



## **EFFECT OF FUNDING FOR REVITALISATION AND SALARY PACKAGE ON INDUSTRIAL HARMONY IN NIGERIAN UNIVERSITIES: AN EXPERIENCE FROM ACADEMIC STAFF UNION OF UNIVERSITIES AND FEDERAL GOVERNMENT 2009 AGREEMENT**

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### **Abstract**

This study assessed the implementation of collective bargaining agreement on industrial harmony in Nigerian University system. The aim of the study is to evaluate the collective bargaining agreement and industrial harmony in the university system in Nigeria. However, the specific objectives are to evaluate contentious issues surrounding ASUU and Federal Government which has resulted to incessant strike in Nigeria such as funds for revitalization, salary package among other factors. The data sourced from the questionnaire were presented and analyzed using Statistical Package for Social Sciences (SPSS 23) and upon satisfaction of regression analysis, multiple regression analysis was used to test the hypotheses postulated in the study. The study revealed among other things that funding for revitalization has positive and significant effect on industrial harmony in Nigerian federal universities. The study recommended among other things that federal government should amend the TETFUND Act to increase accrued revenue from 5% to 7% and the additional increment should be set aside specifically for physical infrastructure for teaching and learning and instructional material and equipment in Nigerian federal universities so as to make them compete globally.

**Keywords:** Industrial harmony, Collective bargaining, ASUU, Government, Salary

### **Introduction**

There is no social system such as industrial organisations that can function optimally without some degree of harmonious relationship among its members. This is perhaps why humans have always made conscious attempts at ensuring some degree of harmonious co-existence over the years. Trade dispute which is simply a dispute between

employer and employees over certain issues concerning

workers conditions of service is a common phenomenon in both advanced and developing countries of the world. Collective bargaining is an industrial practice made to enhance harmony by mutual settlement of trade disputes between an employer and workers or their respective unions. The term collective bargaining is applied to the arrangement under

which wages and conditions of employment are settled by a bargain in form of an agreement made between employers or associations of employers and workers organisations (Sylvia, 2015).

In Nigeria, every worker has a right to form and belong to any trade union of his choice, for example, Academic Staff Union of Universities (ASUU), Nigeria Labour Congress (NLC) are some of the trade union in Nigeria. This right is guaranteed to every Nigerian by virtue of Section 40 of the Constitution of the Federal Republic of Nigeria, 1999 (as amended) which provides that “Every person shall be entitled to assemble freely and associate with other persons and in particular he may form or belong to any political party or trade union or any other association for the protection of his interest”. This provision is one of the fundamental human rights provisions in the Constitution which can only be amended by special legislative processes to ensure that no person or party in power can easily take away these rights by legislation. According to Udabah & George (2002) trade unionism in Nigeria predates independence; it started to grow in the period when the various governments in the country realized that workers Union was not necessarily conspiratorial but could be a vehicle for social benefits. Also, the enactment of social legislation to foster and promote such organisations has become an important part of labour policy and administration.

Effective collective bargaining establishes the set rules between parties during the life-time of a collective agreement and also gives the method of settling grievances that will

occur from time to time (Appah & Emeh, 2012). On this premise, most trade disputes have economic and goal incompatibility in the absence of common values in work establishments. However, through the use of the machinery of collective bargaining, it is possible for labour and management with conflicting goals to relate harmoniously, handle their grievances or disputes by working towards consensus and diminishing the odds of non-productive escalation of conflicts. Ironically, in spite of the acclaimed purpose of collective bargaining as a veritable tool of industrial harmony, no day passes in Nigeria, particularly in public sector organisations without any form or threat of industrial actions. Thus, the most frequent problem in Nigeria in recent times is the incessant industrial action (Uma, Obidike, Eboh & Ogbona, (2013) & Okuwa & Campbell, 2011). According to them, if it is not the National Union of Teachers (NUT) or Academic Staff Union of Universities (ASUU), it will be Health workers or other important public sector union. Consequently, the public sector employees’ faith in the use of collective bargaining is fast ebbing away. This is because the only justification of industrial action by ASUU and other unions in the country is the dent on the collective bargaining agreement.

Prior to 1981, there was no effective machinery for resolving trade disputes in Nigerian universities. The principle of collective bargaining in Nigerian Federal University System, which should result to collective agreement, was recommended by Cookey Commission in 1981. The 1981 FGN/ASUU Collective Bargaining Agreement established the principle of collective

bargaining and provided a platform for resolving important issues as salaries and conditions of service of Academic staff, funding and the roles of Pro-Chancellors and other functionaries associated with the running of the universities (ASUU:2000 in Emeka: 2009).

