

ASERS

Journal of Research in Educational Sciences

Bi-annually

Volume XV,

Issue 2(18), Winter 2024

ISSN: 2068 – 8407

Journal DOI: <https://doi.org/10.14505/jres>

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<http://www.asers.eu/asers-publishing>
Journal of Research in Educational Sciences
<https://journals.aserspublishing.eu/jres/about>
ISSN 2068 – 8407
Journal DOI: <https://doi.org/10.14505/jres>
Issue DOI:
[https://doi.org/10.14505/jres.v15.2\(18\).00](https://doi.org/10.14505/jres.v15.2(18).00)

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Call for Papers

Volume XVI, Issue 1(19), Summer 2025

Journal of Research in Educational Sciences

The Journal is designed to promote scholars' thought in the field of education with the clear mission to provide an interdisciplinary forum for discussion and debate about education's most vital issues. We intend to publish papers that contribute to the expanding boundaries of knowledge in education and focus on research, theory, current issues and applied practice in this area.

The Editor in Chief would like to invite submissions for the **Volume XVI, Issue 1(19), Summer 2025** of the **Journal of Research in Educational Sciences** (JRES).

The primary aim of the Journal has been and remains the provision of a forum for the dissemination of a variety of international issues, empirical research and other matters of interest to researchers and practitioners in a diversity of subject areas linked to the broad theme of educational sciences.

The aims and scope of the Journal includes, but is not limited to; the following major topics as they relate to the Educational Sciences:

- Educational Psychology;
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- School Improvement;
- Human Resources in Education;
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Deadline for Submission:	25 th May 2025
Expected Publication Date:	June 2025
Web:	https://journals.aserspublishing.eu/jres
E-mail:	jres@aserspublishing.eu



[https://doi.org/10.14505/jres.v15.2\(18\).03](https://doi.org/10.14505/jres.v15.2(18).03)

Industrial Disputes Management and Academic Staff Welfare Improvement in Nigerian Universities

Ezekiel TAIWO

Department of Business Administration
Bowen University, Nigeria
tmodebayo@gmail.com

James AKINBODE

Department of Business Administration
Bowen University, Nigeria
ORCID: 0000-0001-7475-6992

Corresponding author: james.akinbode@bowen.edu.ng

Morohunmubo Olayinka AKINRINLOLA

Department of Business Administration
Bowen University, Nigeria
mubo.akinrinlola@bowen.edu.ng

Itunu OLU-OGUNLEYE

Department of Human Resource Management
Elizade University, Nigeria
ORCID: 0000-0002-3256-034X
Itunu.Olu-ogunleye@elizadeuniversity.edu.ng

Article info: Received 23 July 2024; Received in revised form 16 August 2024; Accepted 27 August 2024; Published 30 December 2024. Copyright© 2024 The Author(s). Published by ASERS Publishing 2024. This is an open access article distributed under the terms of CC-BY 4.0 license.

Abstract: There is a growing need to address the unique challenges of academic staff in universities such as unsatisfactory welfare and incessant disputes. In this regard, industrial dispute management was looked into as a tool to improve the welfare of academic staff in Nigeria. The study adopted the quantitative research approach and descriptive research design. The population of the study was academic staff from six federal universities in Southwest, Nigeria. A sample size of 377 was determined using the Taro Yamane sample size determination and was distributed to the selected Universities based on their respective population. The study sourced for primary data through which a structured questionnaire that was administered online to academic staff. Data collected were analysed with inferential statistical techniques such as correlation and regression analysis. The study found that collective bargaining has significant negative impact on the welfare of academic staff in the universities investigated ($\beta=-0.494, p<005$). Similarly, industrial communication had a negative significant impact on the welfare of academic staff in the universities investigated ($\beta=-0.438, p<005$). Furthermore, joint consultation had a negative significant impact on the welfare of academic staff in the universities investigated ($\beta=-0.462, p<005$). It was also revealed that industrial democracy had a negative significant impact on the welfare of academic staff in the universities investigated ($\beta=-0.319, p<005$). It was concluded that the existing industrial disputes management tools are not helping out in improving academic staff welfare in the universities. The study recommends a new approach to improving academic welfare without disputes.

Keywords: collective bargaining; industrial communication; industrial dispute; staff welfare.

JEL Classification: I21; D83.

Introduction

University education remains cardinal to breakthroughs in research, science, technological and innovation (Kruss *et al.* 2015). The accomplishment of the university's goal and vision depends on its academic staff members even though other stakeholders such as government, private individuals, non-academic staff, students and the immediate community among others play their respective roles. Therefore, academic staff size, commitment, mode of operations and calibre are important factors in university education (Abebe & Assemie, 2023). Consequently, their welfare is vital to the survival and functioning of the Nigerian University system. Although monetary compensation is crucial, comprehensive welfare packages for academic staff are more crucial (Wokoma, 2023). According to Akinbode (2019), employee welfare refers to the provision of diverse services, resources and amenities for employees' benefits and improving their quality of life. It is argued that employees who receive adequate welfare will likely feel a sense of belonging to such organisations which could impact their capacity to contribute to the organisation's growth and development (Udewo, *et al.* 2023).

The welfare package comprised a good salary package, better working conditions, good relationships between employees and management, job recognition, training, research opportunities, retirement plans, healthcare plans and promotion which seem to be crucial for improving the quality of services provided by academic staff in Nigerian institutions. However, denial of this welfare has been a source of worry for academic staff and their union. Staff unions and associations exist to give employees a voice and to seek better working conditions. Conversely, employees join these unions and associations to, among other objectives, realise their goals of an accomplished welfare package (Academic Professionals of California, 2022).

