

## IMPACT OF MINIMUM WAGE ADMINISTRATION ON INDUSTRIAL PEACE AND EMPLOYEES' PRODUCTIVITY IN PUBLIC SECONDARY SCHOOLS IN OGUN STATE, NIGERIA.

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### ABSTRACT

**Purpose:** The study investigated the impact of minimum wage administration on industrial peace and employees' productivity in public secondary schools in Ogun State, Nigeria. It established how effective minimum wage administration can enhance industrial peace, employees' job satisfaction and productivity in public secondary schools in Ogun State, Nigeria. **Methods:** The study adopted survey research design. A total of three local government areas were studied. The population consisted one hundred and fifty employees spread across the three local government areas namely; Ijebu-Ode, Ijebu-Igbo and Odogbolu Local Government Areas. Five schools were selected in each of the local government areas out of which ten employees were randomly selected in each of the schools, among the selected respondents were the teaching and non-teaching staffs of the selected schools. Forty five respondents were sampled for the study while multistage sampling and stratified simple random technique was adopted as the sampling technique. Statistical Package for the Social Sciences (SPSS) was employed in analysing the data generated. **Findings:** The findings established that wage administration has significant correlation with industrial peace and job performance with correlation coefficients 0.298 and 0.256 respectively. Wage administration also has significant correlation with job performance ( $r = 0.314$ ). Job performance has significant correlation with employee productivity ( $r = 0.418$ ). Employee productivity does not have significant correlation with industrial peace and wage administration in public secondary schools in Ogun State. **Conclusion:** The study concluded that minimum wage administration has a significant relationship with employees' productivity and a positive impact on industrial peace in public secondary schools in Ogun State. **Recommendation:** The study recommended that government should endure industrial peace and

*optimal productivity among staff of public secondary schools through provision adequate rewards like pay rise, promotion regular appraisal of minimum wage administration.*

**Keywords:** *Minimum wage administration, industrial peace, employees' productivity, job satisfaction.*

## INTRODUCTION

Minimum wage can be defined as the relatively moderate hourly wage that an employee may be paid as mandated by the highest authority of a particular country. A general and progressive increase in prices and other essential factors postulate periodic adjustments of the actual number. Minimum wage can also be seen 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. However, the minimum wage legislation is a very important criterion in the payment of wages. It is generally accepted that the fixing of minimum wage discourages unwarranted exploitation of individuals and group of workers because it affords such vulnerable group a sure protection than what is obtainable through voluntary bargaining process. It is also acceptable that the fixing of minimum wage assists workers a living income to meet their basic needs and improve their standard of living. According to Fapohunda, Atiku and Lawal (2012), the success of minimum wage in its intended goal will depend apart from the criterion used, on the level at which it is fixed.

Large number of governments around the world set a minimum wage in order to raise wages of workers whose wages are relatively low. Minimum-wage is the lowest price for labour that any employer may pay (Mankiw, 2011). Hence, requiring that firms or organizations pay minimum wages are demonstrations of government involvement in trying to raise the income of specific groups; the purpose of which is to come up with a living wage that will help less-skilled workers earn enough income to extricate poverty (McConnell, Brue and Flynn, 2009). Minimum wage policy supported by a strong social policy is a well-structured mechanism against poverty and income attrition of the poorest households. Herr and Kazandziska (2011) submit that minimum wage is a veritable mean by which governments can control wage distribution in order to reduce income disparity and imbalances.

However, some economists argue that increases in the minimum wage increases unemployment, some other are of the opinion that the demand for unskilled labour is relatively inelastic, so a higher minimum wage magnifies the incomes of unskilled workers as a group. That gain, they say, justifies the policy, even if it results to increment in unemployment (Rittenberg and Tregarthen, 2011). Some policy analysts assert that the government may respond to low wages for some workers not by imposing the minimum wage, but by attempting to increase the demand for those workers, or by subsidizing the wages of some workers whose incomes fall below a certain level (Rittenberg and Tregarthen, 2011).

Over time, the Nigerian workers have been asking for an overall ascending review of wages and an increase in the National Minimum Wage. The Federal Government of Nigeria has always responded by setting up Ad-hoc Commissions to consider such demands which normally come during period of labour unrests. Collective bargaining has played no

significant role in wage fixing and labour relations especially in the public sector in Nigeria. Regulation of wages and salaries were based on the recommendations of Wage Review Commissions (Herr and Kazandziska, 2011).

