

EVALUATION OF SALARY, WAGE MANAGEMENT AND PERFORMANCE: A STUDY OF EBONYI STATE CIVIL SERVICE NIGERIA (2018-2024)

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ABSTRACT

Salary, wage and performance have been identified as one of the most important area and greater expense of any organization. The main objective of evaluation of salary, wage management and performance: A study of Ebonyi State Civil Service Nigeria (2018-2024) is aimed at evaluating the impact of salary, wage and performance, to identify the problems that are militating against salary and wage in an organization. The study attempts to discuss some of the factors that can promote productivity in an organization, adequate budgetary, planning, human training, increment etc. The question now is: what extent can effective salaries management impact on worker's productivity in Ebonyi State Civil Service? The sample survey method was adopted. In study, the researcher used two theories: wage fund theory by Adam Smith in (1846) that emphasised on the workers payment of wage that can enhance productivity and subsistence theory by David Richard in the year (1975), he emphasised on the market price of labour and productivity, seeing workers basic needs as important. This study recommended among others, that salaries and wages of employees should be promptly paid as and when due to avoid low morale in the service.

INTRODUCTION

Background of the Study

Salary and wage management in Nigeria has been a subject of immense controversy in the context of the Nigeria political administrative set up for several decades. The topic itself is complex as it slippery in terms of definition and unique features among other things, the subject of salary and wage management in this country has been a controversial one. The attempt has been to resolve such issue as what should be the basic pay, the issues of labour cost, productivity cost of living and the question of compensation. The study takes a critical perspective on the generic force at work. In recent times, that relate to wage policies strategies and scheme aimed at creating a conducive atmosphere for the workers. (Both in the private and public

sectors in Nigeria, Ebonyi State in particular. The main objective of the paper or study is to determine the key force affecting salary and wage management in Nigeria.

According to Nwachukwu (2016) "Salary and wage management refers to the development, implementation and ongoing maintenance of a base pay system. The central objective or purpose of salary and wage management is to provide pay that is both competitive and equitable (Samuel 2013). In relation to Nigeria salary and wage management activities refers to all those processes, strategies, plans and scheme that give rise to pay policies such policies set the overall direction of pay within organization or establishment public or private as the case maybe. The actual development of a base pay system follows the determination of pay policies for the purpose of clear

direction, this study embraces a number of critical and related issues that impinging on the all-important questions of salary and wage management in Ebony State Civil Service Nigeria. Here, the focus is on relevant suggestions, aimed at mitigating the difficulties encountered in handling the issues of salaries and wages within the country Nigeria.

Statement of the Problem

All over the world, salary, wage and performance of employees' productivity are very important to human resources management, because the social security maintenance plan for workers after their disengagement from active service through end productivity is needed.

Sandra, (2006) sees salary and wage as two major sources of livelihood for workers, she access the welfare package as dependent on the nature of payment available to them. Like other citizens, who needed the basic needs, like food (balanced diet), health service, accommodation, cloth for the household and also education for their children. In this light Daniel (2011) argues that in the face of high and nearly limitless needs, a significant amount of health care resource may need to be allocated to the workers and their family.

Daniel also identifies sources of workers stress affecting development strength and productivity, including insufficient financial resource, problem of managing surplus that at their disposal, stigma of being referred to as a worker, the problem of managing irregular or non-payment of workers benefit. It is very difficult for workers to cope with payment or salary stress and meet their welfare needs especially with their monthly salary are

delayed than their next wages or salary, the ability to survive is a great challenge to them. The high level of corruption, associated with the payment of salary administration in Nigeria has worsened the situation. It has contributed to undue delays and denial of workers salary and benefit rights which have consequences on the lives of employees.

Workers' compensation is one of the most difficult functions in personnel management, it is not only, but one of the most complicated functions and most crucial to both employee and the organization. Most of the revenue collected are used for the payment of salary or wages of their staff. The organization constantly faced with the problems between revenue and costs, the costs are extremely high, making it difficult for their organization to meet its target.

The main setback of the salary administration in Nigeria was the non-payment or delay in the payment of monthly salary of employees. Embezzlement of employee's fund (salary) is one of the major factors against good salary administration. To strengthen these challenges (problems) Akin (2006) pointed out that there is high labour turnover in the medical sector in Nigeria and that the movement of medical personnel to the countries of the western world like United States of America and the United Kingdom is not unconnected with the irregular and non-payment of salary and its benefits.

Delay of organization or government to pay worker's salary is another challenge in the service, where worker's salary (payment) get to two to four months before they receive their salary. In this case, I could see from the horrible looks on their faces that money was all they hoped for survival till the next payment.

The organizations do not see motivation as a factor that promotes and enhance productivity in the service. One of the major problems in salary, wage management and performance in Nigeria today is the issue of motivation especially remuneration to different categories of employer.

According to Benson (1996), different organizations both the public and private sectors of the economy should develop the motivation policy that can attract and sustain the best manpower that may need to achieve the organizations aims, since people join the jobs for a variety of reason, it will be wrong to assess the remuneration policy solely on the basic of labour turn over to the level of application letter received from qualified candidates.

However, writing on wage management and motivation of employee performance in Nigeria Ifechi (2004) observed that our reward system is unfair not related to productivity and positive contribution specifically, in the public service sector of the organization, he observed that the parameters prescribed by the Udoji Commission of 1979 on the principles of performance and budgeting are utterly ignored in the management of the public services.

Research Questions

The following research questions are posed to the research in the study.

- i. To what extent can effective salary and wage management impact on worker's productivity in Ebonyi State Civil Service?
- ii. How has policies and strategies attracted optimal employee performance in Ebonyi State Civil Service?

- iii. To what extent can cost of living and inflationary trends be considered in salary and wage management in Ebonyi State?

Objectives of the Study

It is one thing to be blessed with abundant human resource and another to manage this resource to achieve state objective. No organization can hope to move or improve positively without the effect of her workers and such as sound salaries and wages, wage is a sine agure non for improved performance of workers. It contributes in small way towards improved performance in the organizations.

Therefore, this study among other thing is aimed at achieving the following objective

- i. To examine the effective salary and wage management impact on worker's productivity in Ebonyi State Civil Service.
- ii. To evaluate the extent to which policies and strategies attracted optimal employee performance in Ebonyi State.
- iii. To examine the extent to which cost of living and inflationary trends can be considered in salary and wage management.

Significance of the Study

Salary and wage management is one of the newest personnel challenge in modern organization. The importance and significance of this study stems from the fact that salary and silage in the organization must seek to meditational cost for the achievement of high productivity and also for the growth of the organization in a pre-determinate direction.

This study hopefully will be benefited to Ebonyi State Government and other state government in their payment of salaries and wages. However, this study will equally help

many universities, other institutional higher learning and research organization to expand and give better contributions in their future research managers and personnel managers in various state civil service will gain more from this work, as the finding of this, will make better heads and manager get information.

This study helped to provide a comprehensive document or information that will improve and impact on the performance in an organization and workers. That is to say, the research work will be too great and important to employers and employees in various ways by retaining the sufficient and suitable employee that will help the state civil service achieve its organizational growth and also to reward employees of their effort and commitment in the organization.

