

Industrial Relations Management Practice and Performance of Tertiary Institutions in Enugu State Nigeria

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Abstract

The study examined effect of industrial relations management practices on the performance of tertiary institutions in Enugu State. Survey research design was adopted. The population of the study was 11802. Taro Yamani statistical sampling formula was employed to determine the sample size of 387 for the study. The hypotheses were tested using *t*-test analysis. The findings revealed that expressive participatory management practices had a significant positive effect on the efficiency of tertiary institutions in Enugu State (where *t*-calculated = 7.39 is higher than the *t*-table value = 2.776, that employment practices had a significant positive effect on quality of service of tertiary institutions in Enugu State (*t*-calculated= 6.93 is higher than the *t*-table = 2.776) and that disengagement practices had a significant positive effect on the efficiency of tertiary institutions in Enugu State (where the *t*-value =11.20, whereas the *t*-table value = 2.77). The study concluded that expressive participatory management, employment practices and disengagement practices influenced the performance of tertiary institutions in Enugu State. The study recommended among others that since industrial democracy effect the performance of tertiary institutions, management should give more room for unions in the organisation to air their views and try as much as possible to align the needs of the employees to that of the institutions so to improve on service delivery.

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1. Introduction

Organisations cannot perform better and achieve its objectives if there is a bad relationship between employees and employer, therefore it is very important for managers to create and maintain good industrial relationship. Effective employee and management relationship is vital to the workplace whether at the time of recruitment, during an employees' tenure or at the time of separation (Anastasia Malong Buma, 2018). Good employer-employee relations are essential to the organisation because it inspires employees to work better and produce more results (Dickson & Biriowu, 2020). The application of human relations in managing human resource is critical in today's competitive environment (Idemobi, Ngige & Nkeonyeaso, 2017). Factors such as job satisfaction is achieved when there is a great working relationship between labour and management. Yes, organisations can have competent, and qualified employees but if there is no peace and harmony at the workplace their performance will be in danger. The relationship between the management and the employee is very crucial, employers need to pay attention to this relationship if they want their businesses to grow and succeed (Obiekwe *et al*, 2018) and that firms should actively seek good employee relations whether or not they are bound by union contracts. Organisations need employees who can peacefully work together towards the achievement of the set objectives and goals, and this can only be achieved if there is a good employee relation in the organisation as the objectives of employee relationship is to achieve harmonious employee relations and minimize conflict situation in employment (Okeke and Ezeodili, 2022). Respectable industrial relations are required to maintain industrial harmony in the workplace since good relations benefit all parties (Idemobi, Ngige & Nkeonyeaso, 2017).

Uduak and Cross Ogohi (2020) assert that industrial relations are a set of organisational function and practices that deals with issues related to people such as staffing, compensation and benefits, performance management, organisation development, health and safety, communication, and administration. Industrial relations depend on the quality of relationship between the workers and their employers in an industrial setting. Every organisation has some set objectives which it wants to achieve, and these objectives (high productivity, large market size and increased asset base) cannot be achieved without employees' commitment and cordial relationship between labour and management. The establishment of good industrial relations is contingent on all parties involved in a work arrangement adopting a positive attitude needed for effective performance. In any industry, a positive and constructive management-worker relationship is critical for organisational survival and achievement of other business goals.

Today, many organisations are threatened with an overabundance of complications resulting from changes in their operating environments. These disruptions can occur both inside and outside of organisation, and they are sometimes beyond the managers' control (Dickson & Biriowu, 2020). As a result, administrators, are constantly devising strategies to contain these disruptions, improve their organisations' performance, and thrive in the face of disruptions and challenges. Irrespective of the size and scope of an establishment, Administrators are continually looking for methods to increase their organisation's effectiveness and guarantee that it meets its long-term goals. To accomplish this, management practices allow for proper monitoring and control of the industrial relations environment (Obiekwe, Felix, & Izim, 2018). With the development in industrial relations environments and their consequences on businesses, it is critical that proper responses be put in place to help organisation strengthen their resilience capabilities in order to protect their 'going concern' craving. Organisation that are unable to restore material services in the near future risk losing a significant amount of

market share, which could result in a loss of efficiency and adaptability. As a result, establishing excellent industrial relations practices is critical.

