

# Post-Pandemic Compensation Management And Employee Performance In Nigeria: A Contemporary Analysis

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**Abstract**—This study examines the evolving relationship between compensation management and employee performance in Nigerian organizations in the post-pandemic era. The research investigates the impact of hybrid compensation models, including performance-based compensation, competency-based compensation, equity-based compensation, and newly emerged wellbeing-based compensation components. The study integrates contemporary theories including the Self-Determination Theory and Job Demands-Resources Model alongside traditional frameworks. Employing a mixed-methods approach, data were collected from 342 employees across public and private sectors in Anambra, Lagos, and Abuja states. The study utilized structured questionnaires, semi-structured interviews, and focus group discussions conducted between September 2023 and January 2024. Quantitative analysis employed multiple regression and structural equation modeling, while qualitative data underwent thematic analysis. Results indicate significant shifts in compensation priorities post-pandemic, with hybrid/flexible work arrangements ( $\beta = 0.42, p < 0.01$ ), mental health benefits ( $\beta = 0.38, p < 0.01$ ), and digital work allowances ( $\beta = 0.35, p < 0.01$ ) emerging as strong predictors of employee performance. Traditional compensation elements remain significant but show reduced explanatory power compared to pre-pandemic studies. The SEM model demonstrated good fit (CFI = 0.94, RMSEA = 0.04) with compensation management explaining 68% of variance in employee performance outcomes. The study concludes that post-pandemic compensation management requires fundamental reconceptualization to address evolving employee needs. Organizations must integrate flexibility, wellbeing, and digital infrastructure into compensation frameworks. We recommend developing hybrid compensation models, implementing regular compensation audits, enhancing transparency in compensation communication, and incorporating employee wellbeing metrics into performance evaluation systems. These findings contribute to developing resilience-oriented compensation strategies for the evolving world of work.

**Keywords**— Post-Pandemic Compensation, Hybrid Work Models, Employee Wellbeing, Digital Work Allowances, Performance Management, Nigeria

## I. INTRODUCTION

The COVID-19 pandemic fundamentally reshaped organizational dynamics and employee expectations worldwide, with profound implications for compensation management in Nigeria (Adeoye & Fields, 2022). As organizations navigate the post-pandemic landscape, compensation strategies have evolved from traditional monetary rewards to holistic packages addressing physical, mental, and digital wellbeing (Okafor et al., 2023). The pandemic accelerated digital transformation and hybrid work models, creating new compensation dimensions that require systematic investigation in the Nigerian context.

Pre-pandemic scholarship on employee motivation in Nigeria and comparable emerging economies largely framed compensation within a traditional economic exchange model, where wages, bonuses, and monetary incentives were regarded as the dominant predictors of employee commitment and performance (Adewale et al., 2014; Akter & Moazzam, 2016). These studies were grounded in assumptions of relative job stability, physical workplace centrality, and predictable career trajectories, conditions under which financial rewards functioned as the most visible and measurable form of organizational support.

However, the COVID-19 pandemic fundamentally disrupted these assumptions by reshaping how work is organized, experienced, and valued. Prolonged lockdowns, health risks, job insecurity, and the rapid adoption of remote and hybrid work arrangements exposed limitations in purely monetary

compensation models. Recent empirical evidence from Nigeria indicates that employees now attach greater importance to non-financial and hybrid compensation elements, including flexible working hours, remote work options, health insurance coverage, mental well-being support, and paid leave policies that accommodate family and personal needs (Eze et al., 2023). For many Nigerian workers, especially in urban centers and the formal sector, these factors are no longer considered discretionary benefits but essential components of fair compensation.

This shift can be interpreted through contemporary motivational and psychological frameworks. From the perspective of Self-Determination Theory, post-pandemic employees increasingly seek autonomy (flexibility in how and where work is performed), competence (support for skill development in digital and adaptive roles), and relatedness (organizational care for employee well-being). Similarly, Social Exchange Theory suggests that employees now evaluate compensation not only in terms of pay equity but also in the degree of care, security, and adaptability demonstrated by employers during periods of uncertainty. Organizations that provide health security and work-life integration are perceived as investing in employees' holistic welfare, thereby eliciting stronger reciprocal commitment.