In 1992, ASUU suspended its activities in the Nigerian universities as FGN tried to renege on the September 1992 collective bargaining agreement which the then government described as an agreement of imperfect obligation (Asobie, 1996 in Emeka, 2009). ASUU entered into another collective agreement with FGN in 2001 to address issues of funding, condition of service, autonomy and other related issues. ASUU had to embark on series of strikes in 2002, 2003, 2005, 2006, 2007 and 2008 over non-implementation of collective bargaining agreement reached with the Federal Government in 2001. In 2008 a committee was set up to re-negotiate the 2001 agreement and to ensure it was a workable one which resulted in a new agreement between Academic Staff Union of Universities and Federal Government of Nigeria in 2009. The essence of the collective agreement was to promote industrial harmony that has eluded our institutions of learning i.e. universities, over the years. The 2009 ASUU/FGN Agreement focused on funding for revitalisation, salary package for university lecturers, Earned Academic Allowances, University Autonomy and Academic Freedom, and other issues like renegotiation of the agreement after a given period of time. In spite of the effort the various stakeholders (FGN Team and ASUU representatives) put in making the 2009 collective agreement workable, the

implementation of this pact has over the years, pitched ASUU against the government over the non-implementation of the agreement. It is on the basis of this background that this research is stimulated to understanding the evolving dynamics.

The often re-occurrences of trade dispute between ASUU and FGN over issues which are properly addressed at the negotiations table (collective bargaining) has defied theories of conflict resolution like Thomas (1976) Conflict Management style, Follett (1940) conflict management theory and so on, which believed that integration (collective bargaining) is the best way of promoting industrial harmony in any organisation. The area of concern has attracted researchers in the field of social sciences of what may be the future of our university graduates and their ability to compete globally. Authors like Lasisi and Lolo (2018), Sohoh (2018), Muhammed (2014), Olukayode and Ojeifo (2014) among others. For example Lasisi and Lolo assessed the usefulness of collective bargaining on industrial harmony in Shell Petroleum Development Company (SPDC) which is a private establishment. Sohoh (2018) assessed collective bargaining and industrial harmony in higher institutions in Delta State. Based on the available literature on the subject matter, not much scholars have written extensively on evaluation of the implementation of the 2009 FGN/ASUU Agreement on industrial harmony in Nigerian federal universities especially on funding for revitalisation, Earned Academic Allowances, Salary package, University Autonomy and Academic Freedom, and Renegotiation of 2019 collective agreement on industrial

harmony. There is a need to examine why the general believed workable agreement is not being implemented to address the industrial disharmony in the Nigerian universities. In the light of the observed gaps, the researcher is interested to fill the gap by conducting this research on the aforementioned variables.

The core objective of the study is to evaluate the implementation of the 2009 FGN/ASUU Agreement on industrial harmony in Nigerian federal universities. To achieve the objective, the study raised the following questions:

i. To what extent has the implementation of funding for university revitalisations improves industrial harmony in Nigerian federal universities?

iii. To what extent has the implementation of salary package for university lecturers enhance industrial harmony in Nigerian federal universities?

The study is guided by the following research hypotheses:

H0<sub>1</sub>- There is no significant relationship between funding for university revitalisation and industrial harmony in Nigerian Federal Universities.

H0<sub>2</sub>- There is no significant relationship between the Salary package and industrial harmony in Nigerian Federal Universities.

## Literature Review

### Conceptual of Industrial Harmony

The term industrial harmony is made up of two words – industrial and harmony. Industrial means the process of productivity-activity in which an individual is (or a group of

individuals are) engaged, while harmony is the peaceful co-existence between two parties (of opposing interests) in an organization (Raphael & Iheriohanma, 2018). According to Otobo (2000), industrial harmony refers to a friendly and co-operative agreement on working relationship between the employer and the employees intended for their mutual benefits in an organization. According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organisation's aims and objectives (Akuh, 2015). Awuzie (2010) believes that industrial harmony is an ideal state of peace existing between the employer and employees that will prompt them to engage in the production of goods and services in an organization. This is because employees are motivated by the existing harmonious relationship to give the best of their talents or potentials for the development and progress of the organization.

Matthew and Muhammed (2014) believed that industrial harmony is the ideal situation in Nigerian public universities where the government and ASUU are expected to work harmoniously in pursuit of the realization of the universities' mandate of intellectual and moral training of their products to acquire professional capacities for the socio-economic, political and technological development of our country. Industrial harmony therefore enhances the lecturers' satisfaction, efficiency and productivity in the public universities in Nigeria. Corroborating this view, Pamede

(2007) observed that industrial harmony creates a peaceful working environment conducive for dialogue and tolerance in resolving industrial disputes between the State and ASUU in Nigerian public universities. According to Pamede (2007), a healthy and harmonious relationship between the employer and employees is an important key for achieving maximum productivity in any organization.

