

## **THE PROCESSES OF WAGE DETERMINATION IN ANAMBRA STATE CIVIL SERVICE**

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### **Abstract**

This paper examined the processes of wage determination in Anambra State Civil Service. The issue of wage determination in Nigeria has over the years constituted challenges to both civil servants and government and this has resulted in the use of different wage commissions in the determination of workers' wages and salaries. This has not gone down well with the workers since they are not fully involved in the matters that have to do with their welfare which has led to industrial unrest at different times in the past. This paper concluded by making recommendations to the government on the need to involve workers of Anambra State Civil Service through their different trade unions in the entire processes of wage determination for peaceful industrial relations.

**Key words:** Wage, Wage determination, Workers and Civil Service.

## **Introduction**

In modern societies wage system is the basis for rewarding work or payment for labour. Wages are important for various reasons. To the employee the amount of the wage or salary determines not only the standard of living of himself and his family, but to a large extent, his social status (Yesufu, 1984). Workers' wage serves as a medium of exchange or a means for acquiring necessities, luxuries and needs for workers and their families. The size of a worker's wage determines how much of his needs he can afford to meet. Also the level of one's wage is a status symbol and a major determinant of one's ranking in the society. Wage employment is linked to citizenship and the role of adults in society. Generally speaking, adults who are in employment enjoy greater mental and physical health that is independent of the greater economic gain derived from working and earning money. Conversely, it is well known that unemployment results in decreased self – esteem, decreased social value and negatively impacts both the mental and physical health of the unemployed (Keul, 2009). People seek wage employment so as to gain the respect, quality of life and full citizenship that come from earning wages and contributing to the economy (Fajana, 2006).

Money therefore is a classifier of individuals into several classes and because every individual would prefer to be classified as a member of a higher social class, the size of pay becomes important to every employee since high status leads to more respect and more attention from others (Banjoko, 2009). Good remuneration and good financial standing confer on one the use of power and political influence which in turn can help in placing one on a high financial footing (Nwagbara, 2007).

In both the public and private sectors, compensation of workers serves to motivate them. It is aimed at attracting, motivating and retaining skilled personnel. Organizations that have poor compensation systems may end up attracting mediocres and less qualified manpower and increased turnover; while those with good compensation policies are very likely to attract and retain highly skilled personnel. Besides, designing good compensation policies serves as a strategic tool to motivate, retain and promote organizational effectiveness (Eneanya, 2009). This is the reason why no item under collective bargaining gives rise to more difficult problems than wages and wage – related issues (Nnonyelu, 2004).

When negotiations reach a stalemate, it may be because government or employer and union representatives are not able to find a common ground to resolve wage disputes. Wage controversies are, by far the leading overt cause of strikes (Sloane & Witney, 1981). There is hardly any issue more relevant and crucial to any employee, whether junior or senior, than his financial remuneration (Banjoko, 2009). Scarcely has any matter led to strained labour and management relations much more than wage – related issues (Banjoko, 2009). Although, it is a common saying that man does not live by bread alone, it is also important to add that he cannot live without it (Adamoleku, 2002).

It is because of the importance of wage to employees, that the issue of wage determination has become paramount on the agenda of Industrial relations in Nigeria. In Nigerian the Public Sector, issues such as salary, benefits and other substantive issues are partially excluded from negotiation (Fashoyin, 2007).

Collective bargaining which should be the major platform for wage negotiation has limited scope in application. According to Fashoyin (2007), there are three broad sources of constraints on the use of collective bargaining. The first is incomes policy which tends to be more firmly enforced in the Public Sector. The second is the sweeping influence of Civil Service rules which limits the types of issues that could be bargained upon. The third is the tendency toward unilateral determination of wages by the government. From time to time, the employers in the Public Sector do review employment conditions without consultation with the union (Fashoyin, 2007). Also, given the peculiar approach to employment regulation in the public sector and the fact that most of the issues meant for negotiation are regulated by either periodic wage commissions or Civil Service rules and regulations, wage determination has continued to be a problem (Fajana, 2006).

