



The Impact of effective salary and wage administration on civil services productivity in Nigeria: A study of Anambra state civil service

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Abstract

This study examined the impact of effective salary and wage administration on civil service productivity, using Anambra state civil service of Nigeria as case study. A sample size of 300 persons across all cadres of civil servant was determined through the application of Taro Yamani's statistical technique. An item structured instrument was administered to the sample using convenience sampling method in collecting the needed data. SPSS version 20 software was used for analyzing the data through the Analysis of Variance (ANOVA) by comparing different population means existing between and within the groups at five point-Likert scale of strongly agree, agree, undecided, disagree and strongly disagree. The result of hypothesis one, indicate that F – calculated value (164.283) is greater than F – tabulated value (2.54) and decision rule was applied to reject the null hypothesis and accept the alternative hypothesis that, there exist a significant positive relationship between effective salary and wage administration and employee performance in civil service in Anambra state, Nigeria. Also, the result of hypothesis two shows that when F – calculated value (85.509) is greater than the F – critical value (2.53), study rejects the null and accepts the alternative that there is significant difference in the opinion of the respondents regarding what they perceive as challenges to full implementation of minimum wage by some state governments in Nigeria. Study concluded that performance of civil servants across the states in Nigeria is a direct function of the level of commitment government shows towards their welfare, especially as it relates to salary and wages. It was equally found that opinions vary significantly regarding perceived challenges to full implementation of minimum wage by some state governments, perhaps due to the composition of the sample which included top cadre civil servants of director and permanent secretary ranks. It was recommended that state governments should endeavour to fully implement minimum wage policy for civil servants to reflect current economic realities of the time, among other recommendations.

Keywords: Salary, wage, Administration, civil service, productivity.

Introduction

Past research efforts has shown that low productivity recorded in civil service in Nigeria is partly as a result of poor salaries and wages administration (Mbogu, 2001; Ezulike, 2001; Iheriohanma, 2006 and Tongo, 2005). Productivity is a prominent area of interest in human resource management but it would appear it is not given any serious consideration in the civil service as workers could be owed salaries and wages for as many months as the government wishes. The consequences of which are exhibition of negative work attitude and other forms of inefficiency (Reilly, 2003).

In any organization, be it in the private or public sector, money is a very sensitive issue not only to management but also to employees (Nwachukwu, 2009). Wages and salaries constitute a significant part of the total cost of operation in any organization or establishment. In public/civil service, they make up more than 50 percent of operating costs. In the organized private sector, large organization's ability to attract and retain valuable employees in part depends largely on how much it pays. Poor wages and salaries are a constant source of frustration if labour and management are engaged in constant strife with resulting decrease in productivity and output (Nwachukwu, 2009).

Salaries and wages administration in Nigeria is as old as civil service itself. Many administrations have come and gone but not without deliberating on what constitutes the 'appropriate' minimum wage or salary of civil servants. In some situations, it has been without industrial disputes, especially during the military era, while most of the civilian regimes have been dominated by trade disputes declared by major labour centers in the country (Obiora, 2013). The obvious consequences of such disputes are loss of productivity and output by the government.

As Egbo and Okeke(2009) have duly observed, salaries and wages of civil servants are not left to the discretion of the employers. They are usually backed by legal instrument stating the minimum pay for workers. For instance, the Obasanjo led government pegged the minimum wage rate of federal workers at ₦7, 500 in 2003. The figure was arrived at through rigorous consultations between workers representatives and the government. The salaries, wages and fiscal commission usually forwards such agreements to the National Assembly for necessary legal banking.

Nigeria being a federal structure, it is expected that the federating states should be responsible for fixing the salaries and wages of the state workers. But what often happen is that labour unions, at the state level, through the Joint Public Service Negotiating Council (JPSNC), usually adopt the federal government's rate for federal workers, to engage their respective state governments in negotiating for the state workers. A situation which has always created problems, sometimes leading to full scale industrial action. Many states have always claimed that they don't have the financial resources to implement the minimum wage. The 'dust' raised by Federal Government's 2011 minimum wage of ₦18, 000 is still in the air in many states of the federation. In Anambra State for instance, the workers were pitched against the state government as they engaged on prolonged industrial dispute. As Nwokolo(2011) has noted, such poor labour-management relations affects workers productivity severely as they assume collectively that government does not appreciate their contributions hence the refusal to pay the minimum wage.

