

LABOUR CONFLICT AN ALBATROSS TO THE PERFORMANCE OF EBONYI STATE UNIVERSITY: A PROLEGOMENA

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ABSTRACT

The study is a prolegomenon to labour conflict on the performance of Ebonyi State University Abakaliki. Over the years, the performance of Nigerian universities especially Ebonyi State University has been on the decline, this could be linked to incessant conflicts between the Academic Staff Union of Universities (ASUU) and Government. The study adopted sample survey research methodology as it is useful in describing the characteristics of a large population. The study used tables, mean and regression as analytical method for the presentation of data. The study revealed that upward review of wages and salaries have significant effect on quality of teaching in Ebonyi State University, Collective bargaining significantly affect stable academic activities in Ebonyi State University. Based on the findings of the stud, we conclude that collective bargaining enhances industrial harmony in terms of stable academic calendar, staff productivity and effective communication in university education programmes as well promotes quality of teaching, students' academic performance and stabilizing academic activities.

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1. INTRODUCTION

Over the years, the performance of academic staff in Nigerian universities has been on the decline. The assumed poor performance of academic staff have been attributed to a number of factors, which include lack of capacity building such as training, promotion, job recognition, incentives and job security among others, which manifest itself in-poor performance, pre-mature departure from the system and lack of job commitment. Awamleh (2013) noted that these ills emanate from various labour conflicts. Some academic staff had sought for greener pastures in other sectors such as oil companies, banking, and production industries, even abroad where salaries, fringe benefits and general conditions are far better. Lacks of training, promotion, incentives, recognition, job security among others appear to be some of the crucial factors responsible for frustration and eventual decline in the delivery of service of Nigerian universities academic staff (Audu, 2018). The implication of all these is that, the lack of empowerment of academic staff could lead to so many other problems within the university system ranging from high rate of academic staff indiscipline, low academic staff morale, incessant strike actions and invariably poor academic staff service delivery, to mention but a few. As such, labour conflicts in universities need to be addressed to ensure academic staff development and empowerment for better service delivery, hence the reason for carrying out this study.

1.1 Objectives of the Study

1. Determine the effect labour conflict on upward review of wages and salaries on quality of teaching in Ebonyi State University.
2. Ascertain how collective bargaining affect stable academic activities in Ebonyi State University.
3. Examine the extent to which right disputes from labour conflict affect the academic performance of students in Ebonyi State University.

1.2 Hypotheses

1. about conflict on upward review of wages and salaries have significant effect on quality of teaching in Ebonyi State University.

2. Collective bargaining significantly affects stable academic activities in Ebonyi State University.
3. Disputes from labour conflict have significant effect on the academic performance of students in Ebonyi State University.

2. LITERATURE REVIEW

2.1 Labour Conflict

The human society is full of conflicts. Conflicts arise as a result of disagreement between two antagonizing parties/classes. With reference to the labour society, labour conflict is the inability of parties to an employment relation (employers and employees represented by their unions or groups) to reach agreement on any issue connected with the object of employer-employee interactions (Kehinde, Ijimakinwa, Adesanya & Ojo, 2018). Labour conflicts could also be seen as a breakdown of cordial relationship between labour and management. Labour conflict is thus, the result of an unpalatable, imbalanced and antagonistic relationship and interaction between and among parties involved in labour relations (Olayemi, 2019). The import of this is that labour conflict is an expression of not-so-good and hostile relationship between and among (inter and intra) labour relations parties. That is, either between labour and management or between labour and labour. With regards to the latter, for instance, in 1986 a faction of the ASUU, in a bid to demonstrate its claim to leadership of the union, organized a damaging strike of its lecturers. This strike paralyzed academic activities nationwide; yet it had little or nothing to do with labour management relationship (Shimawua,2020). Many discussions on labour conflicts refer to strikes. Strikes are the most overt form of labour conflicts. Thus, Akinde (2019) defines strike as a temporary cessation of work efforts by employees in the pursuance of a grievance or demand. Strikes have become a significant approach toward expressing workplace grievances. Akume and Abdullahi (2013) remarked that strike is all about grievances, actual or imagined, arising from labour life. Uzor and Emma (2020) however, added that in an unashamedly capitalist society like Nigeria, where there is ostentatious display of wealth by the rich, where majority of the workers eke a living out of their wages while their employers live in absolute affluence with the widest ostentation, it is submitted that workers' grievances can hardly be described as imagined'. In a society such as Nigeria, where the rich get richer and the poor get poorer, where the capitalists unimaginably exploit the proletariat, strike becomes an asset. Obviously, strike becomes the only weapon to be employed by workers to compel a recalcitrant employer (especially the government as an employer, as in Nigeria) to recognize and bargain with trade unions, to comply with the terms and conditions of an employment relationship (Wokoma, 2011).