Again, owing to the absence of regular or periodic wage determination process, Industrial Relations system has been witnessing a spate of industrial unrests and tensions at every attempt to adjust wages and over the years, issues relating to wages have dominated industrial disputes and work stoppages in the Nigerian economy (Kester, 2006). Indeed, available records indicated that 90 percent of strikes in Nigeria arose from wage related disputes (Kester, 2006). For instance in Anambra State during Mbadinuju's administration, teachers went on strike for over one year while other civil and public servants had been on strike for months. During this period students stayed at home for a whole year and those that were supposed to take their Senior Secondary Certificate Examination [SSCE] and Junior Secondary Certificate Examination [JSCE] were left to their fate in a state that produced scholars of international repute such as Chimamanda Adichie, Chinua Achebe, Philip Emeagwali etc. According to Onyeagba (2002), the Chairman State Nigeria Labour Congress told Newswatch Magazine that since December 1999, civil servants have not received their salaries, no leave allowances for two years now, no promotion arrears. The total debt owed to Anambra State civil servants then was estimated at about 5 billion naira. Adams Oshiomhole, the national president of Nigeria Labour Congress in March, 2002, visited Anambra State to sympathise with the workers and urged them to continue the strike until their entitlements are fully paid. He also gave the governor, Dr. Chinwoke Mbadinuju a two-week ultimatum to pay civil servants in the state or the workers will continue the strike. Recently, the staff of Anambra State University went on strike due to six months arrears of salaries owed to them. In a similar development the health workers and judiciary workers in Anambra state went on strike on wage related matter for almost six months. The Nigeria Labour Congress Anambra State Chapter is threatening to go on strike over the non-implementation of the newly approved 18 thousand naira minimum wage in Nigeria. Wage related strikes have been prominent in Anambra state and this is worrisome and may have adversely affected the state economy.

It is against this backdrop that the study was embarked upon to determine the process of wage determination in Anambra State Civil Service which has continued to generate disputes and incessant industrial unrest.

## Statement of the Problem

Wage employment in a contemporary society is the major source of income for majority of adults and most families in our society today. What is paid at the end of the month as salary is very vital to any employed person because his sustenance depends solely on it. Therefore, workers are more concerned about their wages and the processes of determining what they earn. Employees in the public sector have had difficulties in matters relating to their salaries and wages in Nigerian Industrial Relations system. This may be because the issue of wage is monopolized by the government as can be depicted in her failure to abide by its policy on voluntary negotiations and collective bargaining for the determination of wages. It was observed that instead of using collective bargaining, government has depended on wages and salaries review commissions for wage adjustment in Nigeria (Ojo, 2006).

### MAJOR WAGES AND SALARIES REVIEW COMMISSIONS IN NIGERIA

	COMMISSION	YEAR
1.	The Hunt Committee	1934
2.	The Bridges Committee	1941
3.	The Tudor – Davis Commission	1945
4.	The Harragin Commission	1946
5.	The Miller Committee	1946 – 47
6.	The Gorsuch Commission	1954 – 55
7.	The Mbanefo Commission	1959
8.	The Morgan Commission	1960 – 64
9.	The Adebo Commission	1970 – 71
10.	The Udoji Commission	1974
11.	The Cookey Commission	1981
12.	The Onosode Commission	1981
13.	The Ademolekun Panel	1983
14.	The Damachi Tripartite Committee	1990
15.	The 19 – Man Presidential Committee	2000
16.	The Belgore Tripartite Committee	2010

**Source:** *Abdulwaheed, 2010.*

Government wage-fixing through wage review commissions seems to have done more harm than good to the national economy and the development of industrial relations because, rather than solve problems relating to wages and salaries, wage commissions usually compound such problems (Ojo, 2006). In the past, the unilateral determination of wages through special tribunals and ad hoc commissions has proved to be chaotic, conflict-ridden and a major source of instability in the Nigerian industrial relations system (Kester, 2006). This is why industrial disputes became more prevalent immediately government white paper on any commission's recommendations was released (Nnonyelu, 2004). Wage commissions have, therefore, had very serious undesirable and disruptive consequences on Industrial Relations in Nigeria (Ojo, 2006).

