

Minimum Wage Implementation And Employee Service Delivery In The Civil Service Of The South East States Of Nigeria, 2000 – 2015.

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Abstract: *Minimum wage implementation in Nigeria has been a hotly debated issue at both academic and political levels. However, little attention has been paid to the effect of minimum wage implementation on service delivery. The study examined minimum wage implementation and service delivery in the Nigerian Civil Service: A Study of South East States (2000- 2016). Specifically, the study examined the level of minimum wage implementation in the civil service of the five south east states of Nigeria and the effect of minimum wage implementation on service delivery in the civil service of the South East States. The study adopted the survey research design. The population of the study comprised of civil servants in the civil service of the five South East States. The major instrument of data collection is a structured questionnaire subjected to both face and content validity approval by research experts. The sample size for the study was obtained from the civil servants in the five states using the Taro Yamani formula. The data generated for the study were presented and analysed using descriptive statistics such as mean, standard deviation, frequency count, tables, etc. Formulated hypotheses were tested using multiple regression analyses of the ordinary least square. Findings from the study showed that the South East states have always implemented the minimum wage policies, though not strictly as stipulated by the Minimum Wage Acts and that the level of minimum wage implementation have effect on the quality of service delivery. The respondents in the five states were emphatic that payment of minimum wage was positively related to the quality of service delivery. To restore worker's morale and work attitude and to encourage improvement in service delivery, there is need to build into minimum wage Acts clauses that will make room for both a time frame for reviews and automatic reviews of the minimum wage.*

Keywords: Minimum Wage Implementation, Employee Service Delivery, Service Quality and Civil Service

Introduction

The employment relationship as pointed out by Edwards (1990) is characterized by structural antagonism. While workers and management may share interests (for example, in the viability of an enterprise), their relationship necessarily involves underlying conflict over control of production and distribution of resources. These interests are central to the dynamics of work place relations (Ramsay, Scholervous and Herley, 2000).

Of recent, there has been renewed global recognition of minimum wage policy as a tool with wide socio-economic impact. This renewed importance of minimum wage is related to various economic and social developments. First, the relatively high economic growth during the last decade was in many countries accompanied by an increase in the number of vulnerable workers, particularly those in part-time, temporary or casual employment, and more jobs with low pay. Minimum wage is therefore seen as an effective policy tool for addressing low pay and poverty. Second, widening income inequality in many countries, especially when stemming from some deterioration in wages at the lower end of the scale, has led policy-makers to consider minimum wage as having the potential to limit income inequality as well as an essential factor in the enhancement of productivity in not only the public but also the private sector of the nation's workforce. This may have informed the move by International Labour Organization member states, including Nigeria, to raise the minimum wage to a level that may help employees to meet up with their basic needs.

In the Nigerian public service, pay (salary/wages) is identified as a significant factor that affects the performance of public servants. The issue is that public servants who constitute the bulk of the nation's workforces are paid salaries that can barely get them by (Odewale, 2013:30). This has triggered a counter reaction evidenced in the saddening scenario where service delivery is compromised. A weak incentive structure in the civil service which did not foster good performance resulted in a weak work ethics and poor service delivery by many ministries, often characterized by hidden or outright corrupt behaviour on the part of many civil servants (Okonjo-Iweala and Osafokwaako, 2007). Poor wages has thus, been identified as a significant factor responsible for the inefficiency and corruption in the public sector.

This may have probably prompted president Obasanjo to boldly declare during his inaugural speech at the inception of the fourth republic that public servants deserve adequate compensation commensurate with their labour in order to bring about efficiency. In line with this, effort was made to review the existing minimum wage Act.

In the process of evolving an acceptable and standard pay structure and income policies in Nigeria, many commissions were set up, ranging from Harragin commission of 1946 to Justice Alfa Belgore commission of 2010. In fact the Constitution of the Federal

Republic of Nigeria (1999) explicitly stated under the Executive Legislative list that prescribing a national minimum wage for the federation or any part thereof is a law of the federation.” As a law of the federation, and a legislative function of the federal government of Nigeria, it is expected to be binding. But contrary to this, the history of minimum wage in Nigeria shows that at the end of each struggle, the national minimum wage was always implemented haphazardly by state governments (Onuegbu, 2010). State governments (in Nigeria) have never really implemented what is stated in each wage review as there are obvious discrepancies.

Thus, there is a persistent cloud of confusion as to the extent of minimum wage implementation in the Nigerian civil service. Worse still, it is not known how these have affected the quality of service and employee engagement in the civil service (employee morale and work attitude) and by implication his productivity and/or service delivery.

Unfortunately extant literature has not provided a clue as to the nexus between the implementation of minimum wage and service delivery in the civil service to the best of our knowledge. According to Benasi (2011), although minimum wage is widely debated at both academic and political levels; little attention has been dedicated to documenting and assessing the implementation of and compliance with minimum wage policy. Majority of the literature or studies revolve around minimum wage and income distribution (Leigh, 2005). Empirical literature on comparative study of minimum wage implementation and service delivery in the South East states civil service is non-existent. The broad objective of this study is to assess the effect of minimum wage implementation on employee service delivery in the civil service of the South East states of Nigeria. The specific objectives include:

1. To ascertain the level of implementation of the National Minimum Wage Acts in the civil service of the South East states of Nigeria.
2. To ascertain the effect of minimum wage implementation on the quality of service delivery in the civil service of the South East states of Nigeria.