2.2 Collective Bargaining

Collective bargaining is the process of negotiating the terms of employment between an employer and a group of workers (Audu, 2018). The terms of employment are likely to include items such as conditions of employment, working conditions and other workplace rules, as well as base pay, overtime pay, work hours, shift length, work holidays, sick leave, vacation time, retirement benefits, and health care benefits. Virgy (2018) is of the view that collective bargaining is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers. The interests of the employees are commonly presented by representatives of a trade union to which the employees belong. The collective agreements reached by these negotiations usually set out wage scales, working hours, training, health and safety, overtime, grievance mechanisms, and rights to participate in workplace or company affairs (Yann,2012).

The union may negotiate with a single employer (who is typically representing a company's shareholders) or may negotiate with a group of businesses, depending on the country, to reach an industry-wide agreement. A collective agreement functions as a labour contract between an employer and one or more unions (Sunday, 2019). Collective bargaining consists of the process of negotiation between representatives of a union and employers (generally represented by management, or by an employers' organization) in respect of the terms and conditions of employment of employees, such as wages, hours of work, working conditions, grievance procedures, and about the rights and responsibilities of trade unions. Upev and Idachaba (2015) are of the view that industrial disputes between the employee and employer can also be settled by discussion and negotiation between these two parties in order to arrive at a decision. This is also commonly known as collective bargaining as both the parties eventually agree to follow a decision that they arrive at after a lot of negotiation and discussion. Collective bargaining is concerned with the relations between unions reporting employees and employers (or their representatives) as it involves the process of union organization of employees, negotiations administration and interpretation of collective agreements concerning wages, hours of work and other conditions of employees arguing in concerted economic actions dispute settlement procedures (Elumah& Shobayo, 2016).

On the other hand, Olorunsola (2011) noted that collective bargaining is a process in which the representatives of a labor organization and the representatives of business organization meet and attempt to negotiate a contract or agreement, which specifies the nature of employee-employer union relationship as it is a mode of fixing the terms of employment by means of bargaining between organized body of employees and an employer or association of employees acting usually through authorized agents.

2.3 Labour Unionism

In Nigeria, labour unions have become important agent of socio-economic transformation and class struggle (Akinwumi, 2019). This role began from the period of the colonial struggle and continued till the post-independence era. In the latter period, labour unions play an important role in the struggle against dictatorial military rule and the restoration of civil rule in the country. More importantly, during the civilian era, labour unions were in the forefront in the struggle against unpopular government policies such as deregulation of the oil sector, retrenchment of workers and refusal to honour agreement on wage increase. The introduction and rise of labour unions has had dramatic effects on organizations' relationships with employees. While some say labour unions have many positive effects on work-life and employment, others maintain there are also distinctly negative effects caused by union activities (Adeoji, 2002). Workers who join labour unions expect an improvement in their utility, typically manifested in the form of higher wages and benefits. Indeed, there is substantial literature that suggests that, other things being equal, unionized workers do receive higher rates of compensations than their nonunion counterparts (Abiodun-Oyebanji, 2014). At the same time, however, it is possible that unions have longer-term detrimental effects on the economy as a whole and, arguably, therefore, unionized workers.

Labour unions may promote practices that reduce hours worked or productivity growth (from union rules, reduced capital formation, barriers to resolve mobility, etc). A number of studies observe a negative relationship between the incidence of union membership and economic performance (Abdullahi, 2017). On the other hand, proponents of the concept of efficiency wages and others might argue that the positive effect of unionization on worker morale might raise productivity and possibly economic growth. All over the world, trade unions had always represented the vanguard of the working-class interests against capitalist exploitations. In the contemporary times however, especially in the developing countries, trade unions have come to assume roles that transcend the traditional role of protection of workers' welfare and class liberation (Jolayemi and Fatomilola, 2020). For over a century and a half, trade unions have fought for the right to decent pay and conditions for men and women at their place of work and for improved social welfare through, for example, health care, education and social security. In Nigeria, trade unions fought against colonial rule and exploitation of the Nigerian State during the colonial period. The activities of trade unions, under the umbrella of the Nigeria Labour Congress (NLC) during the military dictatorship of the late 1980s and the 1990s hastened the return to democratic rule in the country. Thus, trade unions are one of the most important social movements underpinning democracy (Henry, 2009).

