CASES AND IMPACTS OF INDUSTRIAL DISHARMONY ON EMPLOYEE PERFORMANCE IN TERTIARY INSTITUTIONS IN NIGERIA

Christabel O. ODOH
Department of Business Administration
College of Management and Social Sciences
Novena University Ogume, Delta State, Nigeria
scodoh@gmail.com

S. U. MOLUNO
Department of Business Administration
College of Management and Social Sciences
Novena University Ogume, Delta State, Nigeria

Abstract: This study explores the cases of industrial disharmony on employee performance in tertiary institutions in Nigeria. Furthermore, the study examines the impacts of industrial disharmony on employee performance in tertiary institutions in Nigeria. In conclusion, effective management of conflict can lead to better performance of staff and also improve interactions within the organization. Properly managed conflict would increase staff participation, innovativeness and productivity among staff. The educational sector is not an exemption. Therefore management of public universities should improve their conflict management strategies in other to have a better understanding of conflict in the university. Service quality, operational efficiency, training and teaching students both informally and formally have been identified as indicators for assessing the performance of administrative staff in tertiary institutions.
Keywords: Industrial disharmony, employee performance, tertiary institutions

Introduction

Conflicts occur at various levels-within a person, between members of group and between groups. It has different implication for individual behavior and work group behavior but the focus here is essentially on the intergroup conflict (management and workers (union). Whenever there are difference between the goals of the separate groups or even several individuals in the tertiary institution, conflict occurs. Education has a positive relationship with socio-economic growth and development. The institutions of higher learning are established for providing the nation, quality human resources to attain national goals. The persistent industrial disharmony in tertiary institutions have impaired the purpose for which it was initiated and leaving doubt in the mind of many intellectuals. Specifically industrial conflict that was not timely managed well is counterproductive especially in educational sector. Industrial harmony is a vital component of every modern economic system in the contemporary global society. Its importance derives from a number of functions which it sub-serves. What this means is that a good industrial harmony or peaceful co-existence between workers union and management, at least will definitely showcase a give and take relationship that is mutually inclusive in nature and will in no

small measure encourage high workers morale; and by so doing, the performance and Productivity profile of labour will be on the increase. Also, good industrial harmony fosters development of the industrial system and ensures stability in the spheres of governance. This is so, especially with public sector industrial relations, which will have a positive effect in the affairs of private sector (Girigiri & Badom, 2021).

In politics or in industry, what concerns all should be brought to the open and be decided upon democratically and harmoniously in the best interest of all. The positive application of democratic principles in matters that concern all, i.e. showing fairness and equality to everyone in the industrial setting and the recognition of their right to take part in decision making, will effectively enhance the industrial atmospheres with less crises or total breakdown (Sholokwu & Olori, 2021). Industrial harmony is the key to organization's progress, growth and expansion. It is crucial for business and people who take decision to invest and those working in the organization will thus have their opinion reflect in the organization. Industrial harmony results when the differences between trade unions on one hand, management or employer on the other can be resolved in the work place without having to resort to total breakdown or closures of the organizations (Obiekwe, Felix & Izim, 2018). Put it differently, harmony exist when at all times, parties in relationship in the industrial sphere seek to resolving matters with minimum level of crises bearing in mind the negative consequences on both sides, in case of complete lock-down. The foregoing are some of the essential ingredients for the socioeconomic and political developments which Third World Nations so badly need for work organizations to thrive. Unfortunately, the state of Nigeria industrial relations lack this harmonious value and have not been palatable.

In the words of Girigiri and Badom (2021) a harmonious workplace is that which guarantees satisfaction of workers' and employers' aspirations through avenue of compromise which is essential for the enhancement of organizational productivity profile and growth. In recent times, industrial relations crisis in Nigeria has assumed unthinkable magnitude. The unceasing crises that have manifestly affected both sectors of public and private lives have posed untold hardship with consequent negative manifestations in the areas of decline in economic growth and development, massive poverty and retrenchment of workers, and industrial conflicts have bedeviled the industrial atmosphere in the country. Okafor, Okorie and Lifu, (2018) argument is that in contemporary workplaces, workers have increased skills and competences that encourage self-monitoring, self directed activities with the possibility of embracement of knowledge and responsibility. Not minding these competences and the associated values and benefits, he opines that workers are still subjected to managers they did not elect, and to rules in which they have little or no say. Accordingly, they become spied, drug-tested, subjected to searches, and e-monitored. These management actions according to him diminish workplace democracy in organizations.

