

## Effect of Minimum Wage on Employees' Turnover in the Private Sector Within Ado Local Government

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DOI: [10.56201/ijebm.vol.11.no6.2025.pg91.101](https://doi.org/10.56201/ijebm.vol.11.no6.2025.pg91.101)

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### Abstract

*This project work examined the effect of minimum wage on employees' turnover in the private sector within Ado Local Government, case study of Morning Star Schools, Ado-Ekiti, Ekiti State. The objectives of the study include to: find out the effect of minimum wage on work effectiveness in Morning Star Schools, to find out the effect of minimum wage on employees' satisfaction in Morning Star Schools, and to find out the effect of minimum wage on employees' creativity in Morning Star Schools, Ado-Ekiti, Ekiti State. The research method adopted was the survey research method. The sources of data used was the primary source of data. The population of the study was 50 while the sample size of 45 was determined by applying the rule governing population and sampling. The major instrument of data collection was the questionnaire. The data collected were presented in tables using frequencies and percentages and analysed using the five-point likert system. The hypotheses were tested using the chi-square distribution formula. The findings included that minimum wages have significant effect on work effectiveness of workers of Morning Star Schools, minimum wage has significant effect on employees' satisfaction of workers of Morning Star Schools and minimum wage has significant effect on employees' creativity of workers of Morning Star Schools, Ado-Ekiti. The researcher concluded that minimum wage has a positive effect on employees' turnover and it was recommended that there is need for management create harmonious and enable work environment that would boost collective responsibility and effective teamwork between senior and junior staff where the knowledge and ideas can be taped and shared freely at least or no cost.*

**Keywords:** Minimum Wage, Employees' Turnover, Salary, Employees' Satisfaction, Private Sector.

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### INTRODUCTION

Wage increases aim to improve workers' economic standing by enhancing their purchasing power to cope with rising living costs that have diminished the real value of wages (Prasad, 2017). The continuous surge in the prices of goods and services often renders wages insufficient to meet basic needs. Minimum wage laws help protect vulnerable and uninformed workers from exploitation, offering more comprehensive safeguards than voluntary bargaining systems (Ratnam, 2016; Papohunda, Atika, & Lawal, 2013). Moreover, setting a wage floor discourages the use of

excessively cheap labor and promotes efficient utilization of human resources, thereby boosting productivity.

Globally, the significance of minimum wage policies has led to the adoption of international labor conventions in 1928, 1949, 1951, and 1970, aimed at clarifying and reinforcing wage-setting mechanisms (Ratnam, 2016). However, opinions differ on the impact of minimum wage. While Stigler (2016) suggests a positive influence on employment, others like Mario, Claude, and Alvan (2018) argue that minimum wage may reduce employment in the long run. In developing economies like Nigeria's, employers often have significant control over wages. A government-imposed minimum wage, when aligned with productivity, may not deter employers from retaining staff (Mario, Richard, & Joseph, 2016).

Ultimately, the effect of minimum wage on employment remains an empirical matter. Politically, it is used as a tool to redistribute income and combat poverty. The International Labour Organization highlights that, especially for developing nations, minimum wage should serve as a critical component of social protection and inclusive economic development (Prasad, 2017; Ratnam, 2016).

## OBJECTIVES

This study aims to examine the effect of minimum wage on employee turnover in Morning Star Schools, Ado-Ekiti, Ekiti State. Specifically, the objectives are to:

- i. Investigate the effect of minimum wage on work effectiveness among employees in Morning Star Schools, Ado-Ekiti.
- ii. Examine how minimum wage influences employee satisfaction in the school.
- iii. Assess the impact of minimum wage on employees' creativity in Morning Star Schools, Ado-Ekiti.

## HYPOTHESIS

**i. Hypothesis 1 ( $H_1$ ):** Minimum wage has a significant effect on work effectiveness among employees in Morning Star Schools, Ado-Ekiti.

**Null Hypothesis ( $H_0$ ):** Minimum wage has no significant effect on work effectiveness among employees in Morning Star Schools, Ado-Ekiti.

**ii. Hypothesis 2 ( $H_2$ ):** Minimum wage has a significant effect on employee satisfaction in Morning Star Schools, Ado-Ekiti.