## **Research Questions**

The following research questions were put forward to guide this study:

1. What are the processes of wage determination in Anambra State Civil Service?
2. What are the effects of unilateral imposition of wage by government on strikes in Anambra state?
3. In what ways can the processes of wage determination in Anambra State be improved?

## **Hypothesis**

1. There is a significant relationship between workers non-involvement in wage fixing and strikes in Anambra State Civil Service.

## **Theoretical Framework**

Basically, the relative deprivation theory constituted the framework for this study. The basic postulations of relative deprivation theory can explicitly explain wage determination and the struggle between the state civil servants and the government of Anambra State. Also, the issue of industrial unrest in Nigeria industrial relations system. This theory also explain the disparity of the union rivalry among some professions even under the umbrella union of the Trade Union Congress and the Nigeria Labour Congress in Anambra State Civil Service. Some of these unions are favoured more than others in terms of salary payment like medical doctors, judges and magistrates in Anambra state. As can be depicted in the observations of Otoho in Nnonyelu (2004), that workers in highly skilled occupations form more cohesive work groups and possess greater bargaining strength to engage in trade disputes such as embarking on strikes in order to get concession from the government. The implication is that they are more predisposed to freely express their grievances with the government. The major proponents of this theory include Townsend (1979), Wallis (1984), Stark and Bainbridge (1985), Young (1999), etc. The Theory postulates that inequality in the modern economy between the richest and the poorest has greatly increased. That in a globally competitive capitalist economy, the rewards for the most successful are astronomical while the increasing numbers of socially deprived have to make do with poverty wages. Since the central issue of relative deprivation is companionship, comparism and equity, workers therefore feel deprived when there is no equality in the sharing of the nation's resources among the working class. This theory also recognizes the existence of two groups in the Anambra state industrial relations that have different interest, which opposes each other. The Anambra State Government as the employer of labour constitutes a group while the state civil servants in the state ministries form the other group. With respect to relative deprivation theory, there is this belief that one group will always tend to benefit at the expense of the other group. The governing group will try to acquire much wealth while the civil servants will actually be deprived of their fruit of labour through payment of poverty wage. This is why civil servants cannot afford the basic needs of life like good shelter, quality food, clothing, good

healthcare and education for their children. They feel rejected and cheated by the government thereby making them the socially marginalized group from those of the political elites and the very top senior civil servants. This is injustice of the fundamental kind to the working populace, who are relatively deprived from the fruit of their labour. This will naturally lead to protest and struggle by the socially deprived group for equity and fairness in the distribution of state's wealth thereby leading to strikes to effect a change in government policies concerning wage determination.

According to relative deprivation theory, the unilateral wage determination method in Nigeria industrial relations system is another form of deprivation of civil servants by the government. This theory is chosen because it sees civil servants as a deprived group who struggle to survive through their quest for better wages which eventually leads to strikes in order to press home their demands. Relative deprivation theory is therefore adopted because its postulations could be used to explain workers' persistent demand for wage increment and subsequent involvement in strikes in Anambra State Civil Service.

### **Methodology**

The geographical area known today as Anambra State of Nigeria came into being, on August 27, 1991, following the creation of more states in the country by Gen. Ibrahim Babangida. It was created from the Old Anambra State. It derived its name from Anambra River, which is a tributary of the River Niger. Its boundaries are formed by Delta State to the West, Imo State to the South, Enugu State to the east and Kogi State to the North. The state covers an area of 4,416sqkm.