Conceptual Review

Minimum Wage

Scholars, international organizations and even nation - states have variously defined minimum wage. What is common with these definitions is that they basically emphasized workers living condition and welfare. For instance, Fapohunda, Atiku, and Lawal (2013) defines minimum wage as the smallest hourly wage that an employee may be paid as mandated by Federal laws. The International Labour Organization -ILO (1992) defines a minimum wage as the minimum sum payable to a worker for work performed or services rendered within a given period, whether calculated on the basis of time or output, which may not be reduced either by individual or collective agreement, which is guaranteed by law and which may be fixed in such a way as to cover the minimum needs of the worker and his/her family, in the light of national economic and social conditions. Minimum wage is a wage which provides a floor to the wage structure in order to protect workers at the bottom of the wage distribution.

Explaining further International Labour Organization (1992) emphasized that minimum wage is the rate of pay fixed either by a collective bargaining agreement or by government enactment as the lowest wage payable to specified categories of employees. It is the wage rate established by collective bargaining or by government regulation / legislation specifying the lowest rate at which workers may be paid. A legal minimum wage therefore is one mandated by government for all workers in an economy, with few exceptions. Being typically established by contract or legislation by the government, it is thus, illegal to pay an employee less than the minimum wage.

The Cain labour standard Act (1938) of the United States of America defines minimum wage as the minimum hourly rate of compensation for labour as established by federal statute and refined by employers engaged in businesses that affect interstate commerce. Nwude (2013) sees a minimum wage as the lowest hourly, daily, or monthly remuneration that employers may legally pay to workers or the lowest wage at which workers may sell their labour. It connotes the amount that can fetch an entity a good living standard.

The minimum wage as articulated by the International Labour Organization (ILO) ethical trade initiatives (ETI) is a wage that allows a worker to provide for him and his family, to buy essential medicines, send children to school and to save for the future.

According to International Labour Organization (1967), the concept of minimum wage contains three basic ideas. The first is that minimum wage is the wage considered sufficient to satisfy the vital necessities of food, clothing, housing, education and recreation of the workers, taking into account the economic and cultural development of each country. The second is that minimum wage represents the lowest level of remuneration permitted, in law or fact, whatever the method of remuneration or the qualification of the worker. Third is that the minimum wage is the wage which each country has the force of law to uphold and which is enforceable under threat of penal or other appropriate sections. It further notes that minimum wage fixed by collective agreements made binding by public authorities is included in the above explanation.

Minimum wages constitute a level which may not be undercut, and whose application is guaranteed by law. It excluded certain bonuses or benefits and is payable, in cash or in kind, directly or indirectly by the employer to the worker for work performed by the latter. It often does not apply to certain types of workers (e.g. those working less than a certain number of hours) or to certain activities.

Thus, the objective of minimum wage fixing, as set out in International Labour Organization Minimum Wage Fixing Convention, 1970 (No.131) and its accompanying Recommendation No. 135, is to give wage-earners the necessary social protection in terms of minimum permissible levels of wages - a means of ensuring that workers (and in some cases their families) will receive a basic minimum wage which will enable them to meet their needs (and those of their families); hence the frequent use of the term 'minimum living wage. The need for minimum wage legislation, which normally leads to a rise in nominal wage, is justified as a means of adjusting wages and salaries to match with the rise in costs of living (Falawewo, 2007).

This objective was already implicitly or explicitly contained in previous International Labour Organization Convention No.26 and Recommendation No. 30 (applicable to trades) and Convention No. 99 and Recommendation No. 89 (applicable to agriculture), which stipulated that the minimum wage should not be fixed at a lower rate than one which would ensure the subsistence of the worker and his/her family. Minimum wages along with other measures of economic and social policy aim at reducing poverty and meeting basic needs.

Service Delivery

According to Oronsaye (2010), service delivery is the "process of meeting the needs of citizens through prompt and efficient procedures. It presupposes that the interaction between citizens and government results in value creation". In essence, public service delivery involves the provision and implementation of government policies and programmes that will enable citizens to improve their living conditions. It simply means getting services as expected and as quickly as possible to the intended recipients and implies a degree of excellence and in fact is the hallmark of economic excellence that has passed the production stage.

According to ISS (2015), there are four key elements or components of service delivery. The four key elements for successful service delivery system are service culture, service quality, employee engagement and customer experience. Service culture is defined by Gronroos (1990) as a specialized culture within the broader concept of organizational culture. It is seen as a culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate external customer is considered by everyone a natural way of life and one of the most important values. If an organization has a strong service culture, it will develop employees' positive attitudes towards giving service to their customers (Gronroos, 2007).