**Null Hypothesis ( $H_0$ ):** Minimum wage has no significant effect on employee satisfaction in Morning Star Schools, Ado-Ekiti.

**iii. Hypothesis 3 ( $H_3$ ):** Minimum wage has a significant effect on employee creativity in Morning Star Schools, Ado-Ekiti.

**Null Hypothesis ( $H_0$ ):** Minimum wage has no significant effect on employee creativity in Morning Star Schools, Ado-Ekiti.

## LITERATURE REVIEW

### Conceptual Review

#### Concept of Minimum Wage

The concept of minimum wage has increasingly become a subject of intense discussion, particularly since the 1980s, due to its policy implications and diverse interpretations across nations. At its core, minimum wage refers to the lowest legally permissible remuneration that employers are obligated to pay workers in both public and private sectors. Fapohunda, Atiku, and

Lawal (2013) describe it as the smallest hourly wage mandated by law, ensuring that employees receive a baseline income for their labor. Similarly, the Cain Labour Standards Act of 1938 in the United States defines it as the minimum hourly compensation established by federal law for businesses involved in interstate commerce.

The International Labour Organization (ILO) further expands this definition by describing it as the minimum sum paid to a worker for services rendered within a set period, determined either by time or output, which cannot be lawfully reduced through any form of agreement. According to the ILO (1996), a legally guaranteed minimum wage is designed to cover the basic needs of a worker and their family, reflecting national economic and social conditions.

In 1967, the ILO emphasized three fundamental principles of minimum wage: (1) it should meet the basic needs of workers, including food, housing, and education, (2) it applies regardless of skill or qualification level, and (3) it must be enforceable with legal sanctions. Ultimately, minimum wage is seen not just as an economic tool, but as a social safeguard that supports workers' well-being and improves their standard of living.

### **Concept of Salary**

The concept of salary has been defined in various ways to distinguish it from wages. Bratton and Gold (2016) describe salary as a fixed, regular payment typically made to non-manual or white-collar employees, often expressed annually and paid monthly, without linking it to productivity. In contrast, wages are usually paid to manual or blue-collar workers based on hourly rates or output. Surbhi (2015) also defines salary as a consistent payment given at regular intervals for overall job performance, while wages are calculated daily based on the amount of work completed. Salaried workers are often seen as educated and skilled professionals in office roles, whereas waged workers are generally engaged in unskilled or semi-skilled labor. Maicibi (2015) defines salary as compensation for work performed and highlights key components of remuneration, including basic salary, wages, health benefits, pension plans, transport and overtime allowances, as well as responsibility-based incentives.

### **Employees' Turnover**

Employee performance is crucial to organizational success and has been widely discussed by scholars. Hellriegel, Jackson, and Slocum (2019) define performance as the level of work achievement after exerting effort. According to Dar et al. (2011), it is the successful accomplishment of assigned tasks within available resources. Motowidlo, Borman, and Schmidt (2017) view employee performance as the overall expected value of an employee's behaviors over time. Charity (2019) describes it as the degree to which an employee completes a task, considering output quality, quantity, timeliness, attendance, and overall efficiency. Christensen (2017) notes that managing and empowering employees is key to organizational performance. Similarly, Xanthopoulou et al. (2019) emphasize that people management greatly impacts productivity. Bauer et al. (2016) argue that organizations exist to harness employees' value-adding performance. Said (2018) sees employee performance as a measure of organizational success. Rizwan and Ali (2020) add that motivation through financial and non-financial rewards significantly enhances performance.

### **Employees' Satisfaction**

Employee satisfaction is defined by Locke (2017) as a positive emotional state resulting from an employee's experience. Hegney, Plank, and Parker (2016) view it as a sense of security in the job

and in interpersonal relationships within the organization. Salary and income are often highlighted as key factors influencing employee satisfaction, as noted by Smith (2021) and Easom (2020). Additionally, Siegel, Fisherman, and Garden (2015) emphasize the importance of fairness, non-discrimination, and justice in fostering satisfaction. Cam (2021) and Wild (2016) highlight job independence as another critical element. Constructive communication among colleagues is also important, as pointed out by Cain (2021) and Palepu (2018). Flanagan (2014) stresses the impact of employment conditions on satisfaction. Furthermore, Desantis and Durst (2016) suggest that long-tenured employees report higher levels of satisfaction, while Carayon (2014) shows that job security significantly affects overall employee satisfaction.

