwuemeka, 2012).

Udoji Commission Report of 1972/74

This Commission of 1974 concentrated on the broader objective of enhancing efficiency and effectiveness within the Public Service, particularly in the context of addressing the demands of a development-oriented society. The Commission advocated, among other measures, the implementation of a Unified Grading and Salary Structure (UGSS) that encompasses all positions within the Civil Service from the lowest to the highest, thereby affording equal advancement opportunities for officers to ascend to the highest positions in the service, irrespective of their disciplinary background, provided they possessed the requisite qualifications. The Commission emphasized extensive considerations in the grading and remuneration for all positions. Furthermore, the Commission recommended that merit serve as the primary criterion for assessing the promotability of officers within the Civil Service. Additionally, the

Commission proposed a coordinated salary framework that would be uniformly applicable across the Federal and State Civil Service, Local Government Service, Armed Forces, Nigeria Police, judiciary, Universities, Teaching Services, and Parastatals. It also advocated for the assurance that all Public Service employees would receive fair treatment concerning compensation and benefits, ensuring that no individual segment of the public sector would face disadvantages in terms of recruitment and employee retention (Anazodo, Okoye, & Chukwuemeka, 2012).

Williams and Williams Commission of 1975

The Williams and Williams Commission was constituted in 1975 with the explicit intention of rectifying the inconsistencies inherent in the Udoji Review.

Cookey Commission Report of 1981

This Commission was convened by the Government in response to the demands of university personnel wishing to withdraw from the Unified Grading and Salary Structure (UGSS). Upon concluding its deliberations, the Commission asserted that the organizational framework, mission, and operational methodologies of the university system were distinctly different from those of the Civil Service and Public Corporations, necessitating the formulation of conditions of service specifically designed to address their unique requirements. Consequently, it recommended the cessation of the harmonization process between the Universities and the Civil Service (Adamu, 2025).

Onosode Commission Report of 1981

This commission was established in response to the advocacy for enhanced remuneration, increased allowances, and improved working conditions by personnel associated with State-owned enterprises, statutory corporations, universities, and the Central Bank, asserting that the intricacies and demands of their roles significantly diverged from those of civil servants. The Commission was tasked with scrutinizing the organizational framework, management practices, and job descriptions of all parastatal entities, while also deliberating on the potential exclusion of any such entities from the Unified Grading and Salary Structure (UGSS). Additionally, the Commission was anticipated to propose criteria for establishing suitable salary scales pertinent to various public sector organizations (Pillah, 2023).

Adamolekun Commission of 1981

The Adamolekun Commission, instituted in 1981, was specifically designed to concentrate on Federal Government-owned tertiary educational institutions beyond traditional universities, encompassing Federal Polytechnics, Colleges of Technology, as well as Advanced Teachers and Technical Colleges (Pillah, 2023).

The Fatai Williams Commission of 1990

This Commission was convened to investigate the petition of medical practitioners seeking to disengage from the Unified Grading and Salary Structure (UGSS) due to a perceived deterioration in their professional status, esteem, and earning capacity. As a result, the Committee examined all aspects pertaining to the compensation of physicians. Upon conclusion of its mandate, the Committee advocated, among other recommendations, for the establishment of a distinct salary framework for health and medical services, akin to those instituted for universities, steel workers, airline personnel, and other vital occupations (Obi & Iduh, 2011).

The Longe Commission Report of 1991

The Commission concentrated on several dimensions of the challenges facing tertiary institutions, including financial support, remuneration, working conditions, and academic curricula. With regard to salaries, the

Commission proposed a comprehensive salary increment of 30% for all personnel within tertiary institutions operating under the Elongated University Salary Structure (EUSS). Furthermore, it suggested various allowances to accompany the proposed salary enhancement (Obi & Iduh, 2011).

The Allison Ayida Panel of 1994

This Review Panel on Civil Service Reform was constituted to, among other objectives, identify the diverse factors contributing to diminish morale within the Civil Service and to proffer recommendations aimed at enhancing staff morale and instilling a sense of job security. The Panel noted that employee compensation was grossly misaligned with the prevailing cost of living, highlighting that the disparity between the remuneration packages of the public and private sectors ranged from 300 to 500 percent, favoring the latter. The Panel recommended a significant upward revision of the total remuneration for civil servants, with an annual adjustment to correspond with general price fluctuations, thereby aiming to mitigate the propensity for corruption (Ajayi & Ibitoye, 2022).

