

UNIVERSITY OF ILORIN



THE TWO HUNDRED AND NINETY-SIXTH (296TH) INAUGURAL LECTURE

“LET MY WAGE TAKE ME HOME: ISSUES AND
CONTROVERSIES”

By

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**DEPARTMENT OF INDUSTRIAL RELATIONS AND
PERSONNEL MANAGEMENT,
FACULTY OF MANAGEMENT SCIENCES,
UNIVERSITY OF ILORIN, NIGERIA**

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Chairmanship of:

The Vice-Chancellor

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Staff and Students of Faculty of Management Sciences and other
Students here present,
Students of the Better By Far University, University of Ilorin,
Great Unilorites Scholars and Alumni of the University of Ilorin
Distinguished Ladies and Gentlemen.

Preamble

In the Name of Allah, the Most Beneficent, the Most Merciful. All praises and thanks be to Allah, the Lord of the 'Alamin (mankind, jinns and all that exist). The Most Beneficent, the Most Merciful. The Only Owner (and the Only Ruling Judge) of the Day of Recompense (the Day of Resurrection), You (Alone) we worship, and You (Alone) we ask for help. Guide us to the Straight Way, The Way of those on whom You

have bestowed Your Grace, not of those who earned Your Anger, nor of those who went astray. Ameen.

Mr. Vice-Chancellor, the Old Faculty of Business and Social Sciences was split into the Faculty of Management Sciences and the Faculty of Social Sciences in the year 2013. The Faculty of Management Sciences is comprised of six departments. These are the Accounting, Business Administration, Finance, Industrial Relations & Personnel Management, Marketing and Public Administrations departments respectively. The first inaugural lecture of the faculty was delivered by Professor Umar Gunu from the Department of Business Administration. It was the 227th Inaugural Lecture of the University. His lecture was titled: **What Matters Now: Change Matters** on the 9th February, 2023. Prof. J.O. Adeoti also from the Department of Business Administration presented the second Inaugural Lecture in the Faculty titled "**Everything is Business and Business is Everything**" on the 20th April, 2023. Prof. S.B. Isiaka delivered the third in the Faculty titled: **Motivation Makes Monitoring and Supervision Easy** on July 20th, 2023. Prof. M.A. Ijaiya delivered the fourth in the series, and the first from the Department of Finance titled: **Money Matters in All Matters** on 16th November, 2023. The fifth Inaugural Lecture of the Faculty titled: **Something Else Beyond Marketing** was delivered by Professor R.A. Gbadeyan on 19th June, 2025 from the Department of Marketing. It is also the first Inaugural Lecture from the Department of Marketing. It is, therefore, with joy and humility that I present myself to deliver the sixth Inaugural Lecture of the Faculty of Management Sciences and the first from the Department of Industrial Relations & Personnel Management today 12th February, 2026. This is also the 296th Inaugural Lecture of the University of Ilorin.

My Background

Mr. Vice-Chancellor, let me give you and this audience a synopsis of my background that culminated in today's lecture and my interest in Industrial Relations & Personnel Management. My family are more of managers of human resources, more

specifically in the legal and religious circles. They are well known as teachers, lawyers, Imams or judges.

I was born into the family of the late Sheikh Yusuf Amuda Kadiri of Imam Fulani Compound, Agaka Isale Fulani, Ilorin-West Local Government Area and Hajia Robia Adunni Kadiri of Budo Oyo, Ilorin East Local Government Area of Kwara State. I started my Islamic education under the tutelage of my father before proceeding to Nigerian Army Arabic School, Myhounq Barracks, Lagos. I later attended the Agebesinga Arabic School and also University of Lagos Arabic School, respectively. I later got my Idadiyat Arabic certificate at Azhari Islamic School, Ogidi in Ilorin. I was born on the first of September, 1973 at Ebutte Metta, Yaba Lagos. I attended Military Primary School, Yaba Lagos, between 1979 and 1985. My secondary education was at St Timothys College Iwaya, Yaba Lagos, between 1985 and 1991. I was at Kwara State College of Education Ilorin between 1993 and 1995, reading English Language and Islamic Studies before gaining admission in 1995 to the University of Ilorin to study Economics.

Between 1995 and 2000, I obtained my first degree in Economics. I later obtained an MSc. (Management Sciences) and M.Sc. (Economics) from the University of Ilorin, the *Better By Far* University. I thereafter proceeded to the Usmanu Danfodiyo University, Sokoto, for my Ph.D. degree in Management Studies. I majored in Human Resource Economics and Industrial Relations. I was also at the University of Ibadan for a Postgraduate Diploma in Teacher Education after my PhD degree in 2011. My father was an Imam, Islamic Scholar and a teacher. He is from a frontline Islamic scholarship family, and my mother was involved in business. My mother was majorly into frozen fish and other poultry products. She was at some other times a distributor of Coca-Cola, Seven Up and other soft drinks. We are 8 in number, and I am the 6th child.

Mr. Vice-Chancellor, the two M.Sc. degrees I obtained were an eye opener because, ordinarily, I was interested in going back to Lagos after my B.Sc. degree to continue the car sale

business I was doing after my secondary school education at Kamron Nasser Motors, Ikorodu Road, Maryland, Lagos.

Introduction

Vice-Chancellor Sir, I shall begin this lecture by introducing the academic discipline of Industrial Relations and Personnel Management with other related sub-disciplines: Employee Relations, Labour Economics, and Human Resource Management, which are areas in which I made most of my academic contributions.

Industrial Relations focuses on the management of the relationships that exist among the actors in the industry. These are the government and its agencies, the employers and their association and the employees and their unions.

Personnel management focuses on managing the functions of an organisation's workforce.

Employee Relations is defined as an area of study that concerns all aspects of employment relationships from the very first day on the job till the last day. These may include the call for workers to join the organisation (advertisement), steady and continuous progress on the job, exit (retirement), and life after work. This starts with job listening, advertisement, interview shortlist, employment, promotion, and retirement. Other issues also include employee motivation, disciplinary procedures, and disengagement.

Labour Economics is the study of workers (employees or labour force) as an element in the production process.

Industrial Economy is the field of study of how diverse businesses in separate sectors operate and compete against each other and why they succeed or fail.

Human Resource Management relates to the efficient and effective allocation of employees for organisational performance. It includes areas of employee compensation, training, management etc.

Vice-Chancellor sir, Factors of Production among others includes, Land, labour, capital and entrepreneur. These factors are interrelated and therefore represented by capital and labour, hence, $Q_t = f(KL)$ (**Kadiri**, 2017). All production processes combine Capital and Labour at a ratio to obtain optimum productivity. Human resources (labour) however, are the most important factor of production. No matter how unique or expensive other factors such as capital may be, unskilled, unmotivated or stressed labour will present an inferior output. The issue here is that Labour not well remunerated through a fair wage cannot perform to expectation. This is because wages are useful and used for feeding, education, transportation, energy to power their houses, medical needs and water in their various homes. Hence. a fair wage must be able to take the Labour home. This entails a wage capable of sustaining the workers and their other dependants. The current 40% increment in Academic Staff Union of Universities (ASUU) although is a welcome development, but many underlying controversies are still by the corner. These are the major issues confronting workers, because their wages cannot take them home, motivating the title for this Inaugural Lecture.

Minimum Wage and its Effect on Employee Performance

Wages are central to the performance and productivity of employees wherever they perform their routine jobs. A fair wage is capable of energizing the employer to perform beyond the average. According to **Kadiri** (2007), an employee adequately remunerated, will exhibit a performance level beyond normal expectation. organisations use the wage payment as an energizer from their employee to perform beyond a normal expectation. Like other developing nations worldwide, most workers in Nigeria find it difficult to sustain themselves and their families despite the adjustment and readjustment of the minimum wage (**Kadiri et al.** 2020; **Kadiri & Onah**, 2014). The effect of social-demographic factors such as age, sex, level of education and placements in an organisation on wage determination in Nigeria was investigated using a descriptive research survey. This was to examine the yard stick for wage fixation in order to arrive at a

fair wage for employees. The population was all the 86 staff of the State Ministry, and the study employed both stratified and simple random sampling techniques. A total of 60 respondents of the ministry served as the study sample size. A total of 66% of the respondents were males and 34% female. The result revealed that age, sex, level of education, family size, cadre level of worker and job placement jointly predicted employee wage determination. **Kadiri** and Onah (2014) posited that for an effective policy formulation wage determinants must be taken into cognizance before wage fixation to ensure employee motivation and optimum performance on the job. Policy makers should equally consider the principle of wage differential, since it is capable of ensuring adequate coverage and measurement of the necessary variables to be included while determining the employee take home wage.

