

Industrial Conflict; Albatross to University Growth: Periscoping Federal Universities in South East Nigeria 2011-2022

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<i>Abstract</i>	<i>Journal of Policy and Development Studies (JPDS)</i>
<p><i>It has been observed that the rate of lock out, forced suspension of academic activities in the Universities in Nigeria is becoming alarming. On this backdrop, this Study examines Industrial Conflict and Growth of Federal Universities in the South East Nigeria. 2011-2022. Three hypotheses were formulated for the Study. The Study was carried out in the five (5) Federal Universities in South-East Nigeria. The Population of the Study was 9,177 while Taro Yamane formula was used to draw 383. However, in the cause of administering and retrieval of the instruments, 350 were retrieved which served as sample for the Study. The major finding revealed that, if Industrial conflict is properly resolved in the University system, it will enhance the growth of universities in Nigeria. It was therefore recommended that efforts should be put in place by all stakeholders to address with a view to bringing a lasting solution to the quagmire. Again, the relationship between ASUU and the federal government should be one devoid of conflict so as to enhance the Performance of the Academic Staff in Federal Universities. Finally, adequate Strategies should be adopted to ameliorate the lingering Conflicts between the Academic Staff Union of Universities and the Federal Government of Nigeria.</i></p>	<p>Vol. 16. Issue 1 (2024) ISSN(p) 1597-9385 ISSN (e) 2814-1091 Home page https://www.ajol.info/index.php/jpds</p> <p>ARTICLE INFO: Keyword: Industrial conflict, University, ASUU, Industrial harmony.</p> <p>Article History</p> <p>Received: 30th April, 2024 Accepted: 15th July, 2024</p> <p>DOI: https://dx.doi.org/10.4314/jpds.v16i1.1</p>

1. Introduction

The effect of industrial Conflict in an organization can be likened to a termite which eats deep into the stump of the big tree that has the tendency to collapse at any given time. Scholars see it as an ill wind which blows no establishment any good (Awan and Nimra, 2015).

The Academic Staff Union of Universities (ASUU) is an umbrella union housing the teaching staff in universities and was established in 1978. At the moment, Professor Victor Emmanuel Osodeke is the body's national president since 30th May, 2021.

The academic staff umbrella union was established in 1978 and it replaced the former Nigerian Association of University Teachers (NAUT) which was set up in 1965 and embraces all academic staff in all Federal and State Universities all over the country.

According to Rhama (2022), the Union was active in struggles against the military regime during the 1980s. Rhama continued that in 1988 the Union organized a national strike to obtain fair wages and university autonomy. As a result, the Academic Staff Union of Universities (ASUU) was proscribed in August, 1988 and all its properties seized. It was allowed to resume in 1990, but after another strike, was again banned on 23rd August, 1992. It was however reported that an agreement was reached on 3rd September, 1992 which met some of the Union's demands including the right of negotiations. Again, the Union (ASUU) organized further strikes in 1994 and 1996 respectively, protesting against the illegal dismissal of staff by the Sani Abacha military regime (Rahma, 2022).

Historical record of ASUU Strike (from 1999 to 2022)

S/N	Year	duration of strike
1	1999	lasted for 5 months
2	2001	lasted for 3 months
3	2002	lasted for 2 months
4	2003	lasted for 6 months
5	2005	lasted for 2 weeks
6	2006	lasted for 3 days
7	2007	lasted for months
8	2008	lasted for 1 week
9	2009	lasted for 4 months
10	2010	lasted for 5 months
11	2011	lasted for 59 days
12	2013	lasted for 5 months
13	2017	lasted for 1 months
14	2018	lasted for 3 months
15	2020	lasted for 9 months
16	2022	lasted for 8 months

(Source: ASUU Website, 2022)

Organizations are made up of different people with different attitudes, beliefs, abilities and personality, therefore, conflict is inevitable. There is no organization that can effectively carry out its day-to-day activities without encountering one form of conflict or the other. Therefore, conflict is the most common, general and widespread phenomenon that is synonymous with group activities and interaction (Obi, Onyekwelu, Onwubiko and Mohammed, 2016).

According to Obi, Onyekwelu, Onwubiko and Mohammed (2016), the best way to evaluate the Performance of staff in every organization is through their efficiency and effectiveness. If in an organization there is low output, irrespective of how good the staff may appear to look, that organization is bound to go bankrupt. The same can be spoken of the Academic Staff Union of the Federal Universities. When the students do not graduate on time, and even when they eventually graduates, a good number of them are unemployable, it becomes pertinent that the Academic Staff should be held responsible

1.2 Statement of the Problem

The conflict between ASUU and the federal government has become intractable. The problem has become a recurring decimal in Nigerian Universities. It can easily be traced to some myriad of nagging issues . The problem range from failure of Federal Government of Nigeria to keep faith with the previous agreement reached to epileptic payment of Academic Earned Allowances, the inability of the Federal Government to deploy University Transparent and Accountability Solution (UTAS) as alternative payroll system designed by ASUU as against the use of Integrated Personnel and Payroll Information System (IPPIS). Also the non-resilience of the Federal Government to properly fund the Nigerian Universities have all contributed to the contradictions between it and ASUU.