Today, however, the practice of industrial harmony has spread to countries and institutions and possibly the tertiary institutions in Nigeria. Industrial harmony has the potential to transform people within organizations by making them more democratic, politically aware, active social and public spirited, co-operative, concerned for the general good and reduce organizational dysfunction (Adekiya, 2015). On the contrary however, in some of the tertiary institutions, some workers rarely show commitment to duties as a response to their non-involvement in appraisal cum promotion exercise, procurement of

facilities and equipment they use and in the overall policy formulation, decision-making and implementation. This is not in tandem with the views of Okafor (2010), who opines that where the influence and control of work activities within an organization are seamlessly done to allow employees participate in the running of the organization, a feeling of belongingness, trust and delegation evolves with a capacity to developing worker satisfaction, employee commitment, quality services and enhanced citizenship behaviour.

It is common knowledge that tertiary institutions in Nigeria are largely run using committees. Through the committee system, some employees are co-opted to make contributions on matters affecting workers and on the general management of the institutions. However, there is the claim that the contributions of these co-opted members/employees are not factored into the final decisions, or that the aftermath of committees reports are kept in view or partially implemented, and that the dimension and level of participation through committees are not determined. It is further claimed that these practices, have influences on quality of work, intellectual output of lecturers, punctuality to and timely completion of work, as well as employee performance. Wahab (2018) posits that the only constant thing in the academic calendar of Nigerian universities is the persistent conflict between Academic Staff Union of Universities (ASUU) and the Federal Government of Nigeria. He further reiterates that ASUU always demand better funding of the university system and each time an agreement is reached, the government always reneges of its promise and this has plunged the university system into avoidable industrial conflicts almost every year. Amadi and Urho (2015), noting the unpleasant effect of industrial conflicts in tertiary institutions, express the idea that most academic activities for the institutions are distorted almost every year and this is a major cause of production of graduates who are deficient in their field of study. This will definitely have effects on sustainable development goals of the institutions and the nation at large.

Industrial disharmonies in Nigerian universities have become endemic and this has been a major source of concern to both the students and parents. In 2020, the Academic Staff Union of Universities (ASUU) embarked on industrial action that lasted for nine months. All public universities in the country were closed down. The cause of disagreement was the inability of the Federal Government of Nigeria to implement collective agreement joint and freely entered into with the union in 2009. It is instructive to note that the union has been on this very agreement since 2009, making it eleven years during which the issue has been left festering. The damage done to these educational institutions is certainly enormous, as a great number of students could not make it back to their various institutions due to several reasons. Paramount among these reasons are – the attractive nature of cybercrime in Nigeria which is prevalent among the youth, demise of major sponsors of these students as a result of the devastating effects of the global COVID-9 pandemic and the loss of confidence and interests in the Nigerian tertiary education system on the part of the students.

Despite the mass of recommendation from numerous research studies on conflict and its management in tertiary institution, this particular sector (Nigeria education industry) has continued to be inundated with many conflicts. Most of the studies done had been studies limited to management strategies employed and their effectiveness as it concern conflict management in tertiary institution. This is the justification for this study. Therefore if conflict is to be minimized in tertiary institution, the need for effective conflict management cannot be over emphasize. However, either on the basis of speculation or on

grounds of observable evidence; the ideal of industrial harmony is not vigorously pursued and enhanced tertiary institutions in Nigeria. Against these claims, this study seeks to explore the causal link between industrial disharmony and employee performance in tertiary education system in Nigeria.

Conceptual Clarifications

Employee Performance

The concept of performance has become a contentious issue in the field of management, though central in management literature. Okafor et al. (2018) view performance as organization effectiveness in achieving objectives with the support of its resources. Employee performance refers to the outcome that result due to organizational input and other subsequent transformation that occurs when individuals, materials and organization interacts. Ayesha (2014) captures performance as the success, achievement, effort and actions of employees in relation to their job requirements with the hope of optimizing the present and protecting the future. Okafor et al. (2018) not only sought to dichotonize performance measurement levels, but-submitted that at the individual level; performance is concerned with issues such as punctuality to work, quality service, citizenship behaviour, job satisfaction, employee commitment, job responsibilities, and the like. They contend further that at the organizational level, performance measures focus on productivity, profitability, absenteeism, turnover, market share, and adaptability. The most important dependent variable is the employee's performance. Employee performance is dependent on the willingness and the openness of the employees in doing their job. Further he stated that by having this willingness and openness of the employees in doing their job, it could increase the employees" productivity which also leads to the performance. An employee's performance can also be determined as a person's ability to perform also including the opportunity and willingness to perform as well. The meaning of willingness to perform means that the desire of the employees in putting as much effort towards their job (Igbokwe, Itoya & Eziuzo, 2020).