Scope of the Study

The study was conducted in Ebonyi State Civil Service Commission. The choice of the time scope was based on the fact that since the beginning of the work, the researcher is limited to a particular area, this research work is going to focus on the areas that relate to evaluation of salary, wage and performance in Ebonyi State. However, most important need in human resource is particularly limit to one aspect of the organization.

Operational Definition of Terms

Civil service: The term civil service is used to describe those public servants who are direct employees of the federal, state government other than the police the armed force, personnel, the judicial, teachers, it is used or its usage exclude employee of statutory cooperation and boards.

Compensation: is to make payment to a person in return for loss or damage counter, balance, it can also be seen as means of payment of workers or employees for the service rendered to the employer.

Ebonyi is one of the States in Southeast or Eastern part of Nigeria. Ebonyi State have Nineteen (19) Local Government Area, which has boundaries between Abia, Akwa Ibom, and Enugu State and its state capital is in Abakaliki.

Government is governing group or body or organization that governs a country, state as an agent. It can also seen as a governing body that control, power and the authority that keep control power, influence and direct its people.

Management is a process by which a person or manager, in the organization, act as managing person, engaged in managing, a business or company and also control the operation of effective and dealing with a person.

Performance can be defined as the process of carrying out an action or task in a particular way or with a specific outcome in mind. It can be applied to various contexts, including art, sports, business, education, and social interactions.

Salary is faced regular paid usually on monthly or weekly based and it is the payment of an employee in the organization.

State is a political community under one government or forming part of a federation, civil government of involving the state ceremonial and also the second tier of government in Nigeria.

Study is a process of training and carryout research, studying it's subject, work

presenting the result of studying composition, designed to develop a player's skill room used for studying and gives one's attention to acquire.

Wage is compensation or regular payment to an employee for his/her work. if is hourly or daily payment that was paid to an employee for his/her services rendered.

Theoretical Framework

This work will be anchored on three theory approaches. The wage fund theory and subsistence theory. These theories will complement each other in other in our understanding of national integration.

Wage Fund Theory

It has been contributed by many scholars, but Adam Smith was the first to propound it. Beginning with the wage fund theory, it is important to note that theory is a part of the subsistence theory, while it is true that the theory did not originate from marginal productivity and is not exclusive to the political science discipline, it is apt to state a wage fund framework which was developed by John Stuart Mill (1848).

To John Smart Mills, a wage fund theory is complex organized form of behavior, through which some thing gets done. In other words, a system is an active set of relationships, not just a collection of parts that interact with each other, it is the interaction which constitute the wage fund theory and not the individual members alone, wage fund theory are generally have relationship, the interaction of part of the system, usually called wage funding. The parts and the whole make up the structure and lastly contribute toward the survival of the theory put different, as long as wage fund theory is concerned, fund are interdependent on one another and perform the function they ought to, the theory

analysis are to replace conflict with harmony, competition with integration, monetary relations as against the display of power and balance of payments.

John Smart Mill's principle of political economy published in 1848, provides the definitive treatment of wage rate above subsistence level is to control the growth of factor wage and fail.

According to Adam Smith, the demand for labour and rate of wages depend on the size of the wages funds for the labour class as a wide. This theory was also propounded and contributed by David Ricardo (1772-1823).

The wage fund theory held that wage depends on the relative amount of capital available for the payment of workers and the size of the labour force. Wages increase only with an increase in capital or a decrease in the number of workers. According to Walker (1840-1897), there are four factors of production; land, labour, capital and entrepreneurship, wage represent the amount of value created in the production, which remains after payment has been made for all these factors of production. John Stuart Mill, in his theory he stated that employers keep a fund out of the total capital secured to pay the wages. This depends upon the demand and supply of labour.

Finally, wage fund theory is logical because it decides the wage and then determines usage, and to explain wages in a given period, to identify those factors which would influence the trend of wages over time and to account for the eventual level of subsistence wage in the approaching stationary state in which economic growth would cease.

The theory of wage fund is unscientific and illogical because it first decides the wage fund and then determines wages, but in reality, wages should be found

first and from the wage fund should be calculated. This theory neglects the quality and efficiency of the workers in determining the wage rate.

The assumptions of wage fund theory held the wages depended on the relative amounts of capital available for the payment of workers and the size of the labour force wages increase only with a number of workers are decrease.

Subsistence theory

The subsistence theory of wage, advanced by David Richard and other classical economists, who based on the population theory of Thomas Malttius. It held that the market price of labour and productivity would always tend toward the minimum required for subsistence.

Subsistence theory in labour economic, a theory of the factors that determine the level of wage in a capitalist, society, according to which changes in the supply of workers constitute a basic force that dries real wage to the minimum required for subsistence (that is for basic need such as food and shelter).

Elements of a subsistence theory of wage appear in the wealth of Naton (1976) by the Scottish Economist and Philosopher, Adam Smith 1723-1790) who wrote that the wage paid to workers had to be enough to allow them to live and support their families, on like what is happening in our Nigeria system where workers do not feed well and well maintained.

The English Classical Economist who succeeded Smith, including David Ricardo wrote that the natural price of labour is that price which is necessary to enable the labourers work with one and another, to subsistent and to perpetuate their race

without either increase or diminution. Ricardo's statement was consistent with the population theory of Malthus, who held that population adjects to the means of supporting it.

Subsistence theorist argued that market price of labour would not vary from the natural price of long if wages rose above subsistence, the number of workers would increase and bring the wages rate down, if wages fell down subsistence, the workers would decrease and push the wage rate up. At the time that these economists wrote most workers were actually living near the subsistence level and population appeared to be trying to turn the means of subsistence thus, the subsistence theory seemed to fit the fact.

Although, Ricardo held that the natural price of wage was not fixed (it could change if population level moderated in relation to the food supply and other items necessary to maintain labour). Later, writers were even more doubtful about the prospects for wage earners, their inflexible conclusion that wages would always be driven down earned the subsistence theory the name "iron law of wages".

The criticism of the subsistence theory is that, it can change its interest by decreasing the interest rate of the wage or salary. This theory did not see productivity as a first factor in line, the additional output that result from an increase in input factor, the theory do not suggests that the mount paid to each factor of the extra output, the factor of production process is nothing.

The theory claims that it can make an economy not to sense to pay for the work of an employee if the cost exceeds the share of income that theory bring in the income

made from each additional unit of work is called the value.

Review of Related Literature

Conceptual Review

Whenever research activities are embarked upon, it becomes needful for the research to consult works done by other research in such a fixed so that such research will be related to contemporary finding which will validate, reject or modify easier findings.

These stages of work, considers various view point related to the study under the following headings.

- Concept of salaries and wages
- Historical development of salaries and wages
- Characteristics of good salaries and wages
- Reasons for frequent agitation from increase in salaries and wages
- Objective of salaries and wages management
- Principles of salary and wage management in Ebonyi State Civil Service
- Factors to consider for determine salary and structure of workers in Ebonyi State Civil Service from (2018-2024)
- Problems of salary and wage management in Ebonyi State Civil Service
- Relationship between efficient salary and wage management and workers productivity.
- Solution to salary and wage management problem in Ebonyi State Civil Service from (2018-2024) etc.