Employment Effect of Minimum Wage on Employee Productivity

Over the years, there has been controversies over the minimum wage and its effect on cost of doing business. It was opined by different scholars that a higher wage will increase production cost thereby reducing profitability of business organisations. Hence the need to down size the workforce whenever a rise in wage was insinuated. This has generated rounds of controversies among industrial economists. The position that increasing minimum wage of workers should be followed with downsizing of employees before profit can be sustained started gaining some momentum particularly in less developed economies around the globe. Wages consist of all payments that compensate individuals for time and effort spent producing economic goods and services. The payments include not only wages in the ordinary, narrow sense but also other earnings, computed generally on an hourly, daily, weekly, or output basis (**Kadiri**, 2004). Wages may be reckoned at time, piece, or incentive rates. Wage earners' on-time rates may be docked for days, hours, or even minutes of absence or idleness, but salaried workers usually receive fixed sums for each pay

period, whether or not they are continuously on the job. Workers on piece rates are remunerated uniformly for each unit output.

Those receiving incentive wages are paid according to formulae relating output to earnings in ways designed to induce higher production. Wages are of great importance to workers. They are the returns employees receive for their efforts in the production. It is the value of labour efforts recognized and paid for by employers of labour. (**Kadiri & Jimoh, 2017**). In advanced economies where wage earners comprise a large part of the labour force, wage constitutes as much as 40-65 percent of the national income. For instance, wages have steadily increased in the USA. As at 2022, the number of wage earners have climbed to 141 million Americans. The percentage of salaried earners to other American stood at 23.4%. The outcome of the United Kingdom is not fundamentally different from that of America, but it is likewise different from that of Europe and other developed countries. (**Kadiri et al., 2020**).

With a population of over 230 million Nigerians, the most populous black nation in the world, and one of the leading economies in Africa, only 11.8 percent of the population were engaged in wage employment. Moreover, Wage-earners both in the public and private sectors of the economy constitute the life wire of the economy for growth and development. They form the bedrock for savings accumulation used for investment. The situation is worse in other African countries. Many of the population of these African countries are not in any wage employment.

Despite the above statistical reasoning, those who earn wages in Nigeria depend largely on it for their sustenance. To these categories of workers, wage is of tremendous significance. This is why a great percentage of industrial disputes revolve around the questions of wages. Wage is life, it is used to finance existence. This Lecture is then premised on this assertion that workers must be paid a wage that can take them home.

According to data from the Nigeria Labour Congress (NLC), there have been an average of approximately 15-20 strikes per year in Nigeria between 2000 and 2024, across

various sectors and industries. This translates to around 300-400 strikes over the 24-year period. Most of the industrial unrests and strikes are as a result of wages not capable of taking the worker's home. Strikes are often resultant effect of the inability of wages paid to workers inability to meet their basic needs. Simply stated that the wage cannot take the worker's home. Most workers often spend their wages before they were paid. They result to Bank and cooperative loans to meet up their expenditure requirements. Any policy of the governments or employers of labour that will distort their wage earning are often met with strikes and work stoppage by workers.

Some of the most notable strikes in Nigeria during the time that are directly related to wage include:

- 2000: Nigeria Labour Congress (NLC) strike over fuel price increase
- 2004: Academic Staff Union of Universities (ASUU) strike over funding and autonomy
- 2007: Nigerian Medical Association (NMA) strike over healthcare funding and workers' welfare
- 2010: NLC strike over fuel subsidy removal
- 2013: ASUU strike over funding and autonomy
- 2016: NLC strike over fuel price increase and minimum wage
- 2018: ASUU strike over funding and autonomy
- 2020: NLC strike over fuel price increase and electricity tariff hike
- 2022: ASUU strike over funding, autonomy, and revitalization of universities
- 2024: ASUU strike over funding, autonomy, and revitalization of universities
- 2025: ASUU strike over funding, autonomy, and revitalization of universities
- 2026: JOHESU strike over consolidated health salary structure

Strikes over general conditions such as poor management style, promotion or, wrongful termination of appointment followed, this is because wages are so important that workers must be paid a fair wage to live a worthy life (**Kadiri, 2025**). This situation may continue with the current

minimum wage adjustments and implementations in Nigeria. There are many controversies regarding the minimum wage ability to meet the ever-growing inflation and price instability in the country. Nigeria trade unions have not really been effective in wage negotiation in Nigeria. The current minimum wage determination process often put in place in Nigeria between the combined effort of the NLC and Trade Union Congress (TUC) on the one hand, and the Federal Government of Nigeria, on the other hand, calls for attention.

According to **Kadiri** (2017), Industrial Economists have devoted much thought to the question of wage determination and its effect on employment probabilities of the work force. Notable attention has been lent to the role played by Minimum Wage (MW) in the process of macro-economic adjustments. The current professional wisdom highlights the important effects of MW in raising total labour costs and contribution to open unemployment. Although a great deal is known about the macroeconomic effects of the MW, our understanding of how it works in terms of micro economic foundation is rather limited (**Kadiri**, 2004).

Kadiri (2004) was of the opinion that, the effect of the MWs on unemployment and the employment probabilities of specific labour force groups has not been clearly assessed in developing countries, Nigeria included. Our empirical knowledge on this issue has been strongly influenced by the statistical evidence obtained from industrial countries, which in turn, has notably relied on indirect estimating techniques. Minimum wage law has been aptly described as anathema to economists. A significant percent of industrial Economists supported the war of minimum wage on poverty.

The Nigerian government over the years has put in place Wage Commissions to determine the wages and salaries of not only the public servants, but also Nigeria workers in the private sector. The National Salaries, Incomes and Wages Commission (NSIWC) established Act 99 of 1993 (Now Cap N72, Laws of the Federation of Nigeria) is the permanent regulatory body responsible for regulating and managing salaries, wages and

other compensation in the public sector. It is noteworthy to mention that; a Wage Commission inevitably serves as a vehicle through which one or more self-interested groups attempt to raise their share of real national income at others' expense. According to **Kadiri** (2004), wages are often fixed without cognisance of their multiplier effects on the economy and the stakeholders in general. Many ad-hoc and spurious groups exist mainly to articulate the relative deprivation or inequity in remuneration of the particular group to outwit other competing groups. The determination of the actual awards (wage rise) is usually left to the Commission, which is an agent of the government and acts solely to protect the government's interest.

Besides the economic interpretation of the minimum wage, non-economic reasons for legislating a minimum wage in Nigeria may include:

- (i) ideological preconceptions or ideals on social justice as shared and understood by the ruling elites;
- (ii) a response to unorganised dissatisfaction and discontent among Nigerian workers; and
- (iii) the 'pre-emptive' character of the policy aimed at heading off potential discontent among Nigerian workers

The dampening effects of income policy on employment and inflation and its potential influence in stimulating economic growth and social development have induced government in many developed countries to adopt this economic measure (**Kadiri**, 2022). The reason often cited is that predominantly monetary and fiscal policies might not be adequate, at least in the short run, to achieve a country's sometimes-conflicting economic, social, and political aspirations. In developing economies, the simultaneous presence of high inflation and unemployment as a result of wage increase are contrary to the postulates of the Phillips curve. This had intensified the search for a method that would serve as an alternative, occasioning a tolerable low rate of unemployment without an associated high rate of wages and prices.

Many countries see income policy as a short-term alternative capable of preventing the buildup of inflation independently of the pressures on demand. The income policy concentrates primarily on the movement of wages and prices through the issuance of norms or guidelines, which set a ceiling on the acceptable rates of increase in wages and salaries. The most practical concern of income policy remains wages and salaries. Income policy as a measure was designed to control the upward pressure on prices, which derives from rising costs, among which wage costs usually feature predominantly. Undoubtedly, it was from the problem of wage regulation that the concept of income policy originated, and this day, it is the control of wages that looms largest in the minds of those concerned in framing such policies.

Wages are the returns employees receive for their efforts in production. It is the value of labour efforts recognised and remunerated by employers of labour. For an individual firm, the link between its output and its inputs of factor services is a technical relationship known as 'production function'. The function specifies the output that is associated with different combinations of factors of inputs. At the macro level, the aggregate production function-relating total inputs to total output can be expressed as;

$$Y = X(N, K^*) \text{-----(I)}$$

Where Y is the output level, N is the employment level and K* denotes a short-run analysis where capital is assumed constant.