The Vision 2010 Committee Report of 1997

The Committee discerned that the remuneration of workers inadequately mirrored the prevailing cost of living within the nation and that the compensation package for civil servants was significantly inferior compared to their counterparts in the private sector. Consequently, it proposed the establishment of a unified salary framework for both the public and private sectors, should Nigeria aspire to feasibly realize the commendable objectives outlined in the Vision 2010 Programme. The Committee advocated for several measures concerning the Public Service, including a considerable upward adjustment of wages and salaries commencing from the year 1998; the implementation of a pragmatic minimum wage accompanied by an adequate reward system capable of sustaining an average worker, which would remain unaffected by inflation; and a biennial review of salaries and allowances predicated upon a cost of living index to enhance the comparability of remuneration with that of the private sector (Ajayi & Ibitoye, 2022).

The Committee on Harmonization of Remuneration in the Public Service of 1998

The mandate bestowed upon this Committee was to consolidate the myriad salary frameworks prevalent in the public sector, which exhibited disparate minimum and maximum entry thresholds alongside significant variations in allowances and fringe benefits across multiple establishments. It advocated for the harmonization of salaries within the public service to foster industrial harmony and specifically proposed five (5) standardized salary structures for the Service, namely: the Harmonised Public Service Salary Structure (HAPSS) applicable to the civil service, non-commercial agencies/organizations already employing a Unified Grading and Salary Structure (UGSS) within any segment of the Public Service, medical/dental/veterinary practitioners in the civil service, judicial and non-judicial appointments, as well as personnel in primary and federal secondary institutions; the Harmonized Police and Paramilitary Salary Structure (HAPPSS) designed for the Armed Forces; the Harmonized Police and Paramilitary Salary Structure (HAPPSS) tailored for the Police, Customs, Immigration, Prisons, the National Drug Law Enforcement Agency (NDLEA), and the Security Services; the Harmonized Tertiary Institutions Salary Structure (HATISS) encompassing all personnel of federal universities, polytechnics, colleges of education, research institutes, and establishments already implementing the EUSS; medical practitioners in teaching and specialist hospitals, federal medical centers, and health agencies; as well as the Harmonized

Remuneration of Senior Federal Public Office Holders for the Executive, Legislative, and top judiciary branches of the Public Service (Chinwendu & Edet, 2017).

Salary Increment and Civil Service Wellbeing in Nigeria

Adjusting and implementing the minimum wage has remained a controversial issue worldwide, especially in Africa and Nigeria, where civil servants rely on government salaries to make a living. Although there have been several pay reviews and modifications over the years, their efficacy has been severely weakened by ongoing delays, government noncompliance, particularly from subnational governments, and the rising cost of living (Ugwu & Leo the Great, 2025). Ugwu and Leo the Great further noted that globally, minimum wage laws varied greatly, reflecting various social welfare programmes, labour market configurations, and economic situations. Although some states and towns have raised their minimum wages, the federal minimum wage in developed nations like the US has been $7.25 per hour since 2009. On the other hand, countries like Australia, New Zealand, the UK, Luxembourg, and Germany guarantee higher living standards for their workers by offering some of the highest minimum salaries, which surpass $15 per hour. With an average gross national income of $35,810, Australia has the highest minimum wage in the world, at $18.12 per hour (World Population Review, 2025). While nations like Sweden and Norway rely on collective bargaining instead of statutory minimum salaries, many European countries modify their minimum wages annually to keep up with inflation (Ugwu & Leo the Great, 2025).