There is no doubt that an effective and efficient state civil service will effectively drive the other sectors of the state economy by making them vibrant and responsive to other development needs in the state so that the quality of life of the citizenry can be positively affected. It is on this note that this study examines the impact of effective salary and wages Administration on civil service productivity in Anambra state.

Statement of the Problem

Salary and wage administration in Nigeria is as old as the civil service itself. Nigeria operates a federal structure in which the states are the federating units. This presupposes that as a federation with three layers of government (federal states and local government), fiscal federalism would apply. Unfortunately, the minimum wage issue is in the exclusive legislative list of the federal government, and by implication, it is only the federal government that can negotiate for salaries and wages of her workers and those of the lower tiers of government (state and local). But the state governments have always stated that they do not have the financial capacity to implement such minimum wages fixed by the federal government. However, such declarations from the state governments have always attracted industrial dispute of large proportion from the workers with negative consequences on productivity. In the light of the above, it has become necessary to examine the impact of effective salary and wage administration on productivity of civil servants and to also identify and examine the constraints to full implementation of minimum wage by some state governments in Nigeria.

Objectives of the Study

The central objective of this study is to examine the impact of effective salary and wage administration on civil service productivity in Nigeria using Anambra State civil service as case study. However, the specific objectives are to:

- Examine the relationship between salary and wage administration and employee performance in the civil service.
- Identify and examine the constraint to full implementation of minimum wage by state governments in Nigeria.

Research Questions

The following research questions were raised to guide the study:

- How does salary and wage administration relate to employees performance in civil service?
- To what extent does respondents' opinion differ on what constitute constraints to full implementation of minimum wage by state governments in Nigeria?

Research Hypotheses

- There is no significant relationship between salary and wage administration and employee performance in civil service.
- There is no significant difference in the opinion of the respondents regarding what constitute constraints to full implementation of minimum wage by some state governments in Nigeria.

Significance of the Study

The findings and the policy dialogue that will follow in the study, will be of immense benefit to the government and in particular, the government of Anambra state where the study took place. Recommendations from the study will strengthen the relationship between government and the workers through their trade unions. It will engender atmosphere of industrial peace and harmony where mutual understanding exist. Government will by the recommendations of the study see the need to pay workers living wage and the workers on their own would see the need to respond or reciprocate by increasing their performance level from inefficiency to efficiency and highly productive workforce.

Review of related literature

The review was done under the following sub-heading: conceptual review, theoretical review, theoretical framework and the empirical review.

Conceptual Review

Salary and wage administration like any other concept in the social and behavioral managerial sciences, have been defined in various ways by many authors. These authors have defined the concept from their various world views. But within the context of this study, salary and wage administration simply put, means the management of human resource with respect to payment of remuneration to workers for services rendered within an agreed interval of time (Egbo and Okeke, 2009). In keeping with their own side of the contract, employer's endeavors pay their workers for the services rendered at the end of an interval of time as agreed between the employees and the employers. The implication of this is that there exist a contractual agreement between workers and the employer, and the way and manner salaries and wages are paid to workers determines to a large extent the performance of the employees, they added.

On the other hand, the term civil service is normally used when referring to the body of men and women employed in a civil capacity and non-political career basis, by the federal and state governments, primarily to render and faithfully give effect to their decisions and implementations (Pinalite, 2001). Such career officers, according to him, normally derive their appointment from the civil service commission of either the state or the federal government, which also exercises power of delegating duties and responsibilities to departments in accordance with the laid down rules. In the same vein, Ademolekun (2002) observes the synonym of the machinery of the government, especially in Britain and most Common Wealth Nations of Sub-Saharan Africa. In the British conception, according to him, the civil service is used to refer to the body of permanent officials appointed to assist the decision makers. The civil service can also be seen as a complex organization with a body of seemingly permanent officials appointed in a capacity to assist the political executives in the formulation, execution and implementation of the government policies in ministries and extra-ministerial departments within which the specific government works are carried out.