### **Employees' creativity**

Creativity is often challenging to define, with various interpretations over time. Amabile (2016) defines creativity as the generation of novel and useful ideas related to products, services, processes, and procedures. A creative employee is one who generates new ideas and solutions that improve work performance and resolve issues effectively. Creativity is viewed as the ability to develop innovative solutions to challenges, both individually and through collaboration (Amabile, 2016; Young, 2014). Employees demonstrating creativity must possess qualities such as awareness, adaptability, and a sharp memory to navigate challenges and changes, particularly in a rapidly evolving global environment (Evans, 2021). Creativity is often observed in larger organizations and teams where employees are continuously learning new skills, contributing to the organization's goals. Proactive, extroverted employees are often more effective in driving change and innovation, making creativity crucial for organizational success (Zhou & George, 2021). Creativity allows employees to apply their skills and knowledge to produce innovative outcomes and contribute to achieving organizational goals (Drazin et al., 2019).

### **Effect of Salary Increment on Employees' Effectiveness**

Changes in the salary structure alone do not guarantee an increase in employee effectiveness or satisfaction. Organizational management must implement additional strategies to enhance employee performance (Ertanto & Suharnomo, 2011). Compensation, along with human resource development, plays a crucial role in improving both company and employee outcomes. While self-esteem can partially mediate the influence of salary on effectiveness, the direct impact of salary on performance is generally greater (Ertanto & Suharnomo, 2011). Factors such as work motivation, job satisfaction, and wages significantly affect employee effectiveness. However, while wages have a noticeable impact on performance, allowances have no significant influence (Umar, 2012). Salary increases are particularly significant, as they reflect employees' perceptions of their work value and impact their loyalty and commitment to the organization. A salary increase strategy can contribute to sustaining a motivated workforce, supporting the organization's vision and mission, and achieving overall work objectives (Umar, 2012).

### **Effect of Salary Increment on Employees' Satisfaction**

The effect of salary increments on employee satisfaction depends on factors such as the size and frequency of the raise, and the overall compensation package. Non-monetary factors like recognition, career development, and work-life balance also play vital roles in shaping satisfaction. Salary increases can significantly boost employee satisfaction by addressing financial needs and enhancing morale. However, a holistic approach, which combines both monetary and non-

monetary aspects, is essential for fostering a positive work environment and improving employee engagement and retention (Umar, 2012).

Salary increments can have several key effects:

1. **Increased Motivation and Engagement:** Employees feel valued when they receive fair, merit-based raises, boosting their motivation and engagement.
2. **Improved Job Satisfaction:** Raises alleviate financial stress and improve living standards, enhancing job satisfaction (Cain, 2021).
3. **Retention and Loyalty:** Regular salary increments reduce turnover and help retain talent.
4. **Enhanced Morale:** Raises uplift morale, fostering a positive, motivated atmosphere (Palepu, 2018).
5. **Perception of Fairness:** Transparent salary increases strengthen trust in leadership.
6. **Impact on Performance:** Financial stability helps employees focus on their tasks (Carayon, 2014).
7. **Personal Well-being:** Raises improve financial stability and personal well-being.
8. **Team Dynamics:** Increases promote equality and mutual respect within teams.

### **Effect of Salary Increment on Employees' Creativity**

The increase in an employee's salary is often influenced by changes in the cost of living, but employees may view salary increases as entitlements without considering their own performance or the organization's goals. This can lead to a situation where a salary increase does not motivate employees to put in more effort or improve their work output, as they feel the boost in salary negates the need for greater performance (Swanepoel, 2013). While salary increments may enhance employees' economic freedom, they may also reduce their motivation to increase their effectiveness or creativity, leading to job monotony and reduced organizational output.