The first Wage Review Commission was set up in 1934 in Nigeria and there have been several of such Commissions and Panels. Minimum wage can also be set through Decree (usually during military regimes) and Acts of Legislation during civilian administrations (Fapohunda et al, 2012). Minimum wage in Nigeria was fixed at NGN7, 500 in 1999. It was later increased to NGN18, 000 in 2010 while the current rate of NGN30, 000 was approved in 2019. However, available records from the Office of the Head of Service at Abuja show that fifteen months after the new minimum wage became law, a sizable numbers of states did not commence implementation. It is instructive to note that most state governments in Nigeria do not take lightly to the idea of accepting federal legislation concerning minimum wage. They argue that states should be allowed to determine their own minimum wage with Federal Government intervention. This has led to several industrial disputes which in effect have stagnated developments and effectively hampered industrial peace in the states concerned.

Although the goals of the minimum wage are commonly accepted as genuine, there is great difference of opinion as to whether the minimum wage is effective in attaining its goals. As earlier mentioned, from the time of its introduction, minimum wage laws have been extremely controversial politically, and have received much less support from economists than from the general public. Despite decades of experience and economic research, discourse about the effects of the increment of minimum wage continue today. This study sought to examine the impact of minimum wage administration on industrial peace and employees' productivity in public secondary schools in Ogun State.

### **Statement of the Problem**

The price of all commodities in Nigeria is increasing at a geometric progression while wages/salaries are moving at arithmetic progression. As a result of this, most workers have shown high rate of emotional dissatisfaction. This has generated a lot of industrial disputes between state governments and industrial unions. This scenario has the potentials to endanger industrial peace and hamper employees' optimal productivity since precious time is likely to be wasted on unending disagreement and avoidable industrial disputes. In fact, job satisfaction can not only be affected by wages, Danish, Shahed, Adram and Ameer (2015) proclaimed that job stress is highly associated with industrial peace but if the staffs of a school receive rational wages then it can get the better of the effect of stress. In the light of all these, the study examined the impact of minimum wage administration on industrial peace and employees' productivity in public secondary schools in Ogun State.

### **Objectives of the study**

The main objective of this study is to determine the impact of minimum wage administration on industrial peace in public secondary schools in Ogun State. Specific objectives include:

- i. To determine the impact of minimum wage administration on industrial peace in public secondary schools in Ogun State.

- ii. To examine the relationship between minimum wage administration and job satisfaction among civil servants in public secondary school in Ogun State.
- iii. To determine the impact of minimum wage administration on employee productivity in public secondary schools in Ogun State

## **REVIEW OF LITERATURE**

### **Concept of Minimum Wage**

A clear distinction exists between the terms "salary" and "wage". Whereas salary is generally associated with the income received by office-based staff, including senior executives, wage on the other hand refers to the income received by menial labourers or factory workers, with the exception of their supervisors, who receive a salary. Another distinction is that while wages are calculated at an hourly rate, salaries are calculated at a monthly rate (Ubeku, 1984). In Nigeria, although we talk about wage and salary earners, however, the use of these words is historical in that British companies introduced the concept into Nigeria during the colonial period. In reality, and for the purpose of this research work, the distinction between the two terms is meaningless and they are used interchangeably.

According to Starr (1981), minimum wage is the lowest remuneration that employers can legally pay their employees—the price floor below which employees may not sell their labour. Most countries had introduced minimum wage legislation by the end of the 20th century. Starr (1981) confirmed that the movement for minimum wages was first motivated as a way to stop the exploitation of workers in sweatshops, by employers who were thought to have unfair bargaining power over them. Over time, minimum wages came to be seen as a way to help lower-income families. Modern national laws enforcing compulsory union membership which prescribed minimum wages for their members were first passed in New Zealand and Australia in the 1890s. Although minimum wage laws are now in effect in many jurisdictions, differences of opinion exist about the benefits and drawbacks of a minimum wage.