Many educational institutions in Enugu State in recent times have experienced worker's disharmony, instability and other forms of industrial conflict and strike. This has results to low worker's performance in the academic system. Apparently most of these problems were encountered because of poor involvement in decision making process, incessant industrial disputes, brain-drain, under-funding or poor financing of quality education, cultism, corrupt practices and abuse of trust which are major issues that lead to poor performance. Most of these institutions are beset by series of issues and maladies stemming from inefficient and unproductive management methods or strained labour-management interactions. Industrial disputes between employees and employers have undoubtedly resulted in a slew of negative outcomes and losses for both parties, negatively impacting their performance. (Dickson & Biriwu, 2020). It is against this background that the study examines the effect of industrial relations management practices on the performance of tertiary institutions in Enugu State.

1.2 Statement of the Problem

The relationship between management and employees is very important in goal achievement. Employee relationships establishment and maintenance of good personal relations in the industry, ensuring man-power development, establishing a closer contact between persons connected with the industry, management and the workers, creating a sense of belongingness in the minds of the management, creating a mutual affection, responsibility and regard for each other, stimulating production as well as industrial and economic development, establishing good industrial climate and peace and ultimately maximizing social welfare in order to foster the achievement of desired goals and objectives.

In recent times, industrial disharmony is assuming unprecedented proportion in most higher institutions in Enugu State Nigeria. The incessant grievance and conflicts between management and employee has more than ever before been publicized in the manifestation of negative consequences such as decline in the performance of organisation and that of the employee. The pattern of industrial relations has been conflictual in nature with disruptive consequences and significant work-stoppages. It is observed that management of tertiary institutions in Enugu State practice management of exclusionism, neglect of power sharing mechanism which ensure partnership amongst stakeholders in the workplace and derogation of organisational communication pattern may breed disharmony in contemporary organisation.

Different conflict handling mechanisms have also been developed to minimize the occurrence and reoccurrence of industrial disharmony in the focused institutions. In these, collective bargaining, work- democracy and other grievance management procedures were introduced to induce industrial harmony. Despite these innovations, industrial disputes seem to be assuming unprecedented level in these organisation. A pure state of industrial harmony scarcely exists in the tertiary institutions in Enugu state, as grievance between employees and management erodes the set objectives of the organisation. Employee working in such organisational climate may feel dissatisfied as the managements of this organisation are only concerned about the organisation and not considering how the employee feels. Such organisational culture breeds disharmony between management and employee. These seem to lead to low efficiency, poor quality service, loyalty and employee satisfaction in the organisation. It is based on this that study examined the effect of industrial relations management practices on the performance of tertiary institutions in Enugu State.

1.3 Objectives of the Study

The broad objective of the study was to examine effect of industrial relations management practices on the performance of tertiary institutions in Enugu State. The specific objectives of the study were to:

- i. Examine the effect of expressive participatory management practices on efficiency of tertiary institutions in Enugu State.
- ii. Ascertain the effect of employment practices on quality of service of tertiary institutions in Enugu State.
- iii. Evaluate the effect of disengagement practices on the efficiency of tertiary institutions in Enugu State.

1.4 Research Questions

In the context of this study, the research questions are raised:

- i. What is the effect of expressive participatory management practices on efficiency of tertiary institutions in Enugu State?
- ii. What is the effect of employment practices on quality of service of tertiary institutions in Enugu State?
- iii. To what extent does disengagement practices affect efficiency of tertiary university in Enugu State?

2. Review of Related Literature

2.1 Conceptual Review

2.1.1 Industrial Relations

Industrial relations, according to Business Jargon (2018), encompass the connection between management and workers, as well as the role that regulatory authorities play in resolving any labor disputes. Industrial relations, according to Zeb-Obipi (2018), are a series of interactions at work that are based on an employment contract and involve work parties and their representatives in job regulation. The fundamental parts of industrial relations, according to this definition, are a series of interactions, workplace relationships, work parties, employment contracts, and regulations. As a result, industrial relations help to create a harmonious relationship between the parties involved.

Among the goals of industrial relations, according to Satyendra (2014), are the creation of a pleasant environment in which employees can own the production and financial targets, the reduction of industrial conflicts, the improvement of employee and firm socio-economic status, and employee participation in decision-making. Business Jargons (2018), the importance of industrial relations is greater productivity, a reduction in industrial conflicts, an improvement in worker morale, and a reduction in waste, all of which lead to an increase in overall firm productivity.