Swanepoel (2013) notes that employees are often rewarded based on their position rather than their actual performance, with salary increments determined by job assessments. Research on the impact of salary on creativity has yielded mixed results. While some studies show a positive relationship between salary and creativity (Eisenberger & Aselage, 2019; Friedman, 2019), others suggest a negative relationship (Amabile, 2016). Shields (2017) emphasizes that employees' market value, rather than the job itself, determines their compensation.

### **Effect of Minimum Wage on Economic Growth in Nigeria**

To effectively capture the economy-wide impacts of minimum wage policy in Nigeria, a simple static general equilibrium model is developed. This model is designed to track the reactions and feedback effects from various sectors in response to changes in minimum wage legislation. Based on the works of de Melo and Robinson (2019) and Devarajan et al. (2020), the model includes four key sectors: agriculture, manufacturing, mining and oil, and services. These sectors produce goods that are either consumed domestically or exported. The model assumes a representative consumer (household), and classifies goods and services into three categories: domestic goods (sold only domestically), export goods (produced but not consumed domestically), and imports. The assumption of product differentiation applies to each sector regarding imports and exports. The minimum wage is treated as a binding tax on labor prices across all sectors, enabling the tracking of its feedback effects on economic activities and sectoral dynamics.



## THEORETICAL REVIEW

**Reinforcement and Expectancy Theory:** According to Gerhart, Minkoff & Olsen (2015), reinforcement theory suggests that behaviors followed by rewards are more likely to recur, as per Thorndike's Law of Effect. Aswathappa (2017) adds that rewarding behavior reinforces its repetition. In the context of remuneration, this implies that high employee performance, followed by monetary rewards, encourages future high performance. Buchan et al. (2020) emphasize that rewards must be timely to effectively modify behavior, and regular rewards can create an expectation of entitlement.

**Equity Theory:** Buchan et al. (2020) state that equity theory posits employees expect rewards comparable to those of peers with similar inputs. The balance between effort and reward influences motivation. Yinka (2017) highlights the importance of perceived fairness in pay structure, emphasizing that perceived inequities can reduce productivity, increase absenteeism, and raise turnover.

**Agency Theory:** Buchan et al. (2020) explain that agency theory focuses on aligning the interests of principals and agents through remuneration. The employer seeks to minimize agency costs while employees expect high rewards for their work, with wages being tied to performance (Yinka, 2017).

**Deprivation Theory of Poverty:** Townsend's (2017) Relative Deprivation Theory defines poverty in terms of societal standards, emphasizing that poverty is not just a lack of material resources but also a lack of access to social participation. This theory is applied in the context of low-income workers in Calabar, where salary increases are intended to alleviate economic hardship (Haralambos & Holbom, 2018).

**Public Interest Theory:** Peltzman (2019) suggests that public interest theory aims to correct market inefficiencies and inequities through regulation. Uche (2020) adds that such regulations protect the public, offering necessary information for decision-making and guarding against monopolies. In Nigeria, the introduction of the National Minimum Wage is a response to market failure in income redistribution.

## EMPIRICAL REVIEW

In Anambra State, Ileka and Muogbo (2020) conducted a study involving 374 employees from various ministries to assess the impact of minimum wage, wages and salaries, cash bonuses, fringe benefits, and the monetization of fringe benefits on employee performance. The findings revealed that wages and salaries, cash bonuses, fringe benefits, and the monetization of fringe benefits all had a significant positive effect on employee performance in the selected government ministries. However, the minimum wage was found to have a significant negative effect on employee performance.

Obadara (2014) conducted a survey in the South West geopolitical zone, sampling 1,000 participants from Lagos, Ogun, Oyo, Osun, Ondo, and Ekiti States. The study aimed to explore the relationship between teacher performance incentives and various aspects of teacher performance, including teacher effort, behavior in the classroom, attendance, teaching methods, retention, and student learning outcomes, which are critical to the success of the school system. Using multiple correlation statistical tools, the study found that performance incentives effectively aligned the interests of teachers with those of the school system. Importantly, these incentives did not lead to behavior distortions, such as manipulating test scores or focusing primarily on teaching to the test.