Elumah and Shobayo (2016) are of the view that labour unions in Nigeria improve the bargaining strength of the workers vis a vis the employer. This is achievable through regular consultation with the employer and management on issues relating to the terms of employment and general working condition of the workers. Secondly, labour unions protect workers from humiliating job especially with regards to the treatment of workers by the management. They achieve this goal through rising to the defense of the workers whenever management policy tends to degrade their condition and they provide collective identity to workers while at the same time representing a forum of collective bargaining for workers. Labour unions also act to influence government on programmes concerning workers (Guerre, 2018). As workers representatives, labour unions have become virile pressure groups in advancing the interests of members both within the workplace and in the larger society.

2.4 Reasons and Causes of Labour Conflicts and Strikes in Nigeria

Tensions created by incessant strikes in the country have become alarming. This would prompt a discerning mind to enquire for an understanding as to the reasons and causes of labour conflicts. Though there may be ready answers to this, the following are some of the identified reasons why workers and their unions answer Marx's clarion call of 'revolting against capital' (Olayemi, 2019).

2.4.1 Refusal of Union Recognition

Workers often resort to strike so that the employer would recognize them as a union and thus, make them parties in collective bargaining. Currently, a breakaway faction of the Association of Senior Staff of Banks, Insurance and Financial Institutions (ASSBIFFI) in Union Bank, known as Union Bank Association of Senior Staff (UBASS) is involved in a trade dispute so as to force the management of Union Bank to accord them recognition as a collective bargaining party (the Guardian, February 21, 2011).

2.4.2 Bringing the Plight of Workers to Bear

This is perhaps, the most singular reason why labour embarks on strike actions. Unconducive working environment, inadequate pay packages, poor welfare services, etc. are some plights of the workers that spur them to strike. For example, in 2010, medical doctors in Edo State embarked on strike to protest the level of insecurity in the state which had led to the kidnapping and killing of its members. Also in 2010, the NLC and ASUU directed its members to down tools (as a warning) to press home their demand for an enhanced living wage (Kehinde, Ijimakinwa, Adesanya & Ojo, 2018).

2.4.3 Failure of Collective Bargaining

This is another major reason for labour conflicts and strikes. Akume and Abdullahi (2013) aver that the main justification for labour action is the failure of collective bargaining. When workers and employers engage in collective

bargaining, there is no guarantee that it will be successful. Even when successful, there is no guarantee that it will be honoured. Consequently, unsuccessful bargaining and failure to adhere to agreed terms naturally lead to labour conflicts and dislocation of labour harmony and peace. For example, in 2007 there was labour imbroglio between ASUU and South-East governments which stemmed from the inability of the state governments in the South-East to honour and implement the FG-ASUU 2007 agreement (Olayemi, 2019).

2.4.4 Unpopular and Harsh Public Policies

Unfriendly and harsh policies by governments and employers are veritable factors that have caused many severe labour conflicts. Most public policies made by government have met stiff opposition by the labour. Workers and their unions usually resort to strikes to express their displeasures on such perceived anti-labour policies, decisions and/or legislations. In Nigeria, a number of public policies have stirred series of strike actions. Notably, among such policies, was the incessant fuel price hike that was the mainstay during President Olusegun Obasanjo's civilian administration (1999 to 2007) (Akinde, 2019). During this time, Nigeria witnessed frequent and regular series of strike actions called by the central labour organization, NLC, led by Adams Oshiomohle. These actions were as a result of labour's disapproval and total rejection of such fuel price hikes. Elsewhere, France, in 2010, witnessed a damaging strike action and protest against government's decision to review upward the retirement age of workers (Shimawua, 2020).

3. REVIEW OF EMPIRICAL LITERATURE

Adeoji (2002) carried out a study on strategies for conflict resolution in Nigerian universities: 1999 and 2000 University of Ilorin crises. Descriptive survey design was used for the study. The population of the study was 300 heads of units and senior administrative staff. The sample for the study consisted of 100 respondents selected through simple random sampling technique. The instrument used for data collection was the 'strategies for conflict resolution questionnaire'. Simple percentage, average and chi-square distributions were employed in the analysis. The results of the study showed that the reasons for conflict between ASUU and the administrators, among others, are non-payment of salaries, irregular promotion, inadequate office accommodation, inadequate funding, improper recruitment procedure, union check-off Due and municipal services deterioration. The results showed that the procedures for resolving industrial conflicts in University of Ilorin are: grievance procedure, negotiation, collective bargaining and confrontation.

Bankole (2010) carried out a study on the nature of conflicts between academic and non-academic staff of tertiary institutions in Bornu State. The study was guided by three research questions and it adopted a descriptive survey research design. The population of the study consisted of 10,108 academic and non-academic staff of the four tertiary institutions in Bornu State. Using a multistage sampling technique, 50% of the population was selected as sample for the study which gave a total sample of 5,054 respondents. The instrument for data collection was a researcher-developed questionnaire that was validated by two experts and tested for reliability using Cronbach's Alpha method of reliability estimate. Data for the study were collected by the researcher and six research assistants, while mean and standard deviation were used to answer the research questions that guided the study. The findings of the study showed, among others, that the nature of conflicts between academic and non-academic staff of tertiary institutions include: inter-personal conflicts, intra-personal conflicts, intradepartmental conflicts, situational conflicts, and industrial and labour conflicts.