In Nigeria, academic staff welfare has been controversial over the years resulting into incessant disputes between government and Academic Staff Union of Universities (Sabo *et al.* 2019). Industrial disputes are defined as conflicts or disagreements between employers and employees over issues related to work conditions, wages, benefits, rights, obligations, or interests (Anggraini & Hoesin, 2023; Akinbode, 2019). The process by which parties involved in conflicts or disagreements come together to find a lasting solution to issues relating to various aspects of work is known as industrial dispute management where tools such as collective bargaining, industrial communication, joint consultation and industrial democracy are used (Asaju, 2023).

Collective bargaining is the process of negotiating many parts of employment contracts, including salaries, overtime pay, bonuses, working hours, and workplace health and safety regulations, between employers and workers' representatives, who are typically grouped into trade unions (Thommen, 2022). Communication is an industrial dispute management strategy that refers to a situation when disagreeing parties ultimately overcome the habit or inertia of conflict avoidance, they begin to honestly communicate information, hear other viewpoints, and improve mutual understanding (Chin & Rowley, 2018). Joint consultation, which is often handled by a joint consultative committee, is a formal mechanism of communication between an organization's management and the representatives of its employees that is used before making decisions that have an impact on the workforce (Mark, 2022). Industrial democracy refers to a workplace democracy in which management and workers jointly decide on all organisational, labour, and management relations problems (Adesubomi Abolade, 2015).

1. Literature Review

1.1 Collective Bargaining and Academic Staff Welfare

In a comprehensive exploration of disputes within organizational settings, various researchers have delved into the dynamics of dispute management. Owoseni (2014) focused on the role of dialogue in mitigating disputes in organizations, emphasizing its potential to simplify and economize dispute resolution processes. Similarly, Ibietan (2013) examined the utility of dialogue systems in the public sector, stressing their significance in addressing disputes arising from employment relationships.

Drawing parallels to these organizational dispute studies, several empirical investigations shed light on specific disputes within the Nigerian educational landscape. Odiagbe's (2012) research on the ASUU-Federal Government dispute highlighted the historical, dynamic, and outcome-oriented aspects of the struggle, proposing measures to address underlying issues. Moyin (2015) analyzed ASUU's role in dispute management, emphasizing the importance of continued dialogue and collective bargaining. Majowa (2015) suggested the use of collaboration, dialogue, and avoidance in managing structural conflicts within manufacturing corporations. Alfigira (2017) explored factors influencing academic staff performance, proposing a framework centred on academic competence and sustained motivation. Stankovska *et al.* (2017) investigated the relationship between job motivation and satisfaction among academic staff in Macedonia, recommending strategies to enhance job

satisfaction. Adewuyi (2020) examined industrial unrest in Nigerian public universities, focusing on the role of ASUU and proposing strategies for resolution.

Okafor *et al.* (2023) investigated the relationship between employee relations and academic staff performance in Enugu State University of Science and Technology. The study investigated the correlation between employee relations and academic staff performance at Enugu State University of Science and Technology (ESUT). It aimed to determine the impact of regular salary payments on staff attendance and the relationship between research grants and academic staff research output. Using a descriptive survey design, the study surveyed 1,530 academic staff members at ESUT, with a sample size of 317 determined using the Taro Yamane Formula. A validated questionnaire was employed, and reliability was assessed using Cronbach's alpha. Convenience sampling was utilized for participant selection. Results indicated a significant positive correlation between regular salary payments and academic staff attendance, as well as between research grants and academic staff research output at ESUT. The study concluded that effective employee relations positively influenced academic staff performance through consistent salary payments and the provision of research grants. Based on these findings, the study recommended that university management prioritize regular salary payments and research grant disbursement to enhance staff performance. Additionally, it suggested encouraging employees to maintain good attendance and increase research publication output. Based on above views, the study hypothesizes that:

Ho1: Collective bargaining does not have a significant impact on the academic staff welfare enhancement in federal universities in South West, Nigeria.

1.2 Industrial Communication and Academic Staff Welfare

Yusuf-Habeeb and Kazeem (2017) conducted a study on dispute management as a tool for achieving industrial harmony, recommending improved communication between management and employees as a preventive measure. Nwakoby *et al.* (2020) examined Trade Union Hallucination, Periscoping ASUU and Educational Development of Public Universities in Nigeria: A Rethink. The study delved into the phenomenon of trade union influence, particularly focusing on the actions of ASUU (Academic Staff Union of Universities) and its impact on the educational development of public universities in Nigeria. The motivation behind the research stemmed from the recurrent ASUU strikes in Nigeria, which have disrupted academic calendars, hindered the continuity of academic activities, and impeded the normal learning process. Furthermore, despite these challenges, public universities in Nigeria continue to struggle with inadequate infrastructure and facilities essential for effective teaching and learning. The findings of the study revealed that the actions of ASUU have not significantly contributed to the implementation of curricula or improved infrastructural facilities in public universities in Nigeria due to a communication breakdown. As a result, the researcher proposed recommendations to address these issues. To enhance the implementation of curricula, the researcher suggested that both the government and university administrations should ensure strict adherence to the guidelines provided by the University Commission for each discipline or department. Additionally, the researcher emphasized the importance of monitoring infrastructural developments in public universities to ensure the effective implementation of educational initiatives.

Osakede *et al.* (2018) studied conflict management in tertiary institutions: A study of selected universities in south-western Nigeria. This study investigates conflict management practices in Nigerian tertiary institutions, focusing on Lagos State University (LASU) and Adekunle Ajasin University Akungba-Akoko (AAUA). The objectives are to assess the extent to which conflict management has facilitated stakeholder participation since the inception of these institutions and to determine whether the performance of conflict management boards has improved over time. Data were collected from primary and secondary sources, including structured questionnaires, interviews, and various publications. The sample size comprised 500 respondents, with 280 from LASU and 220 from AAUA. Analysis was conducted using the percentage method and Chi-square non-parametric technique. Results indicate that conflict management has promoted stakeholder involvement in decision-making and conflict resolution within the selected universities. Furthermore, the performance of conflict management boards at LASU and AAUA has shown significant progress in managing crises and fostering peace.