Anambra State Civil Service came as a result of the division of Anambra into two states in 1991 viz: Anambra and Enugu. The capital of Anambra is Awka where the State Civil Service Secretariat is located. It has seventeen (17) ministries which include Agriculture, Commerce and Industry, Economic Planning, Education, Environment, Finance, Health, Housing, Information, Justice, Lands, Local Government and Chieftaincy Affairs, Public Utility, Science and Technology, Women Affairs, Works, Youth and Sports. The subjects of this study were drawn from these ministries. Anambra State Civil Service has a population of six thousand and seventy eight workers (6,078) which include both senior and junior staff (Computing Unit, Government House, Awka, 2016).

### **Sample and Sampling Technique**

A sample size of 652 respondents from Anambra State Civil Service was used for this study. This represented 11% percent of the total population of both senior and junior staff of the ministries selected. It is hoped that this sample size is large enough to permit the statistical operations required for the study. The sample size was reduced to 11% in order to enable the researcher get the needed information from the respondents at the time available for this research work. Also limitation in terms of finance to study the entire civil servants in Anambra State Civil Service was considered in making this decision.

Systematic sampling technique and stratified random sampling was adopted for the study. There are seventeen ministries in Anambra State Civil Service. These are: Health, Justice, Commerce and Industry, Environment, Works, Economic Planning, Lands, Housing, Public Utility, Women Affairs, Information, Youth and Sports, Education, Agriculture, Finance, Science and Technology and Local Government and Chieftaincy Affairs (Industrial Relations Unit, Administration Department, State Secretariat Awka, 2010). Through the use of systematic sampling, that is, the interval of four, when arranged in alphabetical order, four ministries were selected for the purpose of this study and they are Ministries of Education, Health, Justice and Works. By further application of the stratified random sampling, the ministries were divided into senior and junior cadre and from each ministry, 80 staff were selected each from both junior and senior civil servants to make it 160, then from the four ministries it would give a total of 640 respondents.

Through the use of purposive sampling the permanent secretaries and directors of each of the four ministries were used for the in-depth interview. Also the presidents and secretaries of Trade Union Congress (TUC) and Nigerian Labour Congress (NLC) as the umbrella union in Anambra State Civil Service were also interviewed. This made the number of those that were interviewed a total of twelve (12) interviewees. This brings the total sample size to 652 respondents.

### **Instrument for Data Collection**

The questionnaire schedule and In-Depth Interview guide constituted the major instruments for data collection. The questionnaire has close ended and open ended items to enable the respondents give out information without limitations. It also had personal data of the respondents and that made the respondents to be well informed about the respondent's social status. The questionnaire was administered on the selected 640 civil servants from the four ministries chosen for the study, while the In-Depth Interview guide was used in generating information from 12 key functionaries of the ministries and representatives of the two umbrella union in Anambra State Civil Service. The twelve key functionaries interviewed were the Permanent Secretaries and Directors of each of the four selected ministries, the Presidents and Secretaries of TUC and NLC.

### **Data Analysis**

The Statistical Package for Social Science (SPSS) was used for analysis of data collected through the questionnaire. It consisted of the simple percentages and frequency table which was used to analyse the items on the questionnaire. The research hypotheses were tested using chi – square ( $\chi^2$ ) statistic. Descriptive method of analyses was used to analyse data collected from interviews.

**Personal Data of Respondents**

Personal data of respondents are presented in table 1.