Raphael & Iheriohanma (2018) opined that the indices that may bring about industrial harmony in a work place include favourable working conditions/environment, prompt payment of salaries/entitlements, promotion, provision of adequate teaching and research facilities, infrastructural development, academic freedom and university autonomy in the public universities.

### **Impediments to Collective Bargaining Practice in Nigeria**

In Nigeria, a number of impediments inhibited the effectiveness of the practice of collective bargaining. As pointed out by Bello and Kinge (2014) one of the major constraints that predisposed this anomalous situation is the government interventionist approach. Such interventionist measures include use of force or threat on workers during collective bargaining session, lack of seriousness to engage in collective bargaining process, proscription of trade union, unilateral action of government and continuous issuance of circular on wages award without consultation with the labour representatives. Instead of allowing collective bargaining to thrive, government still pays lip service to its use by

resorting to primacy of wage commission as a means of granting wage award which often has cosmic applicability in the public sector. This use of fiat in Nigeria public service is a mockery to collective bargaining and hence not in line with the International Labour Organisation (ILO) Conventions and Standards (Ekwoaba, Ideh and Ojikutu, 2015).

Aside the overbearing antics of the government, (both past and present), the enactment of the Trade Union Amendment Act of 2005 has not totally encouraged freedom of association to operate within the orbit of labour legislation in Nigeria. The freedom of association principle is fully guaranteed under the Nigerian constitution but the Act forbids the formation of new industrial union, which is inhibitory of collective bargaining practice and contradictory of the freedom of Association principle as entrenched in the constitution of the country. The Trade Union Amendment Act of 2005 is viewed as unhealthy invention in industrial relations (Ndifon, Nwagbara and Odey, 2008). Also, the ILO monitoring reports have urged the Nigerian government to revisit its policy and to re-amend the Trade Union Act, 2005, with the sole object of democratizing trade union and collective bargaining process (Fajana and Shadare, 2012).

Although, under the democratically elected government in the country, some visible gains of democracy have filtered into public sector establishments but not in terms of right to strike and parity of power which are the fulcrums of collective bargaining practice. From the perspective of the trade unions, without the right to strike, collective bargaining

would be nothing but collective begging (Weiss, 2005). Disharmonious relations are also most likely to occur when management has a distinct power advantage over the workers' representatives in bargaining matters as presently being witnessed in Nigeria public sector organisations.

The essence of collective bargaining in a developing nation like Nigeria is the containment of industrial conflicts. However, the approach has lost some of its latitudes for manouvres as a result of weak structures in the Nigeria public sector establishments. In the words of Anyim, Elegbede and Gbajumo-Sheriff (2011) the collective bargaining mechanism is defiled and poorly structured in Nigeria public organisations. As such, the existing bargaining structure arrangement in the public service is seen to be frail. Relatedly, unwillingness to negotiate in good faith and non-observance of the sanctity of collective agreement by management are part of the banes of collective bargaining practice in the public sector organisations of Nigeria.

Generally, the effectiveness of collective bargaining often depends largely on how previous agreements were implemented. Akhaukwa, Maru and Byruhanga (2013) argued that collective bargaining process is thus expected to be fair and legal and should take place in an environment of trust for parties to achieve workable relationship. In contrast however, what obtains as reality in public sector organisations in Nigeria is the reverse. The collective bargaining approach is not only widely undiffused but also defective and deceptive. Government as the largest employer of labour has continuously reneged to fully

implement the basic outcome of collective bargaining. For instance, Adibe (2009) reported that the federal government neglected, ignored, failed and refused to implement the 2009 FGN/ASUU agreement after more than two years of its signing. Thus, the government has abandoned the main tenet of industrial democracy that agreements freely entered into must be honoured (Ajayi, 2014).

### **Collective Agreements under Statutory Law in Nigeria**

In Nigeria, industrial relations matter is placed on the Exclusive Legislative List (ELL). This means that only the National Assembly (NASS) has exclusive powers to legislate on trade dispute or industrial relations out of the sixty-eight items contained on the ELL. The State Governments therefore are expected to domesticate or adopt such Act for the purposes of regulation and settlement of trade disputes or in handling collective agreements. The Act authorizes the Ministry in charge of Labour Matters to delegate his power under the Act with regards to collective agreement obligations to the appropriate State Commissioner charged with the welfare of labour (Macaulay, 2017). The Acts 1990 and 2004 both define collective agreements and also stipulate the obligation to deposit collective agreements with the Minister of Labour as follows – Collective agreement is:

an agreement in writing for settlement of trade disputes; relating to the terms of employment and physical conditions of work; and

concluded between an employer or a group of employers on the one hand and one or more trade unions representing workers on the other hand.