According to Kolawole (2019), the traditional human resource management approach to enhancing workers performance has centred on the assessment of past performance and the allocation of reward. That is, rewards were provided in exchange for performance. It should be very important that workers' performance improvement is something that should also bother the management. Performance therefore becomes stereotyped as something of no intrinsic interest to the person doing the work. It is critical that the organization selects the most useful measure of performance for the organization as a whole and for the individuals within it. Single measure is unlikely to be sufficiently robust. Similarly, Adele (2022), the evaluation of a good organization status performance is highly dependent on the performance and attitude of the staff/employee of the organization or industry. That human resource management approach is to enhance workers performance; certainly assesses the past performance and the allocation of reward. It is evitable that workers performance improvement is something of direct interest only to management. There are many initiatives that help to improve workers performance. It is critical that the organization select most useful measure of performance for the organization as a whole and for the individual within it single measures are unlikely to be sufficient.

Okafor et al. (2018) argues convincingly that the mix of measures which an organization should use to assess its workers performance should be based around four different perspectives:

Financial Measures: Such as sales growth, profits, cash flow and increased market share

Customer Measures: That is, the customer perspective, which looks at, for example, delivery time, service quality, product quality.

Internal Business Measures: Cycle time, productivity, employee skills, labour turnover.

Innovation and Learning Perspective: Including such elements as ability to innovate and improve. The focus must be on what is achieved: results are what count.

Performance as firms' ability in combining available human and material resources effectively for the purpose of achieving better outcomes during competition and other economic variable. Though, studies have proven that performance as a construct has various dimensions and the dimensions adopted varies and lies on the method of analysis, source of data as well as the measures used. Generally, organizations ascertain the level of their performances using three key indicators, these include: financial performance (profits, returns on assets, returns on investment etc), shareholder value (total shareholders' returns, economic value added, etc) and product market performance (Elenwo, 2020). For the purpose of this work, we adopted the individual level parameters of employee performance in addition to absenteeism and turnover that will be adapted for the organization level of employee performance.

Azreen (2011) affirms that performance is a function of capacity (ability, health, intelligence, etc.), willingness (motivation, job satisfaction, status, etc.), and opportunity to perform (tools, equipment, working conditions, coworkers and leader behaviour, etc.). Essentially, performance is related to the extent to which an employee or organization is able to accomplish assigned tasks and how the accomplished tasks contribute to the realization of the organizational goals. The term employee performance is interchangeably used as job performance, employee productivity, and employee efficiency and employee effectiveness. Okolie and Omole (2017) defined employee performance as employee's contribution to the organization, arising from the job objectives, schedules, deadlines, product/service requirements. Employee performance can also be seen as behaviour exhibited or something done by employee.

According to Adagbabiri and Okolie (2019), employee performance refers to the behaviour individuals engage themselves in or produce that are in line and contribute to an organization's goal. Therefore, employee performance is more of actions rather than feelings derive from job and thus encompasses the efficiency and effectiveness that employee demonstrate in carrying out task in the workplace. Review of extant literature has shown that high performing organizations are more likely to survive and compete favourably in this ever changing and competitive business environment. They are more likely to have higher customer satisfaction and market share. However, in achieving this, the organization needs not only highly motivated but also satisfied and psychologically balanced employees to increase performance and productivity in the organization.

Industrial Disharmony

Industrial disharmony has become a focal concept in industrial relations system. Igbaji (2009) is of the view that the threat of strike and other forms of industrial disharmony