Adamu (2025) observed that many workers in developing nations continue to make less than a living wage because minimum salaries are frequently lower and inconsistently enforced. To lessen income inequality, nations like China, Brazil, and South Africa have attempted to raise minimum salaries progressively; nevertheless, obstacles including inflation and unorganized labor markets frequently prevent full adoption. To guarantee fair compensation for workers everywhere, the global trend highlights the necessity of regular wage reviews, robust labor safeguards, and enforcement measures (Chinwendu & Edet, 2017). Adamu (2025) indicated that Nigerian civil servants have been fighting for a reasonable minimum wage since the colonial era when they started demanding higher pay and better working conditions. However, it was only under President Shehu Shagari's administration in 1981 that Nigeria formally implemented its first national minimum wage. The government fixed the minimum wage at ₦150 which is equivalent to $245 per month in response to strong demands from labour organizations. At the time, this was a historic accomplishment, but inflation and unstable economic conditions quickly reduced the value of civil servants' wages. Civil servants and other workers found it difficult to keep up with the growing cost of living, which prompted several industrial strikes and protests when the minimum wage was not reviewed regularly (Abiodun, 2024). The Nigerian government raised the minimum salary to ₦5,500 equivalent to $55 under President Olusegun Obasanjo's Administration in 2000 which happened as a result of the then ongoing labour unrest (Abiodun, 2024). However, that increase would soon become inadequate as result of the rise in the prices of goods and services in the market. According to Adamu (2025), a significant increase was witnessed in 2011 (₦18,000, equivalent to $115.4) which dropped to $83.32 (₦30,000) by 2019. Despite Nigerian civil servants receiving an increment of over 100% in the minimum wage in 2024, the value of the money received drastically reduced to being equivalent to only $41.97 as of October 2024, when the payment began. This means that despite the increase in the amount of

money paid to civil servants in Nigeria, they were still bound to suffer due to the currency's diminished purchasing power whenever an increment is made. Therefore, there is still lack of motivation on the part of the civil servants as the increase in the figure does not reflect an increase in their standard of living (satisfaction of needs) as envisaged by the Abraham Theory of Hierarchy of Needs.

Ugwu and Leo the Great (2025) stated that labour unions continue to advocate for a living wage that reflects Nigeria's current economic realities, highlighting the need for a systematic and long-term approach to wage determination that guarantees equitable compensation for all workers, especially those in the civil service. According to them, four months after the federal government approved the new minimum wage, some state governments had not yet implemented the new wage structure. Only a handful of states have executed the said increase or have only partially done so. This resulted in financial strain for civil servants. It is in line with this situation that Obi and Iduh (2011) earlier stated that high inflation demands increases in wages to maintain the lifestyle at higher prices. When wages are increased it further fuels the existing inflation by increasing demand. Raising wages is one way of improving the standard of living of the masses. Another is providing employment at the current wage. The rise in gainful employment and wages of the marginal class and the high salaries of the upper class obviously result in an increase in the total demand of goods and services. Such is the dilemma in Nigeria when salaries are like the demand increased further to such an extent, fulfillment of which is not possible for the economy in the short run. This phenomenon can be termed as overheating of the economy where there is no price control and regulation (Ugwu & Leo the Great, 2025).

In spite of the fact that various studies conducted in the area focus more on salary increment as the major means of improving the standard of living of civil servants in Nigeria, this study indicates otherwise as it clearly shows that whenever the civil servants' salary in Nigeria increased, the enjoyment of that increases would only last for a very few months; thereafter various governmental policies would offset the increment. This shows that increase in the level of salary for the civil servants in Nigeria is not the solution for the hardship they experience as a result of their inability to satisfy their needs as envisages by the Abraham Theory of Hierarchy of Needs.

Conclusion and Recommendations

The study examines the correlations between salary increment and civil servants' wellbeing in Nigeria. It concludes that despite the increment in the amount given to civil servants in the country right from 1981 when the policy of minimum wage was first formulated, their economic condition has continued to be deteriorated as a result of the fact that the value of the currency (naira) has continually been decreased due to the subsequent policies introduced by the governments that offset the increment. This further resulted in the inability of the civil servants to satisfy their needs as postulated by Abraham in his Theory of Hierarchy of Needs. It is based on this that the study recommends the following:

i. The Federal Government of Nigeria should make sure that it provides a sufficient salary that is not followed with an offsetting policy for civil servants that will make it possible for them to be able to cater for their basic needs irrespective of inflation as this will make them more productive.

ii. Governments at all levels in Nigeria should ensure that civil servants are regularly compensated considering the fact that their efforts gave birth

to much revenue accruing to the government purse.

iii. The Federal Government of Nigeria should devise means of tackling the issue of economic instability as it often makes the civil servants agitate for salary increment.

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