1.3 Objectives of the Study

1. To examine how inadequate funding of the Federal Universities has heightened ASUU-FG conflict
2. To determine to what extent the failure of Federal Government of Nigeria to deploy UTAS for use to payroll ASUU members has worsened the conflict between FG and ASUU.
3. To explore the non-resilience of the Federal Government to properly fund the Federal Universities has heightened ASUU-FG conflict.

1.3 Hypotheses

1. Inadequate funding of the Federal Universities has orchestrated industrial conflict in Federal Universities in Nigeria.
2. The inability of the Federal Government to keep faith with agreement reached between it and ASUU has heightened industrial conflict in Federal Universities in Nigeria.
3. The failure of the Federal Government of Nigeria to deploy UTAS for use in payroll of staff of Federal Universities has heightened industrial conflict.

2. Review of Related Literature

2.1.1 Industrial Conflict

Chen, Chen. and Chen (2018), defined industrial conflict as the failure of employers and employees to reach a compromise which may eventually lead to industrial strikes, lockout or other forms of protestation.

In the view of Harrison (2015), conflict/ dispute in an organization is a crisis or difference of opinion between management and workers on the terms of employment. This definition includes

all the aspects of a dispute; it only not includes the disagreement between employees and employers but also emphasizes the difference of opinion between or among workers.

Akpala (2012), also asserts that conflict in an organization is a disagreement between an employer and employee representative. He said that when an industrial dispute occurs, both the parties that are in the management and the workers try to pressurize each other. The management may resort to lockout while the workers may resort to strike, picketing or staging a workout.

David and Smith (2013) posit that; assert that industrial conflict occurs when employees express their dissatisfaction with management over the current state of the management-employee.

In addition, Mullins (2005) postulates that conflict is a behaviour meant to stop the achievement of another individual's goal. Again, Gisesa (2008) says that, conflicts are based on deficiency of information which enhances disparity in opinions and social differences which may lead to unwanted trouble.

Conflict is inevitable but can as well be reduced or resolved when the need arises. Most definitions treats conflict as a negative pathological condition characterized by lack of co-operation, hospitality struggle, breakdown and destruction while some see it as not necessary but inevitable in our social life (Ezeh, 2021).

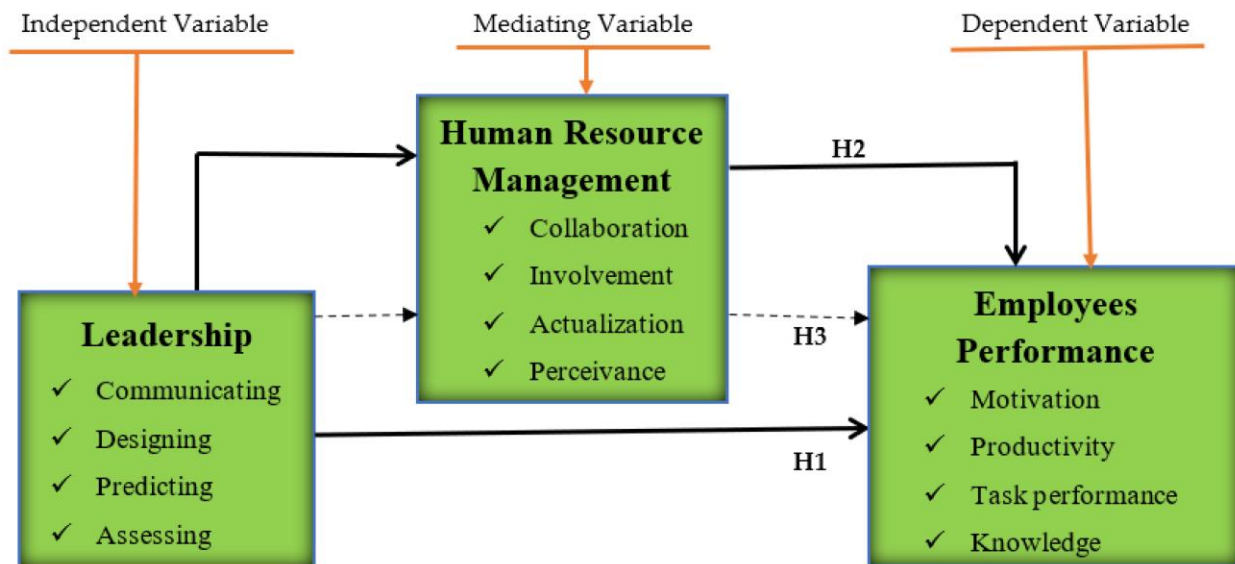


Diagram showing organizational presentation of employee performance

(Source *Economies* 2022, 10(5), 111; <https://doi.org/10.3390/economies10050111>)

Measurement of Staff Performance in an Organization:

According to Perkbox (2022), in every establishment, especially in the University system, there is every need to first of all measure the Performance of the Staff using well established index. These measuring parameters are;

- Quality of work

The nature of output determines the measure of performance. Perkbox continues to ask the simple question to know if employees are putting in maximum effort to ensure high-quality results? again, are performance objectives being met by employees?