Theatrical Review

Relationship between Effective Salary and Wage Administration and Employee Performance in Civil Service

At the center of salary and wage administration for civil servants is the issue of minimum wage in Nigeria. It is the minimum wage that determines how much each employee is paid by the government both at the federal and state levels. The federal government fixes the minimum wage for federal workers and expects the state governments to implement the rate at the state level accordingly. But experience has shown that implementation of federal rate at the state level have often met with bottlenecks in many states of the federation including Anambra state (Obiorah, 2012).

The relationship between proper remuneration and worker's efficiency are not farfetched. According to Banjoko (2006), the laxity and inefficiency that associates with civil servants are partly as a result of poor remuneration and inadequate financial incentives. He notes that what is paid to an average civil servant as take home salary hardly meets the basic needs of the person. Hence, you find many of them engaging in one form of business or the other, including the illegal ones that demands the use of office hours to attend to. Such unwholesome acts according to Banjoko, affects performance negatively. He also averred that workers, especially civil servants deliberately put up some negative work attitudes such as lateness to work, absenteeism, trading during official hours, etc, when they perceive that government does not want to give them their legitimate rights.

In a related development, there is also a strong and positive relationship between effective leadership in an organization and productivity. As Tannebaum and Warren (1983) had noted, leadership style that embodied emotional intelligence, openness, and at the work place, intimacy, would always achieve better productivity than those that do not. They added that a leader is always in-charge of the affairs of his subjects. He does not only influence their behaviour but also ensure that the environment is conducive for the achievement of common goal. This, he noted further, is against the realities that restrict use of the leader's authority, prestige or power to diminish the interest of the subordinates thereby exerting less influence.

In the opinion of Martocchio (2006), to attract, retain and motivate highly productive workers, and to be fair to all employees, an organization needs to reward employees on the basis of their performance. Therefore the link between employee's performance and good pay can never be overstated. Reilly (2003) also lends support to the opinion expressed above by Martocchio when he stated that when workers are paid commensurable wages/salaries to their outputs, it does not only encourage them to do more but also serves as a stabilizing force within work environment thereby providing conducive atmosphere for higher productivity. In a related development, Lawal and Oluwatoyin (2011) observes that isolating a worker for reward in civil service may not be as easy as it could be in the private sector but workers can be effectively motivated collectively through prompt implementation of salary and wage increases whenever it occurs without necessarily waiting for workers to embark on industrial action before it is done. According to them, such industrial or trade disputes often affects productivity negatively to the disadvantage of the government because the months of no work are always not without pay.

State civil servants want salary and wage parity between them and the federal civil servants. This is why anytime there is increase in the salaries and wages of the federal civil servants, they always agitate for increase in theirs as well by the same margin that the federal staff had theirs increased. They have always insisted that everybody buy from the same market and pay the same utility bills such that both the federal and state civil servants face the same economic realities. Therefore, there is no need for disparity in salaries and wages. However, what must be understood is that workers, especially civil servants need improved salary and wage administration to enable them face the challenges of the present economic realities in the country.

Perceived Constraint to Full Implementation of Minimum Wage by Some States of the Federation

Minimum wage issue is properly situated in salary and wage administration in the civil service. Nigeria operates fiscal federalism at least in principle and this presupposes that the three tiers of governments in operation-federal, state and local are financially independent. Each is expected to generate its own revenue internally apart from that which comes from the Federation Accounts. As a federal structure, the federating states by right should fix the salaries of their civil servants in accordance with the prescriptions of fiscal federalism. Unfortunately, the minimum wage issue has been retained in the exclusive legislative list of the federal government instead of the concurrent legislative list so that the states can act

independently based on their respective capacities. According to Omotosho (2003), federal government have deliberately retained minimum wage in the exclusive legislative list to forestall unnecessary labour exploitation by paying salaries and wages that are below the acceptable minimum. This singular reason has been the standpoint of many trade unions that have challenged the state government on the issue of non-implementation of minimum wage, he stated.