2.1.2 Expressive Participatory Management

Expressive participatory management refers to a management approach that emphasizes open communication, employee involvement, and shared decision-making within an organization. This model views employees as valuable contributors to the organization's success and encourages their active participation in decision-making processes, problem-solving, and goal-setting. Expressive participatory management fosters a culture of transparency, trust, and collaboration, empowering employees to express their ideas, concerns, and feedback freely. By involving employees in decision-making, organizations can leverage their diverse perspectives

and expertise to drive innovation, improve performance, and enhance job satisfaction (Holladay et al., 2017).

2.1.3 Employment practices

Employment practices encompass the various policies, procedures, and strategies implemented by organizations to manage their workforce effectively. These practices cover a wide range of areas, including recruitment, selection, training, performance management, compensation, and employee relations. Employment practices are designed to attract, retain, and develop talented employees while ensuring compliance with legal and regulatory requirements. They play a crucial role in shaping organizational culture, employee engagement, and overall business performance (Armstrong & Taylor, 2014).

Effective employment practices involve aligning organizational goals with the needs and aspirations of employees, promoting fairness, diversity, and inclusion, and fostering a supportive work environment. By implementing best practices in areas such as recruitment and selection, organizations can identify and hire the most qualified candidates, thereby enhancing productivity and performance. Additionally, investing in employee training and development programs helps to build a skilled and motivated workforce, driving innovation and competitiveness (Brewster et al., 2016).

2.1.4 Disengagement Practices

Disengagement practices refer to deliberate strategies and actions undertaken by organizations to manage and address issues related to employee disengagement or lack of commitment. Employee disengagement can manifest in various forms, including reduced productivity, absenteeism, turnover, and negative attitudes toward work. Disengagement practices aim to identify and mitigate the factors contributing to disengagement, thereby enhancing morale, motivation, and organizational performance. These practices often involve implementing initiatives such as regular employee feedback mechanisms, performance evaluations, and exit interviews to assess engagement levels and identify underlying causes of disengagement (Saks, 2006). Organizations may also focus on providing training and development opportunities, career advancement pathways, and recognition programs to re-engage employees and foster a positive work environment (Levy & Williams, 2004).

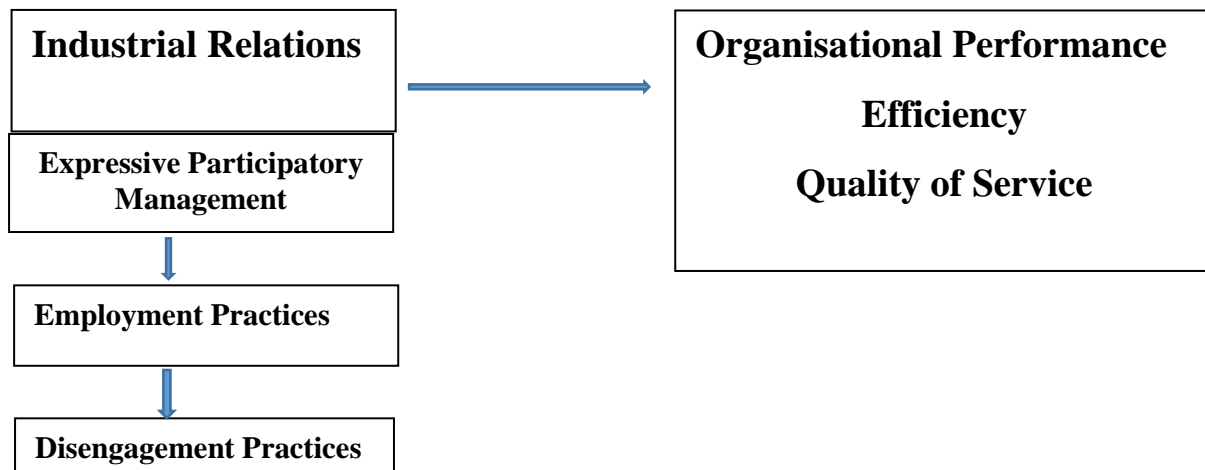
Furthermore, effective communication, leadership development, and organizational culture initiatives can play a vital role in addressing disengagement and promoting employee engagement (Macey & Schneider, 2008). By proactively addressing disengagement issues and creating a supportive work environment, organizations can improve employee satisfaction, retention, and overall performance.