- Speed and Efficiency

Looking at how much employees accomplish in specific time, how does this measure up to your expectations? Are deadlines met at the right time, are there things to improve on, or is time wasted? Are corners being cut to produce work quickly without following due process?

- Trust and Consistency

Perkbox (2022) continued by saying that one should ask himself if the employees do all their work to a high standard and deliver it on time. Do they work as independent staff or do you feel your presence must be there for them to perform? Do they consistently display company values? How punctual are they? Effective and efficient staff can be trusted with high degree on independence and continue to produce strong results without much supervision.

Having examined the performance of the Staff in the organization, it is pertinent to bring out ways to enhance the Performance of the Staff. The following Strategies as suggested by Perkbox (2022), will suffice;

- Investigate the reason why employee are not meeting expectations

So many reasons can account for under performance of staff an organization. You have to get to the root in order to get it done. Engage your staff in a personal interaction to find out if the employee feels anything is hindering his ability to perform. It could be that they feel the business is dragging them back from reaching their full potential; they could as well be lacking resources.

- Always provide feedback

Progressive report and feedback is essential and has to be consistent. By continuously sending report, you can help staff in an organization stay put as they work to improve in their work. By this, the effects of poor performance in workplace may have been detrimental to the team or business.

When there is constant feedback, it enables the employee to be up to date in his day to day dealing. That's because, constant feedback is more likely to be a mix of positive and constructive ideas, which can help to keep employees engaged and encouraged rather than discouraging them.

It's important for performance improvement that the workers know their present position and how progressive they are making.

- Make the work environment comfortable

Evidence has shown that a positive workplace culture helps to make the way for higher engagement, greater motivation and better performance of the workers

When looked closely on how aligned employees are with the company vision and mission, what the employee stands to gain and how the business operates – for example, the work environment and elements like flexibility or holiday policies all have part to play

ASUU and Federal Government Lingering Conflict

Going by the Academic Union's record of its establishment, Adesulu, (2012) posits that the Academic Staff Union of Universities (ASUU), was established in 1978 in order to protect the interest of its members and to allow academics to respond to other critical problems facing higher education in Nigeria (Adesulu, 2012).

It is important to understand the events in the dispute and the timeline of the events that shaped the dispute. According to Abdulsalam, (2013) in 1980, the union embarked on an initial industrial action arising from the agreement by the union to resist the termination of the appointment of the six senior lecturers from University of Lagos, as a result of the submission of the finding of Justice Belonwu and his visitation Panel report which linked to university autonomy.

2.2 Extant Literature

2.2.1 Industrial Conflict and Staff Performance

There is a strong relationship between Industrial Conflict and staff performance in every organization. This research clearly examined the relationship succinctly;

➤ Effects of Conflicts in an Organization

Many scholars erroneously assumed that conflict has only negative impact on the organization, particularly its productivity and performance (Kinicki & Kreitner, 2008). In this regard, conflicts should be prevented as it reflect animosity within groups. Conflicts are viewed negatively and are associated with destructive tendencies. It is asserted that with the appearance of the human relations or Contemporary View (1940-1970), this perception has changed; According to Contemporary View, conflict is —a natural occurrence in all groups. It is believed that the human relations schools accept conflicts (Robbins, 2005).

In addition, Robbins (2005) suggested that whether the conflicts are positive or negative, it depend on the strategy adopted to handling it. Based on obvious assertions, conflicts negatively affect organizations in respect with wastages of scarce resources and performances. Conflicts do not necessarily affect organizations particularly in elevating and developing the ideas the decisions' quality in the workplace. In addition, when employees come together to resolve these conflicts, this builds spirits of cooperation and teamwork among members in the organizations (Robbins, 2005). It should be made clear that employees and management should work in harmony in order to accomplish positive effects.

Strategies for Conflict Management

In John-Eke & Akintokunbo, (2020), Follett suggested three main strategies of managing interpersonal conflicts which include; domination, compromise and integration. According to the scholar, organizations could manage conflicts through avoidance and suppression strategies.

Again, Blake and Mouton as cited in Tabitha and Florence (2019), categorized their strategies in accordance with the concern for individuals and production and also asserts that interpersonal conflicts could be managed through five strategies, forcing, compromising, withdrawing, problem solving and smoothing.

Anikeze (2018), writing on the general goals and objectives of an organization opined that all organizations are purposive and are established to accomplish an objective. Hence, in the course

of trying to establish the objectives, conflicts are bound to occur. To that effect, responses cannot be the same when we are involved in conflict with the chairman of the council, secretary or treasurer and when we are involved with our line-colleague or our subordinate officers. Following the guideline for carrying out systematic research as provided by Agu (2020), the stipulated strategies for conflict management as follows;

Compromising: This is a common way of dealing with conflict, but tends to lead rather short term solution. It may left everyone on feeling that they have left something important and it closes off the option that a better solution may be possible.

Controlling: This is an approach that sees conflict and problems as contest to be won or lost and it is very important to be the winner.