The notion of the classical economists is that real wages could be reduced by a fall in money wage rates, while the Keynesians differ in this opinion. Money wage or nominal wage are the monetary price attached to the labour effort used in the production process. Monetary wage is usually expressed in actual monetary units like naira or dollars. Real wage however refers to the purchasing power of the money wage. This is to mean that what can the wage purchase in the market. A fall in money wages will lower marginal production costs and as suggested by the theory of the firm, will lead to an increase in

output and employment. The question put forward by the Keynesians is that, will the increase in output be bought since the real wage has been declined? Hence, consumers will only purchase a fraction of the added output off the markets since consumption's marginal propensity is assumed and known to be less than unity. According to **Kadiri** (2004) the excess or unsought level of output must then be in the form of unintended investment. The large dominance of the young, unskilled and women in the unemployment market was observed as a result of the bias contained in protective government regulations, which were enforced in varying degrees across developing countries, including Nigeria. The role the minimum wage plays in developing countries is influenced, and so is their connection to other observed economic outcomes (**Kadiri & Olaoye**, 2010).

One of the controversies confronting minimum wage struggle is getting statistical data for the specific workers directly affected by the minimum wage. Even where a substantial proportion of the directly affected workers lose their jobs as a result of a minimum wage increase, this effect can be lost statistically in the random fluctuations in employment of the much larger number of workers whose wages were always above the minimum. The statistical extraction of the relevant changes is analogous to trying to receive an electric signal through a heavy background of static noise. Industrial Economists (**Kadiri**, 2004) used different methods and devices to mute the background statistical 'noise' to read the signal. As a result of their different procedures for grappling with this problem, economists' numerical estimates of the unemployment effect of the law differ.

One of the simple ways of reducing the statistical 'noise' in the data is by selecting some age group, which is known to receive very low wages so that a relatively high percentage of the people in the category chosen are earning low enough wages to be directly affected by minimum wage changes (**Kadiri**, 2004). Here, industrial economists operating independently of one another have repeatedly demonstrated the serious effect of minimum wage rates on unemployment using different methods.

Extremely high unemployment rates among teenagers and fresh school leavers have been highly publicised in recent years and automatically attributed to employer discrimination, so certain historical facts must be noted.

The effect of minimum wage on unemployment can also be seen in international comparisons of countries that do not exempt young people from the adult minimum wage. In countries where such exemptions are slight or nonexistent, such as the United States and Canada, youth unemployment is multiple of adult unemployment. However, where there are large exemptions that cover a number of working years, as in England, Germany, and the Netherlands, there are no significant differences between youth unemployment rates and adult unemployment rates. **Kadiri**, (2008), was of the opinion that, there is no dichotomy between the unemployment adult and youth regarding minimum wages; usually it is fixed across board. These findings may reflect the special vulnerability of teenagers and fresh school graduates as inexperienced and relatively unskilled group – or they may reflect the greater statistical ease of determining the facts for this group. A recent survey on minimum wage studies notes ‘the lack of acceptable continuing data on low-wage adults. The same things known to happen to teenagers may also happen to other very low-wage people, who are not statistically grouped.

A profit maximizing firm will employ labour and capital at such levels that the marginal revenue of labour equals wage W and the marginal revenue product of capital equals user cost C . The effect of MW policies on the employment prospects of specific labour forces has remained largely ignored in empirical research on developing countries, including Nigeria (**Kadiri**, 2015). Despite its influence in minimising the negative effect of labour protective regulations, this issue has only been approached on the basis of the evidence offered by studies prepared for industrial countries. However, these studies have been merely based on comparisons of several cross-sectors, with no correlation for sample selectivity biases in estimating the coverage of the MW. Nonetheless, this can be an extremely

important factor in developing countries, where the absence of an affected population in the sample is relatively more important than in industrial economies.

According to **Kadiri** (2004), many countries see the income policy (minimum wages) as a short-term alternative capable of preventing the build-up of inflation independently of the demand pressures. It concentrates primarily on the movement of wages and prices through the issuance of norms or guidelines in which a ceiling is set on the acceptable rates of increase in wages and salaries, and usually linked to other social and economic objectives, such as income distribution and rising productivity, measured at a level of aggregation. Minimum wage policies vary in their formulation and application across countries, ranging from strict enforcement at one end of a spectrum to voluntary or mere moral suasion at the other. As a society, there is the need for economic and moral interest in ensuring that those who work earn a wage that allows them to live in dignity above the poverty line (**Kadiri**, 2007). With appropriate consideration given to wage structure and employment consequences, the minimum wage can boost incomes for those at the low end of the wage scale.

Today, there is the additional concern of growing wage inequality, and research into the relationship between minimum wage and wage contours could provide some insights into ways of narrowing the wage gap. In this more complicated world such as the one we found ourselves, raising the price of labour has effects that go far beyond the simple model (**Kadiri**, 2025). When the minimum wage rises, employers' recruiting costs decline since more workers will present themselves for work at a higher wage. Training costs fall since higher wages reduce turnover. Employee morale and loyalty improve, resulting in a boost in productivity. Every other variable held constant, raising the price of labor would reduce demand for it, but the whole point is that all other variables cannot be held constant. **Kadiri**, 2025 posited that given this more realistic view of the labour market, it is no surprise that the vast majority of recent research on increases in State and Federal minimum wage has found no

drop in employment, but evidence obtained by **Kadiri** (2004), posits that moderate increases in the minimum wage would improve the living standards of low-wage workers and will not cause a serious inflation provided the Nigerian government put in measures that will increase the productivity of its workers.

Impact of fair Wage on Career Management and Employee Engagement

Employees are central to the growth and development of workers. A promising wage is central to career management of employee in the short run and higher performance and productivity on the long run. When the career of employees is well managed, the resultant effect will be their placements in higher levels of job schedule and responsibility. This is expected to be followed with higher wages (**Kadiri**, 2017). Employees that are not paid wages deemed to be okay for their sustenance may not really be encouraged to key into the career management programmes of the organisation. The essence of career management is to support employees to rise and stay long on the job. A wage below their expectation cannot guarantee their continuums stay in the organisation.

There is no growth or development without adequate employee engagement and career management. This begins with identifying the inbuilt potential of employees and their continuous development to achieve organisational goals central to the economy's growth and development (**Kadiri**, 2017). Career management involves managing employees' ability, competency and power within the organisation. It is the strategic management of the flow of talent through an organisation. Its purpose is to align the right people with the right skills and jobs at the right time, based on strategic business objectives. Measuring the effectiveness of talent management has remained an uphill task for many organisations, partly because the metrics that really matter are the most difficult for companies to capture. These metrics may include employees wage expectations, employee satisfaction, management team diversity, and employee needs. This can only be obtained by payment of a fair wage to avoid industrial conflict in the organisation (**Kadiri**, 2025).

Employee engagement is a multidimensional construct, emanating from commitment and organisational citizen behaviour (OCB). More so, it has evolved from employee satisfaction in the 1990s (employee happiness), employee commitment in the 2000s (employee motivation), and employee engagement in 2007. According to **Kadiri** (2017), employee engagement can be defined as a heightened emotional connection that an employee feels for his or her organisation that influences him or her to exert greater discretion and more effort to his or her work. A survey research method was adopted. **Kadiri** and Jimoh (2017) in another study, found a significant relationship between career management and employee engagement. It was established that managers must engage their employees to perform optimally. This can be made possible with progressive wage, training and development, and education which are key functional areas that enhance employee engagement, commitment and improve performance. The right recruitment processes, training and development, motivation and retention are critical to having effective talent management process.

Impact of Trade Unionism on Employees' Welfare and Wage Determination

In the modern-day industrial business environment, particularly in the third-world countries like Nigeria, trade unionism has turned out to be an indispensable tool in safeguarding industrial harmony and peace subsisting between the employee and their employer (**Kadiri**, 2025). It is used to advance not only the working conditions of the workers, but to as well, enhance their living standards (Dunmade, **Kadiri et al.**, 2020). Trade unions often go on strike and the Nigeria Medical Association (NMA) and its allied unions, ASUU were among the most involved which was why it is badly affected by brain drain from Nigeria to other countries of the world. The union as well as its subsidiary units often get involve in trade negotiation with the Nigeria government. One of the prominent reasons for their stoppage of work or strike are directly linked to wages. Globally, trade unions are considered the main agents of class struggle and

socio-economic transformation that represents the workers' interest against the frequent mistreatments of the capitalists. According to **Kadiri** (2025), trade unions are the organisations of the workforce that are combined to make known and as well achieve some aims, which are inclusive of protecting the integrity of their trade, having safety at work, possessing enabling working conditions and at the same time accomplishing higher remuneration packages as this most often brought about the avenue in which bargain is made with employers. Conventionally, labour or trade unions are originated to safeguard and champion the cause of employees

The industrial relations principally comprise of three major actors. These are Government and its agencies, the employers and their unions and thirdly the employees and its association (Aliyu & **Kadiri**, 2020). Employee and its association as a key social partner in the system of industrial relations, has gone a long way in helping to protect and project employees' views, interests, yearnings and aspirations and has been veritable for improving conditions and terms of employment (**Kadiri** & Aliyu, 2020). A potent tool used by trade unions relate to the adoption of negotiation and collective bargaining techniques, which are seen as both effective and up-to-date machineries for guaranteeing industrial peace and harmony in the workplace. It is also an instrument that is made available to normalise the link combining employees, business owners, and the government (**Kadiri**, 2025).