According to Kasa (2021), the term 'minimum wage' is used in a variety of ways throughout the world. In this study it describes legally enforceable acceptable limits to wages fixed by a process invoking the authority of the state. In some countries, minimum wage implementation have the force of law, they are however processed through the private agreement between the employers and workers. According to Starr (1981) due to difficulties connected with establishing industry minimum wage, a vast number of countries have introduced general minimum wages that are applicable uniformly to almost all workers. This account for the adoption by the International Labour Conference in 1970 of Convention No. 131 and Recommendation No. 135, which envision a minimum wage system covering virtually all wage and salary earners (Starr, 1981).

### **Evolution and Purpose of Minimum Wage Fixing**

Starr (1981) confirmed that the precursor of minimum wage is the Hammurabi Code, 2000 B.C., however, the practice in modern society is known to have first developed in New

Zealand and Australia around the turn of the century. Initially it was used in these two countries as part of the procedure for the prevention and settlement of industrial disputes. Kasa (2021) asserts that under the New Zealand Industrial Conciliation and Arbitration Act of 1894, the Court of Arbitration was empowered to settle industrial disputes by issuing awards fixing minimum wages that could be made binding for all workers in the industry in the district where the dispute had taken place. Not too long, the system of fixing minimum wages through arbitration awards became the order of the day in a number of Australian jurisdictions. Thus, minimum wages were fixed in New Zealand for unorganized factory workers by the employment of boys and girls without Payment Prevention Act of 1899 and for shop assistants by the Shops and Offices Act of 1904. Similar legislation was also introduced in a number of Australian States. Other countries soon joined the bandwagon in providing protection against unduly low wages, with the difference, however, that the protection was confined in most cases to particular categories of workers considered to be especially vulnerable. According to Kasa (2021), after a careful study of the Australian systems the British Parliament adopted minimum wage legislation in 1909 aimed at abolishing "sweating". Originally only four industries were covered. With the Trade Boards Act of 1918 the purpose of minimum wage fixing was broadened somewhat and by the end of 1926 minimum wages were applicable to about 40 trades, employing approximately 1 million workers. Minimum wage fixing through a series of committees was also provided for by the Coal Mines (minimum wage) Act, 1912, and the Agricultural Wages (Regulation) Act, 1924.

### **Criteria for Determining the Level of Minimum Wages**

International Labour Organization (ILO) with Recommendation 135 of 1970, recommended that in determining the level of minimum wages, account should be taken of the following criteria, amongst others:

- a) The needs of the workers and their families;
- b) The general level of wages in the country;
- c) The cost of living and changes therein;
- d) Social security benefits;
- e) The relative living standards of other social groups;

Governments that decide to fix minimum wages need to have regard to the effect of wage decisions on costs, prices, productivity, employment, the balance of payments and the prospects of economic growth. It is important to note that wage determination is far from being guided all the time by immutable or natural economic laws. In fact, as William Brown rightly pointed out, 'pay is a normal affair and is also extremely complex depending upon the interaction of social power, market forces, customer, and perceptions of fairness with little apparent consistency (Yesufu, 1984). Underlying the marginal productivity and the bargaining theories of wage are certain socio-economic and political factors that affect the nature of wage structure in an organization. These factors include existing wages in comparable organizations, the ability of the organization to pay, cost of living index (consumer price index), the relative scarcity value of various kinds of labour, government policy and regulations. As Yesufu (1984) pointed out that the degree of potency of each of these factors and the resultant wage structure differ as to time and place. The relevant task therefore is to examine the factors that largely determine the fixing of wages in the Nigeria Public Sector. And the pertinent question is: does wage determination process in the

Nigerian Public Sector obey the marginal productivity and the bargaining theories of wages? The probable answer(s) to this and other related questions shall be left for the appropriate persons to be answered as it is outside the scope of this work.