Eze and Chukwuemeka (2022) examined labour conflict an Albatross to the Performance of Ebonyi State University; a Prolegomena. The study serves as an introduction to labour conflicts' impact on the performance of Ebonyi State University in Abakaliki. Over time, Nigerian universities, including Ebonyi State University, have experienced a decline in performance, often attributed to frequent conflicts between the Academic Staff Union of Universities (ASUU) and the government. Employing sample survey research methodology, which is effective in characterizing large populations, the study utilized tables, mean values, and regression analysis to present the data. The findings of the study revealed that upward revisions of wages and salaries significantly influence the

quality of teaching at Ebonyi State University. Furthermore, collective bargaining significantly affects the stability of academic activities at the university. Consequently, the study concludes that collective bargaining promotes industrial harmony by ensuring a stable academic calendar, enhancing staff productivity and effective communication in university education programs. Additionally, it contributes to the quality of teaching, students' academic performance, and the overall stability of academic activities at Ebonyi State University. It was against these views that the came up with the second hypothesis that:

Ho2: Industrial communication has no significant influence on the academic staff welfare improvement in federal universities in South West, Nigeria.

2. Joint Consultation and Academic Staff Welfare

Salau *et al.* (2020) investigated the impact of workplace environments on retention outcomes of public universities in Southern Nigeria. The study investigates the influence of workplace environments on the retention of academic staff in public universities in Southern Nigeria. Employing a cross-sectional and descriptive approach, data were collected from 384 academic staff selected through random and purposive sampling. A modified questionnaire was used for quantitative data collection, and Structural Equation Modeling (SEM_PLS) was employed for analysis. The findings revealed concerns regarding inadequate and deteriorating infrastructural facilities in the sampled universities. Many lecturers, including professors, occupy offices that are dilapidated, poorly ventilated, and poorly furnished. The results also highlighted challenges such as increasing impoverishment, inconsistent promotion criteria, unreliable power supply, overcrowded classrooms, and an imbalance in the ratio of teaching staff to students. To address these issues, the study proposes strategies for mitigating challenges in state universities, including creating conducive environments, adequately funding tertiary education, ensuring effective administration, and motivating staff in the sampled institutions, among other recommendations.

Oleribe *et al.* (2018) studied healthcare workers' industrial action in Nigeria: A cross-sectional survey of Nigerian physicians. A cross-sectional, descriptive study was conducted between April and June 2017, focusing on participants mainly from the recently concluded West African College of Physicians (WACP)/Royal College of Physicians (RCP) Millennium Development Goal 6 Partnership for African Clinical Training (M-PACT) course, representing Nigeria's six geopolitical zones. A self-administered pre-tested structured questionnaire with open-ended questions was used to allow participants to express their views comprehensively. Poor staff welfare was identified by 16.7% as the most common cause of strikes in the healthcare system which is a result of a communication breakdown. Other cited causes included salary issues (13.9%), leadership and management (13.9%), poor hospital infrastructure (11.1%), inadequate guidelines and services (11.1% each), and inter-professional disputes (5.6%). The study also outlined the negative consequences of strikes, identified the groups benefiting from them, and proposed solutions, with 98.2% of respondents advocating for training physicians in leadership skills. The study highlighted poor staff welfare, salary disputes, leadership/management issues, and governmental failure to implement agreements as the primary causes of healthcare worker strikes. These strikes resulted in disruptions to service delivery and training programs, increased morbidity and mortality rates among patients, and a loss of confidence in hospitals and healthcare professions.

Abada *et al.* (2023) studied Federal Government-ASUU dispute over university autonomy and industrial disharmony in federal universities in Nigeria, 2009-2023. The university is envisioned as a bastion of academic excellence, a hub of knowledge creation and dissemination aimed at fostering societal development across various domains. Ideally, it should operate in an environment of peace and order, devoid of tension or discord, to effectively pursue its objectives. However, federal universities in Nigeria have been plagued by persistent industrial disputes, which literature attributes to poor leadership, power struggles within unions, and conflicts between the Federal Government of Nigeria and the Academic Staff Union of Universities (ASUU) regarding the implementation of agreements. Despite this understanding, limited research has explored the impact of the FGN-ASUU dispute on university autonomy, which is a critical aspect of the ongoing industrial disharmony. Therefore, this study aimed to investigate the relationship between the FGN-ASUU dispute over university autonomy and industrial disputes in federal universities in Nigeria, framed within the Marxian conflict theory. Adopting a time series design, the study employed quantitative data collection methods. The findings revealed that the FGN-ASUU dispute over academic, administrative, and financial autonomy has led to frequent strikes, dialogues, negotiations, protests, and confrontations in federal universities in Nigeria between 2009 and 2023.

Aduma and Njoku (2022) studied assessment of effect of ASUU strike on performance of universities in South Eastern States of Nigeria. This study investigated the impact of Academic Staff Union of Universities (ASUU) strikes on the performance of universities in the South Eastern States of Nigeria. Specifically, the objectives were to assess the effects of ASUU strikes on graduate employability and university global visibility in

the region. Using a survey design, the study targeted a population of 86,580 staff and graduates, with a sample size of 398 academic staff and graduates from the universities. Data were collected from both primary and secondary sources, utilizing a five-point Likert scale for scaling responses. Mean score analysis was employed for data analysis. The findings indicated that ASUU strikes had resulted in low graduate employability and poor university global visibility in the South East of Nigeria. Consequently, the study concluded that ASUU strikes had significantly hampered the performance of universities in the region. Premised on these extant studies, the third hypothesis for this study was proposed that:

Ho3: Joint consultation has no significant impact on academic staff welfare in federal universities in South West, Nigeria.