Wokoma (2011) carried out a study on the effects of industrial conflicts and strikes in Nigeria. Sample survey was used as the methodology of this study while regression analysis was adopted as the analytical techniques. It was therefore discovered that industrial conflicts, strikes and work stoppages affect tremendously the economic development of Nigeria through low national productivity, it also has serious sociological consequences such as the dislocation and severance of the socialization function of work.

Melford (2011) conducted an investigation into the dimensions of conflicts between academic and non-academic staff of universities. The study which was guided by three research questions and three corresponding null hypotheses adopted a descriptive survey design. The population of the study was 4,117 respondents, comprising 650 academic staff and 3,467 non-academic staff. Simple random sampling technique was used to select a sample of 600 subjects for the study. A researcher-developed questionnaire was the instrument for data collection and it was subjected to validity and reliability tests. Its reliability was ascertained using Cronbach's Alpha method and the researcher and four research assistants administered the questionnaire to the target respondents. Mean and standard deviation were used to answer the research questions while t-test statistic was used to test the null hypotheses at 0.05 level of significance. The findings of the study showed that the dimensions of conflicts between academic and non-academic staff of universities are intra-personal conflicts, inter-personal conflicts, intra-unit/section/departamental conflicts, personalized conflicts, overt and covert conflicts, and community related conflicts, among others.

Akume and Abdullahi (2013) investigated challenges and prospects of effective industrial conflict resolution in Nigeria. Sample survey was adopted as the methodology while chi square was used as analytical technique of the study. It was observed that significant among the reasons that have vexed the situation is the unprecedented jumbo salaries and allowances being paid to political offices holders. The other factor is related to government persistent character of renegeing from implementing signed agreement with its labour union.

Kehinde, Ijimakinwa, Adesanya and Ojo (2018) studied conflict management in tertiary institutions: A study of selected universities in south-western Nigeria. The study used primary and secondary sources, such as structured questionnaires, interviews and published journals, textbooks, newspapers, magazines and Internet. The sample size consisted of 500 respondents (280 from LASU and 220 from AAUA, respectively). Percentage method and Chi-square non-parametric technique were used to analyse the data. The study findings revealed that conflict management has engendered stakeholder participation in decision-making and conflict resolution in the selected universities. Also, the performance of the conflict management board in LASU and AAUA has recorded significant progress in terms of managing crisis and peace building.

Akinde (2019) carried out a study on labour relations and human capital development crisis: Implications for academic calendars and annual leave in Nigerian universities. Data, randomly collected from 137 lecturers from 37 universities across the six geopolitical zones in the country, were analyzed. Analyses showed that unresolved face-offs between the Federal Government of Nigeria and Academic Staff of Union of Universities (FGN-ASUU), constitute a single major factor responsible for disruption in academic calendars, while this often results in dragged academic sessions and partly responsible for cases of staff's inability to access academic staff annual leave among others. While a paltry 21.9% of the respondents had regular experience, the majority had none or had irregular experience of annual leave after putting in at least 10 years of active service. For some respondents (34.3%), deferment of annual leave was not recognized in their institutions; while 68.6% reported failing health among various perceived effects of unutilized annual leave.

Olayemi (2019) investigated the influence of academic staff empowerment on service delivery in Nigerian Universities. The study adopted the descriptive survey research design and the population comprised all the academic staff of both the University of Ibadan and Lagos State University; Nigeria, while simple random sampling technique was adopted to select 150 academic staff from each of the sampled universities respectively, this made a total of 300 academic staff. The research instrument used for the study was a questionnaire with a reliability value of 0.82. Multiple regression and Independent T-test were used to test hypotheses. The results showed that training, promotion, incentive, job recognition and job security jointly contributed to service delivery in Nigerian universities. However, Job recognition is a more potent predictor. The results further indicated that there was a significant difference between academic staff empowerment in federal and state universities. The results equally revealed a significant difference between service delivery in federal and state universities.

Uzor and Emma (2020) carried out a study on labour conflict management and performance of federal universities in south east, Nigeria. Descriptive survey design was adopted with a population of 11025 staff of the institutions under study, from where a sample size of 386 was obtained using Taro Yamane formula. The data was obtained from primary sources through the administration of structured questionnaire. The data collected were analyzed using simple percentage, Pearson Product Moment Correlation, Z-test and One-way Analysis of Variance (ANOVA) with the aid of Statistical Package for Social Science (SPSS, version 23). The findings from the study revealed among others, that there is a significant relationship between constant upward review of wages and quality of teaching in federal universities in South East, Nigeria.