Concept of Salaries and Wages

The importance of pay system is the major importance to employees and its effects in general structures that are internally and externally consistent have the greatest chances of effecting overall satisfaction under reward over reward and inconsistency of reward not only tend to lead to lower satisfaction but encourage behavior that often proves dysfunctional to organizational objectives. A sound systematic consistent, system of compensation determination will do much to promote equity and satisfaction provided that such system is understood and accepted by most employees.

Salary

Samuel (2019), salary refers to a fixed regular payment usually made every monthly or an usually to the employees of an organization concerned salary could be agreed amount of money between the employee to be paid at the every month in respect of the rendered. Destiny (2013-86) sees salaries as a compensation paid based on an annual rate of pay, it's usually paid on monthly irrespective of the number of hours worked. Fixed periodically payment to a person doing other than annual work. It refers to monthly rate to pay irrespective of the number of hours put in by an employee.

Ray (2013: 80) defines salary as a compensation to employee for personal service rendered on a weekly, monthly or annual basis. Salary is usually associated with office employees, supervisor, managers, professional and technical staff.

Nwachukwu (2000:546) have observed work men compensation or salary as one of the most difficult functions of personnel management properly perceived. It is not only most complicated function but also one of the most crucial to both employers and employees.

Wage

According to Peter (2014:56), wage is referring to the payment made for manual and mechanical work. Wage represented hourly rates of pay. It also means all remuneration whereby way of salary allowance or otherwise expressed in time of money or capable of being expressed and the terms of employment will be fulfilled and be payable to a person employed in respect of his employment.

Wage simply means all remuneration to any worker or employee. If the terms of contact of employment are fulfilled. Emmanuel (2015:545) sees wage to as compensational directly paid for time worked as well as more indirect benefit that employees received as the part of their job or employment relationship with an organization. Wages are typical payments made in cashable remuneration such as base pay or bonuses such as paid workers during the end of the day.

Wages are important in employee-employer relationship in an organization on the part of the employer who hires the labour or employee, it serves as a motivating factor and makes the workers to put in his or her best for an increased output productivity and efficiency to employee, it provides for his/her wellbeing thereby increasing his/her standard of living. Higher wages reduced organizational or employer-employee conflict. If employees receive goods and high wages, they would be happy, satisfied and motivated to put in their best for an increased output.

According to Dagger and Habu (2004:31), "Salary and wage management is the method and process that an organization uses for compensating their workers. They argue that workers cannot obtain financial

job satisfaction, unless the organization achieved its goals.

Strong and Freeman (2002) observed that every good compensation or salary policy is aimed at attracting, retaining and motivating high quality employees in an organization. It is also aimed at rewarding organization or salary policy is aimed at rewarding organization members for high performance and high productivity by making sure that compensation method are such that the organization can or should be comfortable.

As Anthony and Obikeze (2003:286) pointed out, salaries and wages are the reward that individual receive from organization in exchange for their labour and that every organization has its distinct salary system.

Choosing a successful salary system depends on consideration of salary level, salary structure and individual pay determines. Lawal (2006:22) argues that there are some factors that affects salaries and wages levels in an organization. Some of these factors are:

- Influence of trade union
- Prevailing salaries and wages in the industries
- Government legislation
- The labour market organization ability to pay productivity level

Akinwale A. (2009:26) described salary and wage as "the outcome of symbiotic relationship that exist between the employers and the employees".

He further explained that employers provide work for the employee just as the employees' contributions enable the organization and the nation to produce goods and services rendered economic benefits and also come to pay salaries and

wages are very important to the employees because they are the most significant rewards that will enable them to have good living standards.

Salary and wage management is used as a motivational strategy from that authors viewpoint, salaries and wages are not charitable grants by the organization, but, a significant aspect of workers right in the productive process payment of salaries and wages must be made promptly for the job done. To avoid a situation where workers are left to languish in poverty and penury (subjecting the workers to suffer economically, physically and mentally for fault of theirs).

Lawal also argues that every organization has its salary system. Choosing a successful salary and wage depends on the consideration of salary level, structure and individual pay determination and performance (Lawal 2006:23). As Nwachukwu (2000) and Atchison (2003) observed salaries and wages constitute over 50% of the operating costs. Companies or establishments that lack the ability to pay salaries and wages regularly are in danger of disintegration; poor salaries and wages are a constant source of frustration and can result in decline in productivity.

Salaries and wages should not only be adequate, but, they must also show elements of equity. This is particularly true from the point of the employees. Anything short of a fair and equitable salary or reward can quickly attract the wrath of employees in an economy such as Nigeria. For many Nigerian employees, salaries or wages are highly critical issues. They are decisive because without them, insufficient quantities, life becomes extremely unsafe for the workers and members of his or her family. Direct financial rewards, salaries and wages are most emphasized by the

employees. Thus, they sort to taken a centre stage in the schemes of things as far as rewards for work is connected. For many Nigerian employees salary and wage is the main factor of life. It is again the background that the need for a dynamic intelligent and foresight driven, salary and wage management becomes emphasized even to the point of over emphasis.

Institution or companies that seek to attract and retain highly productive and efficient employees cannot shy away from facing the challenges posed by the need to pay adequate salary in a competitive environment.

Characteristics of Good Salary and Wage

Nwachukwu (2000) and Ngu (2005) have identified the key features or characteristics of a good salary and wage, which are:

- The salary and wage rates that prevail in the local market and in the industry. The main purpose here is that it will ensure that the organization remains competitive.
- Recognizing for individual performance. Although, two individual workers may have identical qualification and/or experience, one experience may earn higher than the other due to his superior's performances.
- Taking care of individual incentives, that is, incentive that are:
 - Easy to administer
 - Whose results reflect the efforts of the individual
 - Make the computation of reward easy
 - Equitable reward with the effort expected and

- Leave the factors necessary for the attainment of the objects in the control of the employees

Docity (1980) and Ferrks (1985) have identified the main salaries and wage's structure determinations those of:

- Economic value or market value of the item, which is the price and it bring in profit, due to the interaction of the forces of demand and supply
- Job worth, those analysis tends to rely more heavily on perceptions of organization members of the relative value of the job
- Training: with requirement of jobs in terms of length, difficulty comes in and who provides the need, it relates to human capital analysis and development.
- Employee tastes and performance: they are also economic factors. Workers expectations of future earnings, strongly influence occupational choice and labour supplies. The problem however, is that the labour market is not a perfect one.
- Union: Industry unionism has also been shown by economic analysis of affect salary structures large organizations where employees are represented by industrial unions tend to have a highly differentiated wages structure (Ferri 1985).
- Discrimination is the trends nowadays, to shift away from wage differential based on sex or race
- Industrial relations factors: Both industrial relations scholars and labour economist are involved. The industrial relations scholars base

their view mostly on non-economic forces, while the labour economists emphasize on such criteria as productivity, effective, efficiency and general performance of the employees.

- Social determination: on such things as equity, status and preservation of customary relations.

According to Archison (2003), numerous forces operates as wage and salary determinants. Roughly these might be classified as:

- Economic
- Institutional
- Equity consideration

Nwachukwu (2000) Ogunbaneru (2004) Agbonifihe et al (2005) emphasized on the need to place premium on productivity in salary and wages determination. A frequent trend in the administration salaries and wages globally and in Nigeria in recent times is the need to recognizes the cost of living as a critical factor, the cost of living makes workers and unions to pressure employers (Private and Public Factor to increase).