Also, the obligation to deposit collective agreements by the parties to the said agreement with the Minister is that at least three copies of the agreement must be deposited by the parties there to with the Minister within a specified period under these Acts. The Minister is thereafter expected to make an order upon receipt of the copies of the agreement authorizing that any part or all of such agreement shall be binding on the employer and employees concerned.

The provisions regarding bindingness of collective agreements in the two Acts are unambiguous and to all intents and purposes, the common law position is completely supplanted and statutorily ruled out of order in Nigeria. Therefore, the Acts intend that once the Minister or Commissioner, as the case may be, makes an order on the status of an agreement, then the agreement becomes enforceable at law as between the parties thereto.

Paradoxically, while the issue of enforceability has statutory backing, the issue of implementation of such collective agreements has always become revolving challenge in Nigeria. This therefore has raised administrative question over the bindingness of the Minister's order in Nigeria vis-à-vis the doctrine of *pacta sunt servanda* – that is, all agreements must be kept. It is trite that this

principle only admits as exception vitiating factors, which factors do not include dearth of political will to implement collective agreements duly executed and deposited with the appropriate authority.

Comparatively, both the Botswana Trade Disputes Act and the United Kingdom's Trade Union and Labour Relations Act require that collective agreement should be in writing before it could become binding on the parties. The British Act, however, does not require registration of copies of collective agreement before such agreement becomes binding on the parties thereto. The Act rather requires that the parties should indicate or state that the agreement shall be binding on them. The Botswana Act, however, demands registration of an agreement with the appropriate Commissioner by each party to the agreement within twenty-eight days after the execution of such agreement. The Commissioner is equally expected to notify each of the parties concerned of such registration. The Commissioner may, however, withhold registration of any agreement lodged with him if such agreement conflicts with any existing law (Macaulay, 2017).

Indeed, the British Act is more explicit as it recognizes common law position and also recognizes freedom of contract or intention to enter into legal relations once the parties state that the agreement shall be binding on them. In contrast, both the Nigerian and Botswana versions subject an agreement to the scrutiny and discretionary power of a 3<sup>rd</sup> party who is an appointee of the state with every likelihood of biases and red-tapism. The Nigerian version in particular would have been straightforward like

that of Botswana but for the disturbing situation where the courts in Nigeria still allow common law principle which has been abandoned in Britain, which colonized Nigeria for its ghost to rear its ugly head in the courts and their decisions against the extant law on the issue at hand.

### **Salary Package and Collective Bargaining**

Salary is the regular amount paid to an employee for doing his job, especially professional personnel or people working in an office. The payments are usually monthly (kurfi, 2013). MacFarland (1968) define salary as a term used to designate monetary payments to clerical, supervisory, managerial, or professional employees. According to Langsner and Zollitsch cited in Samuel (2011) salary is remuneration of executives, supervisors, office employee and salesmen hire on a basis other than an hourly rate, such as on a weekly, bi-weekly, semi-weekly, monthly or annual basis. They were of the view that workers in all walks of life are inclined to seek some recognition of a concrete and continuous nature besides that of mere praise. No other reward, no other incentives can be as effective as continuous financial reward. They added that if a normal standard of production is set as a goal, and a financial incentive is provided as a reward for output above standard, the average worker will strive to attain it. This is because he measures his success by comparing the percentage of his output in relation to his skill, effort and increase earning. Chukwudi, Odogwu & Adedehinbo (2012) added that the main reason why workers get involved in paid jobs is to earn a living which is salary or wage.

To them, reasonable salaries must be paid on time, that is, it must be paid as at when due and promptly, as well. The workers should be able to determine the time such salaries will be paid by the organization. Again, there must be a relative uniformity in the mode and manner such salaries will be paid to the workers. While fixing salaries, the organization must consider factors such as the cost of living, company ability to pay, capability of company to pay and so on.

According to Odiagbe (2011) a major issue of contention between the academic staff union of universities (ASUU) and the Federal Government of Nigeria (FGN) is the issue of levels of salary and of the wider conditions of service for members. He stated that academic staff in Nigerian universities as slogans like “My boss is a comedian; the wages he pays are a joke”; “My take-home pay cannot take me home” which indicated that the salary of lecturers is nothing to write home about. Pemedede (2007) is of the same opinion that academic staff members are poorly motivated due to poor salaries and allowances, and this has exacerbated the brain drain syndrome in Nigeria. Pemedede (2007) cited hygiene factor of Herzberg’s theory of motivational which states that poor workers’ pay or salary and conditions of service lead to dissatisfaction in the workplace. Herzberg noted that an employee may decide to quit his job if he or she sufficiently disliked the working conditions. He or she will only be motivated to work harder when working conditions are reasonably adequate. In Nigeria, not only are workers hardly able to satisfy other needs such as feeding, clothing, and shelter, but work – especially in government establishments – is



often insecure, and the payment of salaries is irregular. The result is profound unease for those employed (Odiagbe 2011).