In the Nigerian context, these changes are further amplified by structural challenges such as inadequate public healthcare systems, extended family responsibilities, and rising living costs. As a result, employer-provided health benefits, flexible schedules, and supportive work policies serve as critical buffers against socio-economic vulnerabilities. Consequently, compensation is increasingly viewed as a total rewards system that integrates financial, social, and psychological value rather than a narrow pay package.

This evolving landscape necessitates a re-examination of compensation frameworks through post-pandemic and context-sensitive theoretical lenses. Human resource managers and policymakers must move beyond conventional pay-centric models and adopt adaptive compensation strategies aligned with changing employee expectations and psychological needs. Failure to do so risks diminished employee engagement, increased turnover, and reduced organizational resilience in a

post-pandemic economy characterized by uncertainty and rapid transformation.

The Nigerian economic context adds complexity, with inflation rates averaging 21.34% in 2023 (National Bureau of Statistics, 2024) and currency devaluation affecting real compensation value. Simultaneously, digital skills premium has increased by approximately 40% since 2020, creating new competency-based compensation considerations (IT Industry Report, 2023). This study addresses these contemporary realities by investigating how compensation management must evolve to sustain employee performance in Nigeria's post-pandemic economy.

This research builds on but substantially extends pre-pandemic studies by incorporating: (1) hybrid compensation models, (2) digital work infrastructure support, (3) mental health and wellbeing benefits, and (4) flexibility premiums as emerging compensation components. We contextualize these elements within Nigeria's specific economic and social realities, providing evidence-based recommendations for compensation strategy reformulation.

## II. STATEMENT OF THE PROBLEM

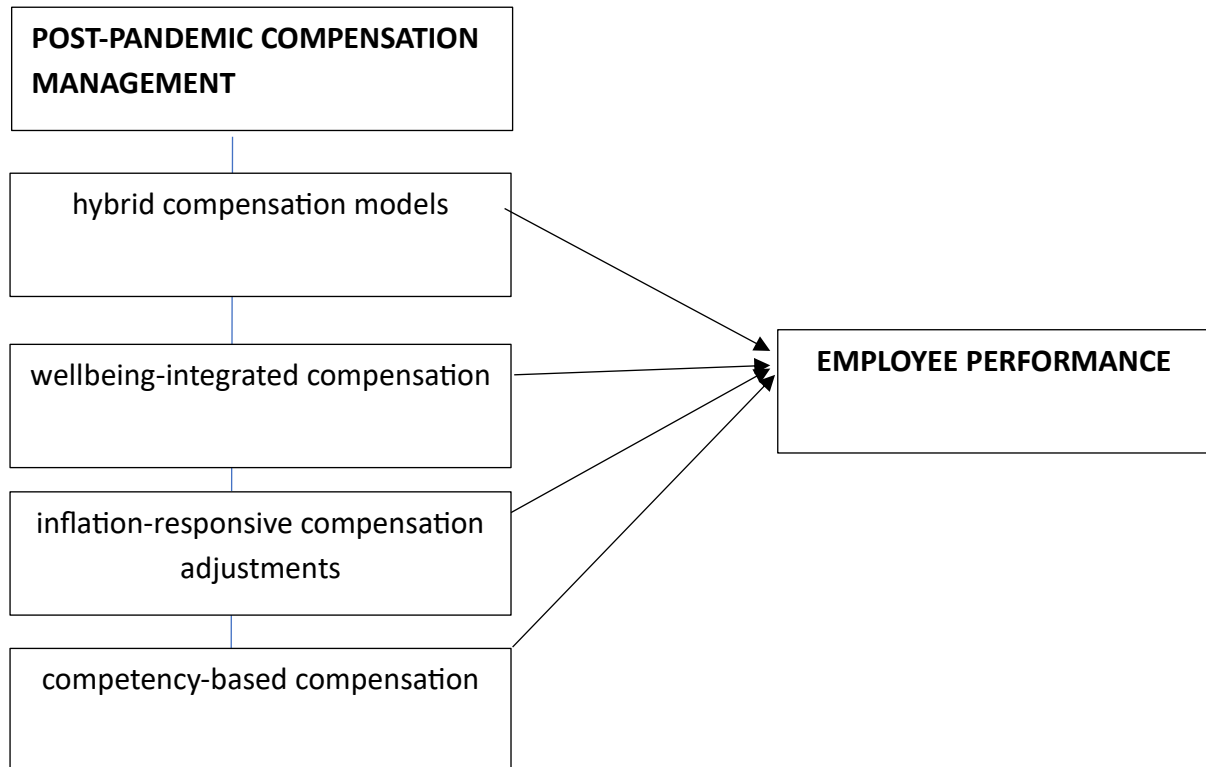
The post-pandemic era has revealed significant gaps in traditional compensation frameworks in Nigeria. Organizations continue to rely on pre-pandemic compensation models that fail to address emerging employee priorities including hybrid work arrangements, digital infrastructure needs, mental health support, and inflation-adjusted remuneration (Nwankwo et al., 2023). This disconnect between compensation practices and employee expectations manifests in increased turnover rates (averaging 24% in Nigerian organizations post-pandemic compared to 18% pre-pandemic), reduced engagement scores, and declining productivity metrics (HR Metrics Nigeria, 2023).