Problem Solution: This is otherwise known as win-win approach, in which conflict are seen or viewed as a problem to solve between us.

Avoiding: Withdrawing either physically or emotionally, from a conflict, may be wise to do so when the matter is not your business.

Accommodation: Peace at all cost is the reason behind this approach, it is useful to conflict resolution.

Collective Bargaining: It is a situation where by both the employees and managements are expected to voluntarily iron out their differences.

Mediation: The trades disputes act of 1976 and amended by the trade disputes act of 1977 sections of the act, provided a comprehensive process of dispute settlement aside the internal procedure. Under this act, if the attempt to settle the disputes through enterprise's own machinery and procedures fails, the parties shall within seven (7) days

Conciliation: A conciliator is appointed to look into the cases and circumstances of the disputes between employees and management by negotiation with the parties attempt to bring about a settlement when the mediator is incompetence of settling the disputes.

Joint Consultation: Here, discussion focus on mutual interest to the both sides, things like safety, welfare, canteen and productivity are discussed, it is the joint benefit to be derived from such meeting that makes joint consultation suitable for discussing problems in the industry.

2.4 Theoretical Framework

This Study is anchored on **Frustration–Aggression theory**.

The frustration–aggression theory, also known as the frustration–aggression–displacement theory, is a recognized theory of aggression which is proposed by John Dollard, Neal Miller, Robert Sears, Orval Mowrer and Leonard Doob, in 1939 and further developed by Neal Miller and Leonard Berkowitz in 1941 and 1969 respectively.

The theory says that aggression is the result of blocking, or frustrating, a person's efforts to attain a goal. (Jost, 2017). According to Kampen, (2019), the theory postulates that frustration always precedes aggression, and aggression is the sure consequence of frustration. (Jost, 2017). Kampen observed that few years later, Miller and Sears re-formulated the hypothesis to suggest that

frustration creates a need to respond, some form of aggression is one possible result. Hence, the re-formulated hypothesis stated that while frustration leads to a behavior that may or may not be aggressive, hence, any aggressive behavior is the result of frustration, making frustration not sufficient, but a necessary condition for aggression.

Going by the opinion of Dollard and his colleagues, frustration is the "condition which exists when a goal-response is affected by interference", while aggression is seen as an act whose goal-response is harmful to another. The theory says that frustration leads to aggression, but when the origin of the frustration is not challenged; the aggression gets displaced onto an innocent target. For example, if a man get humiliated at his work, but cannot respond to this for fear of losing his job, he may go home and transfer his anger to his family. This theory is also used to explain riots and revolutions, which according to Breuer, Johannes and Elson, (2017) is believed to be caused by the poor and the deprived segment of the society that may express their concealed frustration and anger through violence (Breuer, et al 2017).

While some researchers criticized this hypothesis and proposed moderating factors between frustration and aggression, several studies were able to give credence to it.

➤ **Relevance of the Theory to the Study;**

This theory is relevant to this Study in a peculiar way. In the view of Yemisi, Fatima and Abubakar (2010), Nigerian economy is capitalist economy in which there is inequality; the struggle for the low class to survive and also get to the top, and the rich trying to maintain their status or position in the stratified society and other factors leading to agitation, frustration and aggression on the part of the employee (with regards to this work, the Academic Staff Union of Universities) and eventually snowballed to Industrial conflict which often comes in the form of strike.

Relating to employers and employee relationships (Federal Government Vs ASUU), the theory emphasized that aggression is the result of blocking, or frustrating, a person's efforts to achieve a targeted goal. Here, the Federal government invariably frustrates the Academic Staff Union from achieving both their individual and corporate goals for being in the system by failing to comply with the 2009 agreement reached with regards to the condition of service and autonomy of the Universities.

3. Methodology

3.1 Research Design

This Research adopted a Descriptive Survey Design. The study sought the opinion of the lecturers who are the members of the Academic Staff union of Universities (ASUU). Survey design is considered the most appropriate for this study as it focuses on people's opinion. It also has the tendency to reach a large number of concerned respondents.

3.2 Area of the Study

This Study was carried out in the five (5) Federal Universities in South-East Nigeria. Each of the universities is located in the 5 states of the South East geo-political zone of the country.

University of Nigeria Nsukka -UNN-

The University of Nigeria, (UNN), is a federal government university located in Nsukka, Enugu State, Eastern Nigeria. the University was established by Nnamdi Azikiwe in 1955 and was officially commissioned on in October 1960, it has three campuses; Nsukka, Enugu, and Ituku-Ozalla.

The University is the first major indigenous University in Nigeria which was patterned after the United States educational system. Again, It is the first land-grant University in Africa and has 15 Faculties with several departments.

(source: https://en.wikipedia.org/wiki/University_of_Nigeria)

FUTO = Federal University of Technology Owerri

FUTO as the university is popularly called is a federal government owned university in Owerri Imo State, South-Eastern Nigeria. It is bounded by several communities; Eziobodo, Umuchima, Ihiagwa and Obinze.