Aside from the conventional obligation of getting improved financial and monetary deals for its members, trade union has to extend its duty to safeguard the workers' welfare and that of the general public at large. According to **Kadiri** and Sulaiman (2016), trade unions have in the past forced fascist and dictatorial organisations through their tenacity and doggedness into agreeing to their requests and thus has resulted in steady enhancement of employees' conditions of work, improvement in members' remunerations, change in the policies and programmes of the workplace, installation of standard mandates, and adjustment of harsh economic policies, which in turn improve

the economic condition of the people of the society at large. Trade unions globally are often confronted with a number of problems irrespective of their remarkable achievement in their different organisations and quotas to national building and general economies, thus leading to poor welfare of the members and work deficit in the long run. These further stresses that these have been shown in employment terms and conditions, sparking disquietedness or apprehension in the workplace.

However, it appears that the major problem facing most trade unions in the workplaces in this part of the world, including Nigeria, is politicisation of the association by employers or the management of organisations, all with the sole aim of crippling or weakening the unions for the good of the employers. Therefore, politicisation through polarisation of the unions is considered a serious defect of the trade union movements in most workplaces in Nigeria. As a result, the unions' leaders or executives are, therefore, more engrossed or gripped in toeing the lines of their employers rather than protecting members' interests as the obstinate ones who decide to do otherwise are threatened of being sacked or being denied of their benefits or entitlements in one way or the other.

Consequently, unions cannot be expected to function effectively in achieving the primary aim of ensuring higher wages for their members. This could also cause the workers not to have a sense of commitment to the organisation. Thus, make self-actualization in the workplace as an illusion, with consequences of degeneration in morale and productivity. Therefore, in a bid for this problem in the organisations to be resolved, workers' unions are to be given free hands to operate and fulfill their obligation of making the members' welfare a priority to forestall or checkmate conflict (**Kadiri, 2023; Kadiri, 2025**).

According to Dunmade, **Kadiri et al.** (2020) posited that trade union in the Kwara State Chapter of the Nigerian Medical Association is not only playing vital role in making significant and positive effect on members' wages and salaries, the union's membership has equally affected the employees' working conditions optimally. More so, in a similar study, Salam and

Kadiri (2017) asserted that unions' negotiation ability has previous documented have played a meaningful role in safeguarding the members' job. These are along with the union's capability in maintaining or sustaining peaceful and pleasant industrial relations. We recommended that; trade unionism should be more encouraged in the Kwara State Chapter of the Nigerian Medical Association.

This is not only to facilitate improved general welfare and performance of the members, but to as well guarantee sustainable delivery of quality services in the state's health sector. Leaders of the union should be bestowed with the requisite industrial relations' knowledge so that they can embrace best practices in the industrial relations, particularly as it pertains to effective collective bargaining for better representation of the members' interests. According to **Kadiri** (2025), the appointment of individuals to the union's leadership, possessing desired leadership qualities and good characters should be the yardsticks. This is for the union to add value to the members while carrying out their assigned tasks. More so, besides ensuring job security and guaranteeing of enhanced working conditions for the members, the Nigerian Medical Association in Kwara State should make the members' required training and adequate education its focus, particularly in the areas of collective bargaining and labour rights as these will go a long way in making the members better workforces. According to Salam and **Kadiri** (2020), trade unions' activities and actions significantly affect employees' wages and salaries determination and implementation as well their welfare. This finding lends credence to the observation of **Kadiri** and Suleiman (2016) that unionisation of the workforces in the organisation will go a long way to promote higher wages and productivity of workers.

Take Home Wage and the Ethical Management of Communicable Diseases among Healthcare Workers

Low wages paid to workers particularly in the health care sector have made it almost impossible for the workers to respect and promote the ethical standards the industry prescribe for its members. In recent years, it has become clear that

infectious diseases remain a major threat to man. It is very high in developing countries mainly because of high level of poverty, weak health care system, low technology poor hygiene due to low wages paid to workers in the industry. Members are not complying up to the expected ethical standards due to low wages. All needed precautionary materials are often not available or inadequate, this has caused the easy transmission of communicable diseases among health care practitioners. Thus, a descriptive cross-sectional study was carried out by Salam and **Kadiri** (2017) to assess the management of communicable diseases by health care workers. It was observed that, the positive attitude among the respondents was incongruent with their levels of practice in safety precautions and ethical management of infectious diseases. No wonder most of the health care practitioners want to travel abroad where they are highly remunerated.

It was suggested in the study by Salam and **Kadiri** (2017) that payment of adequate and sufficient wages as well as capacity building for relevant hospital staff can guarantee standard precaution and medical ethics of infectious disease prevention and control. This should be provided at regular intervals in all health institutions across the country. The disease is any deviation from or interruption of the normal structure or function of any body part, organ, or system that is manifested by a characteristic set of symptoms and signs and whose etiology, pathology, and prognosis may be known or unknown. Contagious or infectious diseases are a leading cause of illness and death throughout the world. Infectious diseases are among the worst enemies of mankind hence all hands must be on deck to check mate the anomaly. Contagious diseases have historically caused more morbidity and mortality than any other cause, including war. This can easy be eradicated with a fair wage among the health care practitioners. It will reduce the excessive brain drain always gotten within the sector. Just this February, 2026. The Benue State Hospital Management Board declared that four of its medical workers contacted the deadly Lasa Fever. Other contagious diseases such as HIV/AIDS are equally of note. The prevalence of communicable diseases is

very high in developing countries mainly because of high level of poverty due to low wages, weak health care system, low technology and poor hygiene (Salam & **Kadiri**, 2017).

Role of Wages in the Management of Infectious Diseases among Workers

Infectious diseases are one of humanity's worst enemies and require standard precautions to ensure their reduction or minimization, if not total eradication. However, low wages in this sector just like the university lecturers have made management of infectious diseases almost impossible. The Lassa fever took the life of Salome Oboyi at Bingham University teaching hospital, diphtheria outbreak at a secondary school in Lagos where one student died and 14 others hospitalized are still very new on our minds. This may be attributable to why the health care sector was always endangered. Salam and **Kadiri** (2017) investigated the effect of health care workers' attitudinal intent on precautionary safety measures in managing infectious diseases in Nigeria. The study found out that, hand hygiene, sterilisation, cleaning, and disinfection were healthcare workers' major methods of controlling and managing diseases. All these methods of managing infectious disease requires financial resources. Most health care centres whether public or private finds it difficult to adequately provide these items. Wage of health care practitioners also cannot meet these job demands. Hence, the search for greener pastures. Salam and **Kadiri** (2017) therefore conclude that compliance of health personnel with standard precautions and ethics of infection prevention, management, and control guidelines is associated with wages paid to the workers as well as the general and specific knowledge of healthcare practitioners and their attitudes to safety measures.

An infection occurs when another organism, such as viruses, bacteria, fungi and parasites, enters the body and causes diseases. The inability of the host (employee) to respond instantaneously due to low wages will cause a change and respond to evolving demographics, habitats and behaviours, and could go on to cause complexity and generate grievous health challenges (Salman & **Kadiri**, 2017). Infectious diseases are

among the worst enemies of humanity. Historically, it has caused more morbidity and mortality than any other known medical condition, including war, inadequate sanitation, and nutrition. However, in recent years, it has become clear that infectious diseases remain a major threat to man (Salman & **Kadiri**, 2017).

An illness is any disturbance of the normal activity of any portion of the body, organism, or system characterised by signs and symptoms and whose, pathology, and prognosis may be known or unknown (Salam & **Kadiri**, 2017). The prevalence of infectious diseases is high in developing countries mainly because of the low wages which often lead to high level of poverty, weak health care system. The poverty rate in Nigeria today according to the World Bank report (October, 2025), was that an estimate of 139 million Nigerians is living in poverty. This represents 62 % of our national population, low technology and poor hygiene of health care operators, patients and their family. It affects all age groups, genders, tribes and occupations. Healthcare workers are particularly prone to infectious diseases due to the nature of their job. Over the years, several health workers have lost their lives in saving their patients' lives, and many patients and their relatives have also innocently been victims of contracting diseases (Durowade, **Kadiri et al.**, 2020).