Objectives of Salary and Wage Management

A sound salary and wage management programme aims (Onasanya 1999)

- To reward employees according to effort and merits
- To improve employees moral and productivity
- To satisfy the employee service and as to how and why, they are paid
- To facilitate payroll administration, budgeting the salary and wage control

- To simplify collective bargaining
- To promote employee organization flexibility including promotions and transfers

Principles of Salary and Wage in Ebonyi State Civil Service

The basic principles, which any salary and wage administration must follow

- Job evaluation (or rating) plan and compensation, plans must be separate and distinct from any ill treatment, and also understood by all
- Both the job evaluation and compensation plans should be sufficiently flexible to accommodate peculiarities of local labour conditions
- Evaluation (rating) must be scientifically sound and easily comprehend or understand
- Personnel is responsible for the administration of salary and wage management and planning, the planning should be sound, wherever, possible report directly to the same administrative level as directors of personnels
- Extreme caution should be exercised in selection of salary and wage, job analysts and others, who are to be concerned.
- To plan must offer satisfaction to the just or reasonable interest of the employer or in the case of corporate enterprise, the stockholders.
- Salary and wage management or administration plans at all times be consistent with management policies and programmes
- The job rating and compensation plans should be understood by all and acceptable to the employees, and should be affected in the just

way, in order that, they may appreciate the objectivity and impartiality of the procedure.

There should be employee representation in the administration of the plan, in the conduct of locality salary surveys and in the original rating of new positions.

Factors to consider for determining salary and wage structure of workers in Ebonyi State Civil Service from (2018-2024)

When determining what the organization will pay for salaries and wages, it is important to understand the economic condition of the region in which you function the volume of potential employees and the legislative requirement in place. When determining what to pay, the first consideration is placement of the role organization which can be determined through job evaluation and classification.

The second consideration is job relevant skill and applicant which may place in the salary range. The following factors should be taken into consideration in determining salaries and wages structure of workers.

Labour Union

The labour union attempt to work and influence the salaries primarily by relating or affecting the supply of labour. The union exert and their influence for a higher salaries and allowance through collective bargaining with the representative of management. If they fail in their attempt to raise the salary and other allowance through collective bargaining, they resort to strike and other methods, whereby the supply of labour is restricted.

Personal Perception of Salary and Wage

Whether the salary or wage is adequate and equitable, it depends not only the amount that is paid but, also the perception and the views of the recipients of

the salary and wage even though salary and wage is above, is the going wage rate on the organization, if it is deemed inferior by follows employee, it will be regarded as inequitable in the eyes of the recipients of the wage. A man's perception of the equity of his wage will undoubtedly affects his behavior in joining and continuing in the organization.

Cost of Living

Another important factor affecting salary and wages administration is the cost of living. It is an essential ingredient of long-term labour contracts unless provision is made to reopen the salary or wage clause periodically.

There are measure problems both in ascertaining productive and cost of living increase. The problem may lead to lack of understanding and unanimity on the part of the management and the workers.

Government Legislation and Public Policy

The law passed and labour policies formed by the government have an important influence on salaries and wages paid by the employees. Salaries and wages cannot be fixed below the level prescribed by the government. The laws on minimum wages hours of work, equal work, payment of bonus and other allowances etc. have been enacted and enforced to bring about a measure of fairness in compensation of the working class.

Ability to pay

Labour Union have often demanded in increase in wages on the basis that the firm is prosperous and able to pay. However, the fundamental determinant of the wage rate for the individual firm emanates from supply and demand. If the firm is marginal

find cannot afford to pay competitive rates its employees will generally leave it for better paying jobs. However, this adjustment is neither immediate nor perfect because of problem of labour immobility and lack of perfect knowledge of alternative. If the firm is highly successful, there is little need to pay for more than the competitive rates to obtain.

Supply and Demand

As stated earlier, the salary and wage are a price for the service rendered by a worker or employee. The firm desires these services and it must pay a price that will bring forth, the controlled by the individual worker by group of workers acting together through their unions. The practical result of the operation of the law of supply and demand is the creation of going "wage rate". It is not practicable to draw demand supply curves for each job in an organization even though theoretically, a separate curve exists for each job. But, in general, if anything works to decrease the supply of labour such as restriction is likely to result in a decrease in employee wage, provided other factors, do not intervene.

Problems of salary and wage management in Ebonyi State Civil Service

The first and important problem in salary and wage management is the problem of attending the employee's sufficient payment. This problem is not enormously complicated by such factors as supply and demanding labour organization, the firm's ability to pay, variation in productive and cost of living, government legislation including Civics Right Acts. As Flippo (1980) and Nwachukwu (2000) have observed workmen compensation is one of the most difficult functions of personnel

administration. Properly, perceived, it is not only of the most complicated function but also one of the most crucial to both employers and employees. Workmen compensation is a highly important factor or force to employers given that; it leads to constitute the greatest single cost of organizational transactions.

This is particularly the case in the recent Nigeria experience take the public sector in Nigeria, especially the local government. Here, most of the revenue collected are used for the payment of salaries, wages of their staff. The issue of compensation is a frequent phenomenon also in the Nigeria private sector. Here, the organization is constantly faced with the problem of striking a balance between revenue and production cost. At times, costs are extremely high making; it is difficult for the organization to make ends meet.

Going by the trends in Nigeria, to the employees, compensation must be adequate, but also equitable to attract and retain needed personnel for the organization; employees must perceive that compensation offered is equitable in relation to their inputs and relative contributions. The most likely to be used method to solve this problem at present would be job evolution, a systematic and orderly process for establishing the worth of job. Akinwale (2009) opined that the problem associated with salaries and wages include the following:

Job Evaluation

This is the most valuable way of fixing wage balances. It determines payment in relation to input and output for overall significant to corporate objective. Some employers do not evaluate the job in their organizations.

Government Order

One of the key that have been used to open doors in western nation is the development of citizen. When citizens are catered for, they contribute to nation building process, social, economic strength of nation was attained through proper attention of the needs of the citizenry especially in the financial realm. In other to accomplish the economic, service of citizen, governments enact rules and regulation guiding minimum wages that must be obeyed by organization. This gives the benchmark below which employers of labour must not fail.

Ability to Pay

Organization's ability to pay determines greatly the wages structure of the firm. It should be noted that not all organization maintain the same pay structure.

Living Standard

The cost of living in any particular nation greatly affects the cost of labour, for instance, the cost of living in United Kingdom is higher than the cost of living in Nigeria. This accounts for the difference in the pay structure in the two countries.

Collective Bargaining

Wage's structure is affected by collective bargaining process, this mostly occurs in unions firm, when the administrators influence, Davidson (2023) has show that he is versed and deep in knowledge in the field of public administration.

Relationship between efficient salaries and wages management and workers productivity

The term productivity is an English word that refers to the power produce labour productivity. Productivity is defined as the ratio of outputs of goods or certain

service or its monetary value, to input work or the amount of labour used to produce goods or service (Gilaninia & et al, 2013).