Quality, according to Kofler, Armstrong, Saunders and Wong (2002) is the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs. It is one of the things that consumers look for in an offer (Solomon, 2009) Service quality includes strategies, processes and performance management systems. It is the measure of service delivered as against expected service performance. Munusamy (2010) sees service quality as the difference between customer's expectations for the service encounter and the perceptions of the service received. Thus customer expectation and perception are two main ingredients of service quality. Service is therefore, assumed to be of quality when it consistently conforms to customers' expectations (Asubontang 1998; Wisniewski and Donely, 1996).

Employee engagement according to the Corporate Executive Board (2004) is the "extent to which an employee commits to something or someone in the organization and how long they stay as a result of their commitment" It includes employee attitude activities, purpose driven leadership and HR processes. Even the best designed processes and systems will only be effective if carried out by people with higher engagement. Employee engagement therefore is the state of emotional and intellectual commitment to an organization or group producing behaviour that will help fulfil an organization's promises to customers and in so doing improve business results. GMI (2006) defines engaged employees "as those who work with passion and feel a profound connection to their company and drive innovation and move the organization forward.

Writing on service delivery in the public service, Olowu (2011) stated that delivering public services is a top priority in developing states, if these states are to make progress towards socio-economic development. Strengthening the provision of essential services can contribute to the long term process of state building and may help to rebuild the legitimacy of the state and strengthen civic management. The quality and availability of essential services are a key measure of governance as public services underpin the social contract between states and citizens and as such, are an indicator of the health of the society.

The primary responsibility of any public administration system therefore, is to deliver services that the private sector may not deliver at all, or to deliver services to those who cannot afford the market prices of the product. Fundamentally, the ability of a government to legitimately tax and govern people is premised on its capacity to deliver a range of services required by its population which no other player will provide. That is to say, that government owes their existence and their legitimacy to the fact that there are services in which the possibility of market failure is great (Olowu, 2011). Governments are often obligated, and judged by their capacity, to provide or ensure the availability of the basic needs of their citizens. Thus, the creation of an enabling environment for meeting the basic needs of citizens is one of the central pillars of good and effective governance.

In both developed and developing countries, service delivery faces various challenges in relation to political, social, economic and other environmental factors. Often, as have been common place in many African countries, such as Nigeria, such challenges to the efficient delivery of services have led to citizen's protests or riots, labour unrest, and even direct challenges to the authority of the state and its leadership. As a result, citizens have increasingly lost trust in their governments and leaders due to weak or deteriorating public service systems and public sector service delivery. The ability of government to deliver efficient public services contributes not only in creating the context for social and economic development, but also in ensuring steady

improvements in the living conditions of citizens – most especially the poor (Okeke-Uzodike, Okeke-Uzodike, Chitakunye & Phiri, 2014).

Minimum Wage Implementation and Employee Service Delivery: The Nexus

In contemporary work environment, organizations strive to retain staff and ensure their effectiveness. This is because organizations are primarily established to achieve specific goals and these goals are tied to various degrees on staff motivation, retention and productivity (Agba, 2010; Efik, 1990; Onyere, 2001). One key to achieving the desire of organizations to actualize their goals is a thorough understanding of what drives the employees of an organization (Muller, 2011). According to Vance (2006) compensation can powerfully influence employee engagement and commitment. Some compensation components encourage commitment to employers, while others motivate engagement in the job. According to Kiragu and Mukandala (2003), the argument that adequate pay is crucial to sustaining motivation, performance and integrity of public servants has been widely accepted and documented. There is evidence from all around the world that government workers either cut back their productivity or hours of work when salaries are low. The reduction in production is greater as the compensation diminishes. McPake and Isar (2008) in their analysis based on country surveys posits that low salary levels result in absenteeism, alternative employment, and low productivity. Raid and Scott cited in Chaudhry (1994) observed that in Latin America and the Caribbean region, low public salaries are a principal deterrent to the recruitment and retention of highly qualified and motivated employees, especially among the professional and managerial ranks.

Writing on minimum wage and workers service delivery, Imobighe (2007) and ILO (1999) believe that minimum wage encourages the use of manpower more effectively and therefore raises the productivity of workers. It leads to job satisfaction and improvement in basic living conditions and thus, can motivate employees to improve their productivity. Minimum wage implementation is an aspect of employee motivation package. It aims at influencing workers behaviour toward the attainment of organizational goals. From Bolman's (1997) perspective one strategy for reaching higher goals and development is motivation. A person's motivation, job satisfaction and work performance will be determined by the comparative strength of the sets of needs and expectation, and the extent to which they are fulfilled.