### **Industrial Peace**

Industrial peace is not the absence of disagreement at work place or organization, rather it is when there is mutual understanding between the employer and employees that permits the organization to achieve its set goals and objectives seamlessly (Fejoh and Adesanwo, 2021). Industrial peace enhances labour productivity and this in turn improves the performance. It further creates a peaceful working atmosphere conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes (Onasanya, 2009). There are several means by which workers express discontent with the management of their organizations. The methods include, but not limited to: strikes, lockouts, sit-ins, work to rule, refusal to work overtime, sabotage and absenteeism. Momodu, Gambo and Momodu (2014) describe strike as the cessation of work by a body of employees or a labour union representing the interests of the employees in an organization, due to a stalemate in collective bargaining between this group of employees and their management or employer. India's Industrial Disputes Act, 1947 described strike as suspension or cessation of work by a group of persons employed in any industry, acting in combination or a concerted refusal or a refusal under a common understanding of any number of persons who are or have been so employed to continue to work or accept employment. According to Eni (2000), strike indicates a breakdown of cordial relationship between labour management and is usually the one aspect of industrial relations that welcomes the most negative commentary.

### **Employees' Productivity**

As an economic term, productivity is a measure of the efficiency of a given resource input, such as labour or capital in producing a given output. It can also be described as the output of goods and services in a company, a factory or a country in relation to inputs, such as men, machines or land, used to produce them. Output per man-hour can be used as a guide or measure of productivity. Productivity is a measure of the output of goods and services relative to the inputs. In other words, productivity is simply the ratio of output to input. It is a functional relationship between inputs and outputs. According to Ubeku (1984) productivity is defined as the relationship of output to the associated productive inputs: labour, capital and natural resources in real terms, based on physical or deflated values. When output is related to all the associated inputs, changes in the resulting 'total factor productivity' measures reflect changes in productive efficiency generally. When output is related to only one class of inputs, such as labour in the customary 'output per man-hour' measures, increases also reflect factor substitutions, such as capital for labour, as well as changes in productive efficiency. Besides, labour is generally the largest cost element in many industries; consequently, the approach in such industries is based essentially on output per man-hour measures. The definition of productivity in some cases are narrowed down to real output per hour of work, that is, the effectiveness with which we use the productive resources of labour (Ubeku, 1984). Thus an increase in output achieved by raising the output per hour of work does more good than an increase in output achieved by working more hours. This approach that focuses on the productive capacities of individuals is useful, provided the limitations are recognized. This is particularly important in our own

circumstances in Nigeria. According to Ubeku (1984), we must recognize the factors which inhibit productivity in our own case because the performance of an individual at work is a function of certain factors, including his knowledge, skills, motivation, attitudes and certain aspects of the environmental situation which in turn include the nature of the job, rewards associated with his performance and the leadership provided for him. All these factors bear upon him, and depending on the direction, they may enhance or in-habit productivity. Productivity measurement varies with the type, goal and objectives and functions of the organization. These can either be profit, or customer satisfaction, although this is a measure of how effectively and efficiently all the factors of production have been put to use.

### **Research hypotheses**

The following hypotheses were formulated and tested for the study:

- H<sub>01</sub>:** Minimum wage administration does not have any significant impact on industrial peace in public secondary schools in Ogun State.
- H<sub>02</sub>:** There is no significant relationship between minimum wage administration and job satisfaction among civil servants in public secondary schools in Ogun State.
- H<sub>03</sub>:** Minimum wage administration does not have any significant impact on employment productivity in public secondary schools in Ogun State.
- H<sub>04</sub>:** Industrial peace has no correlation with wage administration, job performance and employees productivity in public secondary schools in Ogun State.

### **Theoretical Framework**

The theoretical framework of this study is based on motivation theory as postulated by Victor Vroom (1962). The basic hypothesis of Victor Vroom's Expectancy Theory, is a positive relationship between the degree to which workers' expectations are met and levels of effort exerted by employees. Vroom's (1962) Theory states that Performance (productivity) is a multiplicative function of Motivation and Ability (that is,  $P = f(M \times A)$ ). Motivation in turn varies with the valences (V) or attractiveness of outcomes upon the performance of the task, and the Instrumentality (I) of performance for attaining the outcome. Outcomes identified include money (salary), fringe benefits; promotion; supportiveness behaviour (leadership style); group acceptance (the attitude of other people towards hard work); and the joy derived in doing the work itself (internalized motivation). In other words, Vroom is saying that performance or productivity is dependent on the incentive reward been offered the worker for carrying out a task and the worker's ability to do that job (skill). He is also saying that if a reward is not attractive to the worker, the employee will not strive nearly as hard to attain it as if it is highly attractive. This view gives the impression that workers have a choice to work hard or not. This is relevant to the scope of this study which include minimum wage administration, industrial peace and optimal employees' productivity.