There have been concerns regarding adequate salaries for university teachers as it is thus central to the way in which they conduct themselves in the discharge of their core functions. Although, in nominal terms, the total salaries received by university workers have increased over the years, in real terms, salaries have been significantly lowered in value by inflation. Consequently, the average university worker or employee has become economically much poorer in comparison to his or her earnings in previous years. It is a regrettable development that university lecturers, who are some of the brightest people in the country, are rewarded with salaries, that are not attractive and are subject to poor conditions of service. The situation had exposed Nigerian lecturers to starvation, ill health and poverty. What emerges from this is a growing sense of economic desperation among union members (Ushie, Ogaboh, Agba and Best, 2010 & Odiagbe, 2011). According to them, many university lecturers have been forced to engage in other economic (non-academic related) activities simply in order to maintain themselves. For example, many lecturers serve as consultants to government agencies and other corporate organisations; some operate private businesses/shops both within and outside the university such as printing and photocopying centres, telephone booths, cyber cafes, hair dressing salons, sewing outfits, restaurants and 'beer parlours'. According to a study conducted by Ushie et al, there is evidence of academics running taxis after work, while some establish private

schools, tutorial classes and learning centres for undergraduate students (Ushie, Ogaboh, Agba and Best, 2010 & Odiagbe, 2011).

## **Review of Past Empirical Studies**

Lasisi and Lolo (2018) in a study entitled "collective bargaining: how useful it is for industrial harmony" attempted to examine the link between collective bargaining and industrial harmony in Shell Petroleum Development Company (SPDC), Port Harcourt, Rivers State, Nigeria. The study revealed among others that even though respondents see collective bargaining as having a positive link with industrial harmony, collective bargaining procedures have not been sufficiently followed to address grievances in the organisation and even where they have been followed, agreements have not been significantly implemented. Although the study extensively discussed collective bargaining and how its link with industrial harmony, the study failed to assess why the outcome of collective bargaining is not being carried out. This study will also fill this knowledge gap by assessing why government is being insincere in implementation of the outcome of collective bargaining.

Sohoh (2018) in a study entitled "collective bargaining and industrial harmony in higher institutions in Delta state" examined collective bargaining and industrial harmony in higher institutions in Delta State, with a focus on Delta State Polytechnic, Ozoro. The study revealed that collective bargaining in Ozoro polytechnic is seriously undermined by the activities of the management of Ozoro polytechnic, zero sum nature of governance,

political interest of union leaders, poor negotiating skills and idiosyncratic behavior of labour union leaders in Ozoro polytechnic.

Mohammed (2014) in a study entitled "Assessment of Collective Bargaining and Industrial Conflict Management in Nigerian Universities: A Study of Federal university of Technology, (FUT) Minna. The major problem investigated by the study is the poor management of Industrial Conflicts within the University in spite the mechanism (collective bargaining) at the disposal of the Actors (ASUU and Management) with which to curtail such menace. The main findings of the study revealed that collective bargaining is the most effective strategy for industrial conflict management in Federal University of Technology, Minna. However, the focus of the study is too broad without making specific reference to the collective bargaining strategy that is effective. This gap will be filled by this study by examining the component of agreement between FGN and ASUU.

Joy, Dumebi and kola (2015) in a study entitled "Collective Bargaining: An Evaluation of Conflict Management Strategies in the University of Lagos" investigates the use of collective bargaining as an effective instrument for management of conflict in educational institutions. The study reveals that effective collective bargaining positively affects productivity and that collective bargaining is a veritable instrument for the management of conflict in the university. Although the above study by Joy, Dumebi and kola lack empirical analysis on how the uses of collective bargaining as an effective instrument for management of conflict in educational

institutions can be achieved. This study will fill this knowledge gap by utilizing field data collection using survey study for thorough investigation of the problem.

Olukayode (2015), evaluated the efficacy of collective bargaining as a pathway to conflict management in Nigerias' public sector organisations. The study has objective of examining the perceptions on collective bargaining as an accommodative device for conflict management in Nigeria public sector organisations. The result established a significant difference in the perception of labour and management on collective bargaining as an accommodative device for conflict management in public sector establishments. The study also found a non-significant statistical determinate effect between collective bargaining and conflict management. The study concluded that collective bargaining is an institutional invention for reconciling conflicting goals of labour and management, but the machinery has not played any central and effectual role in the industrial relations practice of the public sector establishment in Nigeria.

