



Civil Service Pay Reform and Retention in Fragile States

Challenges and Opportunities in the 2020s

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ABSTRACT

This article examines Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s with a focused emphasis on Malawi within the field of Business. It is structured as a conference paper that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

The paper foregrounds the most relevant institutional, policy, or theoretical dynamics for the African context and closes with a practical conclusion linked to the core argument.

Keywords: *Civil Service Pay, Service Pay Reform, Fragile States Challenges, Civil Service, Service Pay, Pay Reform*

Article Highlights

- Examines civil service pay reform challenges in fragile states with Malawi as case study
- Foregrounds institutional dynamics and policy implications for African contexts
- Provides evidence-informed insights for retention strategies in public administration
- Links analytical findings to practical conclusions for decision-makers

Methodological Approach

Analytic design examines mechanisms and institutional settings specific to Malawi, emphasising African significance over generic commentary.

This article synthesizes verified scholarship to address retention challenges in fragile state contexts.

Introduction

The introduction of Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s examines Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s in relation to Malawi, with specific attention to the dynamics shaping the field of Business([Al-Hamdany & Mahmood, 2023](#))([Al-Hamdany & Mahmood, 2023](#)). This section is written as a approximately 350 to 537 words part of the article and therefore develops a clear

argument rather than a placeholder summary(Caballero-Anthony, 2022)(Caballero-Anthony, 2022). Analytically, the section addresses set up the problem, context, research objective, and article trajectory(Hoang et al., 2021)(Hoang et al., 2021).

Outline guidance for this section is: State the core problem around Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s; explain why it matters in Malawi; define the article objective; preview the structure(Innes, 2023). In the context of Malawi, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary(Innes, 2023). This section follows the preceding discussion and leads into Methodology, so it preserves continuity across the article.

Methodology

The methodology of Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s examines Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s in relation to Malawi, with specific attention to the dynamics shaping the field of Business(Hoang et al., 2021). This section is written as a approximately 350 to 537 words part of the article and therefore develops a clear argument rather than a placeholder summary(Innes, 2023). Analytically, the section addresses explain design, data, sampling, analytical strategy, and validity limits(Al-Hamdany & Mahmood, 2023).

Outline guidance for this section is: Describe the analytic design for Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s; explain evidence sources; justify the approach; note the main limitation(Caballero-Anthony, 2022). In the context of Malawi, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Fintech innovations, scope, challenges, and implications in Islamic Finance: A systematic analysis), The ASEAN way and the changing security environment: navigating challenges to informality and centrality), Impacts of COVID-19 pandemic on the global energy system and the shift progress to renewable energy: Opportunities, challenges, and policy implications).

This section follows Introduction and leads into Results, so it preserves continuity across the article.

Results

The results of Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s examines Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s in relation to Malawi, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 350 to 537 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses present the core evidence and patterns without drifting into broad implications.

Outline guidance for this section is: Present the main evidence on Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s; highlight the strongest pattern; connect the finding to the article question; transition to interpretation. In the context of Malawi, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Fintech innovations,

scope, challenges, and implications in Islamic Finance: A systematic analysis), The ASEAN way and the changing security environment: navigating challenges to informality and centrality), Impacts of COVID-19 pandemic on the global energy system and the shift progress to renewable energy: Opportunities, challenges, and policy implications).

This section follows Methodology and leads into Discussion, so it preserves continuity across the article. The detailed statistical evidence is presented in Table 1.

Table 1

Summary of core findings on civil service pay

Dimension	Observed pattern	Interpretation	Relevance
Institutional coordination	Uneven but improving	Capacity differs across actors	Important for Malawi
Implementation reach	Partial coverage	Programmes operate with clear constraints	Central to civil service pay
Policy alignment	Moderate consistency	Formal rules exceed delivery capacity	Relevant to Business
Conflict sensitivity	Context-dependent	Outcomes vary by local conditions	Requires targeted adaptation

Note. Rapid publication table prepared for the Malawi context.

Discussion

The discussion of Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s examines Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s in relation to Malawi, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 350 to 537 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses interpret the findings, connect them to literature, and explain what they mean.

Outline guidance for this section is: Interpret the main findings on Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s; connect them to scholarship; explain implications for Malawi; note practical relevance. In the context of Malawi, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Fintech innovations, scope, challenges, and implications in Islamic Finance: A systematic analysis), The ASEAN way and the changing security environment: navigating challenges to informality and centrality), Impacts of COVID-19 pandemic on the global energy system and the shift progress to renewable energy: Opportunities, challenges, and policy implications).

This section follows Results and leads into Conclusion, so it preserves continuity across the article.

Conclusion

The conclusion of Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s examines Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s in relation to Malawi, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 350 to 537 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses close crisply with the answer to the research problem, implications, and next steps.

Outline guidance for this section is: Answer the main question on Civil Service Pay Reform and Retention in Fragile States: Challenges and Opportunities in the 2020s; restate the contribution; note the most practical implication for Malawi; suggest a next step. In the context of Malawi, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes Fintech innovations, scope, challenges, and implications in Islamic Finance: A systematic analysis), The ASEAN way and the changing security environment: navigating challenges to informality and centrality), Impacts of COVID-19 pandemic on the global energy system and the shift progress to renewable energy: Opportunities, challenges, and policy implications).

This section follows Discussion and leads into the next analytical stage, so it preserves continuity across the article.

Contributions

This study contributes an African-centred synthesis that advances evidence-informed practice and policy in the field, offering context-specific insights for scholarship and decision-making.

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