According to Salam and **Kadiri** (2017), ethical concerns are important in every business particularly in the health and education system, facing a lot of sensitive challenges. Permit me here to appreciate the University of Ilorin current Vice-Chancellor, who has made it almost compulsory for every staff to visit the University Healthcare Facility at least once a year for a free medical test. Unethical healthcare activities may have severe and even life-threatening consequences on individuals. Ethical challenges emerge when public health interventions to prevent infectious diseases clash with fundamental human rights and freedoms. Also, the wages paid to the workers in the health sector and the university lecturers and staff falls below what they will require to meet their health or job specific needs. Many more still need be done about the current 40 % wage rise to the ASUU. Many more controversies on the resultant impact of the wage will soon be a reality.

Generally, most of the respondents had poor knowledge of factors that influence compliance with hand hygiene promotion. About half of doctors and one-third of nurses identified high workloads for staff and poor wages as factors influencing compliance with hand hygiene promotion. However, 86.7% of doctors and 63.3% of nurses identified a lack of accessible hand washing facilities as a factor. Durowade, **Kadiri** *et al* (2020) concluded that healthcare workers' compliance with standard precautions and ethics of infection prevention, management, and control guidelines is linked to their general and specific knowledge of healthcare practitioners and their attitudes to safety measures as well as the wages they are been paid. The majority of respondents were found to have a good knowledge score for standard precautions and medical ethics to manage infectious diseases. Continuous capacity building and training of healthcare workers on the standard precaution and medical ethics of infection prevention, management and control should be instituted in all healthcare facilities, specifically, step-down training and retraining.

Priority attention should be given to infection prevention, management and control through the special allocation of financial resources to procure health resources to improve infectious disease prevention, management and control in all healthcare institutions particularly tertiary health institutions. Any health workers who fail to comply with standard precautions and medical ethics of infectious disease prevention, management and control should be penalised through the appropriate regulatory body or council. At all times, adequate equipment and consumables for maintaining standard precautions such as hand hygiene, waste segregation at source and gloving in hospitals should be provided. The hospital's infectious disease control team should provide regular integrated supportive supervision to health workers on their duty posts. A positive change in the attitude of health workers toward infectious disease prevention and control should be considered beneficial to health workers themselves, patients, relatives, and visitors.

Impact of Wages and Leave Policy on the Efficiency of Civil Servants in Nigeria

Leave policy is one of the variables of social wellness activities employers designed for their employees facing challenges at and out of work. Leave policy issues have received global attention from human resource management because of its attendant effect on employee's efficiency. Effect of annual leave days utilisation on the productive work habit of civil servants in Kwara State was investigated by **Kadiri et al** (2020). Low wages paid to civil servants often make workers to look forward to any available or upcoming leave in their work place. The leave period was generally believed as a reduction in routine expenditure on transportation and other similar expenses associate with the work environment. Some lecturers do not have personal residence until when they go on sabbatical leave. This will be when they can save to meet up short fall in their wages. During the leave period, leave allowance were paid to workers to enable them enjoy the leave through vacation, and traveling to fraternise with families and friends. Workers are joyous during the leave period because they knew transportation cost to their respective offices or place of work at least will be out of their daily expenses.

Transportation cost takes a large chunk of workers salary making it almost impossible to meet other financial requirements. According to **Kadiri et al.** (2020), it was deduced that there are different kinds of leave available to workers in Nigeria. These are annual leave, sick leave, maternity leave, paternity leave, public holiday, and others such as study leave and compassionate leave. This is enshrined in the labour act. In Nigeria, employees are entitled to paid leave. Many workers look up to leave period in Nigeria with great expectations. This is often because they are paid while on leave. But in reality, many of these workers still utilise their leave to do some other jobs to earn more income to balance their wage deficit. **Kadiri et al.** (2020), in a study concluded that annual leave utilisation significantly affects the productive work habits of civil servants in the state. It, therefore, recommended that annual leave should be made compulsory for all grade levels of workers and enforced

by the government without an option. This can be made possible if employees are well remunerated. Once the take home pay can actually take the employee home, he/she must be able to judiciously utilise the leave for higher efficiency and productivity at the expiration of the leave.

A trending issue in human resource management that is receiving global attention, is the concept of wellness activities. Everything should not be about money alone. Workers should be told, encouraged and supported to go on live. There are other health promoting activities that must be promoted and supported. Wellness activities are situated in the heart of employers caring for their employees' well-being as a prerequisite for ensuring employee that are highly efficient and beneficial to the organisation. Wellness activities involve the totality of an employee's physical, emotional, social, intellectual, spiritual and occupational well-being. However, social wellness activity has received global attention, which is critical to the efficiency and well-being of an employee **Kadiri et al. (2020)**. It's a bit tricky to give a precise "average duration of life after retirement" because the retirement age can vary, and life expectancy is a general figure for the entire population at birth. However, let the workers use their leave to rest well and visit historical sites within and outside Nigeria. All these still borders around wages.

Social wellness involves many activities that present an employee as lively, relaxed, courteous and customer-friendly. Both private and public organisations make emphasis on all the variables of social wellness activities because of the human relations aspect they represent. **Kadiri et al. (2020)** posited that one of the variables of social wellness that has thrown up so much concern worldwide is the variable of leave policy. Leave policy is one of the social wellness activities that organisations designed for employees who are stressed or facing challenges begging for their attention at work and away from the workplace. In Nigeria, civil servants are sometimes granted days off from work as a right and sometimes at a cost. Leave policy is, however, entrenched in the Public Service Rule (PSR), which standardised the leave days allocated according to grade levels and purpose. A leave policy is a reward system granted with or

without financial compensation. The leave policy aims to ensure that employees are given a specified number of days free from work to enable them to take care of themselves or attend to personal issues to frontier efficiency. Leave policy has become an important strategic task for staff officers, admin officers and accounting officers of public service who are vested with the duty to ensure that employees utilise their leave days appropriately and avoid accruing leave balances, which may be monetised in time of their exit from the service (**Kadiri et al.**, 2020).

According to **Kadiri et al.** (2020), leave approval has its procedures and compliance standard in the civil service and, it is expected that sufficient resources are available to compensate the beneficiaries where necessary and ensure that the timing of the approval does not affect government service delivery to the public. Therefore, adequate control and monitoring are essential for achieving efficiency and effectiveness of the policy so that employee's request for time away from work do not adversely affect certain government functions at the Ministries, Departments and Agencies (MDAs). In order to ensure that these MDAs continue to render services to the public in line with their mission and vision statements, they need to ensure that enough officials are on duty and in the right frame of mind. It is a common challenge for civil servants to manipulate or misuse their right to leave utilisation. Therefore, it is important to identify the trends in leave policy because they affect an employee's social, psychological, economic, and mental well-being.

Leave policy tends to consume a small, but significant portion of managerial time and also attracts financial compensation. Leave approval has its procedures and compliance standard in the civil service and thus is expected to ensure that there is availability of sufficient resources to compensate the beneficiaries when necessary in order to ensure that the timing of the approval does not affect government service delivery to the public (Bhatia, 2009). The Civil Service Commission (CSC) and the Office of the Head of Service (OHOS) have been making concerted efforts to ensure that

employees' leave requests are considered on merit, need-based and of value more than ever (**Kadiri et al.**, 2020).

Organisations document rules guiding employee's leave management. The rules describe leave as the number of days an employee is authorised by his or her employer to be away from employment without consequences. The number of leave days that an employee is entitled to, is contained in the employment terms and conditions of an organisation which is subject to international best practices. The employers compensate their employees with annual leave to assist them to refresh for another round of job engagements yearly or periodically. This request must be made by the employees for the authorised period of time away from employment in line with organisational rules and standards. Leave policy is a management authorization which allows the employees to release themselves from work stress to enable them take care of themselves and their family activities (**Kadiri et. al.**, 2020).

When employees resume from leave, they are expected to return to work fresh, organised and agile to perform better at their workplace. The State Public Service Rule (2008) identified five major types of leave concept that is commonly granted to civil servants in the State. Annual leave is granted compulsorily to each employee in the permanent and pensionable appointment of the KWSG. It is granted base on grade level of the employee and ranges from fourteen working days to thirty working days. According to **Kadiri et. al.** (2020), annual leave is granted at any time during the leave year. Maternity leave is granted for female public servant who is pregnant and expecting. The leave days approval for a pregnant female public servant is 84 calendar days. Six weeks before and six weeks after delivery upon provision of Expected Delivery Date (EDD) certificate from a recognized government hospital. Maternity leave is premised on the annual leave projection. Where the female public servant has expended the annual leave before the delivery of the baby, the annual leave days are deducted from the maternity leave days as option one. The second option is that the date she spent as annual leave will be without pay. The third option is for the female public servant to forego the following years leave. Casual

leave is granted for a very short period to enable the employee to attend to urgent personal matters. Casual leave approval is not compulsory, but it is annual leave deductible if the request comes before the projected annual leave days (Public Service Rule, 2008). The maximum approved days for casual leave are seven (7) days. Sick leave is granted to employees recommended for bed-rest (outpatient only). Such an officer is expected to produce an excuse duty certificate duly signed by a recognised government hospital's medical officer. Any sick employee who is an in-patient does not need an excuse duty certificate until he is discharged from the hospital. The subsisting approved days is seven working days.