Historically, there is a widespread interest in the role of money as a motivational tool for spurring people for higher productivity and for securing their allegiance to cooperate with the organization in which they are higher members. This kind of interest was first stimulated by the ancient Greek Philosophers like Hypocrites, Plato and Herodotus. In their pioneering work, they provided the foundation for discussion of money as a motivation in industrial compensation (Salawu 1995). In summary, they believe that in acting, human beings usually seek for comfort and pleasure, while at the same time avoid discomfort and pain.

This philosophical thinking is what is generally referred today as hedonistic conception of man, which eventually became the basic assumption in the prevailing economic and social philosophies of such famous men as Jeremy Nenthim discussed in Bowring (1962), Mills J.S discussed in Robson (1963) and Adam Smith (1935). In the classical economic theory championed by these men, they thought that the main goal of workers is the achievement to hedonistic satisfaction and maximization of his pecuniary income. This monetary or financial compensation (salary or wage) is seen as a major influence of work-related behavior (Salawu 1995).

One of the functions of human resource management is service compensation system management, managers can use proper design of service compensation system in order to monitor and influence the behavior of individual in an organization can lead to attract, retain and

develop human resources for the purpose of the service compensation system should be motivational in nature.

Some Status in South-East and its Comparism that Commission with Ebonyi State

In the south east Nigeria, we have about five states which are Abia State, Anambra State, Ebonyi State, Enugu State and Imo State. These states and play some important roles to the growth of their civil services. In this case, we are briefly going to look into our commissions and compare them.

Abia State Civil Service Commission

Abia State is one of the state in the south east, it is the first state in series of the states lists which means, you mention Abia first before other states like Abia Umuahia. The civil service in Abia State focused on performance and appraisal of employee's commitment and duties. The objective of the Abia State Civil Service ability is to find out whether objective evaluation of employee performance has a positive relationship with employee effective commitment to ascertain subjective evaluation of employee commitment and performance.

Abia State Civil Service salary-scale from 2018-2024 has been a lot of problems facing the employees. Abia State salary payment as at 8th October 2020, stating from January 2020, the state governor, Okezie Ikpeazu has fully implemented the thirty thousand naira (N30,000) minimum wage on the month of April 2017-2020, yet was a watershed moment in the country's workers welfare history. The administration is easier yet a lot of problems surrounding the state behind huge debt and nonpayment of salary. But in the year 2023, Governor Alex Otti

increases the salary of Abia workers. Abia State Civil Servants smiled again. The Governor Alex Otti who stated this on Monday in the speech to usher in 2024 said that workers that has administration has kept the promise made shortly after he took the oath of office on May 29th 2023 to make regular payment of salaries and pension a priority. He promised that both workers and retirees' commitment will be paid.

The salary Grade Level Seven (7) civil servants are expected to earn before 126-386 NGN and 193-281 NGN per month. The annual equivalent of their salary is 1.516 632 NGN – 2,325,372 NGN. The lowest salary for staff in the year 2024 is 01 level Step 01 earns N30,000 per month and three hundred and sixty thousand naira (360,000) annually before taxes and other deduction.

Anambra State Civil Service Commission

Anambra State is one of the states in south east that has boundaries with Delta State, Imo and Enugu State. The state is commercially enriched. The civil service as a government institution plays important part in ensuring that government policies result in tangible service for the population. In fact, without the body of processional civil servants, national government cannot function effectively and efficiently in Nigeria. The state civil service has some red tapisms, poor accountability, low professional standard, waste and corruption, poor productivity, lack of control and other bloated staff structure.

To suffer a result-oriented and modern civil service operation, consecutive governments in Nigeria have introduced reforms aimed at the efficiently and effectiveness of the civil service. However, the service remains insufficient and incapable of reforming itself and suffer from lack of government policies.

However, what has been done so far in terms of civil service reforms are no more than addressing the system rather than cause of the not, as the current reforms, the general staff audit and payroll clean up ministries department, and agency/parastatal changes based on restricting and cross-gutting service, wide changes monetization of fringe benefits pay reforms review and update of public service rules and financial regulations delving into the governance and democratic is a administrative structure will be put the unsustainable act best.

Enugu State Civil Service Commission

Enugu State Civil Service Commission is also one of the commission and state in the south east and zonal headquarter in the east. In Enugu, the motivation and performance of workers is achievable. The problems that have been encountered in the Enugu State Civil Service are the problems of favoritism, federal character, principle, partisanship, corruption, tribalism, nepotism and many others. One of the major problems confronting the civil service in Enugu or public bureaucracy in Nigeria is its politicization in several offices in the civil service were atone or the other politicized by the government. These include the office of permanent secretary and head of departments.

Imo State Civil Service Commission

Imo State has been one of the South East States and the commission has its roles played by the state civil service. The study observed that amongst the workforce in Nigeria, there are workers endowed with high ability and whose values and contribution need to be harnessed and improved upon for high productivity and national economic development. The relationship between the existing knowledge

leadership (management or government) and employees' ability (workers) and their motivation for productivity is important to the service.

It explains that the interplay between effective knowledge leadership and style, proper utilization of workers ability and motivation affects organizational productivity in Imo State. Knowledge leadership occupies a very sensitive position in any knowledge driven modern organization. The absence and lack of commitment of leadership and effective management styles, especially in this era of knowledge driven production economy for motivating organizational workforce as a root cause of the malaise in productive.

Imo State Civil Service Commission in 20th February 2024. In this study provide important information about Imo State Civil Service from 2023-2024, its employees or staff have been committed to the service and the ability to perform effectively and give adequate productivity to the service, yet the management fails to support or motivate them financially. The survey research design was adopted with the use of secondary sources and it was discovered that poor finding and high state of unskilled personnels in the service. This study recommends that the state should provides adequate finding provide training of personnels in the service and committed their duties then we should have reasons why we laid our complaint.

According to premium time Newspaper, on 16th July 2023, Governor Hope Uzodinma raises Imo workers salary announced N5 billion Naira loan for farmer or (Agric Workers) and also announced a new minimum wage of 35,000 for workers in the state, to ease the pains of workers, and

for farmers, as well as free transportation and medical care for civil servants. Yet, we still have some problems affecting the workers in the salary they earned.

Ebonyi State Civil Service Commission

The Ebonyi State is the major civil service state. This study is discussing Ebonyi State Civil Service Commission like other state civil service in Nigeria currently operate the harmonized public service salary structure since it came into operation on 1st March 2019.

Ebonyi State Civil Service Commission is an executive agency of the state charged with the responsibility to employing civil servant designate their various functions as well as ensuring that strict discipline are maintained in the service. It is also charged with function of welfare, promotion, transfer and exercise of overall control in all State Civil Servant in Ebonyi.

However, from the guide below you will understand the entire system, especially the monthly salary you are to expect if employed. We should note, that all civil servant in Ebonyi State like other states civil servants in the country are control of the office of the civil service of the state except the chairman and commissioner.

The responsibilities and duties of civil service commission of the state are:

- To recruit senior officers
- To provide guidelines on promoting discipline and appointment
- Represent the civil service commission.

The Ebonyi State Civil Service Commission has announced its plans to commence recruitment for various position this year. The civil service commission serves

as a regulatory body to the state which handle the human resource management functions. The 2023, Ebonyi State Civil Service application has begun throughout the twenty six (26) ministries in the state and qualified candidates are invited to visit the state official web site. www.ebonyistate.gov.ng and apply.