2.1.5 Organisational Performance

Performance can be referred to as the degree of achievement of the mission at workplace that builds up an employee's job; it is used to express the range of measurements of transactional efficiency, input and output efficiency. Organisational performance is the concept of how effective an organisation is in achieving the outcomes the organisation intends to achieve (Mitchell, 2013). In addition, Watson, Kumar and Michaelson (2014) state that organisational performance captures organisational effectiveness plus the internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers). Workforce diversity will help the management of organisations to employ employees of different diversity so as to improve the organisational performance (Swanepoel, 2013). The aim of organisations is to see that they

make profit in every venture of the business and for this reason, organisations are employing quality decision-making so as to boost the organisations in terms of motivating the morale of the employees and make them put more effort in discharging their duties and at the end of everything, make more profit. Organisational performance can be measured using financial and non-financial indicators such as service delivery, market analysis, competitive advantage, sales growth, profitability, among others.

Conceptual Framework



Source: Author's Conceptualisation

2.2. Theoretical Review

2.2.1 The General system theory

The General system theory was propounded by Ludwig von Bertalanffy in 1940. This theory explores principles and laws that can be generalized across various systems. According to Skyttner (1996), a system is a set of two or more elements where: the behaviour of each element has an effect on the behaviour of the whole; the behaviour of the elements and their effects on the whole are interdependent; and while subgroups of the elements all have an effect on the behaviour of the whole, none has an independent effect on it. Morgan (2009) stated that organisation contain individuals (which are systems themselves) who belong to groups or sections that also belong to larger organisational divisions, and so forth. Towing this line, the University here is referred to as a system and the academic staff, non-academic staff, the management staff and the students are the elements that make up the system.

Dunlop (1958) in presenting the systems theory posits that an industrial relations system at any one time in its development is regarded as comprising of certain actors, contexts, an ideology which binds the industrial relations system together, and a body of rules created to govern the actors at the workplace and work community. As Anyim, Ikemefuna and Ekwoaba (2012 p.40) explain:

the actors comprise a hierarchy of managers and their representatives; a hierarchy of non-representatives; and specialized third party agencies whether governmental or private ones. The contexts focus on three environmental contexts that play a decisive part in shaping the rules of an industrial relations system and with which the actors interact. They include technological characteristics,

budgetary constraints and the locus and distribution of power in the larger society.

The implication of the Systems Theory under the current circumstance is that industrial relations could lead to democracy sustenance, increase in direct foreign investment, enhancement of living standards, technology transfer, good industrial relations practice and infrastructural development if there is a synergy among the industrial relations actors, that is presence of favourable context for the actors to operate, common ideology and generally acceptable body of rules to guide their course of action.

2.3. Empirical Review

2.3.1 Expressive Participatory Management and Efficiency

Industrial Harmony and Employee Performance in Food and Beverage Firms in Anambra State, Nigeria were investigated by Onyeizugbe, Aghara, Olohi, and Chidiogo (2018). A correlation survey research design was used in this study. The data was analyzed using Pearson product moment correlation. The findings demonstrated a high positive association between joint consultation and employee engagement, as well as a strong positive relationship between industrial democracy and employee performance.

Uduak & Cross Ogohi (2020) examined the effect of Industrial Relations on Employees' Commitment in Nigerian National Petroleum Corporation (NNPC), Nigeria. The study adopted a survey research design. The study used Taro Yamane to determine the sample size of 349 and the management staff of 26. The statistical tools used are multiple regressions. The findings revealed that industrial relations have a positive and insignificant effect on employees' commitment in NNPC, Abuja. Other findings were that collective bargaining has a positive and insignificant effect on employees' commitment in NNPC, Abuja, and industrial harmony has a positive and significant effect on employees' commitment in NNPC, Abuja while remuneration has a positive and insignificant effect on employees' commitment in NNPC, Abuja.

Nwankwo, Obi & Onyemachi (2023) examined the effect of industrial relations practices on the productivity of the public sector in Nigeria. The research design was descriptive survey methods. Research questions of the study were answered using mean score and standard deviation. The hypotheses stated were tested using single regression analysis. The empirical result showed that career development practice has positive and significant effect organisational market share in Nigeria public sector and work-life- balance practice has positive and significant effect organisational total quality in Nigeria public sector. The study concluded that industrial relations practice has positive and significant effect on the productivity of the public sector in Nigeria

2.3.2 Employment practices and Quality of Service

The Effects of Industrial Relations on the Management of Industrial Dispute, Idemobi, Ngige, and Ofili (2017) investigated. The research was conducted using a descriptive research approach. The study relied on a mean score. The findings revealed that there is a link between industrial democracy and industrial harmony, as well as a link between employee-employer interactions and the reduction of industrial conflict.