Minimum wage is an external incentive or motivational factor that needs to be internalized in order to become effective. Incentives entail a spurning force that is introduced as a means of achieving organizational objectives (Incentives guide activity in the direction of the goal) (Blum and Neylor, 2004). It must however, be noted that scientific evidence indicates that the link between compensation, motivation and performance is much more complex. Some scholars believe that higher pay does not produce better results, that if we want an engaged workforce, money is not clearly the answer – it does not buy engagement. To such scholars, the association between salary and job satisfaction is weak. The efficacy of salary as motivational factor was doubted, while the lack of it causes dissatisfaction and staff ineffectiveness, the provision does not result in lasting motivation and satisfaction (Herzberg, Mausner, and Synderman, 1957; Strivastva, 1994). Contrary to this, Ubeku (1975) asserted that while several findings in Europe and America played down the importance of wages and salaries as motivating factors, in Nigeria, it has a large motivational element and is a potent source of employee effectiveness. Apart from Ubeku, other scholars are of the view that whatever is the personal reasons for working, the bottom line, however is that almost everyone works for money - whatever you call it: compensation, salary, bonuses, benefits or remuneration, money pays the bills, provides housing, gives children clothing and food, sends teens to colleges and allows leisure activity and eventually retirement. To underplay therefore, the importance of money and benefits as motivation for people who work is a mistake (Armstrong, 2004). Money, in the form of pay or some sort of remuneration, is the most obvious extrinsic reward. It provides the carrot that most people want. Money provides the means to achieve a number of different ends. It is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. It clearly satisfies the basic needs for survival and security and can also satisfy the need for self esteem and status. Money may in itself have no intrinsic meaning, but it acquires significant motivating power because it comes to symbolize so many intangible goals. Pay is thus a dominant factor in the choice of employment and considerations of pay seem most powerful in binding people to their present job (GoldThorpe, Lockwood, Bechefer and Platt, 1968).

It must however be noted that while Herzberg played down the importance of money as motivator, Maslow recognized money as the factor of motivation and the starting point for other needs to be met.

Diener (2002) believes that the most important factor affecting the overall performance of any organization is productivity or the extent of service delivery. This implies that any organization striving for perfection must continuously strategize towards motivating its workforce. Michele and Rob (2008) emphasized the need for a well-structured reward system in an organization. They noted that a well-structured reward system act as catalyst for improved performance and productivity. Mark (2011) asserted that the reward system must be effectively communicated to employees to avoid controversy and bias.

According to DeCenzo (1996), people who are motivated use a greater effort to perform a job than those who are not motivated.

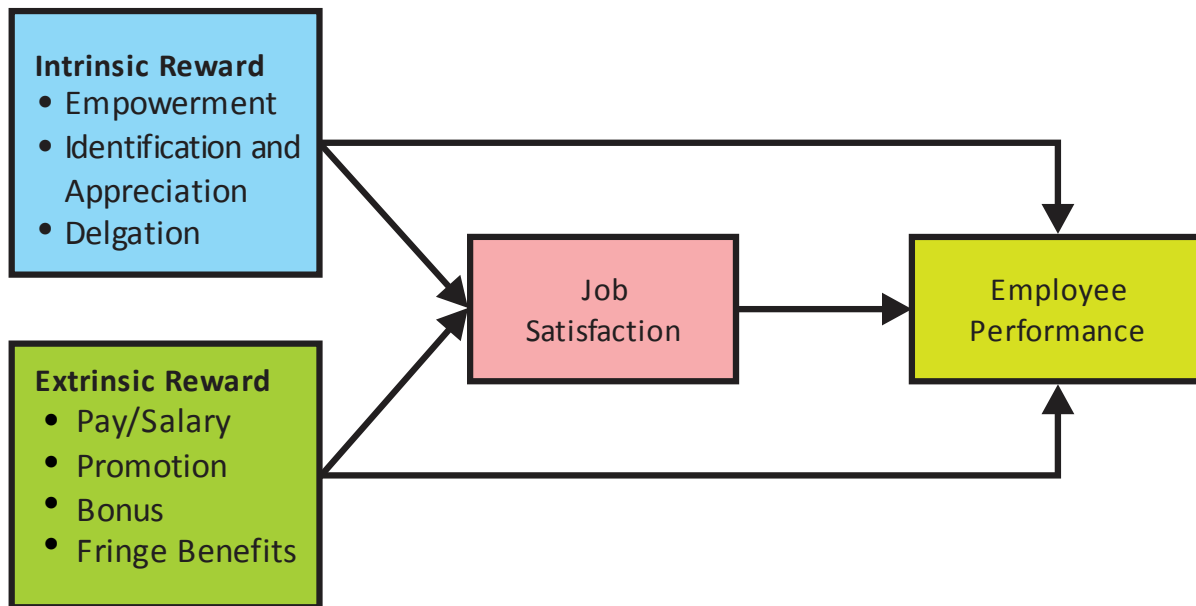
According to UNDP (2006) a systemic reality in many developing countries is that public service incentives are weak. There is the monetary side: wages are too low and pay scales that at best are barely sufficient to live off of, are not competitive with the private sector or do not compensate for postings to remote locations. Wages are too compressed, not reflecting the skills, training, and seniority management positions as compared with low paid jobs. Further, non-monetary compensation and

allowances play a major role in total compensation, benefits such as housing allowances official cars, pensions, and other retirement benefits often form a large part of total compensation.

These factors can contribute to a culture of absenteeism, alternate employment, and low productivity often compounded by a system of non-transparent benefits and allowances that discourage rather than encourage performance. Public sector pay policy is one of the main decisions facing a government, as it determines the ability to attract, retain and motivate staff needed to fulfil its service delivery objectives (Carlos, 2009).