### **Empirical Review**

There is a close relationship between the concept of productivity and wage. The word 'produce' from which the term productivity is derived, has been defined as the act of bringing something into existence, to make or to bring into being or to yield; while the word 'productive' is described as the ability to produce something that generally yields favourable results, such as goods and services that has exchange value in an economic sense. The synonyms to the word productive also include the words creative, fertile and efficient. Arising from these definitions, when we speak about increased productivity or the need for higher corporate or national productivity, we are making a case for increased efficiency directed at increasing our corporate or national output in order to create values that would improve the social and economic wellbeing of our people. In the light of the above definitions, which we will adopt in this study as our definition of productivity, we must agree that productivity is a great concept that should be encouraged and promoted as a national movement and way of life, especially in the developing countries of Africa.

The problem of industrial dispute is inherently part of all organizations. Ajewole (2014) in his study confirmed that causes of industrial dispute in Nigerian tertiary institution with the staff unions are related to poor infrastructures, poor salaries, and failure on the part of the federal government and management to implement the agreement between it and union members, incessant increment of fuel by the Federal Government, agitation for the reinstatement of ASUU sacked members, among others.

Ames, Harriet, Merryll and Yosuf (2011) in their study attribute labour dispute to poor salaries, deterioration of academic facilities and poor working conditions. However, the following are some of the areas that cause disputes between the unions and the management of tertiary institution. Underfunding of the educational system is one of the major factors responsible for industrial disputes in Nigerian polytechnic. Various stakeholders in the education sector have pointed accusing fingers on the government for the gross inadequacy of funds in the polytechnic system. Arikewuyo (2004) reported that since the advent of democracy in 1999, the funding of education had dropped considerably.

Momodu (2014) asserts that poor funding of the public institution by the government is the major cause of disputes in the polytechnic and the university system. Both the federal and state governments are the proprietors of these polytechnics and universities and as such finance them with about 80% of the funds for running these institutions. In spite of the government funding, findings have shown that the funds are still not adequate to run the institution optimally as paucity of funding of public universities and polytechnics is seriously undermining the capacities of public institutions to meet their objectives.

Card and Krueger (1994) which examined the impact of a minimum wage increase in New Jersey by comparing employment changes in fast-food outlets in that state with those in neighbouring Pennsylvania where there was no substantial increase in the wage earned.

Carneiro (2000) came up with a finding that indicated that a negative employment impact exists in the formal sector in Brazil using time-series data, as did Freeman and Freeman (1991) using national and industry level data for Puerto Rico. Bell (1997) is the only study that used firm-level data and her findings indicated a negative employment impact in Columbia where the minimum wage is found to be binding and no impact in Mexico where the minimum is set below market-clearing.



Card and Krueger's (1994) study of the impact on employment resulting from an increase in minimum wage in New Jersey in the early 1990s, found that the increase did not create unemployment. Moreover, Card and Krueger's study is said to have made an unusual finding with the implications of the analysis of the minimum wage mostly make available in microeconomics textbooks (Besanko, Braeutigam and Gibbs, 2011).

Rama (1999) conducted a study on increases in minimum wages in Indonesia and came up with the finding that have generated some other studies and papers that have all used panels of provincial level data and he aggregated his data up from the firm-level and found a negative employment effect for small firms (less than twenty employees) but a possible positive effect amongst large and medium-sized firms.

SMERU Research Institute report (SMERU, 2001) in Indonesia asserted that increases in minimum wages between 1988 and 2000 have had a negative impact on urban, formal sector employment.

## **METHODOLOGY**

The study adopted survey research design. The reason for the selection of the design was informed by the objectives of the study. This research design comes up with a swiftly effective and accurate means of assessing information about a population of interest. It intends to study the impact of minimum wage administration on industrial peace and employees' productivity in public secondary schools in Ogun state.