Sholokwu and Olori (2020) looked into managerial methods and workplace harmony in oil and gas companies in Nigeria's Rivers State. The researchers used a descriptive survey method to collect data and used a questionnaire to do so. The seven hypotheses were tested using the

Spearman's Rank Correlation statistical approach. The findings revealed that management practice and industrial harmony have a substantial link.

Samwel (2018) focused on the effect of employee relations on employee performance and organisational performance-study of Small Organisation in Tanzania. The study adopted a cross-sectional survey research design and used a stratified random sampling technique to select a sample size of 387 respondents from selected small organisation in Tanzania. Data was analyzed using descriptive statistics and correlation analysis and the results presented using tables. The findings showed that small organisation in Tanzania are aware of the benefits of maintaining good employee relations and correct remedial actions taken to minimize poor employee relations in the organisation. The findings further indicate a positive significant relationship between employee relations and employee performance as well as between employee relations and organisation performance.

Ogunsanwo & Kazeem (2019) examined the employee relations management and employee performance (A study of Dangote Cement, PLC, IBESE). A simple linear regression was conducted to examine how well ERM predict level of EP. The result of the test shows that there exists a strong positive relationship between ERM and EP; ERM has a strong positive power on EP which means 64% of variance in EP was predicted from ERM; a unit change in ERM will result in 0.97 increase in EP. Some diagnostics outcome of the research was not spurious.

2.3.3 Disengagement Practices and Efficiency

Zeb-Obipi, Obiekwe & Ateke (2019) focused on industrial Relations Environment and Organisational Resilience: Implications on Nigerian Managers. The study adopted a content analysis. The paper notes that the resilient ability of an organisation develops over time from an organisation's continual adjustment to its environment and adjustment to current adversities affecting it, as well as adapting to recover from pre-perturbation state as much as possible. Additionally, industrial relations demand managerial ability to successfully scan, understand and interpret the environment which an organisation operate in order to develop advantage in building resilience.

In the University of Calabar, Cross River State, Nigeria, Odey, Ekpoto, and Akpa (2020) investigated the empirical relationship between industrial conflict and students' attitudes about selected significant academic activities. Ex-post facto research was used in this study. The information gathered was analyzed statistically using Pearson Product Moment Correlation Analysis. The findings demonstrated that industrial conflict has a major impact on students' attitudes about exams.

Okeke and Ezeodili (2022) examined the Industrial Relations and Organisational Performance of Tertiary Institutions in Enugu State. The study adopted a descriptive survey design. The hypotheses were tested using t-test analysis. The findings revealed that employees' ability to innovate and improve services in Enugu State's tertiary institutions was significantly influenced by effective communication between management and the workforce, in Enugu State, industrial democracy has a substantial effect on the quality of tertiary institution manpower development and that Mutual respect for one another has a significant effect on the employees' ability to innovate and improve services of tertiary institutions in Enugu State. The study concluded that effective communication, industrial democracy and mutual respect influenced organisational performance in tertiary institutions in Enugu State.

3. Methodology

3.1 Research Design

The study used a survey research approach. The descriptive study design is appropriate for gathering information on the attitudes, perceptions, views, behaviors, and values of members of a population with various settings and similar characteristics. The population for this study was 11802. It involved all the academic staff of the three selected public institutions in Enugu State.

Table 3.1: Population Distribution Table

Respondents	No of staff	Percentage
University of Nigeria	9923	84
Institute of Management and Technology, IMT, Enugu	1,023	9
Enugu State College of Education (ESCET)	856	7
Total	11802	100

Source: Field Survey 2023

3.5 Determination of Sample Size

When the population is certain and known, the sample size was calculated using the proper formula for sample size estimate. As a result, the Taro Yamane formula (1973) is used to estimate the sample size for this investigation, as shown below.

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

Where n = sample size

N = population size, I = constant, n = Margin of error. Using 5% as error estimate

$$N = 11802, \quad e = 0.05$$

Therefore

The sample size is computed thus:

$$n = \frac{11802}{1 + 11802(0.05)^2} = \frac{11802}{1 + 11802 \times 0.0025} = \frac{11802}{1 + 29.505} = \frac{11802}{30.505} = 386.887$$

$$n = 387$$

3.6 Sampling Technique

The respondents were chosen using a purposive sampling technique, and the current organisational structure was adopted. In this technique, sampling which comprised the management and staff was done on the basis of the researchers own knowledge and understanding of the population studied, its elements and the nature of the research design especially in the initial stages of designing the questionnaire. The institutions were split into two categories. Senior and junior personnel, academic and non-academic. The respondents for the study were chosen from this category. A total of 387 respondents were chosen using a basic random sample technique, which included both academic and management professionals.