Thus for organizations to be successful, they try to understand clearly the relationship between rewards either intrinsic or extrinsic and performance (McCormack and Tiffin, 1979). Both extrinsic and intrinsic rewards motivate workers and cause higher levels of productivity (Reio & Callohon, 2004). This is diagrammatically represented below.

Fig.1 Linkage between Reward, Job Satisfaction and Employee Performance



Source: (Payam, Ali, Seyed and Mahmood, 2013 p. 589)

The reward programme is necessary in establishing an integrated strategic view to organizational motivation; and when reward system is managed poorly, workers are unhappy, and exhaust the firm’s resources (Darling, 1997). If management pay attention to hygiene- motivation theory and apply it, they will be able to provide hygiene factors to set apart employees from dissatisfaction. Furthermore they can provide intrinsic factors to the work to make employees satisfied in their job positions.

Armstrong (2006) believes that the basic requirements for job satisfaction may include comparatively higher pay, an equitable payment system, real opportunities for promotion, considerate and participative management, a reasonable degree and varied tasks and a high degree of autonomy. The degree of satisfaction obtained by individuals, however, depends largely on their own needs and expectations, and the working environment.

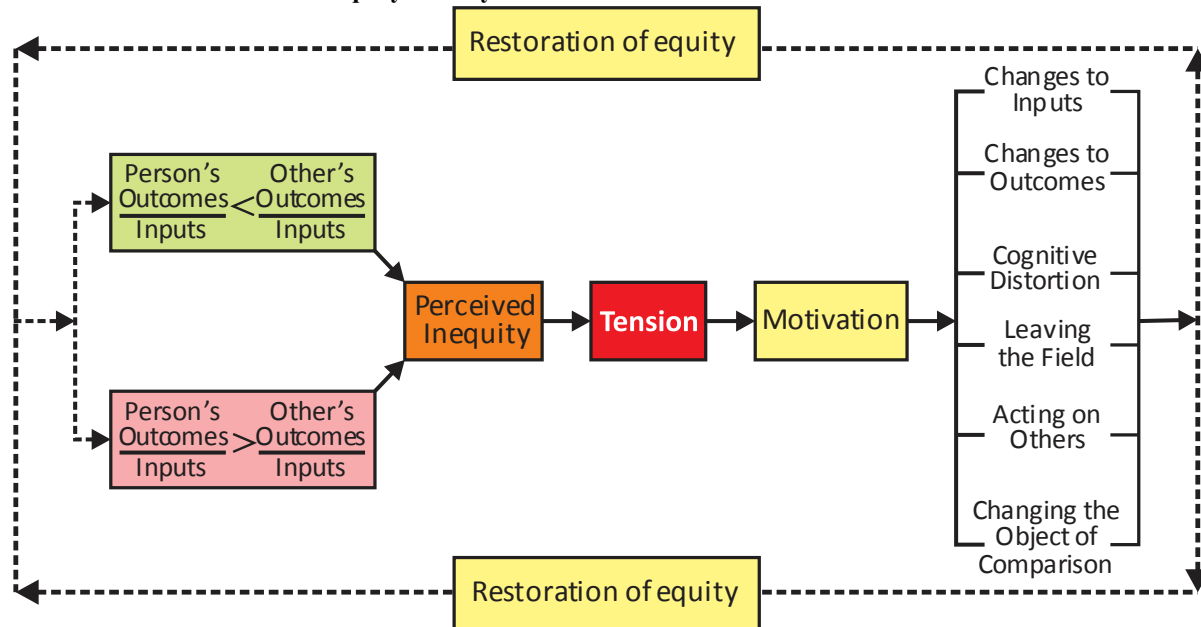
Individuals are particularly attached to a feeling of equity which reinforced work psychologically. Employee expects that his or her effort will be rewarded by remuneration regarded as fair. On the other hand employer takes for granted that in exchange for the wage paid, his or her employee will also supply an effort regarded as fair. According to Akerlof (1982) cited in Pierre and Andre (2004) the employees gift consist of exceeding prevailing work standard, in exchange for which the employer pays him or her a wage exceeding the so called “reference” wage. Consideration of fairness makes employers to offer relatively higher wages in order to take advantage of the process of gift exchange.

A World Bank survey focusing on African countries has observed that “as government compensation falls, both in absolute terms, and relative to alternative remunerative activities, civil servants adjust to the new situation. Turnover rates and absenteeism increase, ‘moonlighting and day-lighting’ become more frequent, and the latter more blatant, recruitment and retention, especially of professionals, become more difficult. It has also been argued that petty corruption rises, including the sale of government services themselves- for example, the extorting on payments by teachers to instruct school children.” The survey concluded that the reform of civil service pay is especially vital for the rehabilitation of government, particularly in terms of realizing improvements in capacity and the delivery of public goods and services (Lindauer and Nunberg (1994). For instance Kigundu (1991) makes the observation that in African, where most government do not pay minimum living wage to their employers, remuneration is so low as to lead to institutionalized corruption, laxity and general lack of discipline.