The university is one of the oldest universities of technology in Nigeria and was set up in 1980 by Nigeria's first Executive President, Shehu Shagari. It became the first of three universities set up by the Federal Government of Nigeria which sought to establish a University of Technology in each of the six geo-political zones and particularly in a state which did not have a conventional university.

(source: https://en.wikipedia.org/wiki/Federal_University_of_Technology_Owerri)

Nnamdi Azikiwe University, Awka (UNIZIK)

Nnamdi Azikiwe University, Popularly called UNIZIK, was founded in 1991 and is located in Awka the capital city of Anambra state. Formerly Anambra State University of Technology (ASUTECH) but renamed after Dr. Nnamdi Azikiwe, one of the Nigerian independence fighters.

Nnamdi Azikiwe University or NAU, in short, is a Federal University in South-Eastern Nigeria. UNIZIK has two major campuses in Anambra State. The main campus is in Awka (the capital of Anambra State) while the other campus is located at Nnewi. However, there are two other extensions of Nnamdi Azikiwe University, both in Anambra state. The first is at Agulu in Aniocha Local Government Area where the Faculty of Pharmacy is located and at Ifite-Ogwuari in Ayamelum Local Government Area where the Faculty of Agriculture is located. The establishment of the extension of NAU at Ifite-Ogwari took many years and efforts of various Vice-Chancellors, but became a possibility under the leadership of Prof. Charles Okechukwu Esimone, the immediate past Vice-chancellor (Source: NAU, Registry Unit, 2024).

Michael Okpara University of Agriculture, Umudike -MOUA-

Michael Okpara University of Agriculture, which was formerly known as college of Agriculture, is a federal university in situated in Umudike, Abia State, Nigeria. the institution was set up as a specialized University by a Federal Government of Nigeria Decree No 48 of November 1992. The university began full activities in May 1993 with the appointment of the first Council and Vice-Chancellor Professor; Placid Njoku in May 1993, while other key officials of the University were appointed subsequently.

Alex Ekwueme Federal University Ndufu Alike Ikwo (AE-FUNAI)

The Alex Ekwueme Federal University Ndufu Alike Ikwo (AE-FUNAI) is a Nigerian university located in Ndufu, Alike Ikwo of Ebonyi State. It was established in 2011. It was formally called Federal University Ndufu Alike Ikwo until February 2nd, 2018 when it was renamed by the Federal Government after the late civilian Vice President of Nigeria, Dr. Alex Ekwueme. The University sits on a land mass of 438 hectares. The University has 10, 000 and 2, 230 students and staff population respectively.

(Source: https://en.wikipedia.org/wiki/Alex_Ekwueme_Federal_University_Ndufu_Alike_Ikwo)

3.3 Population of the Study

The term Population means the aggregate of all cases be that persons, objects, ideas or organization which possesses certain attributes used for a Study (Agu, 2020). The Population of this Study comprised the lecturers (members of ASUU) in all the selected Universities.

Table showing Population of the Study

University	Academic Staff Strength
University of Nigeria, Nsukka	3,200
Federal University of Technology, Owerri	1,417
Nnamdi Azikiwe University, Awka	2,645
Michael Okpara University of Agriculture, Umudike	1,130
Alex Ekwueme Federal University Ndufu Alike Ikwo (AE-FUNAI)	785
Total	9,177

(Source: Personnel Units of Selected Institutions, 2024)

3.4 Sample size: 383 out of the 9,177 population was selected to serve as sample size used for the study.

3.5 Sampling Technique

For the purpose of this Study, Taro Yamine formula was used to obtain the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = expected sample size; N = population of the study; 1 = constant; e = margin of error (0.05)

$$n = \frac{9,177}{1 + 9,177(0.0025)}$$

$$n = \frac{9,177}{1 + 22.9425}$$

$$n = \frac{9,177}{23,9425}$$

$$n = 383$$

Using Proportional Sampling Technique for even selection;

$$\begin{aligned} \text{UNN} &= \frac{3,200 \times 383}{9,177} = 134 \\ \text{FUTO} &= \frac{1,417 \times 383}{9,177} = 59 \\ \text{NAU} &= \frac{2,645 \times 383}{9,177} = 110 \\ \text{MOUA} &= \frac{1,130 \times 383}{9,177} = 47 \\ \text{AE-FUNAI} &= \frac{785 \times 383}{9,177} = 33 \\ \text{Total} & \qquad \qquad \qquad \mathbf{383} \end{aligned}$$

Table showing Proportional Sample Size selected

University	Sample size selected
UNN	134
FUTO	59
NAU	110
MOUA	47
AE-FUNAI	33
Total	383

(Source: Researcher's field survey, 2024)

3.6 Sources of Data Collection

The information in this Study was sourced from both primary and secondary sources. The primary source is the questionnaire while the secondary sources were documented materials in the internet, textbooks, Library, Universities gazettes, ASUU Website and published journals on industrial conflict and how Academic staff can perform effectively

3.6 Method of Data Collection

Questionnaire, in-depth interview, focus group discussion guide were the major tools used to elicit data from respondents.