**Table 1: Demographic characteristics of Respondents**

	<b>Variables</b>	<b>Frequencies</b>	<b>Percentages</b>
Distribution of respondents by age	18-26	51	9.0
	27-35	116	20.4
	36-44	189	33.3
	45-53	169	29.8
	54 and above	41	7.2
	No response	2	.4
	<b>Total</b>	<b>568</b>	<b>100.0</b>
Distribution of respondents by sex	Male	210	37.0
	Female	355	62.5
	No response	3	.5
	<b>Total</b>	<b>568</b>	<b>100.0</b>
Distribution of respondents by marital status	Variables		
	Single	123	21.7
	Married	411	72.4
	Divorced	4	.7
	Widowed	28	4.9
Distribution of respondents by educational level	No response	2	.4
	<b>Total</b>	<b>568</b>	<b>100.0</b>
	FSLC	18	3.2
	OND Equivalent	85	15.0
	First degree/Equivalent	259	45.6
Distribution of respondents by religious affiliation	Higher degree	123	21.7
	No response	2	.4
	<b>Total</b>	<b>568</b>	<b>100.0</b>
	Christianity	552	97.2
	Islam	2	.4
Distribution of respondents according to grade level	Traditional beliefs	13	2.3
	No response	1	.2
	Total	568	100.0
	Grade level 01-06	89	15.7
	Grade level 07-13	367	64.6
Distribution of respondents according to number	Grade level 14-17	111	19.5
	No response	1	.2
	<b>Total</b>	<b>568</b>	<b>100.0</b>
	2 years or less	30	5.3
	2-5 years	75	13.2
Distribution of respondent according to job status	6-10 years	145	25.5
	11 or more years	315	55.5
	No response	.3	.5
	<b>Total</b>	<b>568</b>	<b>100.0</b>
	Variables		
Distribution of respondents according to sector of employment	Temporary staff	41	7.2
	Permanent staff	499	87.9
	Contract staff	20	3.5
	No response	8	1.4
	<b>Total</b>	<b>568</b>	<b>100.0</b>
Distribution of respondents according to level of income per annual	Ministry of education	195	34.3
	Ministry of health	136	23.9
	Ministry of works	86	15.1
	Ministry of justice	77	13.6
	No response	74	13.0
Distribution of respondents according to level of income per annual	<b>Total</b>	<b>568</b>	<b>100.0</b>
	66,000-100,000	111	16.5
	101,000-200,000	165	29.0
	201,000-300,000	142	25.0
	301,000 and above	115	20.2
	No response	35	6.2
<b>Total</b>	<b>568</b>	<b>100.0</b>	

Source: Author's Field Work



**Table 1** shows that 51 (9%) of the respondents are within the age range of 18-26, 116(20.4%) of them are between the age range of 27-35, 189(33.3%) of them are betw are between the ages of (45-53) while 41(7.2%) of them indicated that they are 54 years and above. It implies therefore that majority of the respondents are between the ages of (36-44 years). This study indicated that 210 (37%) of the respondents are males while 355 (62.5%) of them are females. This shows that majority of the civil servants in the ministries studied are females. The study also found out that 123 (21.7%) of the respondents are single, 411 (72.4%) of them are married, 4 (0.7%) of them are divorced while 28(4.9%) are widowed.

It was revealed in this study that 18(3.2%) of the respondents possessed only first school leaving certificate while 85(15.0%) had WASCE/GCE and its equivalent. Then 259(45.6%) of the respondents are holders of first degree and its equivalent while 123 (21.7%) of them had higher degrees. This revealed that majority of the state civil servants are holders of degree and higher degree from Nigerian Universities. It also showed that 552 (97.2%) of the respondents are Christians, 2(0.4%) of them are Moslems while 13(2.3%) of them are traditionalist.

Furthermore, this study indicated that about 89(15.7%) of the respondents are within grade level 01 to 06, 367(64.6%) of them are between grade level of 07 to 13 while 111(19.5%) of the respondents are within grade level 14 to 17. it was also revealed that 30 (5.3%) of the respondents had worked 2 years and less in service, 75 (13.2%) of them have served in civil service between 2 years to 5 years, 145 (25.5%) of then have been in the system for 6-10 years while 315 (55.5%) of the respondents have worked more than 11 years in the service of Anambra State civil service. Also, 41 (7.2%) of the respondents are temporary staff, 499 (87.9%) of them are permanent staff while 20 (3.5%) are contract staff. This study revealed that 195 (34.3%) of the respondents are from Ministry of Education, 136(23.9%) of them are from Ministry of Health while 86(15.1) of them are from the Ministry of Works. The remaining 77(13.6%) of then are of Ministry of Justice

Finally 111(19.5%) of the respondents are within the income level of N66,000 – 100,000 per annum, 165 (29.0%) of them earn between 101,000 and 200,00 while 142(25.0%) of the respondents earn N201,000 to 300,000. The remaining 115 (20.2%) of the respondents earn N301,000 and above in Anambra State Civil Service.