Shimawua (2020) investigated the impact of industrial unions strike on the performance of public universities in Nigeria. Sample survey was adopted for this study while Z-test was used as analytical techniques. The study revealed that the problem of industrial relations in the Nigerian University system were found to be lack of education of some labour leaders, the rigid structure of relationships, lack of flow of communication, management and government meddling with union affairs, frequent trade disputes, under funding and inadequate teaching facilities. Political factors were also discovered as some of the causes of industrial disputes within the university system. These affect student academic performance and generally loss of productivity in economic sector of Nigeria.

Omodu (2021) investigated the challenges of collective bargaining in Nigeria: Lesson from South Africa. Sample survey was adopted for this study while it was revealed that collective bargaining is central to any industrial relations system since it is a tool through which regulated flexibility is achieved. It was equally established to help in the promotion of cooperation and mutual understanding between workers and management by providing a framework for dealing with industrial relations issues without resort to strike and lockouts.

Onah, Igwebuikwe and Ojonemi (2016) investigated Nigeria Labour Congress (NLC) and Strike Action in Labour Conflict Management in Nigeria. Data for this study was sourced from interview and documented researches. Qualitative and descriptive methods of analysis were employed in analyzing the data generated. The study discovered that the government has always employed strategies to avert strike actions but accused the NLC of not being reasonable enough in making demands.

Abdullahi (2017) investigated labour conflict and management in Nigeria. The study utilized secondary data to arrive at conclusion that conflict management mechanisms has largely been ineffective in the country and the statutory provided mechanism has been found to be misused in most occasions which is the major reason for the incessant strikes in the country. The study therefore recommended that government and organisations should ensure that managers and

administrators are skilled in conflict management and organisations and unions be compelled to abide by the statutory provided mechanism for conflict management in the country.

Ndulue and Ekechukwu (2016) investigated the impact of conflict management on employees' performance: A study of Nigerian Breweries Plc, Iganmu, Lagos State, Nigeria. The survey research design was used in the study. Data was collected from primary source with the use of questionnaire. The duration of study was between 2005 to 2014, ordinary Least Square was adopted and findings revealed that there is a significant relationship between conflict management and employees' performance in Nigerian Breweries Plc. The study recommended that the management of Nigerian Breweries Plc should improve in the area of conflict management approaches (bargaining, compromise and forcing) since it improves employees' performance.

Obasan (2011) assessed the impact of conflict management on employees' performance in the banking sector, using first bank plc Lagos branch as a case study and using a student t distribution to test the significance of response. Purposive sampling technique was used select the bank of choice and a self-design questionnaire was administered to 50 respondents cutting across all cadres of staff of First Bank of Nigeria Plc (Lagos Branch). The study revealed that the main sources of conflict in the organization relate to perception and value problems and also that high employees' morale leads to improved employees' performance if conflict is managed effectively. That is, there is a significant relationship between conflict management and employees' performance.

Mba (2013) investigated conflict management and employees' performance in Julius Berger Nigeria Plc, Bonny Island. A descriptive research design was used in executing the study using 50 purposively selected sample respondents consisting of 25 managerial employees and 25 non-managerial employees of Julius Berger Nigeria Plc, Bonny Island. The core aspect of the study is the use of cross-sectional survey research design in generating the required primary data. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between conflict management strategies and employees' performance and no differences exist between managerial and non-managerial employees' perception of the effectiveness of conflict management strategies.

Henry (2009) examined conflict management and its effects on employees' performance using convenience sample of one hundred and thirty managers (130) selected from government departments, parastatals and private companies. The analysis of data was made by using quantitative approach. The data was analyzed using descriptive method, one hundred and thirty (130) questionnaires were distributed to managers in government departments, parastatals and private companies in Gaborone. Only 85 questionnaires were returned by the respondents which accounts to 65.4%. The remaining was not returned or was misplaced by the respondents and accounted to 34.67%. The tabular method was used to analyze the data. The findings indicated that the major cause of organizational conflict is limited resources and that there is no significant relationship between conflict management and employees' performance.