However, due to the rapid growth in the state ministries, the government of Ebonyi State has seen a need to increase the state workforce for sustainable and human development.

The service salary's structure 2023, 03 Grade Level (03) 22,000-32,000, level 04 from 22,5000-35,000, level (05) 25,000-41,000, level (06) from 31,000-49,500.

Ebonyi State Civil Service salary structure 2023 – 2024. The state as another fast-growing state considered liable and efficient in south-east Nigeria that operates a uniform civil service salaries structure under the harmonized salary structure. Recent, the new governor of the state Francis Nwifuru approved an increment of ten thousand naira (N10,000) to all civil servant in the state irrespective of their grade levels for the state.

Ebonyi State like other civil service states in the country is also a state where job finders, especially graduates as in other states in the country looking for job because of the benefits attached, like job security, gratuity, guaranteed retirement, otherwise known as service package and other benefits civil servant enjoy.

The state civil service commission has about thousands of workers on her payroll. The state is a civil servant state with a relative high salary scale and structure and one of the civil service commission or state that generate substantial internally generated revenue (IGR) in the country in addition to federal allocation.

Ebonyi State has also done well for the prompt payment of salaries to her numerous workers and job security is guaranteed. The state is also blessed with competent workforce made up of highly motivated discipline and productive workers, that have always put in their very best in building a strong and visible Ebonyi in this aspect, yet there are some problems or factors that hindered the commission not to work well, such as corruption, factorism, nepotism, partisanship, tribalism and many others.

Motivating factors for improvement of human condition in Ebonyi State, Imo State etc

There are some motivational factors for improvement of human condition in the state which are:

- Financial benefits
- Job security
- Positive work environment
- Open commission
- Professional development opportunities
- Positive company or management culture
- Recognition and appreciation
- Leadership style

Financial benefits

While financial benefits are not a motivational factor for all employees, they can enhance many employees overall motivation in the workforce putting in place different opportunities for employees to enjoy financial opportunities or benefits for hard work is a great way to boost motivation and give employees a sense of accomplishment and appreciation. Examples of financial motivator includes, bonuses, raise promotions additional paid time etc.

Job security

Job security employees are often motivating when they know they have job security with a company and government. It is important to regularly inform the team members of their job security and to know that they are a valuable asset to the management.

Management or company culture

A company or management's culture can greatly impact employee's motivation in the workplace. Many employees feel more valued and enjoy their work more when there is a strong company culture that supports employees and brings them together on a regular basis.

Area of focus on when increasing the positive of company or team culture include the wellbeing of employees and compassion towards employees. You can also contribute positively as employee and get more involved to the company's culture to keep yourself motivated.

Positive work environment

Similar to positive work culture a positive work environment can also increase employee. Motivation work environment refers to both physical and non-physical factors that directly impact the environment of the workplace. Creating open spaces that entice the senses, implementing specific areas of the workplace that are committed to the wellbeing of employees and allowing employees to communicable with each other throughout the day can all work to increase motivation in a team.

Open communication

employees feel that they can openly communicate with other employee and management, they are often more motivated in the workplace, feeling closed

off from others can lead to questioning if management cares about their success.

Ensuring, there is an open time of communication among employees of all level can help alleviate issues quickly, encourage employees to communicate. When they are experiencing challenges and keep employees motivational by fostering a sense of connection

Professional development opportunities

Employees often feel more motivated at work when there are ample opportunities for growth and professional development. Giving employee opportunities to increase their skill and become more efficient in their positions, instill a sense of accomplishment and guide that act as a strong motivator for employee their skills can ultimately, impact an organization's overall success, making it a win-win situation for all involved.

Recognition and appreciation

Appreciation and recognition are two important components of motivation within an organization offering recognition and praises not only makes employees feel accomplished and appreciated, but it also reinforces good performance and encourages employees to continue repeating the actions that led to the performance. The more employee behavior is positively recognized the more likely, they are to repeat these behaviours and remains motivated in the workplace.

Leadership Style

Heads and other leaders within the company or management plays significant role in their employees' motivation. The appropriate leadership if the encourages goals in their position work towards these

goals and it helps them employee maintain their time that motivation throughout the course of their time at the organization. To be effective leaders must determine the best leadership style for each type of employees as not all employees respond well to all leaders' styles, like servant leadership, transformational leadership style democratic leadership style etc.

2.2.10 Major Setback to Workers Remuneration Service and make Necessary Recommendations

The major setback workers remuneration service that means that you have to be carefully balance the payment of workers. It can also stand as the problem or challenges in the workers remuneration service in Ebonyi State Civil Service from 2018-2024.

Low Salary System

One of the sets back to workers remuneration service is low salary system, it is common for an organization or company paid lower salaries to their employees, instead of offering good remuneration package to their employees. The remuneration system should provide basic attraction to employees to perform job efficiently and effectively. Salaries affects the employee's productivity and work performance. Thus, the amount and method of remunerations are very important for employees and management (Armstrong 2008).

Salary adjustment may be made based on factors like inflation, market friends, individual performance and promotion. Lowering salaries can be seem bad to some employees even if they stand to gain more than they lose and can make it harder to convince people to apply for your roles.

The most important thing is to make sure that employees are happy in their jobs, but you can also take the time to make sure that you don't have to deal with the negative at all. This will all get easier as time goes by, and you are able to sharp your package around the team.

Chade Ademolakun's 1983 on staff motivation incentive and benefits.

According to Ademolakun, the motivation incentive and benefits are the most common and important factors in the wage and salary of employees. He point-out some of the incentives that are needed to provide for employees which are:

- Monetary bonuses
- Salaries raises
- Additional vocation days
- Public recognition
- Health and wellness reimbursement
- Referral and bonuses
- Professional development opportunities
- Tuition reimbursement

To attract and keep their best employees, management provides a package that includes compensation (money) incentive (special perks) or rewards for good work and benefits (valuable) option such as health insurance and well paid salaries, for example, a rise in the price of any goods in and incentive for employees.

Benefits of Motivated Staff

The following benefits of motivated staff are:

- Increased employee's engagement
- Great management culture
- High productivity and performance
- Greater level of creativity and innovation

- Improved managers or personnels (employee's relations)
- Better customer service
- Positive management reputation

Lower employee absenteeism and turnoff affect the incentive and benefits from the management or company.

The employee motivational benefits are the following:

- Offer bonuses
- Sharing meaningful experience
- Give gifts
- Priority health and wellbeing
- Provide some perks
- Explore profit sharing options
- Offer tuition assistance

Offer bonuses

Thought hardly employee incentive ideas, there is no doubt that bonuses are still a powerful and popular motivational tool. Infact. 65% of US employees prefer bonuses based on personal achievement. Ensuring your bonus criteria is clear achievable and fair essential to success.

Sharing meaningful experience

This is another incentive or benefits an employee get from his employer. It can make great for the staff or employees if you have gotten the budget, they can make a brilliant contribution and performance toward for excellent work.

Give Gifts

Celebrating work anniversaries achievement and birthday with gifts and perks is a great way to incentive longer service and good work.