**Table 2: Responses on whose Responsibility it is to Wages in Anambra State Civil Service**

<b>Variables</b>	<b>Frequencies</b>	<b>Percentage</b>
Management staff	15	2.6
Ministries	27	4.8
Commissioners	9	1.6
State government	503	88.6
No response	14	2.5
<b>Total</b>	<b>568</b>	<b>100.0</b>

**Source:** Author’s Field Work

Table 2 shows that 15(2.6%) of the respondents indicated that their management are responsible for fixing their wage, 27(4.8%) of them said it is their ministries, 9(1.6%) said it is their commissioners while 503(88.6%) of the respondents said it is the state Government that fixed their wages. Responses from qualitative instruments lend support to the fact that the state government is solely responsible for fixing salaries in Anambra state civil service. Respondents were asked whether they were involved in the processes of wage determination and their responses were presented in Table 3.

**Table 3: Responses on whether Workers are involved in the Processes of Fixing Wage in Anambra State Civil Service**

Variable	Frequencies	Percentages
Yes	275	48.4
No	289	50.9
No response	4	.7
<b>Total</b>	<b>568</b>	<b>100</b>

**Source:** Author's Field Work

Table 3 showed that 275(48.4%) of the respondents said that the workers are involved in the processes of fixing their wages while 289(50.9%) of them said that the workers were not involved in the processes of wage determination in Anambra State Civil Service. Data from qualitative instrument showed that even though the unions are involved in the Joint Negotiating body, their impact could not be seen since the state has a dominating influence on final decision making. The union leaders interviewed said that the negotiating panel was just there to present whatever the government has to offer to the workers without really having the normal negotiating and bargaining business. Respondents were further asked how they participated in fixing their wages and salaries. Their responses are shown in Table 4

**Table 4: Responses on ways Workers are involved in Fixing Wages in Anambra State Civil Service**

Variable	Frequencies	Percentages
Involvement of your trade union	132	23.2
Through peaceful negotiation with workers	97	17.1
Collective bargaining with management	71	12.5
None of the above	82	14.4
No response	186	32.7
<b>Total</b>	<b>568</b>	<b>100.0</b>

**Source:** Author's Field Work

Table 4 indicates that 132(23.2%) of the respondents said that their involvement in wage determination is through their trade unions, 97(17.1%) of them said it is through peaceful negotiation with the workers while 71(12.5%) of the respondents said it is by collective bargaining with their management. Respondents to the in-depth interview said that it is done through the State Joint Public Service Negotiating Council. This study shows that majority of the respondents agreed that workers are involved in the fixing of their wages through collective bargaining with their trade union.

**Table 5: Responses on the Consequences of Fixing Wages without Workers Involvement**

<b>Variables</b>	<b>Frequencies</b>	<b>Percentages</b>
Workers many not accept the new wage	196	34.5
It may lead to absenteeism	25	4.4
Workers may embark on strike action	297	52.3
Workers may embark on work to rule	35	6.2
No response	15	2.6
<b>Total</b>	<b>568</b>	<b>100.0</b>

**Source:** Author’s Field Work

Table 5 shows that 196(34.5%) of the respondents said that workers may not accept the new wage when it is done without their participation in the processes, 25(4.4%) of them said that it leads to absenteeism of workers from their duty post while 297(52.3%) which is the majority of the respondents, said that workers may embark on strike action. About 35(6.2%) of the respondents said that workers may embark on work to rule. Qualitative data also confirmed that fixing wages without workers involvement has been the major cause of strike action in Anambra State Civil Service. One of the union leaders said “they must drag the state government to the negotiating table by going on strike”. Respondents were further asked to state the possible consequences of fixing wages without workers participation in Anambra State Civil Service and their responses are shown in Table 6.