Jolayemi and Fatomilola (2020) studied causal relationship between industrial action and economic growth in Nigeria. Annual time series data such as man-day-lost, Gross Domestic Product, Consumer Price Index, Labour Force Participation and Gross Capital Formation were source from Central Bank of Nigeria Statistical Bulletin, National Bureau of Statistics Annual Reports and World Bank Development Indicators. Data were analysed using co-integration and Vector Error Correction Model Granger causality techniques. Results revealed that there exists long-run relationship between industrial action and economic growth in Nigeria. The causality test revealed unidirectional causality running from economic growth to industrial action, while it found no empirical support for the reverse causation. This implied that whenever economy is growing, citizen may agitate for higher wage increment and thereby leads to higher industrial action in the country. The study concluded that, there exist long-run causal relationship between industrial action and economic growth in Nigeria. None of the authors' whose works were reviewed in this study disintegrated labour conflict into its various components as variables to capture how its entirety affect service delivery in Nigerian universities. This present study on the effect of labour conflict on service delivery of academic staff of Ebonyi State University was decomposed into upward review of wages and salaries, collective bargaining and right disputes to ascertain how they affect various variables of service delivery such as quality of teaching, stable academic activities and academic performance of students.

4. METHODOLOGY

The researcher adopted survey research a variation of descriptive research, which is we believe is most appropriate to guide the study. Data were collected through questionnaire, face to face interview, and focus group discussion guide. Also secondary date were collected through journals, text books, and online sources. Data collected were processed and analysed. Ordinal Linear-by-Linear Association model (Log-Linear Regression Model) were used to test hypotheses. All analyses were done through the application of Statistical Package for Social Sciences (SPSS version 21).

5. DATA ANALYSIS AND RESULTS

5.1 Response rate

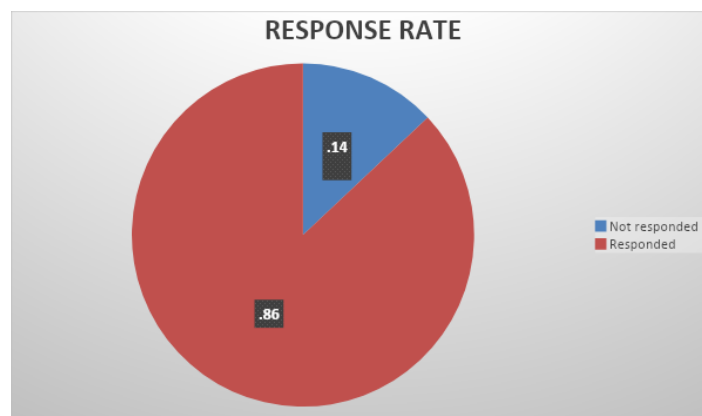


Fig. 1. Response Rate

The total copies of questionnaire distributed were 292 but the study received a total of 251 duly completed copies of the questionnaire which constituted a response rate of 86 percent. De Vaus, (2013) informs that a response rate of 80 per cent and above is considered adequate. This implies that response rate for the study was adequate to enable the researcher to perform the analyses. Therefore, there were a total 251 respondents from the returned and completely filled copies of questionnaire.

5.2 Findings

The respondents were asked to provide general information as regard to Gender and marital status. The analysis of this information is presented in this section

5.2.1 Gender of Respondents

The study sought to identify the gender of the respondents that took part in the research

Table 1. Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Male	145	57.77	57.77	57.77
Female	106	42.23	42.23	100.0
Total	251	100.0	100.0	
Missing				
System	0	0.0		
Total	251	100.0		

Source: Author's Computation, 2021.

Table 1 showed that there are 145 male respondents representing 57.77% while there are 106 female respondents representing 42.23%. The significance of this is that gender parity was achieved during the study.

Table 2. Marital Status

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Married	159	63.35	63.35	63.35
Single	92	36.65	36.65	100.0
Total	251	100.0	100.0	
Missing				
System	0	0.0		
Total	251	100.0		

Source: Author's Computation, 2021.

It was revealed in table 2 that 159 respondents representing 63.35 percent of the respondents are married while 92 respondents representing 36.65 percent are single.

Table 3. What is the effect of labour conflict on upward review of wages and salaries on quality of teaching in Ebonyi State University?

Options	SA	A	D	SD	N	Total	Mean score	Decision
1 Co-ordination in wage bargaining helps take into account the macroeconomic effects of wage agreements by ensuring that these agreements do not undermine external	111	120	17	3	251	841	3.35	Agreed

	competitiveness and are set in line with the business-cycle situation								
2	The strongest form of wage co-ordination as a result of labour conflict establishes a wage norm that defines the maximum for the collectively-agreed wage increase in every sector	135	107	5	4	251	875	3.49	Agreed
3	Labour conflicts incite trade unions to engage in sectoral initiatives that aim to enhance labour market adaptability by facilitating job transitions and providing workers with the skills needed in a changing world of work	105	135	8	3	251	844	3.36	Agreed
4	Resolution of workplace issues by being a voice for employees and acting as a bargaining representative during bargaining negotiations	77	111	31	32	251	735	2.93	Disagreed
	Cluster Mean							3.28	Agreed

Source: Researcher's Computation, 2021

Table 4 shows that the respondents agreed that items in number 1, 2 and 3 are the options that certify the effect of labour conflict on upward review of wages and salaries on quality of teaching in Ebonyi State University because their respective mean was greater than 2.5 which is the cutoff point. The cluster mean was 3.28 showing agreed.