Eteng, Agba and Enang (2016) examined the effectiveness of collective bargaining on industrial disputes in Nigeria. The study found out that despite the introduction of collective bargaining as a significant major tool for resolving and reducing the incidence of industrial disputes in Nigeria, the waves of industrial disputes continues to increase and fluctuate with time throughout the country.

Olabanji (2016) examined the effectiveness of collective bargaining as a tool

for industrial disputes resolution. A descriptive survey design was used for the study. The findings revealed that there is a significant relationship between collective bargaining and arbitration; collaborative law; mediation and conciliation. It is, therefore, recommended among other things that governments, business organisations, employers of labour, employees, organisations and all stakeholders in industrial relations should endeavour to embrace collective bargaining as the machinery to resolve industrial disputes, so as to promote industrial harmony, enhance employees' performance, increase productivity and improve the living standards of the generality of the people.

### **Theoretical Framework**

The researcher adopted Follett Conflict Management Theory as the theoretical framework of the study. The propounder of the conflict management theory is Mary Parker Follett [1868-1933]. She argued that conflict cannot be eliminated in any organisation because it is inevitable phenomenon where two or more people are brought together to achieve a pre-determined end. To her, conflict is an exhibition of differences in ideas or opinions on given situations. She opines that conflict could be bad or good or neither bad nor good depending on the situation. Conflict could also provide good or bad results or outcome depending on the manner it is interpreted, understood and resolved by the actors that are affected. In an article entitled "Constructive Conflict" She noted three methods of conflict resolution namely domination, compromise and integration. According to Follett, conflict resolution through domination is not the best

option for any organisation because; this would entail victory of one actor over the other. It would require the use of force and suppression of the weaker actor by the strong. Using this approach in conflict resolution does not mean victory has gone to the right party or that has marked the end of the conflict.

The relevance of this theory to this study lies on the fact that the Nigerian University System consist of people who come together with the intention or purpose of achieving a giving task, as such, conflict is inevitable in such arena. As suggested by Follett, conflict can be resolved through either of the following methods namely domination, compromise and integration. The Nigerian University System is made up of actors (Lecturers and Government) which must interact together for the purpose of achieving the system objectives and goal. In the course of interaction, differences in ideas or opinions on given situation may arise which if not properly handled might result to trade dispute. However, the need for the survival and continuity of the Universities mean that conflicts need to be handled in such a way that the actors involved do not necessarily bring about severe and damaging consequences on the system.

Although the compromise approach is better in trade dispute settlement, but the best of all is the integration approach. This is because, the divergent interest or demands of these actors are critically analyzed or put forward for discussion in a round table conference with the aim of coming out with lasting solution to the cause(s) of the dispute(s). Conflict resolved in this fashion is

constructive because each side is fully satisfied –win-win situation. If the actors in our University system can integrate their demands with the intention of proffering solutions to crises that have characterized our Universities for decades, the industrial harmony that have eluded the system will be restored again. This will create room for progress and sustainability in our educational system.

## Methodology

The research design adopted is survey research design. The population of this study consisted of the Academics in Federal Universities and Government officials. ASUU members for the purpose of this research entail National Executives, (namely the President, Vice President, Treasurer, Financial Secretary, Welfare Officer, Investment Secretary, immediate past president and 3 trustees), and academics in the federal government universities mention below: University of Nigeria, Nsuka, University of Lagos, University of Jos, University of Ilorin, University of Abuja, University of Port Harcourt, University of Technology, Minna, Abubakar Tafawar Balewa University, Bauchi, Usmanu Danfodio University, Sokoto, and Ahmadu Bello University, Zaria. The Government Officials entail Permanent Secretaries, and Directors in the Ministry of Education, Ministry of Labour and Productivity, Ministry of Finance, National University Commission and Managements of Nigerian Universities. Therefore, the entire population of study that the research covered

is fourteen thousand, six hundred and seventy four (14,674).

The choice of this population is based on the fact that ASUU and the Federal Government of Nigeria are both parties in collective agreement reached in 2009 to foster harmony in Nigeria universities. Therefore, for the purpose of this study, they are information-rich respondents. The sample size was determined using formula suggested by Taro Yamane (1967). The assumption is that the sample is representative of the population.

Sample size formula:

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

Where n is = sample size

N = population

e = significance level of (0.05)

1 = Constant

$$n = \frac{14,674}{1 + 14,674(0.05)^2}$$

n = 389

However, in order to take care of non-response and improper filling of some respondents to return the questionnaire, 30% of the above minimum sample size was added as suggested by Israel (2013). One Hundred and Seventeen (117) respondents which is 30% of the sample size were added to the calculated sample size of 389 which brings it to 506 questionnaires administered across Nigeria through the help of research assistants. Stratified sampling technique was used by the researcher. This technique is considered best for this study because the researcher is dealing with two subgroups that is, ASUU members

and the government representatives, which may have different views or opinions about the variables under study. Questionnaires were administered using stratified sampling techniques to both government officials and ASUU members in the 10 federal universities.