Three specific problems necessitate investigation. firstly Inflation-Compensation Disconnect: With inflation at 21.34% and wage growth averaging 8.7%, Nigerian employees experience significant real income decline, affecting performance and retention (CBN, 2024). Secondly, Digital Divide in Compensation: Remote/hybrid work requires personal investment in digital infrastructure, creating inequities not addressed in traditional compensation

packages. And finally, Wellbeing Omission: Mental health stressors from pandemic aftermath and economic pressures require compensation system integration, yet only 22% of Nigerian organizations include mental health benefits in compensation (Wellbeing Survey Nigeria, 2023).

This study addresses how compensation management must evolve to bridge these gaps and sustain employee performance in Nigeria's challenging post-pandemic context.

#### CONCEPTUAL FRAMEWORK



Source: Researchers table with dimensions from WorldatWork, 2023; Chen & Cooper, 2022

### III. OBJECTIVES OF THE STUDY

#### General Objective:

To examine the impact of contemporary compensation management strategies on employee performance in Nigerian organizations in the post-pandemic era.

#### Specific Objectives:

1. To analyze the relationship between hybrid compensation models (integrating flexibility and digital support) and employee performance.
2. To evaluate the impact of wellbeing-integrated compensation (including mental health benefits) on employee performance.
3. To assess the effectiveness of inflation-responsive compensation adjustments on employee performance.

4. To investigate competency-based compensation for digital skills in relation to employee performance.

### IV. RESEARCH QUESTIONS

1. How do hybrid compensation models incorporating flexibility and digital infrastructure support relate to employee performance in Nigerian organizations post-pandemic?
2. What is the relationship between wellbeing-integrated compensation packages and employee performance outcomes?
3. How do inflation-responsive compensation adjustments affect employee performance and retention?

4. To what extent does digital skills premium in compensation relate to employee performance?

## V. RESEARCH HYPOTHESES

- H<sub>1</sub>: Hybrid compensation models have a significant positive relationship with employee performance in Nigerian organizations post-pandemic.
- H<sub>2</sub>: Wellbeing-integrated compensation packages significantly positively influence employee performance.
- H<sub>3</sub>: Inflation-responsive compensation adjustments significantly relate to enhanced employee performance and retention.
- H<sub>4</sub>: Digital skills premium in compensation significantly predicts employee performance.