Table 5. How does collective bargaining affect stable academic activities in Ebonyi State University?

Options	SA	A	D	SD	N	Total	Mean score	Decision
1 To foster and maintain cordial and harmonious relations between the institution's management and the lecturers.	140	92	10	9	251	865	3.44	Agreed
2 To protect the interests of both the university and the academic and non-academic staff.	139	93	13	6	251	867	3.45	Agreed
3 To keep the outside, i.e., the government interventions at bay.	135	84	20	12	251	844	3.36	Agreed
4 To promote industrial democracy	45	31	100	74	251	547	2.18	Disagreed
Cluster Mean							3.11	Agreed

Source: Researcher's Computation, 2021

Table 5 shows that the respondents agreed that items in number 1, 2 and 3 are the effects of collective bargaining on stable academic activities in Ebonyi State University because their respective mean was greater than 2.5 which is the cutoff point but they disagreed with item 4. The cluster mean was 3.11 showing agreed.

Table 6. To what extent do right disputes from labour conflict affect the academic performance of students in Ebonyi State University?

Options	A	SD	UN	A	SD	Total	Mean score	Decision
1 To foster a pleasant and cordial relationship between the government and universities and in so doing improve the academic standard in Nigerian universities	125	99	10	27	251	844	3.36	Agreed
2 To equally safeguard the interests of both the government and universities	88	65	40	58	251	685	2.73	Disagreed
3 To ensure that the government intervention is maintained at a minimum level.	128	81	26	16	251	823	3.28	Agreed
4 To encourage maintenance of democratic environment in Nigerian universities.	132	89	10	20	251	835	3.33	Agreed
Cluster Mean							3.18	Agreed

Source: Researcher's Computation, 2021

Table 6 shows that the respondents agreed that items in number 1, 3 and 4 are the roles of right disputes from labour conflict on the academic performance of students in Ebonyi State University because their respective mean was greater than 2.5 which is the cutoff point but they disagreed with item 2. The cluster mean was 3.18 showing agreed.

Table 7. How does labour unionism affect the productivity of staff of Ebonyi State University?

Options	A	SA	U	D	SA	Total	Mean score	Decision
1 Labor unions give workers the power to negotiate for more favorable working conditions and other benefits through collective bargaining	115	100	15	21	251	811	3.23	Agreed
2 Increasing Co-operation and Well-being among Workers	81	72	39	59	251	677	2.70	Disagreed
3 Establishing Contacts between the Workers and the Employers	132	96	18	5	251	857	3.41	Agreed
4 Safeguarding the Interests of the Workers	127	92	13	19	251	829	3.30	Agreed
Cluster Mean							3.16	Agreed

Source: Researcher's Computation, 2021

Table 7 shows that the respondents agreed that items in number 1, 3 and 4 are the ways in which labour unionism affect the productivity of staff of Ebonyi State University because their respective mean was greater than 2.5 which is the cutoff point but they disagreed with item 2. The cluster mean was 3.18 showing agreed.

Test of Hypotheses

The Researcher conducted a multiple regression analysis to determine the relationship between the independent and the dependent variables.

Decision Rule:

Reject the null hypothesis when the Sig. value is less than 0.05, otherwise accept the null hypothesis.

Hypothesis One

H₀₁ : Labour conflict on upward review of wages and salaries do not have significant effect on quality of teaching in Ebonyi State University.

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.115 ^a	.730	-.151	.55528

a. Predictors: (Constant), Labour conflict on upward review of wages and salaries do not have significant effect on quality of teaching in Ebonyi State University.

Table 9. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.025	1	.025	3.081	.005 ^b
	Residual	1.850	6	.308		
	Total	1.875	7			

a. Dependent Variable: quality of teaching

b: (Constant), Labour conflict on upward review of wages and salaries do not have significant effect on quality of teaching in Ebonyi State University.

Table 8 above showed that the R² is 73%. The R² is used to explain the goodness of fit. Therefore, since it is about 73%, it implies that about 73% change in the dependent variable is explained by the independent variables and the higher the R² the better fit the independent variables. Table 9 showed that the F – statistics is 3.081 while the Sig. value is 0.005. This shows that the model is significant and has a high goodness of fit.