Many reasons have been advanced by the state governments for not fully implementing the minimum wage as pegged by the federal government. Among such reasons are lack of financial capacity and legality of such imposition. Many of the state governments have always alleged that they do not have the capacity to pay workers the same rate with the federal government. Apart from this, state governments have also made it clear on many occasions that as a federation of independent states, it is illegal for the federal government to impose minimum wage on them. But according to Obiorah (2012), the problem is not that of inadequate financial resources, rather the problem essentially borders on corruption and lack of commitment towards workers welfare. He noted that government unnecessarily gets involved in white elephant projects that corruptly drains state finances. He noted further that huge sums of money from state funds are diverted by politicians including the governors and other top government functionaries into settling their godfathers who made it possible for them to occupy the positions they found themselves in.

A manager monitors the performance of his workers while a leader inspires them to work harder so that goals may be achieved. This, perhaps, is what is lacking in Nigeria's search for good leadership over the years. The salaries and wages paid to civil servants, especially at the state level are so meagre that workers' basic needs are hardly met. Yet many state governors claim they don't have the financial muscle to pay the approved minimum wage.

Apart from weak leadership and corrupt practices, another problem is the overbloated size of the civil service at all levels of government. In an attempt to fulfill election promises, many state governments over employ, thinking that unemployment could be reduced drastically through such primitive ideas. Instead of creating an enabling environment for the private sector to function effectively so that they can create opportunities for employment as it is done in many emerging economies all over the world, governments in Nigeria (federal state and local) are in the business of employment massively. (Public Service Review Commission, 2004). The consequences of overbloated workforce are redundancy, huge wage bill, inefficiency, etc. Many employees who collect salaries from the government monthly do not have offices not to talk of schedule of duty (Lawal and Olunatoyin, 2011). There is also the issue of ghost worker syndrome which is always perfected with the connivance of very senior officers in the ranks of director or even permanent secretary, which unnecessarily enlarges the wage bill on a monthly basis and all of which constitute a drain on government's lean resources that compete for many needs.

Perhaps, Achebe (1983) was right when he noted that the problem of Nigeria is bad leadership. Though Nigeria is blessed abundantly with human and material resources, the missing link has been that of having the right person at the helm of affairs of the nation, who would harness all that God has endowed the nation with for the good of all. It is an outer show of lack of commitment to the welfare of workers, when government reneges on agreement reached at negotiations with labour representatives during implementation. It must be noted that civil servants are motivated by financial incentives and prompt payment of salaries more than anything else, especially in this part of the world where civil servants' take home pay cannot even take care of the basic needs of life.

Theoretical Framework

The theory upon which this work was anchored is Maslow's Hierarchy of Needs. It is a very widely applied theory in human resource management. As one of the most dynamic of all productive resources in an organization, it follows that management or government must also recognize the crucial nature and position of human resource in an organization if desired productivity rate must be achieved.

In his book "Motivation and Personality" published in 1954, Maslow observed that people are generally wanting beings who always possess innate grabbing instinct depending on what they already have. The three core propositions of the theory are:

- First, that human beings have many needs that are different in nature, ranging from biological needs at the lower level to psychological needs at the upper level;

- Second, that individuals are in constant state of motivation, never achieving a state of satisfactory except for a very short time;
- Third, that these needs are arranged in a hierarchical order, so that the lowest level must be satisfied before higher level needs arise or motivate people (Maslow, 1970).

Following from this theoretical exposition, it becomes obvious that the unsatisfied needs can or do influence the behaviour of a person to act in a manner that does not promote the objective of his organization. Motivation assumes and propels workers to increase their productivity. Civil servants can be motivated by giving them enhanced salary package that can take care of their needs as identified by Maslow in his work.

Although Maslow's theory of hierarchy of needs has been criticized on many grounds by the likes of Alderfer (1972), Bass (1981) and Drucker (1974), it was found to be quite suitable for analyzing the phenomenon under investigation in this study. The civil service by its very nature, is structured to pass through career progression and at each stage up the ladder, the level of need changes to a higher one in line with Maslow's postulation. For instance, the needs of a new entrant into the service are not the same with those of the directors in the same service. When workers needs are identified and attended to accordingly, they will surely strive to be at their bests in terms of performance.