The target population for the study comprises teachers and non-teaching staff of public secondary schools in Ogun state. Due to the large size of the population, the researcher cannot interview every individual in the entire public secondary schools in Ogun state because it is too expensive and time-consuming. However, there are three (3) senatorial districts in Ogun state namely; Ogun-central, Ogun-east and Ogun-west, the study was focused on Ogun-east. Hence, the study was specifically focused on ten (10) public secondary schools in three (3) local government areas in Ogun-east; six (6) public secondary schools in Ijebu-ode which includes: Anglican Girls Grammar School, Ijebu-Ode Grammar School, Our Lady of Apostles, Luba Comprehensive High School, Ijebu Muslim College, Muslim Girls High School, two (2) public secondary schools in Ijebu-Igbo which includes; Ijebu-Igbo Girls Grammar School and Beje High School and also two (2) public secondary schools in Odogbolu which includes; Odogbolu Comprehensive High School and Ososa Comprehensive High School. A total of one hundred and fifty (150) respondents from ten (10) above named schools were chosen from the population figure out of which the sample size was set on. In each school, fifteen (15) employees were randomly selected for this study. The employees were teaching and non-teaching staff of selected schools. A sample size of 45 was selected representing 30% of the target population. The stratified random sampling technique was adopted.

Data for this study was collected from primary source. The primary source of data collected was mainly the use of a structured questionnaire which was designed to elicit information on impact of minimum wage administration on industrial peace in public secondary schools in Ogun state. The questionnaire consisted of four sections; Section A

which consists of information requiring personal data; while section B was based on four point-Likert scale of Strongly Agreed, Agreed, Disagreed and Strongly Disagreed. Sections C and D were based on a five point scale of All the time (AT), Most of the time (MT), Some of the time (ST), A little of the time (ALT) and None of the time (NT)

The instrument of this study was subjected to face validation. Face validation tests the appropriateness of the questionnaire items. This is because face validation is often used to indicate whether an instrument on the face of it appears to measure what it contains. Face validations therefore aim at determining the extent to which the questionnaire is relevant to the objectives of the study. The instrument was also subjected to test-retest method to determine its reliability. This involved administering the questionnaire to the 15 respondents twice in the space of two weeks. The results of the two events were then compared to check for any correlation between the responses gotten, the pairs of scores generated from the test were analyzed using the Pearson product correlation co-efficient ( $r$ ) to test the reliability of the instruments.

The data collected were analyzed using quantitative and qualitative techniques through SPSS.

## RESULTS AND DISCUSSION

### Test of Hypotheses

#### Hypothesis One:

$H_{01}$ : Minimum wage administration does not have any significant impact on industrial peace in public secondary schools in Ogun State.

**Mean benchmark:** 2.5

**Decision rule:** reject the null hypothesis  $H_0$  if the mean aggregate is greater than the mean benchmark. Accept the null hypothesis if otherwise.

**Table 1: Significant impact of wage administration on industrial peace in public secondary schools in Ogun State**

Items	SA	%	A	%	D	%	SD	%	Mean	SD
1	36	24.0	84	56.0	15	10.0	15	10.0	2.94	.861
2	24	16.0	93	62.0	21	14.0	12	8.0	2.86	.777
3	21	14.0	90	60.0	30	20.0	9	6.0	2.82	.742
4	51	34.0	78	52.0	15	10.0	6	4.0	3.16	.760
5	12	8.0	75	50.0	51	34.0	12	8.0	2.58	.753
6	18	12.0	87	58.0	33	22.0	12	8.0	2.74	.772
7	15	10.0	81	54.0	42	28.0	12	8.0	2.66	.767
Mean aggregate = 2.82		SD = 0.19								

Table 1 shows that when SA and A are combined, they have higher percentages for all the 7 items ranging between 58.0% and 86.0%. The mean aggregate 2.82 which is greater than the mean bench mark (2.5) means that there is high level of industrial peace in public secondary schools in Ogun State

**Hypothesis Two:**

**H<sub>0</sub> 2:** Minimum wage administration does not have any significant impact on employee productivity in public secondary schools in Ogun State.