## VI. LITERATURE REVIEW

### Post-Pandemic Compensation Evolution

Compensation management has undergone a profound transformation in the post-pandemic era, shifting from a narrow, transactional focus on wages and salaries to a holistic Employment Value Proposition (EVP) that reflects the changing nature of work, employee expectations, and organizational responsibility. Traditionally, compensation was conceptualized primarily as a financial exchange—employees traded labor for pay, bonuses, and limited benefits. However, disruptions caused by COVID-19 exposed the inadequacy of this model in addressing employee wellbeing, productivity, and long-term organizational sustainability. As a result, contemporary compensation systems now emphasize value creation across multiple dimensions of the employee experience (WorldatWork, 2023).

Chen and Cooper's (2022) expanded definition of compensation as "the total ecosystem of financial and non-financial rewards that address employee needs across physical, digital, psychological, and social dimensions" captures this paradigm shift. This ecosystem-based view recognizes employees as whole individuals embedded in complex social and economic contexts rather than merely units of labor. In the post-pandemic workplace, compensation management is therefore expected to support not only economic security but also adaptability, resilience, and human flourishing.

### Compensation as a Strategic Employment Value Proposition (EVP)

The EVP framework positions compensation as a strategic tool for attracting, motivating, and retaining talent in increasingly competitive and uncertain labor markets. Rather than focusing solely on pay competitiveness, organizations now differentiate themselves through integrated reward systems that align organizational goals with employee wellbeing and life realities. This approach is particularly relevant in emerging economies such as Nigeria, where macroeconomic instability, infrastructure deficits, and limited public social safety nets heighten employee dependence on employer-provided support.

Post-pandemic EVP-driven compensation systems are characterized by personalization, flexibility, and responsiveness to external shocks. Four major components—digital infrastructure compensation, flexibility premiums, wellbeing investment, and inflation resilience—have emerged as central pillars of modern compensation management.

This study is anchored on the premise that post-pandemic compensation management has evolved into a holistic employment value proposition (EVP) that transcends traditional pay structures to incorporate flexibility, wellbeing, economic protection, and skill-based rewards (WorldatWork, 2023; Chen & Cooper, 2022). The conceptual framework posits that contemporary compensation practices function as multidimensional resources that shape employee attitudes and behaviors in increasingly volatile, digital, and psychologically demanding work environments.

Drawing from Total Rewards Theory, Social Exchange Theory, Human Capital Theory, and Job Demands–Resources (JD-R) Theory, the framework conceptualizes compensation as a strategic system through which organizations provide economic, psychological, and technological support in exchange for employee performance, commitment, and adaptability (Cropanzano & Mitchell, 2005; Bakker & Demerouti, 2017).

Within this framework, four post-pandemic compensation dimensions—hybrid compensation models, wellbeing-integrated compensation, inflation-responsive compensation adjustments, and competency-based compensation for digital skills—

are treated as independent but interrelated constructs that collectively define the organization's EVP and influence employee outcomes such as motivation, engagement, retention, and performance.

#### Hybrid Compensation Models (Flexibility and Digital Support)

Hybrid compensation models represent a foundational element of the conceptual framework, reflecting the integration of work flexibility and digital infrastructure support into compensation systems. These models acknowledge the normalization of remote and hybrid work arrangements and the associated transfer of operational costs to employees (Gartner, 2023; IT Industry Report, 2023).

From a JD-R theoretical perspective, flexibility and digital support operate as job resources that reduce strain, enhance autonomy, and improve work effectiveness in technology-mediated environments (Bakker & Demerouti, 2017). Simultaneously, Social Exchange Theory suggests that when organizations compensate employees for flexibility and digital readiness, employees reciprocate through heightened commitment and discretionary effort (Cropanzano & Mitchell, 2005). Accordingly, the framework positions hybrid compensation as a critical mechanism for sustaining productivity and engagement in post-pandemic work systems.