may not be absolutely prevented, but it can be managed to bring down the conflicts that often come from it, if the management is well equipped with the right human resources. In recent times, tertiary institutions which include universities, polytechnics and colleges of education had been locked up for an indefinite period due to industrial disharmony and some students got pregnant or derailed by engaging in all manner of vices like internet fraud or scam as a result of unresolved industrial dispute bothering on minimum wage, poor funding of tertiary institutions and inability of the government to implement collective agreements freely signed with staff unions of these tertiary institutions. The roles of government in enhancing industrial peace in the universities in Nigeria have received a wide attention in the literature of industrial relations. This is amplified by the findings of Osamwonyi & Ugiagbe (2013) which confirmed that many organizations (including tertiary institutions) in Nigeria suffer from many avoidable industrial challenges caused by government nonchalant attitude towards resolving industrial disputes in addition to ineffective and inefficient management styles of the management of these tertiary institutions. As a result of the above, productivity is seriously affected because of frequent industrial conflicts caused by strained relationship between the management of these institutions and labour unions; information mismanagement has been seen as a culprit in cases of industrial disharmony in tertiary institutions. Udeajah (2001) found that effective communication in tertiary institutions enhances industrial harmony and hampers the development of rumours, gossips and falsehood, which will not be of any benefit to the growth of these institutions. These, in turn, have the potential to generate conflict within the institution. Thus, conflicts between groups can be an indication of a lack of effective communication and positive interaction. On the other hand, effective and timely communication has the potential of quick detection of internal strains between the management of these tertiary institutions and the house unions, which will in turn serve as a catalyst for conflict prevention and increased productivity.

Industrial peace, which can be regarded as an antonym of industrial disharmony, is not the absence of disagreement, but it is when there is an understanding between employers and employees that permits the system to achieve the set goals. Industrial peace enhances labour productivity and in turn improves performance in industrial sector, achieving economic growth and enhancing living standards and quality of life. Further, industrial peace creates a peaceful working environment conducive to tolerance, dialogue and other alternative means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction. Suggestively, the imperatives of industrial peace are the most potent panacea in a developing economy like Nigeria, for a productive system and sustainable human development. Albert and Yahaya (2013) lend credence to this view, that the pattern of industrial relations in Nigeria has been conflictual in nature with disruptive consequences and significant work stoppages. Several reasons have been put forward to explain constant conflicts between the management of tertiary institutions and the unions.

Measures to Reinforcing Industrial Harmony in Nigeria

Psychologists engaged in research on participation have argued that participation, power, and responsibility on the job tend to satisfy basic ego needs. Having the power of

participation, implies to workers that they are equal partners, collaborators in an organization rather than passive, coerced, and unwilling subordinates. Girigiri and Badom (2021) remarked that participation strengthens the belief, or creates it, that the workers are worthy of being consulted; that they are intelligent and competent. When management make the frequently bitter remarks that 'they do not pay you to think around here', they are really saying that their opinions are not valued; that they are not regarded as competent collaborators, but merely as living automations, passive extensions of the machines they operate. Participation corrects this by gratifying the basic human needs for respect, appreciation, responsibility, and autonomy.

In the light of the foregoing, that the participating workers are involved workers, for their jobs become an extension of themselves and by their decision, they are creating their work, modifying and regulating it. As they are more involved in their works, they become more committed to it, and being naturally derived more satisfaction from it. What is more democratic and by extension, the bedrock of harmonious relationship in industrial setting amongst actors that make the system more than the above? Okon (2008) asserts that, one greatest way of ensuring industrial democracy and harmonious relationship in the organization, is to create an institution within society that can challenge the prevailing structure, where management see themselves as super-masters and anticipate the new; where co-operation, interrelatedness and interdependency in all manner amongst partners will be observed. People within such institutions must learn ways of thinking and acting that distance them from behaviors, not appropriate to presently existing system and train them in ways more appropriate to instill discipline in the society. These institutions must be that which encourage equality, democracy and cooperation in the system. These institutions will direct their efforts towards effective and efficient transformation of people's (workers') mind and management super attitudes cum government ideology including culture and the creation of means of achieving fairness and understanding at workplace.

A type of democratic institutions or structure with good and sound educator having the mandate not only to subject presently existing quasi- capitalist Nigeria leaders to criticism, but also to offer a clearly articulated vision of a better society that will ensure industrial peaceful existence and to help create and generate from within workers, management and government the understanding, skills, capacities, and intelligence necessary for the task of creating a new socio-economic, cultural and political order. This can be possible when the new movement for change, identify, encourage and train a stratum of technical, scientific, and literary personnel from within the working class, management, and government will create counter order institutions in the midst of existing society that would train people for the new order (Girigiri & Badom, 2021). Industrial harmony only applies if organizations are owned by workers and managed as in the self management system in transitional Socialist Yugoslavia. There, each plant is managed by a board of management elected by workers (Okon, 2008). This therefore suggests that, if workers are allowed to make some suggestions based on their work experiences about how production or sale may be improved, that does not give us industrial relations harmonious atmosphere. It is a mere suggestion and far from been decision in itself.