**Mean benchmark:** 3.0

**Decision rule:** reject the null hypothesis H<sub>0</sub> 2 if the mean aggregate is greater than the mean benchmark. Accept the null hypothesis if otherwise

**Table 2: Significant impact of wage administration on employee productivity in public secondary schools in Ogun State**

Items	AT	%	MT	%	ST	%	ALT	%	NT	%	Mean	SD	
1	69	46.0	66	44.0	15	10.0	0	0.0	0	0.0	4.36	.658	
2	69	46.0	72	48.0	6	4.0	0	0.0	3	2.0	4.36	.744	
3	99	66.0	42	28.0	3	2.0	3	2.0	3	2.0	4.54	.808	
4	123	82.0	24	16.0	3	2.0	0	0.0	0	0.0	4.80	.449	
5	21	14.0	12	8.0	63	42.0	42	28.0	12	8.0	2.92	1.114	
6	42	28.0	39	26.0	60	40.0	3	2.0	6	4.0	3.72	1.024	
7	36	24.0	54	36.0	54	36.0	6	4.0	0	0.0	3.80	.851	
8	18	12.0	51	34.0	69	46.0	12	8.0	0	0.0	3.50	.809	
9	18	12.0	75	50.0	45	30.0	9	6.0	3	2.0	3.64	.846	
10	30	20.0	39	26.0	51	34.0	24	16.0	6	4.0	3.42	1.101	
11	21	14.0	42	28.0	51	34.0	30	20.0	6	4.0	3.28	1.063	
12	21	14.0	39	26.0	48	32.0	30	20.0	12	8.0	3.18	1.147	
13	24	16.0	42	28.0	45	30.0	27	18.0	12	8.0	3.26	1.167	
14	9	6.0	57	38.0	51	34.0	33	22.0	0	0.0	3.28	.876	
15	12	8.0	39	26.0	45	30.0	45	30.0	9	6.0	3.00	1.062	
16	15	10.0	27	18.0	72	48.0	36	24.0	0	0.0	3.14	.898	
17	111	74.0	18	12.0	15	10.0	6	4.0	0	0.0	4.56	.831	
18	129	86.0	15	10.0	3	2.0	0	0.0	3	2.0	4.78	.674	
19	84	56.0	39	26.0	21	14.0	3	2.0	3	2.0	4.32	.929	
20	39	26.0	45	30.0	48	32.0	18	12.0	0	0.0	3.70	.988	
21	123	82.0	15	10.0	12	8.0	0	0.0	0	0.0	4.74	.596	
22	120	80.0	18	12.0	3	2.0	3	2.0	6	4.0	4.62	.939	
23	15	10.0	6	4.0	27	18.0	63	42.0	39	26.0	2.30	1.191	
Mean aggregate = 3.79												SD = 0.71	

Table 2 above reveals that when all the time (AT), most of the time (MT) and some of the time (ST) are combined, they have higher percentages for 22 items out of 23, than the combination of a little of the time (ALT) and none of the time (NT). These percentages range between 64.0% and 100.0%. The mean aggregate 3.79, which is greater than the mean benchmark (3.0) indicates that there is significant impact of wage administration of employee productivity in public secondary schools in Ogun State.

**Hypothesis Three:**

**H<sub>0</sub> 3:** There is no significant relationship between minimum wage administration and job satisfaction among civil servants in public secondary schools in Ogun State.

**Mean benchmark:** 3.0

**Decision rule:** reject the null hypothesis H<sub>0</sub> 3 if the mean aggregate is greater than the mean benchmark. Accept the null hypothesis if otherwise.

**Table 3: Significant relationship between wage administration and job satisfaction among employees in public secondary schools in Ogun State**

Items	AT	%	MT	%	ST	%	ALT	%	NT	%	Mean	SD	
1	3	2.0	90	60.0	51	34.0	3	2.0	3	2.0	3.58	.668	
2	12	8.0	84	56.0	54	36.0	0	0.0	0	0.0	3.72	.603	
3	18	12.0	45	30.0	72	48.0	12	8.0	3	2.0	3.42	.877	
4	111	74.0	18	12.0	12	8.0	6	4.0	3	2.0	4.52	.946	
5	12	8.0	51	34.0	57	38.0	27	18.0	3	2.0	3.28	.920	
6	21	14.0	45	30.0	42	28.0	33	22.0	9	6.0	3.24	1.127	
7	18	12.0	30	20.0	45	30.0	42	28.0	15	10.0	2.96	1.169	
8	60	40.0	48	32.0	27	18.0	12	8.0	3	2.0	4.00	1.043	
Mean aggregate = 3.59												SD = 0.49	

Table 3 shows that when all the time (AT), most of the time (MT) and some of the time (ST) are combined, they have higher percentages for all the 8 items, ranging between 62.0% and 96.0%. The mean aggregate 3.59, which is greater than the mean benchmark (3.0) indicates that there is high level of job satisfaction in public secondary schools in Ogun State.