2.1 Industrial Democracy and Academic Staff Welfare

Studies like Zakari's (2018) investigation into industrial disputes at the Federal College of Education in Zaria and Kelechi et al (2016) research on the administration of pay at Dangote Nigeria Headquarters contribute valuable insights into dispute causes, effects, and resolution strategies which include the use of joint consultation and democratic conflict resolution. Igbinoba *et al.* (2023) examined Bolstering conflict management strategies and sustainable commitment of academic staff in selected public universities. Strikes have become a recurring aspect in the history of higher education in Nigeria, reflecting the strained relationship between the government and academia. This study was prompted by the lack of acknowledgement and reluctance to address interpersonal conflicts within universities. It aimed to investigate how conflict management strategies—specifically avoidance, dominating, compromise, obliging, and integrating—affect faculty commitment in selected public universities in Southwest Nigeria. Utilizing Smart PLS 3.0, the study analyzed 416 completed questionnaires, representing an 83% response rate. The results indicate that conflict management approaches significantly impact the affective, normative, and continuance commitment of academic faculty. Encouraging compromise, integration, and obliging conflict management tactics was suggested to enhance faculty involvement in conflict resolution. Based on these findings, the study recommends that open-mindedness and willingness to listen to opposing views were highlighted as essential for reaching sensible resolutions.

Mgbatogu *et al.* (2023) studied labour-management relations and industrial conflict in Calabar and Port-Harcourt Sea Ports: A Theoretical Exposition. The study assesses the impact of the interplay between labour-management relations and industrial conflicts at the Nigeria Port Authority in Calabar and Port Harcourt on a broad scale. To investigate this interrelationship, four null hypotheses were formulated, focusing on leadership behaviour, communication behaviour, collective bargaining, and the implementation of employee-management agreements. A total of 300 randomly selected employees (both male and female) from the two ports participated in the study, with 63% from Port Harcourt and 37% from Calabar Port. The research utilized a multi-stage sampling technique, including stratified, cluster, proportional, and simple random sampling methods. Data collection involved the researcher and two trained research assistants, who administered a 30-item questionnaire. The collected data underwent editing, scoring, and analysis, employing descriptive statistics such as mean, percentage, and frequency. The Pearson Product Moment Correlation (PPMC) test was utilized for hypothesis testing. The study findings revealed that three null hypotheses—concerning leadership behaviour, collective bargaining, and the implementation of labour-management agreements—were rejected, while one hypothesis related to communication behaviour was accepted. Consequently, the research recommends the importance of fostering mutual relationships to cultivate cordiality, and trust-building, and promote industrial harmony and peaceful coexistence within an organization. It contributes to existing knowledge by highlighting that authoritative leadership tends to breed conflicts, whereas democratic leadership fosters industrial harmony. Hakim's (2020) study at PT Jakarta Tourisindo in Indonesia examined the impact of factors such as remuneration and work environment on job satisfaction and organizational commitment. These empirical studies collectively highlight the intricate dynamics of disputes within organizational and educational contexts, emphasizing the importance of addressing root causes, implementing effective dispute management strategies, and enhancing factors like motivation and financial rewards to foster a harmonious environment.

Sule and Akhigbe (2018) examined academic staff performance of public higher institutions in Nigeria. The study examined the correlation between union commitment and academic staff performance in Nigerian universities, employing a survey design. The population comprised 1,306 academic staff members of public higher institutions in Rivers State, Nigeria, with a determined sample size of 297 due to the unavailability of a comprehensive academic staff list. Cluster sampling was utilized for participant selection. Statistical tools such as Pearson Product Moment Correlation and Partial Correlation were employed to test nine hypotheses. The findings indicated a significant relationship between union commitment and academic staff performance, suggesting that a

favourable industrial relations climate positively influences academic staff performance in Nigerian public higher institutions. Based on the findings, the study recommended that management take proactive steps to foster a cordial and conducive industrial relations climate. This could be achieved through routine meetings or discussion forums between the trade union and management, ultimately enhancing the performance of academic staff in higher learning institutions. Based on above views, the fourth hypothesis evolved that:

H₀₄: There is no significant relationship between industrial democracy and academic staff welfare improvement in federal universities in South West, Nigeria.

3. Methods

The study was conducted in federal universities operating in Nigeria among which are University of Ibadan, University of Lagos, Obafemi Awolowo University, Federal University of Technology, Akure (FUTA), Federal University of Agriculture, Abeokuta (FUNAAB) and Federal University Oye Ekiti (FUOYE). The study adopted the quantitative research approach and survey research design through which management of industrial disputes and the welfare of academic staff was investigated

The population of the study was made up of academic staff of the institutions. The details is provided in Table 1.

Table 1. Population of the Study

Selected Universities	Academic Staff Strength
University of Ibadan	1524
University of Lagos	1627
Obafemi Awolowo University	1,493
Federal University of Technology, Akure	933
Federal University, Oye-Ekiti	454
Federal University of Agriculture, Abeokuta	658
Total	6,689

However, a sample size was determined from the population with Yamane's formula.

Yamane's formula is expressed as:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n is the sample size.

N is the population size.

e is the margin of error

For this study, the total population (N) is determined to be 6689

A margin of error (e) of 5%, representing 0.05 in the formula.

Using the formula, the calculated sample size (n) is as follows:

$$n = \frac{6689}{1 + 6689 \times 0.0025}$$

n=377

Therefore, the sample size used for this study is 377. To ensure adequate representation of the sample size in the population. Three sampling techniques were adopted for the study. This is referred to as the multi-stage: purposive, stratified and simple random sampling techniques. The first stage involves academic staff that are members of union (ASUU). They were purposively selected due to the content of the study. Second stage was to classify the academic staff by their colleges and faculties. This is stratified sampling techniques while the third stage gave every of the academic staff that are union members in each of the colleges and faculties equal chances of participation in the study. This is simple random sampling technique.