Theoretical Framework

This study takes its bearing from the Equity theory. Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Considered one of the justice theories, equity theory was first developed in 1963 by John Stacey Adams, who asserts that employees seek to maintain equity between the inputs and outcomes of others (Adams, 1965). Thus, the presence of equity will motivate person to achieve equity or reduce inequity, and the strength of motivation to do so will vary directly with the amount of inequity (Adams, 1963). This is diagrammatically presented below in fig1.

An Illustration of Adams’s Equity Theory of Motivation

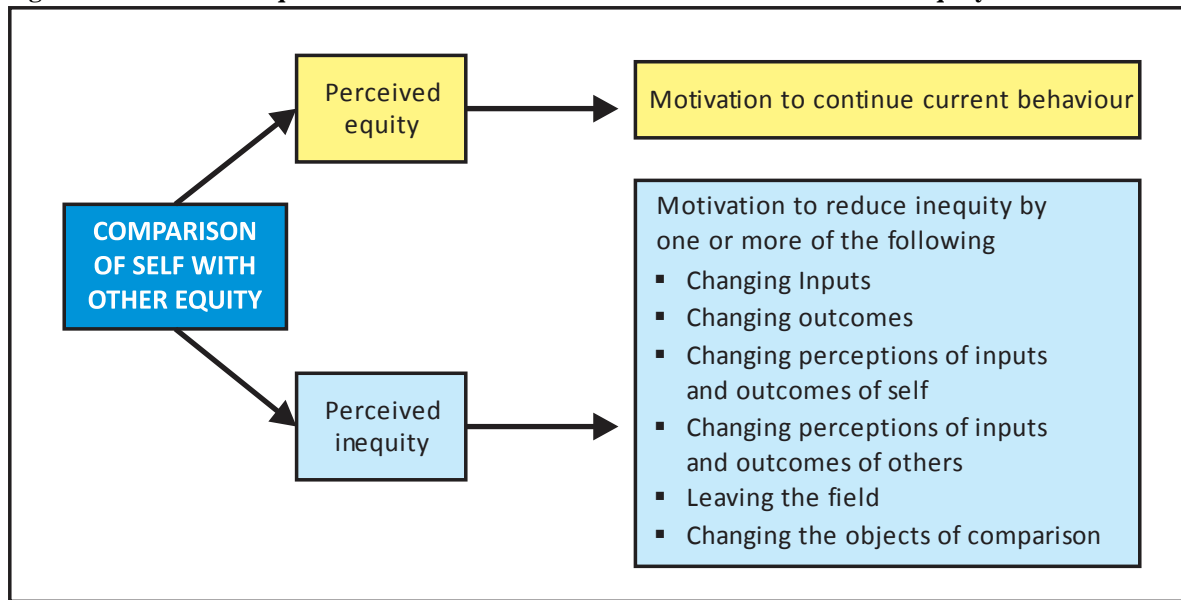


Source: Mullins, L J. (2002) Management and Organizational Behaviour. P.437

Applying this theory to the study, we can deduce from the theory that the Anambra State civil servants will consider that they are treated fairly if they perceive the ratio of their inputs to be equivalent to those around them (the federal civil servants) (the referent others). On the other hand, equity theory demands that whoever comes for equity must come with clean hands. In other words, this implies that input from workers must be commensurate with whatever they get in return as reward for their effort.

The implication of this is that a feeling of under reward will result in the state civil servants being hostile towards the state which invariably may result in low job performance.

Fig2. Consequences of Perceived Equity and Inequity



Source: (Steers,

1991 p. 153)

METHODOLOGY

This study is essentially a survey research. Here the researcher infers information about the study population based on the responses of a sample drawn from the study population. It involves using a self designed questionnaire in collecting data from the respondents. Apart from this, there are also some descriptive and explanatory analyses. The descriptive nature of the research creates understanding on minimum wage implementation and workers service delivery in the state bureaucracies (the civil service) of the South East States.

The investigation was carried out in the state bureaucracies (Civil Service) of the South East states of Nigeria. South East Nigeria was one of the initial Nigerian twelve states that were created during the Nigerian civil war. It was later divided into the present Akwa Ibom State and Cross River State. In the 1990s under General Abacha’ regime, Nigeria was split into six geo-political zones and South East Nigeria was named one of the six geo-political zones consisting of Abia, Anambra, Ebonyi, Enugu and Imo state.

The population was stratified according to the five states. Within each state, two ministries were selected from the core ministries. The decision to select only two ministries from each state’s civil service follows the recommendation of Hill (1998) and Alreck and Settle (1995) who state that it is seldom necessary to sample more than 10% of the parent population in a behavioral research. Ministries selected from Anambra State Civil Service.

- 1. Ministry of Education 280
- 2. Ministry of Finance 423

Ministries selected from Imo State Civil Service

- 1. Ministry of Agriculture and Natural Resources 799
- 2. Ministry of Commerce, Industry and Tourism 389

Ministries selected from Abia State Civil Service

- 1. Ministry of Agriculture 753
- 2. Ministry of Health 613

Ministries selected from Enugu State Civil Service

- 1. Ministry of Agriculture and Natural Resources 681
- 2. Ministry of Works and Infrastructure 448

Ministries selected from Ebonyi State Civil Service

- 1. Ministry of Education 3514
- 2. Ministry of Agriculture and Natural Resources 509

Source: (Field work 2014).