**Hypothesis Four:**

**H<sub>04</sub>:** Industrial peace has no correlation with wage administration, job performance and employees productivity in public secondary schools in Ogun State.

**Table 4: Correlation between industrial peace, wage administration, job performance and employee productivity**

		Industrial peace	Wage administration	Job performance	Employee productivity	Mean	SD
Industrial peace	Pearson Correlation	1	.298**	.256**	.011	19.76	3.30
	Sig. (2-tailed)		.000	.002	.890		
	N	150	150	150	150		
Wage administration	Pearson Correlation	.298**	1	.314**	.032	20.38	2.55
	Sig. (2-tailed)	.000		.000	.694		
	N	150	150	150	150		
Job performance	Pearson Correlation	.256**	.314**	1	.418**	28.72	3.62
	Sig. (2-tailed)	.002	.000		.000		
	N	150	150	150	150		
Employee productivity	Pearson Correlation	.011	.032	.418**	1	87.22	9.45
	Sig. (2-tailed)	.890	.694	.000			

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N	150	150	150	150
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

From table 4 above, industrial peace has significant correlation with wage administration and job performance with correlation coefficients 0.298 and 0.256 respectively. Wage administration also has significant correlation with job performance ( $r = 0.314$ ). Job performance has significant correlation with employee productivity ( $r = 0.418$ ). Employee productivity does not have significant correlation with industrial peace and wage administration.

## DISCUSSION OF FINDINGS

The purpose of this study is to examine the impact of minimum wage administration on industrial peace in public secondary schools in Ogun State. In the course of this work, the objectives of the study raised research questions on what wage administration, industrial peace, job satisfaction and employee productivity is all about. The study made an attempt to explore the role minimum wage administration play in increasing productivity and job performance in the development of public service.

The notion that wage administration enhances employees' performance and productivity validated the views of Mohammed (2016) who observed that the functions of salaries and wages administration are to attract capable, competent and qualified employees into the organization and to motivate workers to produce greater and effective work output. Also to ensure continued dedication, commitment and retention of workers in an organization.

The finding of this study is supported by the study carried out by Ames et al (2011) where they confirmed that labour dispute and lack of industrial peace is due to poor salaries, deterioration of academic facilities and poor working conditions.

The findings of this study are also in accord with that of Akintoye (2000) who affirmed that money remained the most significant motivational strategy for getting the best out of employee in an organization.

The findings of this study also corroborate the study of Adekunle, Abimbola and Ehimen (2019) where they affirmed that lack of industrial peace have negative consequence on the organizational growth and development, as well as, physiological and behavioural responses for individuals working in such institutions.

In addition, the findings are also consistent with the study carried out by Agba, Ushie and Agba (2009) where they submitted that industrial disharmony in form of incessant grievances and conflicts between management and employees has manifested several negative consequences such as decline in the performance of organizations and the employees.

## CONCLUSION AND RECOMMENDATIONS

In conclusion, this study has achieved the main objectives outlined. Public secondary school goals and objectives goals cannot be achieved without taking care of the interest of the workers. The government as proprietors of these public schools must ensure conducive working environment where industrial peace is entrenched. This will engender workers' job satisfaction and optimal productivity. Meanwhile, not all states in Nigeria pay equal minimum wage in spite of Federal legislation on the subject. Therefore, it is certain that the impact of minimum wage administration on industrial peace and employees' productivity highly significant.

Based on the findings of this research, the following recommendations were made:

1. That the minimum wage administration policy for public school staffs be implemented across board so that all the workers can have a sense of belonging in order to enhance their performance and also engender optimal productivity.
2. Government tends to delay promotion of workers due to the effect on wage bill. Promotion exercise should be regular and done as at when due and to deserving workers.
3. Adequate funding, constant auditing, accountability and transparency should be strictly adhered to in handling salaries and wages issue in public secondary schools in Ogun State.
4. Government should create an industrial peaceful environment that will encourage collective bargaining and peaceful resolution of industrial disagreement before such generate into industrial disputes.

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