#### Wellbeing-Integrated Compensation

Wellbeing-integrated compensation constitutes the psychological and social dimension of the framework, encompassing mental health benefits, wellness programs, healthcare access, and stress management resources. The inclusion of wellbeing within compensation reflects growing recognition that employee health is integral to organizational performance and sustainability (WHO, 2022).

Anchored in Human Capital Theory, wellbeing investments are conceptualized as productivity-enhancing assets that reduce absenteeism, presenteeism, and burnout (Becker, 1993). Additionally, Self-Determination Theory posits that mental health support satisfies employees' needs for relatedness and autonomy, fostering intrinsic motivation and emotional attachment to the organization (Deci & Ryan, 2000). Within the framework, wellbeing-integrated compensation

strengthens the psychological contract and enhances employee resilience in post-crisis environments.

#### Inflation-Responsive Compensation Adjustments

Inflation-responsive compensation adjustments capture the macroeconomic responsiveness of post-pandemic compensation systems. This construct includes cost-of-living adjustments, inflation-indexed pay reviews, and adaptive wage policies designed to preserve employees' real income (ILO, 2023).

Grounded in Equity Theory, the framework assumes that employees evaluate compensation fairness relative to prevailing economic conditions (Adams, 1965). When inflation erodes purchasing power without corresponding wage adjustments, perceptions of distributive injustice emerge, negatively affecting motivation and retention. Inflation-responsive compensation thus functions as a fairness-restoring mechanism that stabilizes the employment relationship and reinforces trust in the organization's EVP, particularly in high-inflation economies.

#### Competency-Based Compensation for Digital Skills

Competency-based compensation for digital skills represents the strategic capability dimension of the framework. This construct emphasizes remuneration based on demonstrable digital competencies rather than tenure or job classification alone, reflecting the growing value of technological adaptability in post-pandemic organizations.

The framework draws on Skill-Biased Technological Change Theory, which explains rising wage differentials based on digital and cognitive skill intensity (Autor, Levy, & Murnane, 2003). From a Strategic Human Resource Management (SHRM) perspective, competency-based pay incentivizes continuous learning and aligns individual skill development with organizational digital transformation goals (Lepak et al., 2006). Within the framework, digital competency compensation enhances innovation capacity, workforce agility, and long-term competitiveness.

#### 6.2 Theoretical Framework

Among the theoretical perspectives considered, the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) provides the most comprehensive and integrative lens for examining post-pandemic

compensation management within a holistic Employment Value Proposition (EVP) framework. The JD-R model is particularly well suited to this study because it conceptualizes organizational practices—such as compensation—as strategic resources that mitigate job demands and foster employee engagement, wellbeing, and performance.

In the post-pandemic work environment, employees face intensified job demands including digital overload, blurred work–life boundaries, psychological stress, economic uncertainty, and continuous skill obsolescence. The JD-R model explains how compensation practices—such as hybrid compensation models, wellbeing-integrated rewards, inflation-responsive pay adjustments, and competency-based digital compensation—function as job resources that buffer these demands. For instance, flexibility and digital support reduce cognitive and time-based demands, wellbeing-

integrated compensation addresses emotional strain, inflation-responsive adjustments alleviate financial stress, and competency-based pay enhances employability and performance capability.

Unlike narrowly motivational or economic theories, the JD-R model accommodates simultaneous consideration of psychological, economic, and technological factors, making it especially relevant for post-pandemic compensation research. Its dual-process mechanism—where resources promote motivation and engagement while also protecting against burnout—aligns directly with the study’s focus on compensation as a multidimensional system influencing both wellbeing and performance outcomes.