The source of data for this study was primary data. Primary data are data that are collected directly from the respondents for the study for the first time for data analysis (Bhardwaj, 2019). The primary data for this study was obtained through a self-administered online questionnaire. The research instrument contained structured items aimed at obtaining demographic information, participants' experiences with industrial disputes, and their perspectives on academic staff welfare. Additionally, open-ended questions are included to allow participants to

provide detailed insights and opinions on the identified issues. The structured questions employed Likert scales, multiple-choice options, and dichotomous responses to ensure a comprehensive and varied dataset.

The data collection process involved the dissemination of the online questionnaire to academic staff members within the selected universities in Southwest Nigeria. The Google Form link was distributed through various online platforms, accompanied by a clear and concise overview of the research objectives, emphasizing the importance of academic staff participation. Participants were assured of the confidentiality of their responses and the significance of their input in enhancing the understanding of industrial dispute management and academic staff welfare. To minimize the risk of non-academic individuals participating in the survey, a screening question was strategically incorporated into the questionnaire. This question specifically inquires about the participant's current affiliation with the academic institution, ensuring that only academic staff members are eligible to proceed with the survey. Participants were requested to provide relevant details, such as their department or faculty, to further verify their academic status. Furthermore, a follow-up reminder was sent during the data collection period to encourage and maximize participation.

The validity of the research instrument was carried out to ensure the questionnaire measures what it is expected to measure through the constructs adopted for the study. The validity process involved experts, supervisors and Union leaders in Federal Universities to satisfy the face and content validity. Other validity tests were carried out using statistical techniques to ensure the data fit the various inferential statistical techniques adopted for the study. The reliability of the study was carried out using a pilot test where a few copies of the questionnaire were administered to academic staff in a selected state University in Ibadan (Technical University, Ibadan, Oyo state). Thereafter, the data was analysed and the Cronbach Alpha test of reliability was used to investigate the reliability of the study constructs. In addition, the Cronbach Alpha test of reliability was also used for the main data that was used to gathered later in the study. Lastly, a few diagnostic tests were also carried out, particularly the principal component factor analysis and collinearity tests.

4. Experiments

The data were subjected to diagnostic tests, including reliability, collinearity, and factor analysis. The results are presented in the following tables.

The reliability test was carried out using the Cronbach Alpha test of reliability. Nine constructs were tested for reliability and the results are presented in Table 2

Table 2. Reliability Test

Constructs	Alpha Value	Number of Items	Decision
Collective Bargaining	0.841	5	Reliable
Industrial Communication	0.860	5	Reliable
Joint Consultation	0.897	5	Reliable
Industrial Democracy	0.898	5	Reliable
Salary	0.899	3	Reliable
Working Condition	0.957	3	Reliable
Career Development	0.953	3	Reliable
Health Benefits	0.935	3	Reliable
Retirement Benefits	0.953	3	Reliable

Source: Field Survey, (2024)

The reliability test results are shown in Table 2 where nine constructs were tested for reliability. The Cronbach's Alpha test requires that each construct must have an alpha value greater than or equal to 0.7. The result shown above revealed that this condition is satisfied for all the constructs. Therefore, the study concludes that the reliability test is satisfactory and could be used for further inferential statistical tests.

Table 3. Factor Analysis Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.910
Bartlett's Test of Sphericity	Approx. Chi-Square	13745.908
	Df	630
	Sig.	.000

The KMO shows the adequacy of the sampling and the benchmark requires the value to be between 0.8 and 1. The result in Table 3 showed that the sampling is adequate as the KMO is above 0.8 and below 1.

Table 4. Collinearity Statistics

Variables	Tolerance	VIF
CB	.437	2.286
IC	.312	3.209
JC	.332	3.008
ID	.540	1.850

The collinearity of the data set was tested using the variance inflation factor. The test required that the VIF values must be below 10. The results showed that all variables have VIF less than 10 which satisfied the collinearity condition. This showed that there is no multi-collinearity with the data set.

This study employed a systematic and rigorous approach to derive meaningful insights from the collected data. Analysing quantitative data from the online questionnaire requires adequate statistical tools. Frequencies, percentages, and averages were used to describe participants' demographics and structured question replies. Inferential statistical approaches like correlation and regression analysis were used to examine variable associations, including industrial dispute causes and academic staff well-being. This analytical method seeks data patterns, trends, and significant relationships. The data analysis methods for this study are appropriate because they match the research objectives and questions. The online questionnaire generated quantitative data, which required different analytical techniques. The quantitative data was analysed using descriptive and inferential statistics to summarise and test the hypotheses.

5. Results

Ho₁: Collective bargaining does not have a significant impact on the academic staff welfare enhancement in federal universities in South West, Nigeria.

Table 5. Regression Result of Ho₁

Variables	Beta coefficient	t	Sig.
Constant	3.440	11.675	.000
Collective bargaining	-.494	-6.542	.000
<i>R=0.32, R-squared=0.10, F=42.799, p<0.05</i>			

The regression results in Table 5 showed the impact of collective bargaining on academic staff welfare in the universities investigated. The results showed that there is a significant positive relationship between collective bargaining and academic staff welfare ($r=32\%$). This revealed that collective bargaining has a low positive relationship with academic staff welfare. The result showed that collective bargaining explains 10% variation in the welfare of academic staff. This revealed that other factors are responsible for explaining the welfare of academic staff in the Universities investigated. A statistically significant model was achieved for academic staff welfare. The beta coefficient revealed that collective bargaining had a negative significant impact on the welfare of academic staff in the Universities investigated ($\beta=-0.494, p<0.05$). This implies that for every increase in collective bargaining, there will be a 4.94% decrease in academic staff welfare in the Universities. With this result, the null hypothesis is rejected and the study concludes that collective bargaining has significant negative impact on academic staff welfare.