Prioritize health and wellbeing

When it comes to workplace efficiency, you cannot underestimate the impact of poor, mental and physical health.

During the COVID 19 pandemic remote work burnout sky rocketed to 61%, now low staff back in the office, it is even easier to promote health and wellbeing free or subsidized healthy lunches cycle to worker schemes and on-site health screening can help not only care for the staff, but also on individual basis. The health and wellbeing incentive improve workplace efficiency too.

Provide some perks

You can also give employees the chance to earn perks such as additional time off, these benefits are more likely to be perceived as reward as they tie to more motivational concerns. But it is important to remember that incentive need to supplement these factors.

Offer tuition assistant

Promoting a culture of learning and improving employee can help the staff to learn and innovation, better still the organization can cover tuition and the employees will be even more motivated to excel in their field.

Explore profit sharing options

Profit sharing is a great employee incentive deals as it not only gives your employees stake, but also encourages better work performance; and productivity. This day-to-day motivation can provide excellent long and short team results.

2.2.13 Solutions to salary and wage management problem in Ebonyi State Civil Service

In order to meaningfully improve on the current trends in salary and wage administration or management in Ebonyi State Civil Service, the following actions should be carried out.

- Establishing right strategy which should be optimal timely in nature
- Periodic review of the plans, programme and implementation of the existing schemes or policies enhance labour output or productivity
- Periodic interactive session with the union (i.e government and union to meet regularly to monitor salaries and wages trends
- Let wage differential be “narrowed among different grade levels”
- Flexibility: It allow method, or techniques of rewarding workers to take place
- Participative pay system: though at its embryonic or rudimentary strategy, the system in Nigeria is fairly participative. This is particularly true compared with the military regimes era. A participative pay system involves employees in the design and implementation of the package.
- Taking cognizance of inflation trends
- A pay system can be designed by staff members of the organization’s human resource department, a committee of managers in the organization, an outside consultant, the employees or a combination, these resources (Ogunbamedru 2004).
- What is crucial, is the need for all hands to be on deck in salary and wage management
- Team works rather than a “lower” work stands to be more rewarding and less troublesome

Wage incentive plan should also be seen as an important factor in the administration of salary and wages in Ebonyi State. The essence of a wage incentive is to relate productivity to reward thus, employees who manifest outstanding

performance. Receive extra pay is a cash payment made every week or month. It is paid to those employees who exceed their quota of the output. Typically, incentive plan used by organizations include piece, rate profit sharing, premium plans to mention but a few.

RESEARCH METHODOLOGY

Research Design

The design of the study was a descriptive survey carried out as a study. This is because the issues being analysis have persisted and in other to secure a lasting solution to the problems, the method has been adopted. The design seeks to determine effective salary and wage management in Ebonyi State civil service. It can be adopted as a means of enhancing productivity in the state.

Source of Data

Data were collected both from primary and secondary sources and were used for effective information.

Primary Data: The sources of data used by the researcher are as follows:

- Questionnaires
- Interview method
- Observations

Questionnaire

In collecting information from appropriate quarters, the researcher designed hundred (100) questionnaires. The questions were short and simple without any ambiguous words. This enables the respondents to obtain all necessary information needed by the researcher. Those questionnaires were prepared for members and official of the cooperatives in the state.

Interview method

As interview is a discussion of two and more persons, and the interviewee. The interviewee is important personnel who gives all reasonable answers to the questions they expected to the study of completeness information, it requires to ascertain. The validity of the respondents reviews the true state of the society, especially were such questions were to do official work.

Observation

Observation could also be either structured or unstructured. This structure observation is when observing a particular area of concern, while an unstructured provides observation without a particular area of restriction. The researcher had time to observe all major activities and collection information in Ebonyi State Civil Service.

Secondary data: These are in the form of research, they are processed information which are reading in use, for reference or other uses for the data is meant. Here, reference were made from the following sources of data.

- Magazine
- Journals

In the process of secondary data, collection of information was done through which the researcher visited the following:

- The school/campus library
- State library (Ebonyi State)
- Federal College of Agriculture Ishiagu School Library

This research work was more concentrated on secondary data.

Area of the Study

The population of the study consist of the management staff and non-managerial staff of the service. The management staff were chosen because they are the managers of

the system and also because of their vast experience in the field of administration. The non management staff were also chosen because of the fact that they are the direct recipient of the salary and wage administrative pattern within the state government.

Population of the Study

The population is the total group (people, organization, physical entity etc) are of interest of the researcher, testified information and problem. The population of Ebonyi State Civil Service Commission is Two Thousand, Four Hundred and Twenty (2420) staff.

The sample of the study comprised 100 staff made up of 10 management staff and 90 non managerial staff within the service. Stratified quota and systematic sampling techniques was adopted in choosing both management staff and non-managerial staff sample. The staff population was first stratified and non-managerial staff subjects were then selected by a system method whereby the names of all those falling between 1st-3rd in the staff register were selected from every department in which they were drawn from.

Sample Size and Sampling Technique

The sample size was determined based on the application of Taro Yamane formula:

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

Where: n = Sample Size

N = Population (2420)

E = Margin of Error 5% or 0.05

1 = constant

$$n = \frac{2420}{1 + 2420 (0.05)^2}$$

$$n = \frac{2420}{1.605}$$

n = 151

In selecting the samples from the population, the researcher adopted simple random sampling. Simple random sampling was done by balloting. The staff numbers were written on pieces of paper according to the serial numbers on the nominal roll. The pieces of paper were rolled into a paper ball and were mixed in a basket from where the researcher blindly draws the sample respondents.

Instrument for Data Collection

The instrument for data collection is a self-constructed questionnaires by the seminar topic "Salary and Wage Management: A study of Ebonyi State Civil Service Nigeria (2018-2024).

A section A obtained information on personnel data of respondents. While section B, elicited information on the salary and wage management in Ebonyi State Civil Service Nigeria and various solution advanced as a means designed to enhance or improve the capacity and productive levels of staff within the state. The respondents namely management staff and non-managerial staff indicated their level of opinions on the instructed questions of salary and wage management in the service.

Reliability and Validity of the Instrument

According to Russell and Taylor (2000), reliability refers to the probability of measuring instrument to measure what it intended to measure. This implies that the questionnaire must give consistent result under a given condition within a time frame. The researcher utilized the Test-Retest correlation procedure (coefficients of stability) where the structured questionnaire was administered to lecturers that teach in the field of entrepreneurship two different points in time under similar condition/environment. The correlation

coefficient (r) value was considered good since $r \geq 0.70$.

According to Asika (2004), validity of a measuring instrument is the ability of the instrument to measure what it is meant to measure. To ensure that the instruments were validated, the researcher adopted the face and content validity procedure where the instrument (questionnaire) was given to research experts on the research subject to make the necessary inputs and corrections to ensure that the test instrument covered the objectives of the study.

Method of Data Analysis

The statistical tools used in analysing the data collected from the questionnaire and interviews conducted. The data obtained from the research study will be analyzed using statistical table such as percentage, frequency, distribution means and pooled means were used to answer the research questions.

Limitation of the Study

This study would have covered the entire country (Nigeria) but because of fund distance and constraint, many areas may not be covered. The choice of salary and wage management and how it is negatively affects employee's productivity constitute a limitation of the study.