Empirical Review

The result of past studies in this area of study indicates that inefficiency and low productivity have characterized the civil service in Nigeria since post-independence era (Mbogu, 2001; Ezulike, 2001 and Iheriohanma, 2006). Tongo (2005) did a study on public service motivation in Edo state of Nigeria and found that low productivity and inefficiency can be reduced in public service if civil servants are provided with financial incentives. In a related development, Perry, Mesch and Pearlberg (2006) carried out a review of pay-for-performance research which was part of a study on motivation in the public sector. The study concluded that individual financial incentives are ineffective in the traditional public sector settings and joined prior reviews of the pay-for-performance systems in concluding that the effectiveness of financial incentives is dependent on organizational conditions of service. Also, some researchers among who is Perry (2009) found that respondents perceived increase in wages as a form of confidence that management places on them and therefore were motivated to improve on their performance.

In a study commissioned and undertaken by Olaleye (2012) on implications of non-implementation of minimum wage in Ekiti state. It was found from the study that apart from the industrial action that often follow such actions and the productivity loss, employee turnover are sometimes observed if the dispute becomes prolonged more than necessary. The study equally found that financial resources with which to implement such increases have never been lacking as the government have always alleged, rather the problem has been that of lack of will and commitment to implement the policy as well as stealing from public funds by those in position of authority.

Research Methodology

The study adopted quantitative research approach. The population for the study consists of the three layers of senior civil servants working in the state secretariat complex Awka, Anambra state. One thousand, one hundred and ninety-seven (1197) of these categories of civil servant were identified from the nominal roll of each ministry. The sample size was determined through the application of Taro Yameni's formula (1964) for determining sample size from a finite population as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size to be determined

N = Entire population of interest

E = level of significant (or limit of tolerance error)
0.05

I = Constant value

$$\therefore n = \frac{1197}{1 + 1197(0.05)^2} = 299.797$$

N = 300 (Nearest whole number).

Table 1: Population and Sample Proportion

S/NO	Categories of Senior Civil Servants (Grade Levels)	Population	Sample Proportion	%of Total
1	07-09	403	101	33.7
2	10-13	591	148	49.3
3	14-16	203	51	17.0
	Total	1197	300	100.0

Source: Field Survey, 2015

Precisely, a non-probability sampling method known as convenience sampling was employed in selecting the units of observation. Having determined the sample size and the proportion of each category of the civil servants in the sample, sampling units that could easily be accessed and conveniently located were selected using the sampling frame (nominal roll of all the ministries). This method was adopted in preference to random sampling because previous experience in similar studies has shown that civil servants are extremely difficult to track down in their offices, and so employing random sampling in which we will become limited to administering the questionnaire to few persons rather than the entire sample would end up to be a futile exercise. Hence the adoption of a purposive approach with concentration on the proportions allocated to each category only.

Method of Data Collection

We adopted direct questionnaire distribution method in collecting the primary data from the respondents. The secondary data were sourced from; thesis, publications in academic and professional journals, books, archives among others. The questionnaire was structured on five point-likert scale with weight assigned to: Strongly agree (SA) = 5; Agree (A) = 4; Undecided (UN) = 3; Disagree (D) = 2 and Strongly disagree (SD) = 1. Out of the 300 questionnaire, distributed, 289 were completed and retrieved. Thus, showing 96.3 percent response rate.

Method of Data Analysis

The data generated from the administration of the questionnaire were analyzed using analysis of variance (ANOVA) developed by Fisher in 1923. This is known as F-test. It is restricted to one-way analysis of variance. The use of ANOVA was informed by the need to compare the level of variability if any, in population means within and between groups. The null and alternative hypotheses were tested for significant relationship between effective salary and wage administration and employee performance in civil service or otherwise, and for significant difference or otherwise, in the opinion of the respondents regarding what constituted constraint to implementation of minimum wage by some state governments. The two hypotheses were tested at 0.05 level of significance. Decision rule was applied to either accept or reject the null hypothesis by comparing the values of F-tabulated and F-calculated.