Sharing the obtained sample size between the chosen ministries, the proportional allocation technique was used to ensure that none of the participating units is cheated. In each ministry selected, the samples were randomly selected from the nominal roll from the personnel department. The questionnaire as stated earlier formed the major research instrument for generating data for the study. The Likert scale type questionnaire was adopted.

The data generated from the administered and returned 5 point-Likert scale questionnaires were collated and presented using descriptive statistics such as mean scores and standard deviations. Also tables, frequency distribution, simple percentages will be used to present and discuss data from field investigations.

The hypothesis was tested through the use of multiple regression analysis of the ordinary least square type. The models are implicitly specified as:

$$\text{Determination of SE governments} = f(X_1, X_2, X_3, X_4 + X_5) \quad (1)$$

$$\text{Quality of service delivery} = f(X_1, X_2, X_3, X_4 + X_5) \quad (2)$$

$$\text{Service culture} = f(X_1, X_2, X_3, X_4 + X_5) \quad (3)$$

$$\text{Employee engagement} = f(X_1, X_2, X_3, X_4 + X_5) \quad (4)$$

where

X_1 = are the independent or explanatory variables, which included the grand means of the ratings of implementation levels of 2000, 2004 and 2011 by the respondents;

X_2 = dummy variable: 1 if from Abia state, 0 otherwise

X_3 = dummy variable: 1 if from Anambra state, 0 otherwise

X_4 = dummy variable: 1 if from Imo state, 0 otherwise

X_5 = dummy variable: 1 if from Ebonyi state, 0 otherwise.

Note: A dummy for Enugu state not included. This was purposely done to avoid the dummy variable trap, which is a scenario in which the independent variables are multi-collinear (highly correlated). The trap can be avoided by removing either the constant term or one of the offending dummies (Suit, 1957 cited in Wikipedia 2016). The removed dummy then becomes the base category against which the other categories are compared.

Models (1) to (4) are further explicitly specified to yield models (5) to (8):

All calculations and test were done through the application of version 22 of the SPSS.

Data Presentation and Analysis

Table 1: Responses on Level of Implementation of the Minimum Wage Act of 2000, 2004, and 2011 by the states in the South East (n=1901).

S/N	Items	Mean	Std Dev.	Decision
1	Year 2000 minimum wage of N5,500	3.3977	1.04764	Agree
2	Year 2004 minimum wage of N7,500	3.5592	0.96643	Agree
3	Year 2011 minimum wage of N18,000	2.6523	1.38928	Disagree
	Grand mean	3.2031	0.71494	Agree

States:	Abia	Anambra	Ebonyi	Imo	Enugu
Mean:	3.1742	3.2851	3.1384	3.3026	3.1159
SD:	0.7522	0.6444	0.7538	0.6501	0.7462
n	400	373	378	379	371
Decision	Agree	Agree	Agree	Agree	Agree

Source: Survey data 2015.

Table 1 above shows that responses on the implementation of minimum wage Act of 2000 and 2004 had mean ratings of 3.4 and 3.6, while 2011 minimum wage Act had mean rating of 2.7. This then implies an agreement by the respondents that the minimum wage act of 2000 and year 2004 minimum wages respectively were implemented, though not as stipulated by the Acts while disagreeing on the implementation of the 2011 minimum wage Act in which there is major discrepancies (see the salary structure enclosed as appendix 111). On the average, however the mean ratings of the implementation of the three minimum wages Act under reference were at least 3.1 for each of the South East States. This therefore suggests that minimum wages in the five South East States for the years under references were implemented though not as stipulated by the Minimum Wage Acts.

Table 2.: Responses on Quality of Service Delivery in South East States' Civil Service (n=1,901).

S/ N	Item	Mean	Std Dev.	Decision
1	Services are performed competently to specifications.	3.2972	0.95836	Agree
2	Workers respond quickly, promptly and instantly to requests from the public.	3.0779	1.04692	Agree
3	Compliance to rules relating to working hours.	3.0815	1.02658	Agree
4	Wastage of resources has reduced substantially.	3.2388	0.92497	Agree
5	Workers carry out their duties with minimal supervision.	3.3619	0.60306	Agree
6	Customer satisfaction has improved.	2.8764	0.78269	Disagree
7	Maintenances of Public utilities are routinely carried out.	2.8974	0.78707	Disagree
8	Approaches in attending to the public suggest that the civil service is inclined towards offering public - oriented service delivery.	2.8632	0.96421	Disagree
9	Improvement in the ability to convey trust and confidence in the discharge of official duties.	2.6749	0.95672	Disagree
10	Improvement in the accessibility of public services	3.1683	0.95701	Agree
	Grand mean	3.0538	0.37856	Agree

States:	Abia	Anambra	Ebonyi	Imo	Enugu
Mean:	3.0650	3.0416	3.0611	3.0462	3.0542
SD:	0.3779	0.3773	0.3806	0.3752	0.3834
n	400	373	378	379	371
Decision	Agree	Agree	Agree	Agree	Agree

Source: Survey data 2015.