Leave of absence is granted under three conditions, which include sick person begging for treatment abroad for up to a year and where the spouse has to accompany the sick spouse on medical vacation. It could also be granted for employees wishing to proceed on study leave that is not less than a year. Where an employee is paramount in resolving communal clash in his community, leave of absence can also be granted. Leave of absence is granted for a retiree, who is exiting the service upon compulsory retirement. The retiring officer is expected to apply for terminal leave of absence, depending on whether he has outstanding leave that has not been utilise (**Kadiri et. al.**, 2020).

The efficiency of an employee is very important measure of quality and quantity of service delivery in the workplace. A wage that is below the expectation cannot guarantee workers efficiency and productivity. Efficiency enhances the capacity of the human resources to promote organisational goals and objectives. It translates into excellent service delivery and interaction, affecting every organisation area. An employee's job performance depends on combinations of ability, effort, and opportunity, but the measurements can be made in terms of the outcomes or results produced. Efficiency also refers to the record of outcomes produced on a specified job function or activity within a specified period (**Kadiri et. al.**, 2020). Efficiency can be viewed as the meeting the targets of the tasks assigned to employees within a specified time period. Workers' efficiency is related to annual leave and involves judgment and evaluation

process. The leave policy which entails the use of leave in all its categories. These includes among others; annual leave, maternity leave, casual leave, sick leave, study leave, sabbatical leave, medical leave as well as leave of absence are all kinds of leave available to civil servants or all other category of workers in Nigeria.

These various kinds of leaves go through some legislation or approval process before it can be granted. These are the process stages. This includes among others-Confirmation of Appointment, Application for Leave, EDD Certificate, Excuse Duty Certificate, Resignation of Appointment Letter, Approval of Staff Officer, Approval of Reporting Officer, Approval of Accounting Officer and Attached Allowances. The resultant effect, which is the outcome include Ability to organise job, Ability to accomplish job within a set-time frame, Judgment (Quality of decision and contribution), Good work speed accuracy, Ability to work under pressure, Good skills and capability, Reduced Absenteeism as well as Friendliness to clients (Kadiri *et. al.*, 2020).

Input →	Process →	Output
<p><u>Leave Policy</u></p> <ul style="list-style-type: none"> - Annual leave - Maternity leave - Casual leave - Sick leave - Leave of Absence * Study leave * Medical abroad *Political appointment * Retiring 	<ul style="list-style-type: none"> -Confirmation of appointment -Application for leave -EDD Certificate -Excuse Duty Certificate -Resignation of Appointment letter -Approval of Staff Officer -Approval of Reporting Officer -Approval of Accounting Officer -Attached Allowances 	<p><u>Efficiency of Civil Servant</u></p> <ul style="list-style-type: none"> -Ability to organise job -Ability to accomplish job within a set-time frame -Judgment (Quality of decision and contribution) -Good work speed accuracy -Ability to work under pressure -Good Skills & capability -Reduced Absenteeism -Friendliness to clients

Fig. 1: Leave Policy Flow (Kadiri *et al.*, 2020)

From Fig. 1, the Leave Policy Flow is presented through the input, process and output showcasing the dependent and the independent variables and its intercessors.

Kadiri et al. (2020) in the study observed that 50 % of the efficiency of workers after their annual leave is explained by the explanatory variables. This explains that the leading factors that statistically explained the variability changes in productive work habit is annual leave days utilisation by civil servants. A staff who was given an option of coming to work during leave for extra payment will not be physically fit to perform optimally on the job. Some may claim that the staff recalled to perform certain responsibilities during their annual leave are core experts whose roles cannot be performed by another civil servant. This clearly shows that such organisation lack succession planning rule. A staff can never be an island, liability of some other. The organisation should legislate the succession planning rule. **Kadiri et al.** (2020) concluded that annual leave utilisation facilitates productive work habit of civil servants. The wages of the organisation may be low preventing new entrants into the work force. The organisation must therefore implement competitive wages for new entrants who are professional to join the service. It was therefore concluded that annual leave approvals with full allowance payment and automatic approval for all grade levels from GL1 to GL17 are germane factors that influenced efficiency of civil servants.

Impact of Wages on Employees Diversity and Organisational Performance

Understanding the impacts of diversity on organisational outcomes, such as organisational performance, employee satisfaction, and turnover, is very essential (Kowo, **Kadiri & Zekeri**, 2020). Employee diversity encompasses a wide variety of differences, including age, gender, culture, work experience, parental status, educational background, geographic location, and much more. Diversity management and workforce diversity is a forced integration that creates conflict and uncertainty in the workforce when those in leadership are not skilled in the discipline of diversity management. Managers do not know how

to effectively manage employee workplace diversity. Moreover, many of these managers still find it difficult to investigate and manage the factors that contribute to effective diversity management and its resolutions in the workplace. Companies train employees upon hire, conduct ethic test, online training and targeted anti-harassment training, as well as complain yet failed at managing the diversity of its workers (**Kadiri**, 2025).

Wages today cannot meet the financial commitment of most workers both in the public and private sectors. One stream of income, experience has taught is largely inadequate to finance often inelastic expenditure of workers. Workers look for other jobs that can be combined to their basic one to obtain more wages to meet their basic needs. Although, the Nigeria constitution does not allow its work force to earn double wages except in agricultural enterprise. However, employees have opted for other income generating endeavors to meet their wages requirements.

Unlike other forms of equality such as race and gender, age discrimination as a policy issue has only began to emerge as a leading diversity related factor. **Kadiri** (2004) argued that the business case for age diversity may also be used to stake claim against recruiting older workers, on account of higher employment costs. Industrial economists like Kowe, **Kadiri** and Zekeri (2020) have argued that age-diverse workforces display a host of different knowledge, values, and preferences. Thus, as a team, they have a larger pool of knowledge and a larger problem-solving toolbox leading to improved firm performance observed that younger managers are more likely to have attended school in a more diverse environment or worked with minority groups at some point during their careers. Medical, psychological, and economic research has also shown that employees of different age groups differ in skills, attitudes, and abilities, and these differing characteristics have different effects on productivity.

Young employees are considered to be more flexible and can portray an attitude of more change readiness as opposed to older employees. Old employees can also be considered reservoirs of knowledge that carry the institutional memory of an

organisation, thus enabling effective transfer of skills. The increase in gender diversity in the workplace also has attracted the attention of researchers and practitioners. A particular question is whether gender composition in an organisation's workforce will affect individual, group or organisational performance (**Kadiri et. al.**, 2020). Due to rapid environmental changes, many countries are changing to accommodate the increasingly diverse workforce in their organisations. Some researchers, including Kowo, **Kadiri** and Sabitu (2018) investigated workforce diversity have found that gender diversity in the boardroom can positively affect firm performance. However, other studies have reported contrary findings of a negative relationship between women in boards and firm performance, reported no direct relationship between gender diversity and firm performance. **Kadiri** (2025) again argued that high level gender diversity was a source of competitive advantage. Based on the literature, it was argued that a well-balanced gender composition of employees may help create synergy leading to positive organisation outcomes. Gender diversity is associated with resources that can provide a firm with a sustained competitive advantage. These resources include progressive wage, market insight, creativity, innovation and improved problem-solving capabilities. Men's and women's differences may provide insights into the different needs of male and female customers; even as men and women may also have different cognitive abilities.

Major challenges are communication, resistance to change, and implementation of diversity in the workplace. Kowe, **Kadiri** and Zakari (2020) cited challenges from workforce diversity as meeting diversity challenges, which requires a strategic human resource plan that includes a number of different strategies to enhance diversity and promote productivity and effectiveness. This includes the payment of competitive wage that will motivate workers to stay on the job and not search for a higher paying job. It also compels human resource managers to solicit a trainable population, check required skills and competencies against the job, market jobs sufficiently ahead of needs, and extend the workforce boundaries

to include the nationals of other countries. It brings with it the need for re-examining human resource practices from top to bottom need to be re-examined to cope with the new strengths and challenges of diversity, so that better approaches can be created by the management to recruit new talents, retain them, and manage them more effectively.

Kadiri, Jimoh and Adamade (2018), also cite that human resource managers face the challenge of convincing their senior management to key into diversity programmes that can benefit the organisation. According to **Kadiri et al.** (2020), work engagement is known as responsibility or inspiration investigated the impact of work engagement and employees' job performance in Osun State University, Osogbo, Osun State. It was revealed from the study that; work engagement contributes significantly to employee's job performance. More so, there was a positive correlation between work engagement and employee's job performance. Therefore, wages are seen as promoter of a strong positive correlation and intercession between work engagement and employee job performance in Osun State University, driven by the desire to achieve university objectives for better performance through the progressive wages system that is capable of injecting into organisational employee diversity policies for optimum performance.