To undertake research of this nature it requires the use of both primary and secondary sources of data in order to make the work more reliable. The primary data employed by the researcher were obtained through the instrument of questionnaire. In order to have a high content validity for the study therefore, the questionnaire and the in-depth interview questions were given to various experts such as statisticians and senior academics (supervisors) in the Department of Public Administration, Ahmadu Bello University, Zaria to vet and comment on. This is to ensure that all the questions in the questionnaires and interview schedules fully address the issues raised in the research questions and hypotheses and ensure that they are all relevant to the topic of study. According to Nunnally and Bernstein (1994), a cronbach's alpha coefficient of 0.9 and above is excellent, between 0.7 and 0.9 is good. But

the coefficient between 0.6 and 0.7 is considered acceptable. The reliability result shows an output of greater than 70% which means that the instrument is reliable and it has internal consistency.

### Method of Data Analysis

The data that were collected were subjected to both descriptive and inferential statistics. Descriptive statistics was used in organising, synthesising, summarising and describing the data that were collected. The inferential statistics that was used in this study is multiple regressions using Statistical Package for Social Science (SPSS) version 25. Regression analysis was choosing for the estimation of the coefficients involving independent variables that best predict the value of dependent variable. Multiple regressions was used as a tool of analysis to test the effect of multiple independent variables (Funding for revitalisation and Salary Package of University Lecturers) on dependent variable (industrial harmony) being that the independent variables are mutually exclusive. It was used also to test the research hypotheses at 5% level of significance (95% confidence level).

### Decision Rule

The null hypothesis should be rejected if the probability value is less than 5% and if the P value is greater than 5%, you fail to reject the null hypothesis.

**Table 1** **Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.638	.315		2.027	.043
	REVITALISATION_ FUND	.239	.024	.314	10.125	.000
	SALARY_PACKAGES	.190	.039	.280	4.892	.000

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a. Dependent Variable: INDUSTRIAL\_HARMONY

## Discussion of Results

### Hypothesis I

The Beta value which represents the coefficient of “Funding for revitalisation” as presented in Table 1 stood at 23.9% which is positive. This implies that an increase in funding for revitalisation will lead to an increase in industrial harmony in Nigerian federal universities. The significance of this can be judged from the P value represented as “sig”. The p-value is less than 0.05 which is 0.000 indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis. Based on the foregoing analysis, the study rejects the null hypothesis  $H_{01}$ , which states that there is no significant relationship between funding for revitalization and industrial harmony in the Nigerian Federal Universities. Therefore, the study has enough statistical evidence to reject the null hypothesis. The relationship depicted in this model is positive with a coefficient value of 23.9% which translates to mean that a percentage increase in funding for revitalization will lead to 23.9% increase in industrial harmony in the Nigerian Federal Universities. It can be stressed that among the major factors leading to increase in incessant strike in Nigeria, the failure of the federal government to release funding for revitalization is among the main causes of strike in the Nigerian federal universities, this has led to interrupted academic calendar, delay in graduation of students and closure of

institutions of learning.

The study found that there is positive and significant relationship between funding for revitalization and industrial harmony in Nigerian federal universities, (refer to Table 1). This indicates that ASUU members are interested in the revitalization of the public universities in Nigeria, The interview responses revealed that the agreement between the Federal government of Nigeria and ASUU was to inject the sum of N1.3 trillion naira which is expected to be released in tranches have not been achieved, the result revealed that only 200 billion naira was released in 2013 and 20 billion was later released, though, the federal government further made a promise to disburse 30 billion which have so far not been released as at 2021 that the study was on going. It should also be noted that the 1.3 trillion naira that was needed in 2009 by the FGN for the revitalization of public universities have since lost value due to Nigeria's current currency rate and inflationary rate. The release of the funds for revitalization will no doubt go a long way toward resolving the challenges of lecture theatres, offices, and other facilities required to make Nigerian universities to be able to compete favourably at the global arena. The findings of the study is in line with that of Lasis and Lolo (2018) who also found out that collective bargaining has positive impact of industrial harmony. The implication of this is that public institutions in Nigeria will not be able to compete favourably if they are not properly funded to compete on the globally.