3.7 Method of Data Analysis

The method used by the researcher in analyzing the data was by simple percentage and ANOVA, this enhanced easy understanding.

$$\text{Percentage \%} = \frac{F \times 100}{\text{Total}}$$

4. Data Presentation and Analysis

This section presents the bio data of the research respondents

Table 4.1: Gender of respondents.

Gender	Frequency	Percentage
Male	200	57%
Female	150	43%
Total	350	100%

Source: field survey, 2024

The table above shows the distribution of respondents by gender. 200 representing 57% were male while female respondents were 150 representing 43%. From the findings, majority of the respondent were male

Table 4.2: Educational qualification of respondents

Educational qualification	Frequency	Percentage
Professor	50	15%
Associate Professor	40	12%
Ph.D	80	23%
MSc	150	43%
BSc	30	7%
Total	350	100%

Source: field survey, 2024

Table 4 shows that the respondents who are Professors were 50 in number representing 15% of the respondents. Associate Professors were 40 which represent 12%. Ph.D respondents were 80 which represent 23%. In addition, MSc has 150 respondents representing 43% while BSc respondents were 30 which stand for 7% of the respondents.

Table 4.3: Table showing cadre of respondents

Cadre	Frequency	Percentage
Professor	50	14%
Reader	120	34%
Senior lecturer	120	34%
lecturer I	30	9%
Lecturer II	30	9%
Total	350	100%

Source: field survey, 2024

From the table above, chief lecturers were 50 in number representing 14% of the respondents. Senior lecturers and Assistant lecturers each have 120 respondents which represents 34%. While Research Assistants and Graduate Assistants have 30 respondents respectively representing 9%

Table 4.4: Table showing length of time as ASUU member

Length of time as ASUU member	Frequency	Percentage
1-5 years	120	34%
5-10 years	120	34%
10-15 years	50	14%
15-20 years	30	9%
More than 20 years	30	9%
Total	350	100%

Source: field survey, 2024

The table above shows staff that have put up to 1-5 years and 5-10 years respectively were 120 representing 34% of the total each. Again, 14% of the respondents already put up to 10-15 years as members of ASUU while 30 lecturers which represents 9% have been members of ASUU up to 15-20 years and more than 20 years respectively

Table 4.5: Table showing frequency of strike witnessed

Frequency of strike witnessed	Frequency	Percentage
Up to 3 times	120	34%
Up to 4 times	120	34%
Up to 5 times	50	14%
Up to 6 times	30	9%
More than 6 times	30	9%
Total	350	100%

Source: field survey, 2024

From the table above, the number of staff who has witnessed strike Up to 3 and 4 times are 120 respectively, who has witnessed it up to 5 times are 50, while who has witnessed it up to 6 times and even more are 30 respectively.

RQ1. Why has the Conflict between ASUU with the Federal Government remained intractable?

Table 4.6 showing responses to Research Question 1

S/N	ITEM	VHE	HE	UN	LE	VLE	N	\bar{X}
1	To what extent have you experienced Strike since assumption of duty?	200	100	0	40	10	350	5.37
2	Inability on the part of the federal government in keeping to their own part of the agreement with ASUU	340	6	2	2	0	350	4.95
3	Lack of fund to meet up with ASUU demand	20	20	20	90	200	350	1.77

4	Refusal of the Conflicting parties from shifting ground during dialogue	250	80	5	10	5	350	4.6
5	Corruption, as the fund meant for Education is diverted into personal account	296	50	0	4	0	350	4.82
6	Bad and incompetent leadership has given room to the prolonged Conflict	350		0	0	0	350	5

Source: Field Survey, 2024

{Key: To get the mean score, multiply each item number by the figure. Example, (200X5)+(100X4)+(0X3)+(40X2)+(10X1) all divided by 350}

From the above table, item 1 responses on to what extent have you experienced Strike since assumption of duty? 200 respondents were of VHE, 100 respondents were HE, none was undecided, 40 were LE while 10 were VHE, and hence it was accepted

From question 2 on Inability on the part of the federal government in keeping to their own part of the agreement with ASUU, 340 respondents were of VHE, 6 respondents were of HE, 2 respondents each were undecided and LE while none was VLE, hence it was accepted

In question 3 from the table above, it was asked to find out if lack of fund to meet up with ASUU demand was an issue, this was rejected as majority of the respondents were of Very Low Extent. Furthermore, on the question if refusal of the Conflicting parties from shifting ground during dialogue was an issue, it was accepted most of the respondents were of VHE

In addition, on the question if corruption, as the fund meant for Education is diverted into personal account is one of the key reasons why ASUU conflict with the federal government has remained intractable, this was accepted as majority of the respondents were of Very High Extent

Finally, all the respondents agreed that bad and incompetent leadership has given room to the prolonged Conflict between ASUU and Federal government in the federal universities.

RQ2. To what extent is there relationship between ASUU Conflicts and the Performance of the Academic Staff in Federal Universities?