Ho₂: Industrial communication has no significant influence on the academic staff welfare improvement in federal universities in South West, Nigeria.

Table 6. Regression Result of Ho₂

Variables	Beta coefficient	T	Sig.
Constant	3.247	10.450	.000
Industrial Communication	-.438	-5.572	.000
<i>R=0.277, R-squared=0.74, F=31.043, p<0.05</i>			

The regression results in Table 6 showed the impact of industrial communication on academic staff welfare in the Universities investigated. The results showed that there is a significant positive relationship between industrial communication and academic staff welfare ($r=27.7\%$). This revealed that industrial communication has a low positive relationship with academic staff welfare. The result showed that industrial communication explains 7.4% variation in the welfare of academic staff. This also revealed that other factors are responsible for explaining the welfare of academic staff in the Universities investigated. A statistically significant model was achieved for academic staff welfare ($F=31.043, p<0.05$). The beta coefficient revealed that industrial communication had a negative significant impact on the welfare of academic staff in the Universities investigated ($\beta=-0.438, p<005$). This implies that for every increase in industrial communication, there will be a 43.8% decrease in academic staff welfare in the Universities. With this result, the null hypothesis is rejected and the study concludes that industrial communication has significant negative impact on academic staff welfare.

H₀₃: Joint consultation has no significant impact on academic staff welfare in federal universities in South West, Nigeria.

Table 7. Regression Result of H₀₃

Variables	Beta coefficient	T	Sig.
Constant	3.353	10.214	.000
Joint consultation	-.462	-5.594	.000
$R=0.278, R\text{-squared}=0.75, F=31.298, p<0.05$			

The regression results in Table 7 showed the impact of joint consultation on academic staff welfare in the Universities investigated. The results showed that there is a significant positive relationship between joint consultation and academic staff welfare ($r=27.8\%$). This revealed that joint consultation has a low positive relationship with academic staff welfare. The result showed that joint consultation explains 7.5% variation in the welfare of academic staff. This also revealed that other factors are responsible for explaining the welfare of academic staff in the Universities investigated. A statistically significant model was achieved for academic staff welfare ($F=31.043, p<0.05$). The beta coefficient revealed that joint consultation had a negative significant impact on the welfare of academic staff in the Universities investigated ($\beta=-0.462, p<005$). This implies that for every increase in joint consultation, there will be a 46.2% decrease in academic staff welfare in the Universities. With this result, the null hypothesis is rejected and the study concludes that joint consultation has significant negative impact on academic staff welfare.

H₀₄: There is no significant relationship between industrial democracy and academic staff welfare improvement in federal universities in South West, Nigeria.

Table 8. Regression Result H₀₄

Variables	Beta coefficient	T	Sig.
Constant	2.803	7.538	.000
Industrial democracy	-.319	-3.439	.001
$R=0.175, R\text{-squared}=0.028, F=11.828, p<0.05$			

The regression results in Table 8 showed the impact of industrial democracy on academic staff welfare in the Universities investigated. The results showed that there is a significant positive relationship between industrial democracy and academic staff welfare ($r=17.5\%$). This revealed that industrial democracy has a low positive relationship with academic staff welfare. The result showed that industrial democracy explains 2.8% variation in the welfare of academic staff. This also revealed that other factors are responsible for explaining the welfare of academic staff in the Universities investigated. A statistically significant model was achieved for academic staff welfare ($F=11.828, p<0.05$). The beta coefficient revealed that industrial democracy had a negative significant impact on the welfare of academic staff in the Universities investigated ($\beta=-0.319, p<005$). This implies that for every increase in joint consultation, there will be a 31.9% decrease in academic staff welfare in the Universities. With this result, the null hypothesis is rejected, and the study concludes that industrial democracy has significant negative impact on academic staff welfare.

Table 9. Summary of Results

Variables	Beta coefficient	t	Sig.
Constant	3.588	9.373	.000
Collective bargaining	-.362	-3.174	.002
Industrial communication	-.087	-.630	.529
Joint consultation	-.188	-1.333	.183
Industrial democracy	.107	.879	.380
$R=0.334, R\text{-squared}=0.102, F=11.664, p<0.05$			

The regression results in Table 9 showed the impact of industrial dispute management methods on academic staff welfare in the Universities investigated. The results showed that there is a significant positive relationship between industrial dispute management methods and academic staff welfare ($r=33.4\%$). This revealed that industrial dispute management has a low positive relationship with academic staff welfare. The coefficient of determination shown through the r-square revealed that industrial dispute management explains 10.2% variation in the welfare of academic staff. This revealed that other factors are responsible for explaining the welfare of academic staff in the Universities investigated but were not captured in the study. A statistically significant model was achieved for academic staff welfare ($F=11.664, p<0.05$). The beta coefficient revealed that collective bargaining had a negative significant impact on the welfare of academic staff in the Universities investigated ($\beta=-0.494, p<0.005$). In addition, other variables; industrial communication ($\beta=-0.087, p>0.005$) and joint consultation ($\beta=-0.188, p<0.005$) have negative but insignificant impacts on academic staff welfare while industrial democracy ($\beta=0.107, p>0.005$) have positive but insignificant impact on academic staff welfare.

6. Discussion

The study found that academic staff are not satisfied with the current welfare provisions. This supports Oleribe *et al.* (2018) who highlighted poor staff welfare, salary disputes, leadership/management issues, and governmental failure to implement agreements as the primary causes of strikes. This conforms with the prevailing economic conditions in the country where the prices of goods and services have skyrocketed in the past year due to factors such as fuel subsidy removal leading to a hike in the cost of living across the country. This could also be due to poor funding of public Universities in Nigeria. The findings of Ogbomah & Moses (2024) were also supported as the results underscored poor funding of public Universities and the imposition of IPPIS as the main triggers for ASUU strikes. The government should allocate a special annual grant to public universities to address funding challenges. The study found that welfare provisions could be improved through adequacy of health benefits, retirement benefits, professional development opportunities, housing assistance, work-life balance programs, childcare facilities, employee assistance programs, access to recreational facilities and support for mental health.