Thus, management/employers should understand and appreciate the fact that labour (workers) is not mere commodities or mere supply of labour force at the shareholder and management/government disposal. Essentially, labour is the real basis that underlies the

production of goods and services. Through their work, the human personality and its sense of responsibility are able to be unfolded. Employers/management should therefore appreciate this and attribute its success to the trained and efficient labour force. Fundamentally, labour should be given the power or right of say in the affairs of the business and the organization, not only in the field of labour condition and labour environment, but in all aspects or spheres of the business administration and policy, and should effectively make useful input that shows it's a desirable partner (Girigiri & Badom, 2021). As necessary component to ensuring industrial harmony, it behooves both employers and employees to create a working culture that gives credence to collaborativeness and team spirit. It is factual that when people of diverse background and experience and as well as different interests converge together at a workplace to attend to problems, share ideas, with a focus on creativity, rewards system, innovativeness and the satisfaction of members, the end result will be positive. This is because they brought to bear their self-worth and identity and thus avert the challenges of work-life-balance, therefore providing a desiring vantage position for organizations optimum progress, growth and development and as well as other social partners (Mukoro, 2013). The creation of the scenario presented above, according to Badom et al. (2018) implies a situation whereby employees actively participate in achieving the set goals and objectives of organizations, thereby drastically reducing tensions at workplace. This is seen as harmony booster and should be encourage and adopted to achieve industrial peaceful co-existence; Organizations structured this way will develop the culture of industrial social order which is essential for organizational productivity.

Cases and Impacts of Disharmony on Tertiary Institutions in Nigeria

Conflicts in Nigerian universities date back to the 1960s with the unsuccessful attempt of the first republic politicians to change the pre-independence statutory image of the university system by bringing universities under undue government control. The university lecturers embarked on series of strike dating back from 1973. In the regime of General Yakubu Gowon, university staff embarked on strike for improvement in their conditions of service due to the deplorable condition left behind by the Nigeria civil war. The spate of strikes continued under Alhaji Shehu Shagari in 1980. When President Obasanjo was elected in 1999, ASUU further demanded for the adoption of the1992 agreement (Abolo & Oguntoye, 2020). Pressure from the university staff led to FGN and ASUU agreement of 2001. After series of appeal by ASUU to FGN for the implementation of the 2001 Agreement, ASUU called its members on 29th December 2002 to embark on a total and indefinite nationwide strike (Olatunji, 2003). FGN failure at fulfilling its own part of the agreement by using avoidance strategy led to another three day warning strike on April 24, 2006. The election of President Yar'Adua into power in 2007 brought some hope to the academia, but this was proved to be a false hope as nothing was done to implement the agreement. After several failed negotiations, the staff went on an indefinite strike in 2009. The 2009 strike can be termed the highest over time as it further involved all the facets of the university including NASU.

The suspended 2009 strike could be termed only as a repetition of the usual past, for the technical committee/inter-ministerial committee undermined the agreement already reached. Failure of state to honor the agreement reached in 2009. The national body of

ASUU joined the strike in June 2010 when all attempts to make the five East-South State Governors to budge failed. This according to Ubabukoh (2011), is called the university staff union strike as it affects all the university unions. The issue of strike being a perennial problem seemed not abated. The universities continuous press for the full implementation of the agreement reached in 2010 met deaf ears by the federal government. As usual in the circle of the universities conflicts, ASUU decided to drive home their demands in a one week warning strike in September 26th, 2011. NASU also followed with their warning strike effective from 3rd October. The song of victory is yet to be sung as the universities launched a full blown nationwide indefinite strike from December 5th, 2011 to February 2nd, 2012. Conflicts in the Nigerian federal universities continue due to most unfulfilled agreements (Abolo & Oguntoye, 2020).

Staff effectiveness according to Todd (2009) is the total input of workers in their duties. It involves the overall dexterity of staff in his duties to achieve the organizational goals. This includes the conduct of staff, their skills, expertise, morale, interpersonal relationships with colleagues and their ability to abide with management policies without stress. The work environment generally is a collectivity of various individuals and groups from different cultural, social, political and economic backgrounds. Given this scenario, the interests and expectations of employees in organizations is bound to differ (Igbaji, 2009). These variations in staff are expressed in their various responses to duties during conflicts. Workers' collective interest is represented through expressions by the workers' trade unions like ASUU and NASU in the universities. Staff work effectiveness during or after conflicts is usually a reflection of the extent to which universities unions persuade workers to react to the issues yet to be resolved. This according to Ongori (2009) would manifest in various work attitudes such as low or high morale and inaction or lack of zeal for duties. As most conflicts are as a result of clamoring for better welfare, continuation of conflicts influences workers' productivity and ultimately hinders the achievement of goals in the organization. Most employers' attitude to the trade union, particularly in the tertiary institutions where the government (state or federal) is both employer and umpire, has been hostile. The union therefore finds it difficult to persuade unsatisfied and unwilling workers to increase their productivity to enable organizations achieve their goals.