Table 2 above shows the mean responses and standard deviation scores of the respondents on quality of service delivery in the South East States. The respondents agreed with contentions in items 1, 2, 3, 4, 5 and 10, and disagreed with issues in 6, 7, 8 and 9. Specifically they agreed that services are performed competently to specifications; workers respond quickly, promptly and instantly to requests from the public; compliance to rules relating to working hours. Wastage of resources has reduced substantially; workers carry out their duties with minimal supervision, and Improvement in the accessibility of public services.

Examining the responses from the various South East States, it is observed that they all had mean ratings of 3.0 and above; thereby suggesting that quality of service delivery in the South East States met acceptable minimum standards.

Tests of Hypothesis

Level of minimum wage implementation has no significant effect on quality of service delivery in the civil service of the South East states.

Table 3 Test of Hypothesis: Regression Estimates.

Model	Coefficient Estimates	T-Value	Significance
(CONSTANT)	3.250	76.322	0.000
X_1 (Minimum wage implementation)	0.063	5.180	0.000
X_2 (D1: Abia)	0.014	0.534	0.593
X_3 (D2: Anambra)	-0.002	-0.072	0.943
X_4 (D3: Imo)	0.008	0.304	0.761
X_5 (D4: Ebonyi)	0.004	0.136	0.892
R^2	0.015		
Adj R^2	0.012		
F	5.576 (Sig. @ 0.001)		

Dependent Variable: *Quality of service delivery*

The estimates of R^2 and Adj. R^2 suggest that minimum wage implementation and the dummy variables in the model collectively explain 2% of the variations in quality of service delivery (table 1 above). The F ratio, 5.576 was significant at 1% level. The Minimum wage implementation variable was found to be positively and significantly related to quality of service delivery ($p < 0.00$). None of the dummy variables were significantly related to quality of service delivery, implying that there was commonality in response on the effect on service delivery and not that no relationship exists. However, on the strength of the significant aggregate effect of minimum wage implementation and the dummy variables on quality of service delivery (F ratio is significant at 1% level), we reject the null hypothesis and accept the alternate which states that level of minimum wage implementation has significant effect on quality of service delivery in the civil service of the South East states.

Beyond the responses of the respondents from the questionnaire on the issues of research interest, interview with key officials of the groups or organization that access the services of the ministries selected for the study showed that indeed there are improvements in the quality of services delivered by the civil servants. There is a general belief by the people interviewed that the civil service in terms of service delivery is better off than what obtains in the 1990's which was a period of decay in service delivery. For instance, in terms of quality of service and service culture, it was pointed out that then, hardly can you see civil servants in their offices. Some don't come to work; others come very late and when they eventually come, will 'demand money for even signing death certificates'. There is marked improvement in service delivery, 'but not without hitches' as the state president of the national association of proprietors of private schools in one of the states chipped in.

Also, the existence of and use of some internal quality assurance mechanisms to checkmate deviations from standard and enforce quality in the ministries selected for the study is an indication of the thrust of the civil service on service delivery.

Findings

1. A state by state examination revealed that on the average, each of the states scored a mean rating of 3.1, which then suggests that the South East states have always implemented the minimum wage policies, though not strictly as stipulated by the Minimum Wage Acts.
2. The effect of minimum wage implementation on quality of service delivery was determined in a multiple regression analysis. The result showed that an F ratio 5.576 was significant at 0.01 levels; thereby implying that levels of minimum wage implementation and four dummy variables had significant effect on quality of service delivery in the civil service of the South East states.

The above findings of the study are both important and instructive especially when related to the Equity Theory. Equity Theory reminds us that people see themselves and crucially the way they are treated in terms of their surrounding environment, team, system, etc - not in isolation - and so they must be managed and treated accordingly. Minimum wage is only a starting block in the scale of expected financial rewards that motivate the employee to greater commitment to quality service delivery. Where the

employee perceives equity in the implementation of the minimum wage it attracts positive response in attitude, behaviour and commitment to quality service delivery. An employee who believes he is equitably compensated will obviously increase his effort in his duty post.

Conclusion

The study sought to determine the impact of the implementation of minimum wage on workers service delivery. Results have shown that, positive and significant relationships exist between minimum wage implementation and quality service delivery. Minimum wage may not offer a totality of what is needed to motivate the civil servant to higher productivity, albeit to enhance service delivery, it does offer a good starting block. Without doubt, minimum wage is a potent tool that could address Maslow's physiological needs: hunger thirst, etc. and even beyond. Therefore, by motivating employees beyond basic satisfaction to achieve higher levels of engagement, the government can more significantly impact service delivery and drive bottom-line results.

It is therefore the contention of this study that efforts should be intensified to fix and implement minimum wage policy in a manner that will reflect equity in not just the civil service of the South East States but in the Nigerian public service.

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