Table 10. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.750	.481		3.639	.011
	Labour conflict on upward review of wages and salaries do not have significant effect on quality of teaching in Ebonyi State University.	-.050	.176	-.115	-.285	.785

a. Dependent Variable: quality of teaching

Decision: Given the decision criteria to reject H_0 if the probability value is less than 0.05, table 10 shows that the probability value is 0.011. We reject the null hypothesis (H_0) and conclude that labour conflict on upward review of wages and salaries have significant effect on quality of teaching in Ebonyi State University.

Hypothesis Two: H_{02} : Collective bargaining does not significantly affect stable academic activities in Ebonyi State University.

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 ^a	.874	.036	.50819

a. Predictors: (Constant), Collective bargaining does not significantly affect stable academic activities in Ebonyi State University.

Table 12. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.325	1	.325	4.260	.015 ^b
	Residual	1.550	6	.258		
	Total	1.875	7			

a. Dependent Variable: stable academic activities

b. Predictors: (Constant), Collective bargaining does not significantly affect stable academic activities in Ebonyi State University.

Table 11 above showed that the R^2 is 87%. The R^2 is used to explain the goodness of fit. Therefore, since it is about 87%, it implies that about 87% change in the dependent variable is explained by the independent variables and the higher the R^2 the better fit the independent variables. Table 12 showed that the F – statistics is 3.081 while the Sig. value is 0.015. This shows that the model is significant and has a high goodness of fit.

Table 13. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.027	.401		5.059	.002
	Collective bargaining does not significantly affect stable academic activities in Ebonyi State University.	-.153	.136	-.417	-1.123	.305

a. Dependent Variable: Stable academic activities

Decision: Given the decision criteria to reject H_0 if the probability value is less than 0.05, table 12 shows that the probability value is 0.002. We reject the null hypothesis (H_0) and conclude that collective bargaining significantly affect stable academic activities in Ebonyi State University.

Hypothesis Three: H_{02} : Right disputes from labour conflict does not have significant effect on the academic performance of students in Ebonyi State University.

Table 14. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592 ^a	.735	.018	.30904

a. Predictors: (Constant), Right disputes from labour conflict does not have significant effect on the academic performance of students in Ebonyi State University.

Table 15. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.304	1	.298	3.926	.003 ^b
	Residual	1.302	6	.173		
	Total	1.416	7			

a. Dependent Variable: academic performance

Right disputes from labour conflict does not have significant effect on the academic performance of students in Ebonyi State University

Table 14 above showed that the R^2 is 74%. The R^2 is used to explain the goodness of fit. Therefore, since it is about 74%, it implies that about 74% change in the dependent variable is explained by the independent variables and the higher the R^2 the better fit the independent variables. Table 15 showed that the F – statistics is 3.926 while the Sig. value is 0.003. This shows that the model is significant and has a high goodness of fit.

Table 16. Coefficients^a

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.081	.371		4.281	.019
	Right disputes from labour conflict do not have significant effect on the academic performance of students in Ebonyi State University.	-.192	.109	-.381	-1.219	.283

a. Dependent Variable: academic performance

Decision: Given the decision criteria to reject H_0 if the probability value is less than 0.05, table 12 shows that the probability value is 0.019. We reject the null hypothesis (H_0) and conclude that right dispute from labour conflict has significant effect on the academic performance of students in Ebonyi State University.

6. FINDINGS AND CONCLUSION

6.1 Summary of Findings

1. Labour conflict on upward review of wages and salaries has significant effect on quality of teaching in Ebonyi State University.
2. Collective bargaining significantly affects stable academic activities in Ebonyi State University.
3. Right dispute from labour conflict has significant effect on the academic performance of students in Ebonyi State University.
4. Labour unionism has significant effect on the productivity of staff of Ebonyi State University.

6.2 Conclusion

Based on the findings of this study it has been concluded that labour negotiation and conflict, collective bargaining enhances industrial harmony in terms of stable academic calendar, staff productivity and effective communication in university education programmes as well as promoting quality of teaching, students' academic performance and stabilizing academic activities.

6.3 Recommendations

The following recommendations are made for this study:

1. The management of labour unions in Nigerian Universities should be detached from the influence of the government and the university principal officers.
2. Labour unions should be allowed to operate as a single entity representing and protecting the interest of their members devoid of unnecessary influence by the university management.
3. All the stakeholders and parties to collective bargaining should comply with the resolution of the bargaining to avert strikes and the government should ensure adequate provision of infrastructures and facilities in various institutions.
4. In order to prevent the credibility challenge that NLC faces during strike actions, there should be a more disciplined and focused leadership dedicated to its traditional vision of protecting the rights of its members and all working class citizens.

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