3.7 Method of Data Collection

The researcher used the questionnaire for the study. The rationale for using the instruments was because it helped to provide the researcher with relevant quantitative and qualitative data that were used to test the formulated hypotheses. The questionnaire instrument was in a 5-point Likert scale structured form (Strongly agreed, agreed, undecided, disagreed, strongly disagreed). The questionnaire items were derived from the study's objectives, research questions, and assumptions.

3.8 Validation of the Instrument

This study used both content and face validity. The instrument was validated by professionals in the field of management and the supervisor in order to attain face validity.

3.9 Reliability of the Instrument

The instrument was subjected to Cronbach's Alpha test of reliability which gives a high reliability alpha of 0.7 and above. The idea behind reliability of instrument is that, when the number of items used in measuring the variable gives a reliability alpha of 0.7 and above, according to Nunnally (1978), it means that the measuring instrument is highly reliable.

3.10 Method of Data Analyses

The mean score was employed for descriptive analysis due to the nature of the study, while the t-test was performed to establish the level and significance link between the study variables. The usage of SPSS software made this possible.

For a paired t-test, the formula for calculating the t-value and degrees of freedom is:

$$T = \frac{\text{Mean 1} - \text{Mean 2}}{\frac{S(\text{diff})}{\sqrt{(n)}}}$$

where:

mean1 and *mean2*=The average values of each of the sample sets
s(diff)=The standard deviation of the differences of the paired data values
n=The sample size (the number of paired differences)
n-1=The degrees of freedom

Data Presentation and Analysis

4.1 Data Analysis

This chapter focuses on the presentation and analysis of primary data collected by the researcher via a well-structured questionnaire. The data was presented and analyzed using simple tables and the Means Score approach. Statistics were also employed to test the research hypotheses provided in the first part.

Research question one: What is the effect of expressive participatory management practices on efficiency of tertiary institutions in Enugu State?

Table 4.2: Effect of expressive participatory management practices on efficiency of tertiary institutions in Enugu State

s/n	Items	SA (5)	A (4)	U (3)	D (2)	SD (1)	FREQ	Mean	Decision
1	Facilitates open dialogue between stakeholders, fostering understanding, collaboration, and synergy among faculty, staff, and students.	120	110	20	20	30	300	3.9	Accepted
2	Encourages active involvement and ownership of decision-making processes, leading to higher motivation and commitment among stakeholders.	120	120	20	20	10	300	3.9	Accepted
3	Harnesses collective intelligence and diverse perspectives to address challenges creatively and effectively within the institution	110	100	30	30	30	300	3.5	Accepted
4	Stimulates a culture of creativity and idea-sharing, resulting in the development of innovative solutions to institutional issues	100	110	20	30	40	300	3.6	Accepted

5	Ensures continuous improvement and quality assurance through stakeholder involvement in academic and administrative processes	120	109	11	40	20	300	3.9	Accepted
Grand Mean								3.8	

Source: Field Survey, 2023

Table 4.2 shows that all of the respondents were positive in their comments as it is related to the Effect of expressive participatory management practices on efficiency of tertiary institutions in Enugu State. All of the items 1–5 were accepted by the respondents, with mean scores of 3.9, 3.9, 3.5, 3.6, and 3.9. The grand mean score of 3.8 indicates that the respondents are adamant that industrial democracy has a significant positive impact on the performance of tertiary institutions in Enugu State.

Research question Two: What is the effect of employment practices on quality of service of tertiary institutions in Enugu State?