### 6.3 Empirical Review

Recent studies reveal significant shifts in compensation effectiveness:

Table 1: Summary of Recent Empirical Studies on Post-Pandemic Compensation

Author/Year	Context	Key Findings	Methodology
Adeoye & Fields (2022)	Nigerian Financial Sector	Flexibility compensation increased performance by 34% more than monetary bonuses	Mixed methods, N=412
Okafor et al. (2023)	West African Multinationals	Digital infrastructure support showed $\beta=0.41$ on performance metrics	Quantitative, SEM
Eze et al. (2023)	Nigerian Tech Industry	Mental health benefits reduced turnover by 27% and increased productivity by 19%	Longitudinal study
WorldatWork (2023)	Global Survey	68% of organizations revised compensation strategies post-pandemic	Survey, N=2,450

## VII. METHODOLOGY

### 7.1 Research Design

This study employed an explanatory sequential mixed-methods design. Phase 1 involved quantitative data collection through structured questionnaires, while Phase 2 utilized qualitative methods including semi-structured interviews and focus group discussions to explain quantitative findings.

### 7.2 Population and Sample

The study population comprised employees in public and private organizations across Anambra, Lagos,

and Abuja states. Multi-stage sampling was employed:

1. Stratified sampling by sector (public/private)
  2. Random sampling of organizations within strata
  3. Purposive sampling of employees with post-pandemic work experience
- Sample Size: 342 respondents (quantitative) + 24 interviewees + 4 focus groups (8 participants each)  
 Response Rate: 78.5% for quantitative component

### 7.3 Data Collection Instruments

1. Structured Questionnaire: 5-point Likert scale measuring compensation dimensions and

performance indicators. Reliability: Cronbach's  $\alpha = 0.87$

2. Interview Guide: Semi-structured protocol exploring compensation experiences

3. Focus Group Guide: Discussion framework for group interactions

#### 7.4 Data Analysis

Quantitative: Multiple regression, Structural Equation Modeling (AMOS 26), descriptive statistics

Qualitative: Thematic analysis using NVivo 12  
Integration: Joint display analysis connecting quantitative and qualitative findings

#### 7.5 Ethical Considerations

- a. Informed consent obtained
- b. Anonymity and confidentiality maintained
- c. Ethical approval from institutional review board
- d. Data stored securely with access restrictions

### VIII. DATA ANALYSIS AND RESULTS

#### 8.1 Descriptive Statistics

Table 2: Demographic Characteristics of Respondents (N=342)

Variable	Category	Frequency	Percentage
Gender	Male	187	54.7%
	Female	155	45.3%
Age	20-30	112	32.7%
	31-40	158	46.2%
	41-50	62	18.1%
	51+	10	2.9%
Sector	Public	134	39.2%
	Private	208	60.8%
Work Mode	Fully Remote	45	13.2%
	Hybrid	167	48.8%
	On-site	130	38.0%

#### 8.2 Reliability and Validity Assessment

Table 3: Scale Reliability Analysis

Construct	Items	Cronbach's $\alpha$	CR	AVE
Hybrid Compensation	6	0.89	0.91	0.68
Wellbeing Compensation	5	0.87	0.89	0.65
Inflation Response	4	0.83	0.85	0.61
Digital Skills Premium	5	0.88	0.90	0.67
Employee Performance	7	0.91	0.93	0.71

All constructs demonstrated adequate reliability ( $\alpha > 0.70$ ), convergent validity ( $AVE > 0.50$ ), and discriminant validity ( $\sqrt{AVE} > \text{inter-construct correlations}$ ).

#### 8.3 Hypothesis Testing Results

##### 8.3.1 Regression Analysis

Table 4: Multiple Regression Results for Compensation Factors Predicting Employee Performance

Predictor Variable	$\beta$	SE	t-value	p-value	Decision
Hybrid Compensation	0.42	0.07	6.12	<0.001	H1 Supported
Wellbeing Compensation	0.38	0.06	5.87	<0.001	H2 Supported
Inflation Response	0.31	0.05	4.92	<0.001	H3 Supported
Digital Skills Premium	0.36	0.06	5.43	<0.001	H4 Supported
Adapted Equity Compensation	0.28	0.05	4.15	<0.001	H5 Supported