Table 4.7 showing responses to Research Question 2

S/N	ITEM	VHE	HE	UN	LE	VL E	N	X
7	ASUU Vs Federal Government Conflict has given room to low morale on the Teaching Staff in Federal Universities	245	50	30	20	5	350	4.46
8	The incessant Conflict has given rise to many Academic Staff engaging in other businesses other than their teaching profession	40	10	20	95	185	350	1.93
9	As a result of the Conflicts, many lecturers hardly cover their scheme	110	156	40	38	6	350	3.93

	of work thereby affecting their Performance							
10	The continuous strike has inadvertently made students uncertain of their future	245	50	20	30	5	350	4.43
11	The Conflict between ASUU and federal government has led to mass exodus of many lecturers out of the country, hence, making performance of the remaining ASUU members more tasking	296	34	5	10	5	350	4.73
12	Academic calendar on several occasions has been reviewed over and over in other to meet up with lost time due to ASUU Conflict with the Federal Government	350	0	0	0	0	350	5

Source: Field Survey, 2024

From the table above, it is evidenced that ASUU Vs Federal Government Conflict has given room to low morale on the Teaching Staff in Federal Universities as majority of the respondents were of Very High Extent, hence, it was accepted.

However, on the question to find out if the incessant Conflict has given rise to many Academic Staff engaging in other businesses other than their teaching profession, most of the respondents debunked the idea, hence, it was rejected.

On the other hand, in determining if as a result of the Conflicts, many lecturers hardly cover their scheme of work thereby affecting their Performance, this was accepted as many of the respondents were of VHE

In addition, trying to find out if the continuous strike has inadvertently made students uncertain of their future, majority of the respondents agreed to that, hence making it to the accepted.

Furthermore, while to ascertain if the Conflict between ASUU and federal government has led to mass exodus of many lecturers out of the country, hence, making performance of the remaining ASUU members more tasking, it was overwhelmingly applauded as majority gave thumbs up to it.

Finally, on the question if Academic calendar on several occasions has been reviewed over and over in other to meet up with lost time due to ASUU Conflict with the Federal Government, it was accepted as the entire respondents agreed to that.

RQ3. What are the Strategies to be adopted in ending the Conflicts between the Academic Staff Union of Universities (ASUU) and the Federal Government?

Table 4.8 showing responses to Research Question 3

S/N	ITEM	VHE	HE	UN	LE	VLE	N	X̄
13	Full compliance on the part of the government to the agreement reached will help to nip the Conflict in the bud	350	0	0	0	0	350	5

14	Dedicating a reasonable percentage of the annual budget to the education sector will prevent future Conflict with ASUU	40	20	20	95	175	350	2.01
15	Any one contesting for political office in Nigeria should be made to have his child/children in Nigeria Public Universities	340	10	0	0	0	350	4.97
16	As a result of its peculiarity, the University system should be autonomous to enable it operate without any political interference	293	40	7	10	0	350	4.76
17	Staff condition of service should be the guiding principle in regulation of both the activities of both ASUU and the Federal Government in the University system.	305	30	5	5	5	350	4.78
18	Education sector should be given the priority so as to give it the needed position it occupies.	320	5	5	10	10	350	4.75

Source: Field Survey, 2024

The table analyzing Research question 3, the question on if full compliance on the part of the government to the agreement reached will help to nip the Conflict in the bud, everyone agreed to the assertion.

However, on the question if dedicating a reasonable percentage of the annual budget to the education sector will prevent future Conflict with ASUU. This was rejected as most of the respondents were of VLE

Again, on the question if any one contesting for political office in Nigeria should be made to have his child/children in Nigeria Public Universities, this was overwhelmingly consented to as 340 out of the 350 respondents were of VHE and even the remaining respondents were of HE in their agreement.

In addition, majority of the respondents agreed that as a result of its peculiarity, the University system should be autonomous to enable it operate without any political interference, hence, the item was accepted.

Furthermore, most of the respondents agreed that Staff condition of service should be the guiding principle in regulation of both the activities of both ASUU and the Federal Government in the University system.

Finally, majority of the respondents were of the opinion that education sector should be given the priority so as to give it the needed position it occupies.

Test of Hypotheses

H₁ Inadequate funding of the Federal Universities has orchestrated industrial conflict in federal universities

ANOVA with Friedman's Test

	Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People	645.278	349	1.849		
Within People Between Items	2431.621 ^a	4	607.905	1136.575	.000
Residual	563.579	1396	.404		
Total	2995.200	1400	2.139		
Total	3640.478	1749	2.081		

source: Field Survey, 2024

From the Friedman test result above we have a significance value of < 0.05 ,

Decision Rule

We therefore reject the null hypothesis and conclude that inadequate funding of the federal universities has orchestrated industrial conflict.

Test for hypothesis 2

H₂ The inability of the Federal Government to keep faith with agreement reached between it and ASUU has heightened industrial conflict in federal universities.