Data Presentation

The data generated for the study through primary source were presented in this section in tabular forms including the weighting. This was done to determine the extent to which respondents agreed or disagreed with the statement of an item.

Table 2: Opinions on Relationship between Effective Salary and Wage Administration and Performance

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1	Workers are always more committed to duty if they know that their employers care for their welfare.	115	122	31	11	10	289
2	Employees are motivated to perform better with enhanced salary.	109	128	28	14	10	289
3	Inadequate salary and wages paid to workers is what gives rise to corruption practices in civil service.	120	121	30	10	8	289
4	State civil servants should be paid the same wage with federal counterpart.	119	138	20	6	6	289
5	Lack of motivation gives room for inefficiency and poor performance by civil servants.	121	127	30	6	5	289
6	Most industrial disputes embarked upon by workers are as a result of government's insensitivity to workers demands.	118	123	22	16	10	289
7	Prompt implementation of pay rise will elicit positive work behaviours from workers.	129	129	18	6	7	289
8	Harmonious relationship between labour and government leads to increased productivity.	108	131	15	20	15	289
9	Workers would prefer enhanced salary package to fringe benefits.	130	125	19	10	5	289
10	Workers have right to embark on industrial action if government refuses to implement minimum wage fully.	108	122	35	14	10	289
	Total	1177	1266	248	113	86	2890

Source: Field Survey, 2015

Table 3: Weighted Responses for Relationship between Effective Salary and Wage Administration and Performance

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1	Workers are always more committed to duty if they know that their employers care for their welfare.	575	488	93	22	10	1188
2	Employees are motivated to perform better with enhanced salary.	545	512	84	28	10	1179
3	Inadequate salary and wages paid to workers is what gives rise to corruption practices in civil service.	600	484	90	20	8	1202
4	State civil servants should be paid the same wage with federal counterpart.	595	552	60	12	6	1225
5	Lack of motivation gives room for inefficiency and poor performance by civil servants.	605	508	90	12	5	1220
6	Most industrial disputes embarked upon by workers are as a result of government's insensitivity to workers demands.	590	492	66	32	10	1190
7	Prompt implementation of pay rise will elicit positive work behaviours from workers.	645	516	54	12	7	1234
8	Harmonious relationship between labour and government leads to increased productivity.	540	524	45	40	15	1164
9	Workers would prefer enhanced salary package to fringe benefits.	650	500	57	20	5	1232

10	Workers have right to embark on industrial action if government refuses to implement minimum wage fully.	540	488	105	28	10	1171
	Total	5,885	5,064	744	226	86	12,005

Source: Field Survey, 2015

Note: To get the weighted figures in Table 3, (Strongly agree (SA) = 5; Agree (A) = 4; Undecided (UND) = 3; Disagree (D) = 2 and Strongly disagree (SD) = 1).

Table 4: Perceived Constraints to full Implementation of Minimum Wage by Some State Governments

S/N	Item	Alternative Responses					Total
		SA	A	UND	D	SD	
1	Inadequate finances of some state governments are responsible for non-implementation of minimum wage.	14	18	35	122	100	289
2	Lack of commitment to workers welfare is responsible for none or partial implementation of minimum wage.	114	125	28	12	10	289
3	Corrupt practices perpetrated by top public office holders are responsible for non-implementation of minimum wage.	97	109	21	32	30	289
4	The overbloated civil service size cannot be properly cared for by the government due to enlarged wage bill.	80	90	35	44	40	289
5	It is proper to pay state civil servants what the federal workers are paid.	121	129	19	12	8	289
6	Ghost worker syndrome is a serious drain on government finances.	123	125	15	16	10	289
7	Political office holders would prefer to spend money on other activities that can guarantee the reelection than support any improvement in workers salary.	109	131	29	14	6	289
8	Minimum wage issue should be delisted from the federal government exclusive legislative list so that federating states can individually determine what they can pay.	69	87	18	71	44	289
9	Huge sums of money are siphoned away by corrupt public office holders.	102	111	29	27	20	289
10	Government uses public funds in settling political godfathers.	71	82	25	62	49	289
	Total	900	1007	254	412	317	2890