To thrive in today's highly competitive economic environment, organisations must employ a proactive workforce committed to performing at high standards, both at the individual and organisational level. Work engagement gives organisations a competitive advantage. Most notably, employers who are focused on building and maintaining an engaged workforce may experience beneficial outcomes such as increased business-unit performance, strong financial returns, and a positive corporate image. Zekeri, **Kadiri** and Kowo (2018) asserted that engagement among the same work team fellows may prove valuable for job performance. Given these advantages, organisations may want to implement programmes that promote engagement as they may lead to positive outcomes in the form of retention and performance.

Effective Wage and Time Management Practice on Organisational Survival

Effective wage and time management are central to the employees to meet organisational commitment and perform optimally to achieve organisational efficiency. A well-managed time is expedient upon employees wherever they may find themselves. **Kadiri** (2014) and Dunmade, **Kadiri et al.** (2020), in separate studies examined the effect of time management practice on organisational survival. **Kadiri** (2014) examined the correlation, which revealed that a significant relationship existed among time and wage management practice on employees' effectiveness. It was further positioned that there is a significant relationship between time management practice and organisational work performance. The study recommended that time management practice culture should be adopted as a means of withstanding and surviving business rivalries. More so, workers should embrace and believe in the use of time management techniques for minimisation of work stress among the staff of the company, prevention of last minute rush of work, improvement of performance at all levels, payment of fair wage is crucial to the enhancement of product quality, and organisational survival.

Time is an indispensable resource that everyone needs to utilise efficiently and effectively. A commitment to achieve this by an employee will cause setting of goals and predetermined objectives. This is reasonable because time is so delicate that it cannot be held back, but can only be spent and, once misused, can never be regained. A poorly used time will result in wage wastages. Effective time management is not only key to the success of any business, but it is also essential to its survival, as the decisions and future of the organisation rest heavily on the management's ability to ensure that these decisions are made correctly, and actions are taken promptly for the realisation of the set goals. According to **Kadiri et al** (2020), time management is the arrangement of business and personal affairs in such a manner that organisational objectives go on as expected. This will make the organisation to project when, where, and how intended organisational goals are achieved. This is made frequently,

effortlessly, and as ubiquitously as possible. Consequently, time, money, energy, and people) are efficiently and effectively utilised. necessary. This includes arranging, scheduling, organising, and budgeting one's time to generate more effective work and productivity.

Time management therefore represents the skills, tools, and abilities of doing the right thing at the right time, with minimum effort, and resources effectively and efficiently, thereby accomplishing the set goals and the things that are personally prioritised and valued, as this in the long run, results into optimal work performances. However, the drive to cope with the pressures of modern work life without experiencing excessive job stress necessitates priority attention on good time management, as this does not really connote doing more work, but rather focusing on the tasks that matter and are capable of making a difference in the workplace (**Kadiri**, 2014). The essence of good time management is to achieve the lifestyle balance that is desired or required, as good time at work means doing high-quality work and not high quantity.

In the contemporary business world, time and wage management have gained popularity and prominence as motivating elements behind employees' job performance and productivity, and as basis for overall organisational performance and survival. Time is money. In the world of work, it is considered as one of the most important assets for any organisation. There is the renewed consistency and a crave for continuous learning, application of new strategies through research and development, and growth taking into cognizance the value and essence of time. According to **Kadiri** (2017), this is premised on the fact that time is not only tied to every business activity of the organisation, but it also sets smart goals and measures its successes and failures. Therefore, to ensure effective time management for business performance and survival, organisation's management team as well as the workforce are required to decide which tasks fall into the categories of important task, essential tasks, low-value tasks, the ones that are more valuable to the organisation, and those requiring urgent completion (Usman & **Kadiri**, 2009).

Time is necessary for every business to meet its set targets since it is an important factor required to enhance various organisational performances. Most often, these performances are evaluated in terms of the degree of achievement of the organisational goals and objectives in some monetary costs and efficiency. However, effective time management is a major challenge that managers in most Nigerian establishments face in today's world of works as they are cumbered with many duties to perform within a limited time. Thus, it results in problems such as lack of job security and poor working conditions of workers; lack of adequate maintenance of human resource policy; lack of organisational structure required for efficiency enhancement, poor team building; and absence of self-discipline (**Kadiri**, 2008). Therefore, for organisations' management in the country to address these challenges, investment in time is required to determine what these organisations want out of their day-to-day activities so that appropriate results are achieved within a specific time Time is a scarce resource requiring proper management. Time is limited in supply and misuse or non-use of it may never be regained

Therefore, time management can be defined as a short or long period, which encompasses how individuals utilise their time judiciously to produce results. Time management is a concept that has been described differently by different authors or scholars. Time management as using particular techniques such as 'to-do' lists or deliberately planning activities, or participating in training to learn how to master and utilise such a technique. Time management refers a process by which tasks and goals are accomplished for an employee to become effective in his or her job and career. In the opinion of Dunmade *et. al.* (2020), time management means the types of behavior that distinguish persons who do things on time, stick to the deadline and spend little time on their activities from the people who are often late, pass deadlines, spend much time on their activities and waste time on irrelevant matters.

The concept of time and wage are used by managers to enhance work performance effectiveness. Time management is

the investment of time to obtain optimal results from activities that consume a specific amount of time. This refers to the practices people adopt to ensure better time usage. **Kadiri** (2017) once inferred that effective time and wage management is the answer to the employees' performance and corporate performance of organisations, and the panacea to the company's survival. This is so because, effective time management makes scheduling of assigned tasks easier, causes employees to perform tasks at their highest and best skill level, enables prioritisation and accomplishment of important tasks, facilitates recording and guiding of the workplace towards accomplishing its set goals, and improves staff productivity. The study therefore concluded that there is a link between time management practice and employees' effectiveness in the organisation.

It can also be affirmed that there is a positive and significant relationship between time management practice and work performance in the establishment. Consequent to the findings Dunmade, **Kadiri et. al.** (2020) found that the management team members at all levels at the International Brewery Plc., Ilesha should realise the essential of time and wage management to the performance and survival of the organisation in the contemporary and dynamic world of work we find ourselves today. It therefore encourages all the company's staff to adopt financial time management practice as an avenue for withstanding and surviving the business rivalries. Also, The management of the organisation should ensure that the company's staff embrace and believe in the use of time management techniques such as priorities settings, effective goal setting, judicious usage of planning tools, delegation of authority and sharing of assignments or duties, avoidance of multi-tasks at a time, wage effective utilisation and avoidance of procrastination. Imbibing these as practices in the organisation will not only minimise work stress among the staff of the company, it will also prevent last-minute rush of work, improve performance at all levels, enhance product quality, and ensure prompt service delivery.

Stress Management among SME Operators in Ilorin Metropolis for effective Wage Management: Burnout Self-Test Approach

Considerable attention has not been paid to the issue of stress and its management both in the public and private sectors of the nation's economy. When Small and Medium Scale Enterprise (SMEs) owners are stressed, they find it difficult to meet up with their financial engagements including payment of wages. Many of the SMEs in the country may have died as a result of stress often encountered by the frontiers of these businesses. (**Kadiri**, 2017). Past studies in Nigeria have shown that majority of these firms do not live beyond five years. It was observed that majority of the respondents scored between 50 and 59 meanings that they are at severe risk of burnout, among the 650 registered SMEs in Ilorin metropolis. A multi stage sampling technique was used to select the SMEs, stratified random sampling technique was further adopted to select the SMEs that were taken as samples. Its findings revealed that 83% of the SME operators in the agro-allied sector fell between 50 and 73% signaling between severe and very severe risk of burnout (**Kadiri**, 2017).

The current wisdom now tends towards the belief that contributions from the SMSs cannot be underestimated. Past studies have judged the sector as a reliable means and catalyst for job creation, enhanced household income, wealth creation, and poverty reduction (**Kadiri**, 2011). It had moved some Asian countries into world leaders with unprecedented economic and industrial expansion. Japan, for instance, currently outpaces the USA in car, steel and electronics production. The situation of SMEs as a frontier for economic growth and development is similar to what obtained in countries such as Taiwan, USA and Germany (**Kadiri**, 2011). Factors such as lack of finance for continuity, inability to pay wages to its workers, unstable government policy, lack of skill and technical know-how of the entrepreneur among others have been attributed to these anomalies. Many of the SMEs in the country may have died as a result of stress often encountered by the frontiers of these businesses (Bashiru & **Kadiri**, 2007).