Table 4.1: Effect of employment practices on quality of service of tertiary institutions in Enugu State

s/n	Items	SA (5)	A (4)	U (3)	D (2)	SD (1)	FREQ	Mean	Decision
1	Facilitates adaptive capacity and resilience, enabling the institution to navigate challenges and thrive in a dynamic environment	160	115	5	10	10	300	4.3	Accepted
2	Promotes equal opportunities for all, fostering a diverse workforce reflective of the institution's student population	140	120	20	10	10	300	4.2	Accepted
3	Implements policies that accommodate diverse needs, ensuring equal access to resources and opportunities for all	130	100	10	40	20	300	3.9	Accepted
4	Ensures equitable pay and benefits, reducing disparities and promoting a sense of fairness among faculty and staff.	140	100	10	25	25	300	4.0	Accepted
5	Implements measures to enhance accessibility for students and employees with disabilities, ensuring inclusivity and equal participation	110	140	10	20	20	300	4.2	Accepted
Grand Mean								4.1	

Source: Field Survey, 2023

Table 4.1 displays the responses to the question on the effect of employment practices on quality of service of tertiary institutions in Enugu State. The respondents strongly agreed with all of the issues from 1 to 5, with mean scores of 4.3, 4.2, 3.9, 4.0, and 4.2, respectively. The grand mean score of 4.1 indicates that the respondents felt that effective communication allows employees to express their opinions on issues that impact them, enhancing their ability to innovate and improve services.

Research question three: To what extent does disengagement practices affect efficiency of tertiary university in Enugu State?

Table 4.3: Effect of disengagement practices affect efficiency of tertiary university in Enugu State

s/n	Item	SA (5)	A (4)	U (3)	D (2)	SD (1)	FR EQ	Mean	Decision
1	Limits involvement of marginalized groups, hindering their access to opportunities and resources within the institution.	123	97	20	30	30	300	3.8	Accepted
2	Lowers morale among disengaged faculty and staff, affecting their productivity and commitment to providing equitable services.	111	108	10	51	20	300	3.7	Accepted
3	Leads to higher turnover rates among disengaged employees, potentially exacerbating inequalities in staffing and service provision.	106	112	15	37	30	300	3.7	Accepted
4	Constrains access to support services and resources for marginalized students, perpetuating inequalities in academic success and retention	99	116	10	43	22	300	3.6	Accepted
5	Results in differential treatment of students and employees, contributing to a climate of exclusion and inequality within the institution.	120	100	10	50	20	300	3.8	Accepted
	Grand Mean							3.7	

Source: Field Survey, 2023

Table 4.3 shows how respondents think about disengagement practices affect efficiency of tertiary university in Enugu State. Based on the responses, it can be seen that the respondent affirmed all of the questions from 1 to 5, with mean scores of 3.8, 3.7, 3.6, and 3.8, respectively. The grand mean of 3.7 indicates that the respondents overwhelmingly agreed with the questions posed.

4.3 Test of Hypotheses

The research hypotheses were put to the test to see if they were true or not. However, each hypothesis was evaluated independently to determine its significance in light of the data acquired and analyzed in this study. The t-test was used to test the hypotheses.

4.2.1 Test of Hypothesis One

- i. Expressive Participatory management practices have no significant effect on efficiency of tertiary university in Enugu State.

Table 4.4: Expressive Participatory Management and efficiency of tertiary institutions in Enugu State

Null hypothesis (Ho)	Tcal	Ttab	Df	Decision
Employees are more motivated to raise their output when they are allowed to participate in the decision-making process in areas that concern them.	7.39	2.776	4	Reject Ho and Accept Hi

Source: Field Survey 2023

Decision Rule: The decision rule in this case is to reject H_0 if T -calculated exceeds T -table ($t\text{-cal} > t\text{-tab}$). As a result, the t -calculated is 7.39, while the t -table is 2.776 in the previous table. This demonstrates that expressive participatory management practices have a significant effect on efficiency of tertiary university in Enugu State. As a result, the null hypothesis (H_0) is not accepted, whereas the alternative hypothesis (H_1) is accepted.

4.2.2 Hypothesis Two

- i. Employment practices have no significant effect on quality of service of tertiary university in Enugu State.

Table 4.5: Employment practices and the quality of service of tertiary institutions in Enugu State

Null hypothesis (H_0)	Tcal	Ttab	Df	Decision
Employees can express their opinions on issues that affect them through effective collective, which improves service performance.	6.93	2.776	4	Reject H_0 and Accept H_1

Source: Field Survey 2023

Decision Rule: The decision rule is that if T -calculated is more than T -table ($t\text{-cal} > t\text{-tab}$), H_0 is rejected. As a result, the t -calculated is 6.93, while the t -table is 2.776 in the preceding table. This establishes that employment practices have a significant effect on quality of service of tertiary university in Enugu State. As a result, the null hypothesis (H_0) is not accepted, whereas the alternative hypothesis (H_1) is accepted.