Source: Field Survey, 2015

Table 5: Weighted Responses for Perceived Constraints to Full Implementation of Minimum Wage

S/N	Item	Alternative Responses					Total
		SA	A	UN D	D	SD	
1	Inadequate finances of some state governments are responsible for non-implementation of minimum wage.	70	72	105	244	100	591
2	Lack of commitment to workers welfare is responsible for none or partial implementation of minimum wage.	570	500	84	24	10	1,188
3	Corrupt practices perpetrated by top public office holders are responsible for non-implementation of minimum wage.	485	436	63	64	30	1,078
4	The overbloated civil service size cannot be properly cared for by the government due to enlarged wage bill.	400	360	105	88	40	993
5	It is proper to pay state civil servants what the federal workers are paid.	605	516	57	24	8	1,210
6	Ghost worker syndrome is a serious drain on government finances.	615	500	45	32	10	1,202
7	Political office holders would prefer to spend money on other activities that can guarantee the reelection than support any improvement in workers salary.	545	524	87	28	6	1,190
8	Minimum wage issue should be delisted from the federal government exclusive legislative list so that federating states can individually determine what they can pay.	345	348	54	142	44	933
9	Huge sums of money are siphoned away by corrupt public office holders.	510	444	87	54	20	1,115
10	Government uses public funds in settling political godfathers.	355	328	75	124	49	931
	Total	4,500	4,028	762	824	317	10,431

Source: Field Survey, 2015

Note: To get the weighted figures in Table 5, (Strongly agree (SA) = 5; Agree (A) = 4; Undecided (UND) = 3; Disagree (D) = 2 and Strongly disagree (SD) = 1).

Test of Hypotheses

Hypothesis One

This hypothesis sought to determinewhether there is any significant relationship between effective salary and wage administrationand employee performance in civil service. Accordingly, the null and alternative hypotheses were set as stated below:

H₀: There is no significant relationship between effective salary and wage administration and the performance of civil servants.

H₁: There is a significant relationship between effective salary and wage administration and the performance of civil servants.

Table 6: Summary of the Analysis of Variance (ANOVA for Hypothesis I)

Source of variation	Sum of square	df	Mean square	F-ratio	Sig.
Between Groups	251923.401	4	62980.850	164.283	.000
Within Groups	17251.600	45	383.369		
Total	269175.001	49			

Source: SPSS Software Version 20

F-Tabulated = $F_{(0.05), 4, 45} = 2.53$ (at 5% level of significance);

F-Calculated = 164.283.

Decision Rule 1

At 0.05 level of significance and (4, 45) degrees of freedom, F – Calculated 164.283 is greater than F – tabulated (2.53). Consequently, the study rejects the null hypothesis and accepts the alternative hypothesis which suggests significant relationship between effective salary and wage administration and performance of civil servants in Anambra state of Nigeria.

Hypothesis Two

This hypothesis sought to determine whether there is any significant difference in the opinion of the respondents regarding what constitute constraints to full implementation of minimum wage by some state governments. Accordingly, the null and alternative hypotheses were set as stated below:

H₀: There is no significant difference in the opinion of the respondents regarding what they perceive as constraints to full implementation of minimum by some state governments.

H₁: There is a significant difference in the opinion of the respondents regarding what they perceive as constraints to full implementation of minimum by some state governments.

Table 7: Summary of Analysis of Variance (ANOVA) for Hypothesis II

Source of variation	Sum of square	df	Mean square	F-ratio	Sig.
Between Groups	22218.321	4	5554.580	85.509	0.000
Within Groups	2923.190	45	64.959		
Total	25141.511	49			

Source: SPSS Software Version 20

F-Tabulated = $F_{(0.05), 4, 45} = 2.53$ (at 5% level of significance);

F – Calculated = 85.509.

Decision Rule 2

At 0.05 level of significance and (4, 45) degrees of freedom, the value of F- calculated (85.509) is greater the value of than F-tabulated (2.53). Consequently, study rejects the null hypothesis and accepts the alternative hypothesis which suggests that there is a significant difference in the opinion of the respondents to full implementation of minimum wage by some state governments in Nigeria.