Collective bargaining had a negative significant impact on the welfare of academic staff in the Universities investigated. This opposed Owoseni (2014) who emphasised the potential of collective bargaining to simplify and economize dispute resolution processes. The findings of Ibietan (2013) which stressed the significance of collective bargaining in addressing disputes arising from employment relationships were not supported by the findings from the current study. Based on the current study, issues of collective bargaining have always been prolonged unnecessarily in public Universities in Nigeria which could explain the negative impact it has on the welfare of academic staff in these Universities. Owing to the historical, dynamic, and outcome-oriented aspects of the struggle between the academic staff labour union and the Federal Government, Odiagbe's (2012) proposed measures to address underlying issues. This was also emphasized by Moyin (2015) as to the use of continued dialogue and collective bargaining. The continued adoption of dialogue and collective bargaining could result in a positive influence on the welfare of academic staff.

Industrial communication had a negative significant impact on the welfare of academic staff in the Universities investigated. This is evident in the level of welfare packages offered to academic staff in Nigerian public Universities. The findings also suggest industrial disharmony which is a result of a breakdown in industrial communication between parties in conflict. This also supports Salau *et al.* (2020) who revealed concerns regarding inadequate and deteriorating infrastructural facilities in the sampled universities. Matters of welfare are better resolved when industrial communication is effective and is evident from the findings that the level of industrial communication has not had a significant positive impact on the welfare of academic staff in Nigerian public Universities. This also supports Abada *et al.* (2023) who revealed that the FGN-ASUU dispute over

academic, administrative, and financial autonomy has led to frequent strikes, dialogues, negotiations, protests, and confrontations in federal universities in Nigeria between 2009 and 2023.

Joint consultation had a negative significant impact on the welfare of academic staff in the Universities investigated. This showed that joint consultations have not been yielding positive results for conflicts in public Universities in Nigeria. Chibugo & Emeka (2020) emphasized fruitful negotiations between parties in conflict to increase the likelihood of reaching a compromise, thereby facilitating a speedy resolution of conflicts. As earlier stated, industrial communication negatively impacts academic staff welfare in the Universities investigated which explains the reason for the negative impact of joint consultation on staff welfare. This supports Nwakoby *et al.* (2020) who affirmed that public universities in Nigeria continue to struggle with inadequate infrastructure and facilities essential for effective teaching and learning. Furthermore, ASUU has not significantly contributed to the implementation of curricula or improved infrastructural facilities in public universities in Nigeria due to a communication breakdown. Joint consultation is connected with industrial communication and a breakdown in the communication between the parties involved in conflict could impede the effectiveness of joint consultation.

The study revealed that industrial democracy had a negative significant impact on the welfare of academic staff in the Universities investigated. Igbinoba *et al.* (2023) affirms that conflict management approaches significantly impact academic faculty's affective, normative, and continuance commitment. The current study revealed that industrial democracy negatively impacts the welfare of academic staff. The overall model revealed that industrial dispute management explains 10.2% variation in the welfare of academic staff. The study did not investigate other factors responsible for explaining the welfare of academic staff in the Universities. Industrial communication and joint consultation have negative but insignificant impacts on academic staff welfare while industrial democracy has a positive but insignificant impact on academic staff welfare. Nevertheless, collective bargaining was found to have a statistically significant impact on academic staff welfare in public Universities. Hakim's (2020) emphasises the importance of addressing root causes, implementing effective dispute management strategies, and enhancing factors like motivation and financial rewards to foster a harmonious environment. These findings suggest that these industrial dispute management methods have not addressed the root causes of the problems with academic staff welfare in public Universities in Nigeria.

Theoretical contribution

This study strengthened theoretical perspectives related to the study. For instance, systems theory, conflict theory, and stakeholder theory are all strengthened. At the instance of Systems Theory's historical roots, overarching propositions, and application strengths help explain and resolve university industrial disputes. Despite criticism, its practical applications and integration with dispute-resolution mechanisms show its relevance in organisational studies. Also, Conflict theory explains industrial disputes in universities by considering them as manifestations of structural inequalities and power imbalances between academic staff unions and university management boards or government agencies while Stakeholder theory advocates for improving the quality of stakeholder engagement and communication in dispute resolution processes and outcomes, such as the level of participation, representation, inclusion, transparency, accountability, and trust among the stakeholders.

Practical contribution

This research contributes to the existing body of knowledge with evidence of support that can aid industrial dispute management options on academic staff welfare. The study found that these industrial dispute management options only explain 10.2% variation in academic staff welfare. Therefore, the findings of this study contribute to the effectiveness of specific industrial dispute management options on academic staff welfare. Furthermore, it raises concern about the intricacies of academic staff welfare in the Nigerian public Universities and suggests that there are more factors that explains these variations. These factors should be given adequate consideration by policy makers to effectively improve academic staff welfare in these Universities. These findings offer insights and recommendations for policymakers, university administrators, academic staff unions, and other stakeholders on how to improve the industrial relations climate and enhance the welfare of academic staff in Nigerian universities.