4.2.3 Hypothesis Three

- i. Disengagement practices have no significant effect on quality of service of tertiary university in Enugu State.

Table 4.5: Disengagement practices and the efficiency of tertiary institutions in Enugu State.

Null hypothesis (H_0)	Tcal	Ttab	Df	Decision
Mutual respect for one another has no significant effect on the productivity of tertiary institutions in Enugu State	11.20	2.776	4	Reject H_0 and Accept H_1

Source: Field Survey 2023

Decision Rule: The decision rule is that if T -calculated is more than T -table ($t\text{-cal} > t\text{-tab}$), H_0 is rejected. As a result, the t -calculated is 11.20, while the t -table is 2.776 in the preceding table. This proves that Disengagement practices have a significant effect on quality of service of tertiary university in Enugu State. As a result, the null hypothesis (H_0) is discarded, whereas the alternative hypothesis (H_1) is accepted.

4.4 Discussion of Findings

4.4.1 Expressive Participatory management practices and Efficiency

The findings of hypothesis one confirmed that expressive participatory management practices have a significant effect on efficiency of tertiary university in Enugu State. This is because the t -calculated value of 7.39 is higher than the t -table value of 2.776. This outcome is consistent with Mojaye and Dedekuma's (2015) findings from a study on the effect of communication on industrial harmony in Delta State Nigeria's civil service. While efficient communication does not always lead to excellent labor relations, it can lead to industrial peace, according to the study.

4.4.2 Employment Practices and Quality of Service

Hypothesis two showed that employment practices have a significant effect on quality of service of tertiary university in Enugu State. This is because the t-calculated value of 6.93 is higher than the t-table value of 2.776. The findings are consistent with those of Fejoh (2015), who looked at industrial democracy as a driver of job satisfaction among public health professionals in Ogun State, Nigeria. The findings revealed that the industrial democracy factors of information participation, consultative participation, associative participation, administrative participation, and decisive participation have a significant positive correlation with workers' job satisfaction in the following order: information participation; consultative participation; associative participation; administrative participation; and decisive participation.

4.4.3 Disengagement practices and Efficiency

Finally, the t-test result for hypothesis three demonstrated that Disengagement practices have a significant effect on quality of service of tertiary university in Enugu State. The t-test result shows that the t-calculated value is 11.20, whereas the t-table value is 2.776. This finding matches that of Onyeizugbe, Aghara, Olohi, and Chidiogo (2018), who investigated the Industrial Harmony and Employee Performance in Food and Beverage Firms in Nigeria's Anambra State. The findings demonstrated a high positive association between joint consultation and employee engagement, as well as a strong positive relationship between industrial democracy and employee performance.

Summary of Findings, Conclusion and Recommendation

5.1 Summary of Findings

- i. Expressive participatory management practices have a significant effect on efficiency of tertiary university in Enugu State. This affirms that Employees are more motivated to raise their output when they are allowed to participate in the decision-making process in areas that concern them.
- ii. Employment practices have a significant effect on quality of service of tertiary university in Enugu State. This implies that Employees can express their opinions on issues that affect them through effective collective, which improves service performance.
- iii. Disengagement practices have a significant effect on quality of service of tertiary university in Enugu State. This implies that Equal promotion opportunities for all members of the organisation aids in the resolution of conflicts, allowing employees to function at their best.

5.2 Conclusion

From the findings, the study established that expressive participatory management, Employment practices and disengagement practices influenced the performance of tertiary institutions in Enugu State. As a result, effective industrial conflict management techniques and machinery would go a long way toward improving the condition of conflicts in these organisation. Again, solid employee-employer relations and effective industrial democracy will aid in the reduction of conflicts at higher education institutions.

5.3 Recommendations

Based on the findings of the study, the study made the following recommendations:

- i. Expressive participatory management practices effect the efficiency of tertiary institutions, management should give more room for unions in the organisation to air their views and try as much as possible to align the needs of the employees to that of the institutions so to improve on service delivery the more.
- ii. The management of public universities should continue to promote Employment practices so as to foster a sense of belonging by allowing employees to participate in decision-making on issues that affect them, this will help the employees the needed

motivation to development quality manpower for the institutions and the nation in general.

- iii. Disengagement practices should be duly entrenched in public universities to preserve a healthy industrial relationship for optimum services delivery, management should address any industrial disagreement as soon as possible to foster a harmonious industrial climate that promotes industrial development and quality service delivery.

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