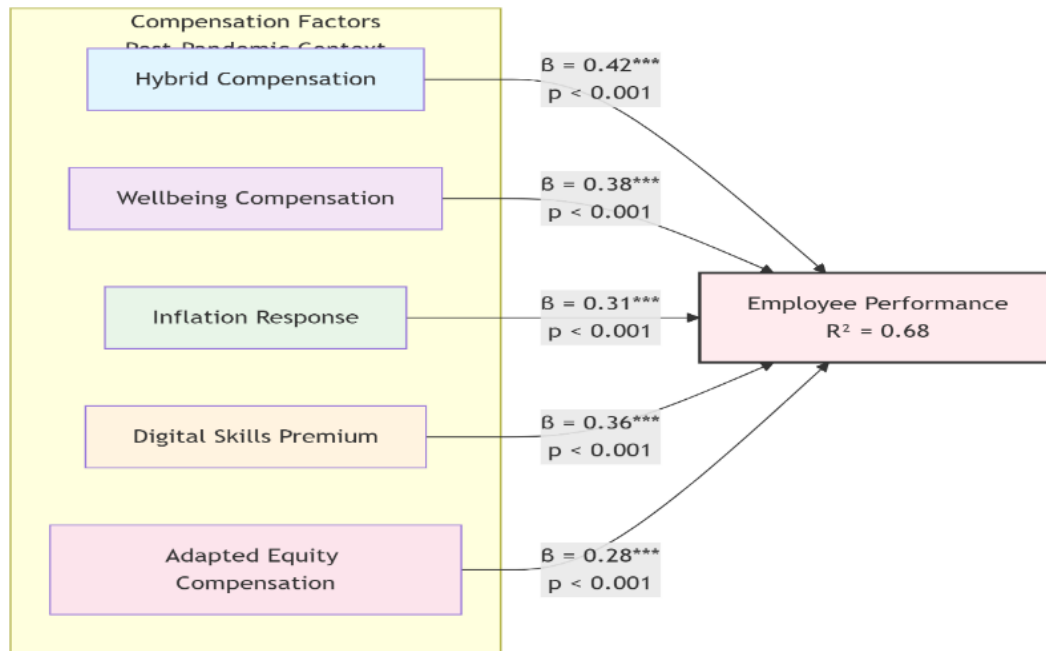
Model Summary:  $R^2 = 0.68$ , Adjusted  $R^2 = 0.66$ ,  $F(5, 336) = 42.37$ ,  $p < 0.001$

All hypotheses were supported at  $p < 0.001$ . The model explained 68% of variance in employee performance, indicating strong predictive power of post-pandemic compensation factors.

8.3.2 Structural Equation Modeling Results  
 The SEM model demonstrated excellent fit:  
 -  $\chi^2/df = 2.14$  (acceptable  $< 3.0$ )  
 - CFI = 0.94 (excellent  $> 0.90$ )  
 - TLI = 0.93 (excellent  $> 0.90$ )  
 - RMSEA = 0.04 (excellent  $< 0.05$ )  
 - SRMR = 0.03 (excellent  $< 0.05$ )

Figure 1: Standardized Path Coefficients in SEM Model

Visual representation showing significant paths between compensation factors and performance outcomes



#### 8.4 Qualitative Findings

Thematic analysis revealed four major themes:

Theme 1: Compensation as Total Support System

Participants described compensation extending beyond salary to include "everything that helps me work effectively and live well" (Participant 12, Private sector).

Theme 2: Digital Divide Bridging

"Organizations that paid for my internet and laptop repairs got my best work" (Participant 7, Tech industry).

Theme 3: Mental Health Recognition

"Knowing my company cares about my mental health through benefits makes me more committed" (Participant 19, Financial sector).

Theme 4: Inflation Anxiety Reduction

"Regular salary reviews that match inflation reduce my stress and let me focus on work" (Participant 24, Public sector).