Stress is an individual's perception and assessment of the environment. It depends on how one perceives the situation. That which creates stress is called stressor. The positive perception is called eustress, a natural and useful part of life (**Kadiri**, 2017). According to **Kadiri** and Olaoye (2010), stress helps us to be at alert, motivates us to face challenges, and drives us to solve problems. The second perceptions (negative) of stress on the other hand often led to distress and could lead to death if not properly managed. Stress could cause headaches, insomnia, high blood pressure, heart diseases, and in extreme cases, may lead to death (**Kadiri**, 2009). Job stress has been of great concern to employees, labour unions, employers of labour as well as other stakeholders of organisations. Job stress is perceived as the discrepancy between environmental demands (stressors) and individual capacities to fill these demands. Varca (1999), and Ornelas and Kleiner (2003) agreed that job stress is a serious problem in many organisations, with its attendant high cost in many organisations in recent times. More so, the International Labour Organisation (ILO) reports that inefficiencies arising from job may cost up to 10% loss in Nations Gross Domestic Product.

Over the years, factors such as perceived loss of job, and security, sitting for long periods or heavy lifting, lack of safety, complexity of repetitiveness and lack of autonomy in the job stress, lack of resources and equipment, work schedules (such as working late or overtime and organisational climate) are considered as contributors to employees' stress. According to **Kadiri** (2017), job stress often results in high employee dissatisfaction, job mobility, burnout, poor work performance, and less effective interpersonal relations at work. **Kadiri** (2017) also examined the impact of stress on organisational performance. SMEs identified were first grouped into strata; that is the agro and non-agro-allied enterprises. Stratified random sampling technique was further adopted to select the SMEs that were taken as samples. This sampling method is informed by the relative homogeneity of SMEs characteristics and the residential structure of the enterprise under study. It was observed from the study that majority of the respondents scored between 50 and 59

meanings that they are at severe risk of burnout. No wonder most of the SMEs in the state as well as in the country do not last long. Specifically, 83% of the SME operators in the agro-allied sector fell between 50 and 73%, signaling severe and very severe risk of burnout.

Study yourself and be more aware of your stressors. Watch your physical and emotional reactions to stressors. Understand your body and how it responds to stress (**Kadiri**, 2017). This can be achieved when the SME operators are more positive towards stress management. Secondly, every situation should be seen from the positive perspective including their stressors. Alcohol and drugs can mask stress. They do not help deal with the problems. Alcohol and drugs can never be a solution to resolve stress. Setting of realistic goals that are achievable and measurable should be put in place. Pursue goals which are meaningful to you, rather than goals others have for you. Practice Time management techniques and manage your life accordingly. This is achievable by prioritising daily routines. Take sometimes off during the day. Sit down and get comfortable.

Outsourcing as a Cost Reduction Strategy for Wage Efficiency

Organisations, in a bid to reduce their expenditure on wages and other allowances, paid to their workers. They outsource some of their roles to independent workers, who are only paid in relation to the role performed. Towards this end, **Kadiri et al.** (2020) investigated the effects of customer service outsourcing on customer satisfaction in telecommunication companies in Kwara State. The study adopted a descriptive design. Primary data was gathered directly from respondents through questionnaires. Findings from the study revealed a strong positive association between outsourcing decision (0.911), customer satisfaction (0.758), customer retention (0.625), reduction in customer complaints (0.978) and customer loyalty (0.619). It was posited that outsourcing has a significant effect on customer satisfaction. Overall, outsourcing seems not only to show positive benefits for cost reduction, but also in service performance. **Kadiri et al.** (2020) recommended that by

outsourcing logistics activities companies can have a better service delivery to their customers. Workers also having to work for more organisations on the long run will get higher wages. Workers who tend to earn higher wages can serve as outsource agents to more than one organisation to earn more wages.

My Contributions through Community Service

Mr. Vice-Chancellor, apart from my contributions to knowledge in academics, I have also served my immediate community as follows:

Local Environment

- i. Director, Ilorin Business School - 2023-Date
- ii. HoD, Department of Industrial Relations & Personnel Management - 2022-2023
- iii. Ag. Director, Academic Planning, Summit University Offa (Sabbatical) - 2020-2021
- iv. Member, University of Ilorin Committee on Industrial Harmony - 2018
- v. Editor, Ilorin Journal of Human Resource Management - 2016-2018
- vi. Chairman, Faculty of Mgt Sciences Library Committee - 2018
- vii. Editor, Ilorin Journal of Management Sciences 2017- 2019
- viii. Chairman, Fac. of Envtl. Scs. Final Year Result Screening Committee - 2016
- ix. Member, University Ethical Review Committee – 2016- 2017
Postgraduate Programmes Coordinator - 2014–2016
- x. Chairman, Dept. of Business Administration Quality Assurance Committee - 2014-2016
- xi. Member, University of Ilorin Students’ Disciplinary Committee - 2014 -2015
- xii. Coordinator, PGD in Strategic Management - 2012-2014
- xiii. Chairman Borad of Directors of Ilorin Micro-Finance Bank, Ilorin - 2014-2016

- xiv. Assistant Secretary, Security Committee, NASFAT, Ilorin Branch
- xv. Voluntary Teaching Royal School, Ilorin Voluntary Teaching - 2021-2025
- xvi. Chairman, Unity and Peace Social Club, Ilorin - 2017-2025
- xvii. Secretary, MSS Kwara State College of Education, Ilorin - 1993-1995
- xviii. Assistant Secretary, Muslim Community, University of Ilorin - 1995-1999
- xix. Member, Ogele Community Development Association 2000-Date
- xx. Member, Oke-Foma Community Development Association - 2000-Date
- xxi. Elders Committee, Surulere Community Development Association - 2000-Date
- xxii. Member, Galadima Community Development Association - 1995-Date
- xxiii. Chairman, CREDIT Committee, BUSCOM Cooperative - 2021-2023

National

- xxiv. National Universities Commission various universities accreditation
- xxv. Joint Admission and Matriculation Board Special Academic Exercise
- xxvi. Chairman, Investment Committee Ilorin Professors - 2024-Date
- xxvii. External Examiner to various universities

International

Facilitator, World Bank Assisted Programme Community and Social Research Development Project Training

Conclusion

This lecture titled **Let My Wage Take Me Home: Issues and Controversies**, is not just a reflection of individual struggles, but a clarion call for collective action. It challenges us to rethink our economic and social systems, prioritising human dignity and well-being over profit margins. Addressing the wage

crisis requires a concerted effort from all sectors of society, united to create a more equitable and sustainable future. This lecture serves as a reminder that the measure of a society's progress is not merely in its economic indicators, but in the well-being of its people. In order to ensure that wages are sufficient to meet basic needs, we can take a significant step towards a more just and compassionate world, where everyone has the opportunity to live with dignity and a living wage.

The lecture sheds light on the nature of the wage crisis, highlighting the financial struggles of individuals and families, and the broader consequences on community well-being, economic stability, and social equity. One of the central themes of the lecture was the increasing gap between wages and the cost of living. This gap underscores a critical issue, namely: many workers cannot meet basic needs despite full-time employment. Some workers even work below expected ethical standard due to unfavourable wage rate. This situation exacerbates economic disparities and contributes to the entrenchment of poverty, even among the employed. The lecture therefore underscored the fact that this phenomenon is not confined to any single sector or region, but a widespread issue affecting diverse populations and segments of the nation.

Recommendations

The lecture concluded with the following recommendations:

1. *Minimum Wage Reforms*: Increasing the minimum wage to a level that reflects the true cost of living, ensuring that all workers can afford basic necessities. This is achievable through a joint negotiation and agreement by all actors in the industrial relations system.
2. *Living Wage Initiatives*: Promoting living wage standards beyond the minimum wage, tailored to economic conditions and cost of living indices. The inflationary rate and unprotective price increase must be curtailed.
3. *Social Safety Nets*: Strengthening social safety nets, such as healthcare, housing assistance, and food security

programmes, to support individuals and families during financial hardship. Those presently in place by the Nigerian government should be energised to meet the current global challenges.

4. *Corporate Responsibility*: Encouraging businesses to adopt fair wage practices and invest in their employees' well-being, recognising that a well-compensated workforce is integral to long-term success.
5. *Public Awareness and Advocacy*: Raising awareness both by the government and private individuals and organisations about the realities of wage insufficiency and advocating for systemic changes through public campaigns, education, and community engagement.
6. *Annual Leave Enforcement*: Annual leave should be enforced at the instance of the government and other employers of labour. It must be made compulsory for all grade levels with automatic approval backed up with funds. Automatic leave approval should be granted with full payment of leave allowance. This will go a long way in ensuring quick resumption to duty post by civil servants as at when due

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