## METHODOLOGY

This study adopts a survey research design. The target population for this research consists of 50 staff members from Morning Star Schools, Ado-Ekiti, Ekiti State. A sample of 45 respondents was randomly selected to represent the study's sample size. The data used in this study were collected from primary sources. The research will utilize the questionnaire method, allowing for the gathering of firsthand information directly from the participants. To analyze the data, both descriptive and inferential statistical techniques will be employed. Descriptive statistics will be used to summarize and present the respondents' views using simple percentages, providing a clear impression of the responses. Inferential statistics will be applied to make conclusions and inferences about the population based on the sample data, helping to draw meaningful insights from the collected information. This methodology ensures that the research is based on accurate, firsthand data and provides a comprehensive analysis of the study's objectives.

## DATA ANALYSIS

The extracted data covering the questionnaire obtained from the staffs of Morning Star Schools, Ado-Ekiti, Ekiti State.

**Table 1: Questionnaires Distributed**

	Frequency	Percentage (100%)
Number of questionnaire retrieved	45	90
Number of questionnaire not retrieved	5	10
Total	50	100

Source: Field Survey, 2025

In the above table, the researcher was able to retrieve 45 out of 50 questionnaires that were distributed

**Table 2: Demographic Profile of Respondents (N = 45)**

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	20	44.4%
	Female	25	55.6%
Age	20–29 years	10	22.2%
	30–39 years	22	48.9%
	40+ years	13	28.9%
Educational Qualification	NCE/Diploma	12	26.7%
	Bachelor's Degree	23	51.1%
	Master's and above	10	22.2%
Years of Experience	1–5 years	17	37.8%
	6–10 years	19	42.2%
	11+ years	9	20.0%

Source: Field Survey, 2025

Table 2 shows the demographic profile of Respondents used in this study with their frequency and percentage.

## Inferential Statistics (Regression Analysis)

### Hypothesis 1:

*H<sub>0</sub>: Minimum wage has no significant effect on work effectiveness among employees in Morning Star Schools, Ado-Ekiti.*

Model Summary	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
Work Effectiveness	0.512	0.262	0.245	0.711

ANOVA	df	F	Sig. (p)
Regression	1	15.65	<b>0.000</b>
Residual	43		
Total	44		

**Interpretation:** Since  $p = 0.000 < 0.05$ , reject H<sub>0</sub>. Minimum wage **significantly affects** work effectiveness.

**Hypothesis 2:** *H<sub>0</sub>: Minimum wage has no significant effect on employee satisfaction in Morning Star Schools, Ado-Ekiti.*

Model Summary	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
Employee Satisfaction	0.478	0.228	0.210	0.689

ANOVA	df	F	Sig. (p)
Regression	1	13.12	<b>0.001</b>
Residual	43		
Total	44		

**Interpretation:** Since  $p = 0.001 < 0.05$ , reject H<sub>0</sub>. Minimum wage significantly affects employee satisfaction.

**Hypothesis 3:** *H<sub>0</sub>: Minimum wage has no significant effect on employee creativity in Morning Star Schools, Ado-Ekiti.*

Model Summary	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
Employee Creativity	0.451	0.203	0.183	0.732

ANOVA	df	F	Sig. (p)
Regression	1	10.98	<b>0.002</b>
Residual	43		
Total	44		

**Interpretation:** Since  $p = 0.002 < 0.05$ , reject H<sub>0</sub>. Minimum wage significantly affects employee creativity.

## CONCLUSION

The study concludes that there is positive and significant effect of minimum wage on employees' turnover in Morning Star Schools, Ado-Ekiti, Ekiti State. However, employees work effectiveness, team work and creativity are being determined by increase in wages, salaries and other motivational tools.



## RECOMMENDATIONS

Based on the above finding and conclusion, the researcher recommends that;

1. Management should consider motivating their employee through an increase in the amount of wages and salary to cope with the current economic condition of a nation. This will enable an employees an adequate freedom to make effective decision on their job.
2. There is need for management create harmonious and enable work environment that would boost collective responsibility and effective teamwork between senior and junior staff where the knowledge and ideas can be taped and shared freely at least or no cost.
3. In order to enhance team performance and creativity, the management should encourage employee through increment of salary to enable them develop new creative ideas in the institution. Employee should always be allowed to offer and submit the suggestion and creative ideas in the institution.

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