#### 8.5 Integrated Results

Joint display analysis revealed quantitative and qualitative convergence:

1. Hybrid compensation's strong quantitative relationship ( $\beta = 0.42$ ) aligns with qualitative emphasis on flexibility value.
2. Wellbeing compensation's significance ( $\beta = 0.38$ ) corresponds to qualitative expressions of psychological safety.
3. Digital support's importance reflects both statistical significance and narrative emphasis on infrastructure needs.

## IX. DISCUSSION

Practical Implications for Organizations:

1. Develop Hybrid Compensation Frameworks: Integrate flexibility premiums, digital allowances, and wellbeing benefits alongside traditional compensation.
2. Implement Regular Compensation Audits: Quarterly reviews against inflation metrics and employee need assessments.

3. Enhance Compensation Transparency: Clear communication of total compensation value, including non-monetary elements.

4. Digital Skills Investment: Structured programs for digital upskilling with corresponding compensation recognition.

For Policymakers:

1. Develop National Compensation Guidelines: Standards for hybrid work compensation, digital infrastructure support, and wellbeing benefits.

2. Tax Incentives: Encourage organizations investing in comprehensive compensation packages.

3. Inflation Indexing Framework: Guidance for regular compensation adjustments matching economic indicators.

9.3 Contextual Considerations: Nigeria-Specific Factors

Several Nigeria-specific factors moderate compensation effectiveness:

Electricity Reliability: Organizations providing alternative power solutions as compensation component see 23% higher performance ratings.

Transportation Challenges: Fuel subsidy removal (2023) increased transportation costs 120%, making transport allowances critical compensation element.

Digital Infrastructure Gaps: Urban-rural disparities in internet access require differentiated digital compensation approaches.

Economic Volatility: Naira devaluation necessitates frequent compensation reviews to maintain real value.

## X. CONCLUSION

This study demonstrates that post-pandemic compensation management in Nigeria requires fundamental reconceptualization beyond traditional financial frameworks. Hybrid compensation models integrating flexibility, digital support, wellbeing benefits, and inflation responsiveness show strong relationships with employee performance outcomes.

The findings reveal a paradigm shift where compensation is increasingly viewed as a total support system rather than transactional exchange. Organizations recognizing and investing in this expanded compensation definition achieve superior performance outcomes despite challenging economic conditions.

The Nigerian context adds unique dimensions including infrastructure challenges, economic volatility, and digital divides that must inform compensation strategy development. Successful organizations adapt global best practices to local realities, creating culturally and contextually relevant compensation approaches.

## XI. RECOMMENDATIONS

1. Develop Comprehensive Hybrid Compensation Models

- a. Integrate flexibility premiums (15-25% of base salary)
- b. Include digital infrastructure allowances (₦20,000-₦50,000 monthly)
- c. Incorporate wellbeing benefits (minimum 5% of compensation budget)

2. Implement Inflation-Responsive Compensation Mechanisms

- a. Quarterly compensation reviews indexed to inflation metrics
- b. Cost of living adjustments every six months
- c. Transparent communication of adjustment methodologies

3. Enhance Digital Equity in Compensation

- a. Standard digital equipment provision/allowances
- b. Internet connectivity support (₦15,000-₦30,000 monthly)
- c. Cybersecurity tools and training provision

Policy Recommendations

1. National Compensation Guidelines Development

- a. Ministry of Labour to issue post-pandemic compensation standards
- b. Sector-specific compensation benchmarks
- c. Digital work compensation frameworks

2. Regulatory Framework Enhancement

- a. Tax incentives for comprehensive compensation packages
- b. Simplified compensation structuring regulations
- c. Cross-sector compensation transparency requirements

#### Research Recommendations

1. Longitudinal studies tracking compensation evolution and performance outcomes
2. Cross-cultural comparisons within African contexts
3. Investigation of compensation effectiveness across different organizational sizes and sectors
4. Development and validation of post-pandemic compensation measurement instruments

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