Analysis and Discussion

The result of the analysis of variance (ANOVA), presented in Table 6 shows that F – calculated (164.283) is greater than F – tabulated (2.53), thus leading to the rejection of null hypothesis while the alternative hypothesis which suggests

that there exist strong positive relationship between effective salary and wage administration and the performance of civil servants in Anambra state, Nigeria was accepted.

On the other hand, the result of analysis of variance (ANOVA), presented in Table 7 shows that the value of F – calculated (85.509) is greater than the value of F – tabulated 2.53) thus leading to the rejection of the null hypothesis while the alternative which suggests that there exist significant variation in the opinion of the respondents regarding the perceived constraints to full implementation of minimum by some state governments in Nigeria was rejected.

Conclusion

Reflecting on the study objectives mentioned earlier, the result of the study shown in Table 6 indicate that the way and manner salary and wage are administered determines to a large extent the performance of civil servants in Nigeria. Thus it could be seen from the decision rule which applied at a point when F – calculated value (164.283) is greater than the F – tabulated (2.53) value at 5% significance level which led to the rejection of the null hypothesis while the alternative was accepted. The result of the study support the views of Lawal and Oluwatoyin (2011) when they observed that civil servants can be effectively motivated collectively for improved performance through prompt implementation of salary and wage increases whenever it occurs. Also, the result of the study in this section finds relevance and support in the work of Perry (2009) when he found that employees perceive increase in wages as a form of confidence that management places on them and therefore motivates them to perform better.

In the same vein, the study revealed that there exists significant variation in the opinion of the respondents regarding perceived constraints to full implementation of minimum wage by some state governments in Nigeria. This result could be seen at a point where F – calculated value (85.509) is greater than the F – tabulated value of (2.53) at a significance level of 5%. The result led to the rejection of null hypothesis while the alternative was accepted. The implication of the result is that opinions differ significantly on what the challenges are. While some said it is as a result of poor allocations from the federal government, others said the problem of non or partial implementation of minimum wage by some state governments is as a result of lack of commitment to the welfare of workers by some state governments and corruption among other reasons. However, the result is not strange given the composition of the sample which includes top management cadre of directors and permanent secretaries ranks. Of course, it is expected that the opinions of these cadres of civil servants must be at variance with those of the lower levels. But above all, this section of the findings support the work of Olaleye (2012) when he found that financial resources with which to implement increase in wages has never been the problem as some state governments have always alleged rather the problem has always been lack of will and commitment to implement the policy whenever it is pegged by the federal government. The study also found that corruption which manifests in fund diversion to private use by public office holders and ghost worker syndrome as well as overbloomed civil service size were some of the constraints that hinder some state from government implementing minimum wage.

Based on the above findings, the study concludes that effective salary and wage administration in civil service enhances the performance of employees and those constraints such as corruption, overbloomed size of individual states' civil service and perhaps inadequate allocations from the Federation Accounts among other challenges prevent some state governments in Nigeria from fully implementing minimum wage policy.

Recommendations

From the findings and conclusion of the study, the following recommendations were made:

- Salary and wages administration is a crucial aspect of field of industrial relations. Government must endeavour to block areas of leakage in their finances so that enhanced salary can be paid to workers to reduce the tendency to engage on other means of earning extra income to support themselves, especially those extra activities that involve the use of official time or office hours. This way, the desired productivity rate would be achieved in civil service.
- The federal government should increase the allocation it gives to state governments on monthly basis to enable the state governments pay their workers living wage so that they can perform optimally. What civil servants are paid at the moment cannot take care of their basic needs and that is why many of them engage on acts that does not promote productivity in civil service.
- The issue of overbloated workforce and ghost worker syndrome are serious issues that constitute drains on government lean resources. Various state governments can check the outrageous wage bills by making sure that they employ the number that they can effectively maintain to achieve the desired efficiency in them. Also, it is necessary to carry out a personnel audit to determine the real numbers that are actually working for the government.
- There is the need to review workers salary at an interval of at least five years to reflect the current economic realities of the time. This is because in an economy where inflation is rising rapidly, there is need for regular salary and wage review to take care of workers income that is lost to inflation.

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