Conclusion and Further Research

The study concludes that academic staff in Federal Universities in Southwest, Nigeria are not satisfied with the current welfare provisions. The study also concludes that all welfare packages provided in the form of salaries, working conditions, career development, health benefits and retirement benefits. The study also concludes that collective bargaining, industrial communication, joint consultation and industrial democracy have negative impact on the welfare of academic staff. The respondents suggested that their respective institutions could improve their welfare provisions through adequacy of health benefits, retirement benefits, professional development

opportunities, housing assistance, work-life balance programs, childcare facilities, employee assistance programs, access to recreational facilities and support for mental health. The study concludes that major themes for the new industrial dispute management option proposed by the study include adequate and fair welfare packages using global standard, funding and grants for research, grievance redress mechanisms, inclusive dialogue and periodic round table discussions for good decision output, mental support initiatives, negotiation, tenure-track positions and long-term contracts to provide job security, flexible working schedule to reduce workload, healthy work-life balance and leave policies, wellness and mental health support programs, and third-party mediators and arbitrators for dispute resolution.

This study was geographically confined to Southwest Nigeria, limiting the generalizability of the findings to other regions or countries. Also, the study relied heavily on self-reported data from copies of questionnaire, which may be subject to biases such as social desirability or recall bias, potentially affecting the accuracy of the results. Furthermore, the sensitive nature of industrial disputes and staff welfare issues might have led to underreporting or reluctance to share candid responses.

Future studies can be carried out along: longitudinal studies could provide insights into the long-term effects of industrial dispute resolutions on academic staff welfare and overall institutional performance. Investigating the role of technology and digital platforms in facilitating effective dispute resolution and enhancing staff welfare could also offer innovative solutions in the contemporary academic environment. Furthermore, examining the impact of external factors such as government policies, economic conditions, and international educational standards on industrial disputes and staff welfare would provide a holistic understanding of the challenges faced by universities. Lastly, qualitative research involving in-depth interviews with key stakeholders, including university administrators, union leaders, and academic staff, could uncover nuanced perspectives and practical recommendations for improving dispute management and welfare initiatives. By pursuing these research directions, scholars can contribute to the development of robust frameworks and strategies for fostering a harmonious and productive academic environment in Nigerian universities.

Acknowledgments

The authors appreciate ASUU executives of the universities studied for their assistance in reaching out to their members through their secretariats platforms.

Credit Authorship Contribution Statement

Ezekiel Taiwo: Was involved in theoretical reviewed, conceptualization.

James Akinbode: Contributed to the writing of the literature review.

Morohunmubo Olayinka Akinrinlola: Was involved with the data collection and analysis.

Itunu Olu-Ogunleye: Did the discussion of findings, revised and editing.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Declaration of Use of Generative AI and AI-Assisted Technologies

The authors declare that they have not used generative AI and AI-assisted technologies during the preparation of this work.

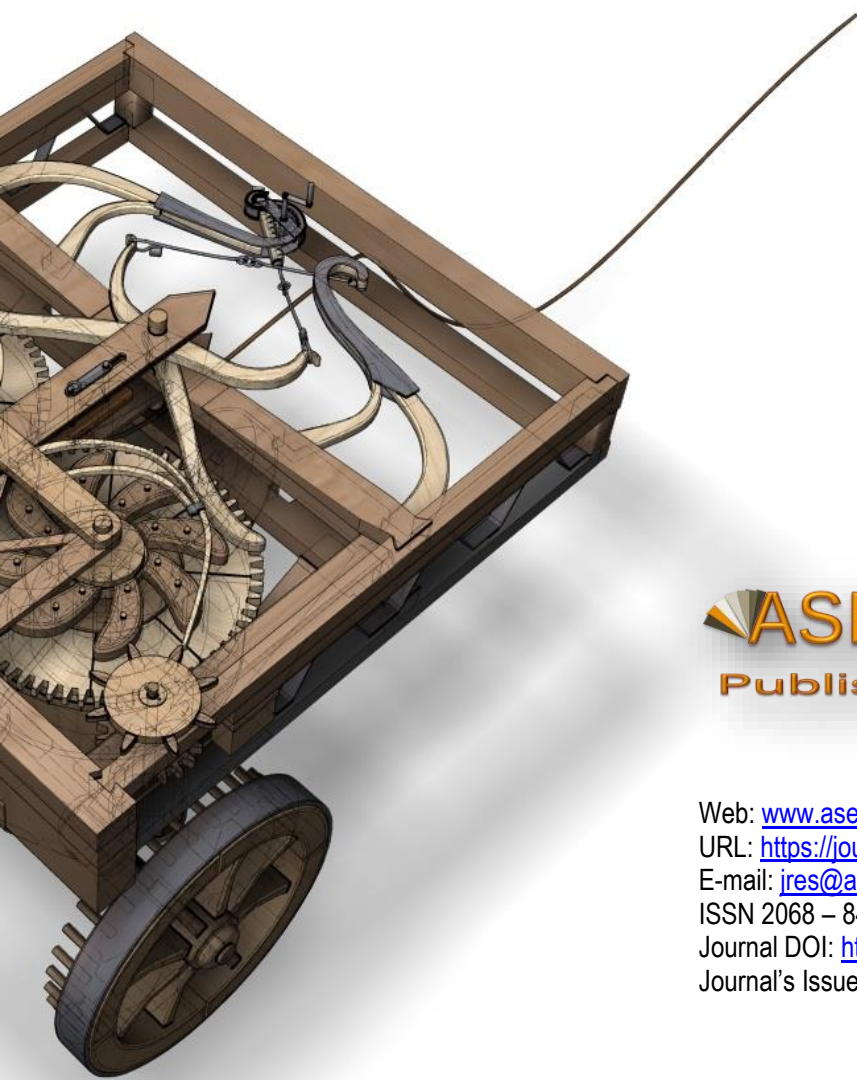
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ISSN 2068 – 8407

Journal DOI: <https://doi.org/10.14505/jres>

Journal's Issue DOI: [https://doi.org/10.14505/jres.v15.2\(18\).00](https://doi.org/10.14505/jres.v15.2(18).00)