S/N	ITEM	VHE	HE	UN	LE	VLE	N	X̄	REMARK
7	ASUU Vs Federal Government Conflict has given room to low morale on the Teaching Staff in Federal Universities	245	50	30	20	5	350	4.46	Accept
8	The incessant Conflict has given rise to many Academic Staff engaging in other businesses other than their teaching profession	40	10	20	95	185	350	1.93	Reject

9	As a result of the Conflicts, many lecturers hardly cover their scheme of work thereby affecting their Performance	110	156	40	38	6	350	3.93	Accept
10	The continuous strike has inadvertently made students uncertain of their future	245	50	20	30	5	350	4.43	Accept
11	The Conflict between ASUU and federal government has led to mass exodus of many lecturers out of the country, hence, making performance of the remaining ASUU members more tasking	296	34	5	10	5	350	4.73	Accept
12	Academic calendar on several occasions has been reviewed over and over in other to meet up with lost time due to ASUU Conflict with the Federal Government	350	0	0	0	0	350	5	Accept

Source: Field Survey, 2023

We use the Pearson correlation to test the hypothesis with a significance level of 0.0

: There is a relationship between ASUU Conflicts and the Performance of the Academic Staff in Federal Universities.

Correlation Result

	Industrial Conflict	Staff Performance
Significant	.000	.000
industrial conflict	1	0.673
staff performance	0.673	1

Source: Field Survey, 2023

The table above shows that there is a strong positive relationship between industrial conflict and staff performance $r=0.673$,

Decision Rule

We Reject the Null hypothesis and accept the alternative hypothesis and conclude that industrial conflicts have a significant effect on staff performance.

Hypothesis 3: The failure of Federal Government to deploy UTAS for use in the payroll of Federal university staff has heightened industrial conflict.

Source: Field Survey, 2023

S/N	ITEM	VHE	HE	UN	LE	VLE	N	\bar{X}	SD	REMARK
13	Full compliance on the part of the government to the agreement reached will help to nip the Conflict in the bud	350	0	0	0	0	350	5	0.00	Accept
14	Dedicating a reasonable percentage of the annual budget to the education sector will prevent future Conflict with ASUU	40	20	20	95	175	350	2.01	1.349	Reject
15	Any one contesting for political office in Nigeria should be made to have his child/children in Nigeria Public Universities	340	10	0	0	0	350	4.97	.167	Accept
16	As a result of its peculiarity, the University system should be autonomous to enable it operate without any political interference	293	40	7	10	0	350	4.76	.628	Accept
17	Staff condition of service should be the guiding principle in regulation of both the activities of both ASUU and the Federal Government in the University system.	305	30	5	5	5	350	4.78	.676	Accept
18	Education sector should be given the priority so as to give it the needed position it occupies.	320	5	5	10	10	350	4.76	.854	Accept

Note:

$N=350$, $VHE= 5$, $HE= 4$, $UN= 3$, $LE= 2$, $VLE= 1$. Decision- weighted average = $26.28/6 = 4.38$.

We use the non-parametric test method which is the Friedman test to test the hypothesis below;

Test for hypothesis 3

H₀₃: There are no Strategies to be adopted in ending ASUU Conflicts with the Federal Government in Federal Universities.

H₃: There are Strategies to be adopted in ending ASUU Conflicts with the Federal Government in Federal Universities.

ANOVA with Friedman's Test

	Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People	576.686	349	1.652		
Within People					
Between Items	2211.949 ^a	4	552.987	1093.632	.000
Residual	619.651	1396	.444		
Total	2831.600	1400	2.023		
Total	3408.286	1749	1.949		

Source: Field Survey, 2023

From the Friedman test result above we have a significance value of < 0.05 ,

Decision Rule

We therefore reject the null hypothesis and conclude that there are strategies to be adopted in ending ASUU conflicts with the Federal Government in Federal Universities.

5. Findings

The following findings were made;

1. That the Conflicts between the Academic Staff Union of Universities (ASUU) with the Federal Government have remained intractable as a result of FG inability to adequately fund the federal universities
2. That the Federal Government of Nigeria's inability to keep faith with an agreement reached has heightened industrial conflict.

3. The failure of the Federal Government of Nigeria to deploy UTAS in place of IPPIS has heightened industrial conflict.

5.1 Conclusion

In Conclusion, with regards to the findings made by the researcher, that conflict affects the cordial relationship between the staff and management of an organization, it is expected that the federal government (which is the employer) and staff (ASUU) settle their differences by using the internal control of conflict resolution (collective bargaining) in order to maintain a good and healthy relationship between both parties

In addition, The demands for more funding of public universities and renegotiation of the 2009 FGN/ASUU agreement; Federal government inability to pay outstanding Earned Academic Allowances; The proliferation of Universities by state governments; The constitution of Visitation Panels to Federal Universities should all be brought to the table so as to reach a common ground and thereby pushing the University system forward.

Furthermore, the planned forceful imposition of IPPIS on Universities which the union has provided alternative of the Universities Transparency and Accountability Solution (UTAS) should be looked into to ensure better performance by the Academic Staff Union of Universities.

5.2 Recommendations

Based on the results and findings of the research, the researcher suggested that.

1. The Federal Government of Nigeria should as matter of urgency has a rethink to fund the existing federal universities properly than establishing new ones when the existing are not funded.
2. The Federal Government should endeavour to keep faith with the agreement reached, especially the 2009 agreement.
3. UTAS with has passed validity test should be deployed with immediate effect to replace the IPPIS which has become the bone of contention and has also bred incessant strike action.

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