Educational sub-sector, specifically tertiary institutions (universities) in Nigeria have been recording series of industrial unrests in the recent past. The effects of repeated and abrupt closure of universities due to industrial bluffs on academic programs and the goals for which they were established can better be imagined. Educational standard is now believed to be questionable. Many academic calendars in the universities have been disorganized with some academic sessions out rightly lost (Abolo & Oguntoye, 2020). Students' academic performances have comparatively taken a nose dive while various forms of examination malpractices are on the increase. The situation has assumed such an alarming dimension that the public now accuses the 'ivory towers' of turning out graduates that are ill-equipped in character to contribute to the growth and development of the nation. Empirical findings according to Ongori (2009), shows that organizations are adversely affected by conflicts in terms of performance and wastage of scarce resources. Similarly organizational conflicts like those of the Nigerian universities do have positive effects especially in increasing innovativeness and improving the quality of decisions in the institutions. In addition, conflicts build the spirit of teamwork and cooperation among the

employees. This occurs especially when the staff of the universities come together to resolve the conflict.

Between 1994 and 2023, ASUU embarked on industrial strike for approximately total of 47 months. Recurrent strike has been one of the major obstacles that have brought setbacks to university education in Nigeria. Chukwuka (2013) states that industrial conflict extended the number of years the students were expected to stay before graduating from the university. During periods of industrial unrest, most students would have engaged themselves in some anti-social acts such as political thuggery, armed robbery, drug trafficking, kidnapping, prostitution, etc. The majority of Nigerians are not unaware of industrial strikes often embarked on by ASUU and NASU (Non- Academic Staff Union). They are apparently unhappy with the manner in which industrial strike frequently paralyzes academic activities in the universities, with strong objections to the perceived neglect of the students who are either writing or defending their research projects. Four years courses are often extended to five or more years. Parents and observers usually either blame ASUU for being too demanding in their agitations or Governments for not funding education enough. Whichever the case, when two elephants fight, the grasses will suffer innocent students are these grasses, and partly the parents who are the sponsors. Unfortunately, the standard of education is adversely affected by incessant labour unrest in our tertiary institutions.

In October, 2010, all the Universities in the Southeast zone of Nigeria embarked on an indefinite strike, where they demanded for the implementation of the agreements signed with ASUU, particularly on salary and allowances. A report in the nation's newspapers also indicated that all the tertiary institutions in Kwara State (one of the 36 States in Nigeria) embarked on a strike, demanding for one hundred percent implementation of the Consolidated Polytechnics and Colleges of Education Salary Structure (CONPCASS) and the Consolidated Tertiary Institutions Salary Structure (CONTEDISS), effective from January, 2009. Of recent, the Academic Staff Union of Universities (ASUU) declared a strike over the non-implementation of the agreements reached with Federal Government since year 2023. The strike lasted for almost ten months and was suspended during the last week of March, 2023. These are few cases of strikes that occurred in tertiary institutions in Nigeria.

The internal efficiency of Nigerian universities has been compromised through frequent labour unrest. Labour unrest in Nigerian universities often takes different forms: disruption in academic calendar, intimidation, lockout, strike, picketing and boycotts. To register their resentment over management show of superiority and insensitivity to workers plight, organized labour in the recent past have resorted to the use of various pressure tactics ranging from strike actions, picketing, boycotts, overtime ban, intimidation, active non-compliance (ANC) and a host of others. Thus, industrial conflict has become a recurring issue in all sectors of the Nigerian economy including the educational sub-sector with attendant negative consequences for various stakeholders (Igbaji, 2009).

Conclusion

One of the most effective ways to increase organizational performance is to increase the performance of employees, from the lowest levels of the organization to senior management. Performance improvement is not only a result of well functioning system but

also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce. Effective management of conflict can lead to better performance of staff and also improve interactions within the organization. Properly managed conflict would increase staff participation, innovativeness and productivity among staff. The educational sector is not an exemption. Therefore management of public universities should improve their conflict management strategies in other to have a better understanding of conflict in the university. Service quality, operational efficiency, training and teaching students both informally and formally have been identified as indicators for assessing the performance of administrative staff in tertiary institutions

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