## Hypothesis II

The coefficient of “salary package” as presented in Table 1 stood at 19% which is positive. This implies that an increase in salary packages of academic staff will lead to an increase in industrial harmony in Nigerian federal universities. The significance of this can be judged from the P value represented as “sig”. The p-value is less than 0.05 which is 0.000 indicating that the relationship depicted in the model is significant at 5% level of probability. This implies that the study has enough statistical evidence to reject the null hypothesis. Based on the foregoing analysis, the study rejects the null hypothesis  $H_{02}$ , which states that there is no significant relationship between salary package and industrial harmony in the Nigerian Federal Universities. Therefore, the study has enough statistical evidence to reject the null hypothesis. The relationship depicted in this model is also positive with a Beta ( $\beta$ ) value of 19% which translates to mean that a percentage increase in salary package will lead to 19% increase in industrial harmony in the Nigerian Federal Universities. It can be stressed that among the major factors leading to increase in incessant strike in Nigeria is poor salary structure of the lecturers which have been part of the ASUU struggle looking at the period covered by this study.

The study also found that there is positive and significant relationship between salary packages and industrial harmony in Nigerian Federal Universities, (refer to Table 1). This indicates that ASUU members usually embark on strike because of the failure of the federal government to pay allowances that have accumulated over the years. The

implication of this findings is that the findings from the interview revealed that the remuneration package is inadequate, and it has pushed several academics to seek greener pastures elsewhere for better pay. The existing compensation structure has also discouraged researchers from all around the country from visiting our public universities to lecture. The salary package is insufficient to prevent brain drain. It should be stressed that because of the meagre pay or salary academics in Nigeria are paid, no lecturer will want to come from Europe, America, or even Africa to come and lecture in Nigeria. The Academic salaries are insufficient to prevent brain drain from public universities. The interview revealed that Professors make between 4000 and 5000 dollars per month on average around the world, however in Nigeria, the best paid professor earns only 800 US dollars per month. Previously, there were lecturers from Europe, Asia, and other parts of the world lecturing in the Nigerian public universities, but you can no longer find them since the salaries provided to academics in Nigeria are insufficient to entice them to come and lecture in the country.

The findings of the current study is in line with that of Lasisi and Lolo (2018); Sohoh (2018); Mohammed (2014); Joy, Dumebi and kola (2015) as the studies revealed that the poor management of Industrial Conflicts within the University in spite the mechanism (collective bargaining) at the disposal of the Actors (ASUU and Management). The findings is also in line with the Mary Parker Follet Conflict Management theory used for this study. According to Follett, conflict can be resolved through either of the following methods namely domination, compromise and

integration. The Nigerian University System is made up of actors (Lecturers and Government) which must interact together for the purpose of achieving the system objectives and goal. In the course of interaction, differences in ideas or opinions on given situation may arise which if not properly handled might result to trade dispute. However, the need for the survival and continuity of the Universities mean that conflicts need to be handled in such a way that the actors involved do not necessarily bring about severe and damaging consequences on the system. Although the compromise approach is better in trade dispute settlement, but the best of all is the integration approach. This is because, the divergent interest or demands of these actors are critically analyzed or put forward for discussion in a round table conference with the aim of coming out with lasting solution to the cause(s) of the dispute(s). Conflict resolved in this fashion is constructive because each side is fully satisfied –win-win situation. If the actors in our University system can integrate their demands with the intention of proffering solutions to crises that have characterized our Universities for decades, the industrial harmony that have eluded the system will be restored again. This will create room for progress and sustainability in our educational system.

### **Conclusion and Recommendations**

The study concluded that collective bargaining instrument between FGN and academic staff union of universities in area of salary package and fund for revitalization are very fundamental in ensuring industry harmony in public universities in Nigeria. The study therefore recommended that:

i. In view of the fact that revitalisation of funding has effect on industrial harmony which has shown that there is inadequacy of funds available to the federal government to fund the university system, it is recommended that the federal government should amend the TETFUND Act to increase accrued revenue from 2% to 7% and the additional increment should be set aside specifically for physical infrastructure for teaching and learning and instructional material and equipment in Nigerian federal universities so as to make them compete globally. On a short-term remedy, the FGN might enlist the help of corporate executives, politicians, and philanthropists to launch a 1 Trillion naira fund to reposition infrastructural rot in Nigerian federal universities.

ii. The federal government should execute the renegotiated salary structure between the union and the federal government. The salary structure will be able to attract and retain the best brains as Nigerian universities have suffered brain drain the last 20years. There is no doubt that lecturers in other countries earn between 4000 USD to 5000 USD while in Nigeria a professor earn less than 800 USD. This has also explained the brain drain that the university system has suffered. Having a competitive salary will also attract foreign scholars to come to Nigeria to add value in our university system. This will no doubt put the country in a better shape as the Universities will be able to compete favourably.

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