Also, one of the factors that is, Ebonyi State limits the population of the study as it focuses mostly on factors like economic, political and socio-cultural attitudes of the workers within the areas under this study.

One of the challenges the researcher encountered in the study is unavailability of data and information. It was so difficult for the researcher to meet responses in the research work because of distance and little knowledge of the area.

Presentation and Analysis of Data

This segment of the research is arranged to contain the response rate of respondents, respondents’ profile, interpretation of data from questionnaire and discussion, summary of findings.

Data Analysis

The researcher made necessary and classification relevant to percentage and likert were used to show clearly the statistical relationship among the various data collected. They analysed, interpreted

and summarized data serve as the basic for researcher finding. In addition, it is important to state here that the data analysed below are based on the questionnaire. On the whole, one hundred (100) copies of the questionnaire were distributed to the managerial, and non-managerial staff and all were collected after being compiled by the respondent indicating a 100 percent response by the subject. This provided data for analysis. The presentation is down below base on the research question posed.

Respondent’s Profile

Age Distribution of Respondent

Socio-demographic variables	Number of respondents	Percentage (%)
Age (years)		
20 – 29	20	20
30 – 39	25	25
40 – 49	25	25
50 – 59	10	10
60 and above	20	20
Total	100	100

Source: field survey 2024

Table above shows that 20 respondents representing 20% are between of age of 20-29, 25 respondents representing 16% are between 20-39, 34 respondents

representing 25% are between 40-49 age, 10 respondent representing 10% are for 50-59 and 20 respondents representing 20% are for 60 years and above.

Sex Distribution

Sex	Number of respondents	Percentage (%)
Male	34	34
Female	66	66
Total	100	100

Source: field survey 2024

From the sex distribution of respondents, it was observed that 34% of respondents were

male while 66 of respondents representing 66% were female.

4.2.3 Marital Distribution

Marital Status	Number of Respondents	Percentage (%)
Single	20	20
Married	66	66

Divorced	4	4
Widowed	7	7
Widower	3	3
Total	100	100

Source: field survey 2024

Table 4.2.3 shows that 20 respondents or 20% were single, 66% respondents or 66% were married, 4 respondents or 4% were

divorced, 7 respondents or 7% were widowed and 3 respondents or 3% were widower.

Education distribution

Education Status	Number of Respondents	Percentage (%)
No education	-	-
Primary education	22	22
Secondary education	24	24
Tertiary education	54	54
Total	100	100

Source: field survey 2024

Table 4.2.4 shows that none of the respondents have no educational qualification, while 22 respondents or 22%

were primary education, 24 respondents representing 24% were secondary education and 54 respondents representing 54% were tertiary education.

Occupation Distribution Respondents

Occupation	Number of Respondents	Percentage %
Civil servant	100	100
Total	100	100

Source: field survey 2024

The table above indicates that all the respondents were civil servants 100% respectively.

Interpretation of Data from Questionnaire

Question one: Do you agree that efficient and effective salary and wage management in Ebonyi State Civil Service significantly impacted on organization productivity?

Responses	No of respondents	Percentage (%)
Yes	90	90
No	6	6
Undecided	4	4
Total	100	100

Source: field survey 2024

From table 4.2.6, 60 respondents representing (60%) agree that efficient and effective salary and wage administration in Ebonyi State significantly impact on organization productivity, while 6

respondents or 6% said No and 4 respondents or 4% is for undecided.

Question two: Do you agree with the assertion that workers are attracted to an

organization by the prevailing wage system operational in such an organization?

Question Two: Do you agree with the assertion that workers are attracted to an organization by the prevailing wage system operational in such an organization?

Responses	No of respondents	Percentage (%)
Yes	94	94
No	2	2
Undecided	4	4
Total	100	100

Source: field survey 2024

From the table, 94 respondents representing 94% agreed that efficient and effective salary and wage management in Ebonyi State Civil Service significantly

impacts on organizational productivity, while 2 respondents representing (2%) said No to the question and 4 respondents or 4% were undecided.

Question Three: Do you agree with the assertion that workers are not attracted to an organization by the prevailing wage system operational in such an organization?

Responses	No of respondents	Percentage (%)
Yes	85	85
No	5	5
Undecided	10	10
Total	100	100

Source: field survey 2024

From table 4.3.3, it is observed that 85 respondents representing (85%) believed that workers are attracted to an organization by the prevailing wage system operational in such organization, while 5 respondents representing (5%) said No and 10 respondents representing 10% were undecided.

Discussion of Findings

It has been found out that salary and wage management and performance are embark on the process of personnel management. The salaries are conducted or paid on monthly basis or annually basis, when the need arises. The need may arise when people go on needs, the service as a result of gaining better salary and wage.

The study also found out that salary and wage management and performance embark on training and skillful employees, the level of employee’s performance appear to be low, before training, the level of employee performance are low and after training and develop often become high and the questions are: What extent can effective salaries and wage management impact on worker’s productivity in Ebonyi State? Has policy attracted optimum employee performance? Can cost of living and inflationary trends be considered is salaries and wages management in Ebonyi State Civil Service?

The finding of the study showed that salary and wage management and

performance embarks on objective of the following to determine the relationship between the salary and wage and worker's productivity, to ascertain policies and strategies aimed at attracting employee performance and also the cost of living, inflationary trends should be considered. The salary and wage of employees should be

SUMMARY

This study has been examined with special emphasis on Ebonyi State Civil Service between 2018-2024. The researcher from data gathered from questionnaires and interview, discovered that the staff of Ebonyi State Civil Service are dissatisfied with the way and manner in salary and wages administration in the service.

Summary of Findings

The researcher also tried to sought the views of the staff of the service, about the wage and salary, they described it was a welcome development and highly praised the scheme.

The management experience difficulty staying in delaying in the monthly salary and payment of gratuity and pension. However, the public servant, respondents was assessed by the management research to lack transparency which creates uncertainty about the future.

This study gave a new understanding in the management of salary and wage payment in Nigeria. Findings indicates that salary and wage payment and management has a lot of influence on the productivity and performances of workers in the organization, especially in Ebonyi State. In this case, salary and wage provided by the workers or employees are grossly inadequate in

promptly pay as when due, to avoid low morale in the service. Observation showed that such factors like inability of employee's payment or salary, inadequate finance, management evaluation of job and its hierarchy and so on hampers skillful program of salary.

meeting welfare needs of workers. Having seen the problems or challenges facing the Ebonyi State Civil Service Nigeria and the perceived inherent benefits in the new salary scheme.

Conclusion

From the study and result of the finding, it was observed that the focal issue in personnel administration is the effective management of human resources in order to attain organizational goal. This study also underscores the adequacy of salary and wage of employees, pension of retirees in meeting their welfare needs, the coping strategies adopted by the workers or retirees in overcoming their welfare challenges.

Recommendations

Based on the result gathered from findings, the following recommendations will hopefully contribute to this field of study.

- There is need to evaluate the effective salary, wages management and worker's productivity.
- There should be policies and strategies aimed at attracting employee's performance
- The cost of living and inflationary trends should be considered in the salary and wage management and performance.

Finally, the salaries and wages of employees should be promptly pay as when due to avoid low morale in the service.

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