**Table 6: Responses on what could be done to improve the Processes of Wage Determination in Anambra State Civil Service.**

<b>Variables</b>	<b>Frequencies</b>	<b>Percentages</b>
Government should review wage regularly	145	25.5
Involvement of workers in wage related matter	103	18.1
Using wage commission/committee appropriately	79	12.9
Timely adoption of the national minimum wage by the state government	228	40.1
No response	13	2.3
<b>Total</b>	<b>568</b>	<b>100.0</b>

**Source:** Author’s Field Work

Table 6, shows that 145(34.5%) advised that government should review wages regularly, 103(18.1%) said that government should involve workers in wage related matters, 79(13.9%) of them said they should use wage commission or committees appropriately while 228(40.1%) said that the state government should adopt on time the National Minimum Wage in order to resolve wage problems in the state. The respondents to interview suggested that the state government should try to harmonize the salaries of its workers with those of the federal civil servants. They also suggested that the state government should allow the Joint Public Service Negotiating Council to do the work of negotiation and bargaining with the trade unions, approve and implement the decisions of the panel when necessary. Respondents were also asked to suggest what can be done by the government in order to reduce the level of industrial unrest in Anambra State Civil Service and their responses were shown in Table 26.

**Test of Hypothesis**

“There is a significant relationship between workers non-involvement in wage fixing and industrial unrest in Anambra state civil service”. Data in Table 7 formed the basis for testing the hypothesis.

**Table 7: Respondents views on the relationship between workers non-involvement in wage fixing and industrial unrest in Anambra state civil service**

Are the workers involved in the processes of fixing wages in Anambra state civil service?	How does wage inadequacy affect workers in the discharge of their duties?					X <sup>2</sup> (3, N=555) = 11.953 P<.008
	Lateness to duty	Absenteeism	Work to rule	Regular strike action	Total	
Yes	30	43	12	188	273	
No	45	66	17	154	282	
<b>Total</b>	<b>75</b>	<b>109</b>	<b>29</b>	<b>342</b>	<b>555</b>	

Source: Author’s Field Work

The computed value of chi square is 11.953 while the table value of chi square at 0.05 level of significance with a degree of freedom (DF) of 3 is 7.815. Since the computed chi square value is greater than the critical value, the researcher accepted the alternative hypothesis. It follows therefore that there is a significant relationship between workers involvement in wage fixing wage and industrial unrest in Anambra state civil service.

**Discussion of Findings and Conclusion**

This paper found that the state government is solely responsible for fixing the wages of civil servants in Anambra State Civil Service. This means that workers are not fully involved in the processes of fixing wages in Anambra State Civil Service which has continued to generate disharmony among the civil servant themselves and union against the state government.. This has

continuously led to industrial unrest and strike actions in the state civil service. It is this non involvement of workers in the processes of wage determination that has often led to protests by the workers. The study further found that poor remuneration occasioned by the non-involvement of workers is the major cause of strike action by civil servants in Anambra state. This exclusion of the civil servant from participation on issues relating their welfare has generated an increase to workers low morale and absenteeism in the Anambra State Civil Service.

This study also found that there is a significant relationship between workers involvement in wage fixing and industrial unrest in Anambra State Civil Service. It implies that involvement of workers in fixing of their wages would help to reduce industrial unrest in Anambra State Civil Service.

This paper found that embarking on strike action is a regular phenomenon in Anambra State Civil Service. This is observed to be as a result of non-involvement of workers in wage related matters.

### **Recommendations**

Based on the findings of this work, the following recommendations were made.

1. The state government should involve it workers in the entire processes of wage determination through collective bargaining and round table negotiations.
2. The state government should endeavor to review workers wages and salaries regularly and periodically. This would reduce the agitation for wage increment that has continuously led to strikes in the state civil services.
3. The state government should involve the workers trade union in the entire processes of wage determination and make effective use of their suggestions in other to manage the industrial relations of the state very well.

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