# IMPACT OF INDUSTRIAL CONFLICTS AND ITS MANAGEMENT ON WORKERS' JOB COMMITMENT AND OPTIMAL PRODUCTIVITY IN STATE-OWNED UNIVERSITIES IN OGUN STATE, NIGERIA

**Johnson, FEJOH**

*Institute of Education, Faculty of Education, Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria*
E-mail: fejoh.johnson@oouagoiwoye.edu.ng


**Opeoluwa Adesuwa, EGIARUOYI**

*Institute of Education, Faculty of Education, Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria*

## ABSTRACT

*Purpose: The study examined the impact of industrial conflict and its management on workers' job commitment and optimal productivity in state-owned universities in Ogun State, Nigeria. It established how industrial conflict and its management impacted on workers' job commitment and optimal productivity in state-owned universities. Methods: The study adopted survey research design method. One hundred and fifty workers across two state-owned universities (Olabisi Onabanjo University, Ago-Iwoye and Tai Solarin University, Ijagun, Ijebu-Ode) were selected at the rate of 75 academic staff and 75 non-teaching staff using an adapted Rahim Job Conflict Inventory (ROC-I-II). Data were analysed using regression analysis. Findings: The findings established that industrial conflict and its management had significant effect on workers' job commitment in state-owned universities in Ogun State, Nigeria (β=.565; β=.687; t=.17.023; p<0.05). Also, industrial conflict and its management had significant effect on workers' optimal productivity in state-owned universities in Ogun State, Nigeria (β=.594; β=.798; t=23.800; p<0.05 Conclusion: The study concluded that industrial conflict and how they are managed have significant effects on workers' job commitment as well as optimal productivity. The inability of university managements and other relevant agencies of government who are saddled with the responsibilities of managing industrial conflicts in these stateowned universities have been discovered not to fully key into the idea of adopting appropriate industrial conflict management styles when seeking for the resolution of industrial conflicts. Recommendation: The study recommended that the Ogun State Government, as proprietor of these universities should strive hard to ensure that our universities are managed in a way that encourages industrial harmony. It is only through this that the universities can be centres of excellence they are established to be.*


*Keywords: Industrial conflict, Management, Job commitment, Optimal productivity*

## INTRODUCTION

Conflict is generally seen as inevitable and ever present in corporate organizations which include private and public concerns and which results from divergent of interests of individual employees and management. Oni-Ojo and Roland-Otaru (2013) are of the view that the workplace which is a reflection of larger society is full of conflict indoctrinating affairs According to Oni-Ojo, Iyiola, and Osibanjo (2014), conflict occurs at both individual and corporate level, and because the values, interest, attitude and goals of individuals differ, it tends to be unavoidable. According to Igbinoba, Osibanjo and Salau (2016), universities in Nigeria have been plagued with series of internal and external conflicts which has rendered the goals and objectives of these institutions unachievable. This can be seen by the poor performance of these institutions in global rankings as no Nigerian university have been listed in the best one thousand universities in the world. This could be attributed to series of conflicts that have plagued the universities. According to Adebisi (2004), these are clear factors to show that universities are susceptible to conflict owing to the several factors and thus cannot be avoided since it is generally accepted that, conflict remains a major problem that affect both commitment and job performance. However, Nair (2008) believed that employees cannot be committed or dedicated to their work whenever conflict exist without proper management.

Conflict that is not managed properly will affect the universities, affect the image of the institutions, poor relation among staff, management and parents. Alabi (2002) suggested that it is impossible for conflict to be completely avoided in the university but such conflicts can be managed because no development can take place where there is no peace.

Conflict management in the universities over the years have been seen as a major duty of the university management who often times handle it with kid-glove. So, conflict can be either be positive or negative depending on the way it is handled (Oni-Ojo, Iyiola and Osibanjo, 2014) asserted that in Nigeria, conflict in public universities has become incessant due to bad working conditions, unfavourable rules and regulation, workload, non-implementation of agreements, pay disaffection and these have often resulted into low productivity and reduced job commitment.

There exist four staff unions in Nigerian universities:  The Academic Staff Union of Universities (ASUU), Senior Staff Association of Nigerian Universities (SSANU), National Association of Academic Technologists (NAAT), and Non-Academic Staff Union of Educational and Associated Institutions (NASU). ASUU was formed in 1978 as a successor to the Nigerian Association of University Teachers (NAUT) which was formed in 1965 and whose main point of reference was the improvement in the conditions of service, improvement in the physical development of the universities and provision of infrastructural facilities that can match other best universities in the world.

Over the years, ASUU, as the arrowhead of trade unionism in the universities, has consistently and persistently opposed the way and manners the government has been reneging on agreements reached between both parties, that is, the government and ASUU concerning the wellbeing of its members and the good of the university system as a whole. Makosa (2007) captured this when he opined that the foremost demands of ASUU include 15% increase in salaries and immediate increase of funds to all universities by the government. The main consequence of university under-funding was the deteriorating standards of the products of the university system. This view was corroborated by Donli (2010) when she asserted that the problem with university education in Nigeria is that the government has failed to realise that it is not enough to establish a university but that there must be adequate resources to sustain and make such universities reach global standard in line with the recommendations of UNESCO. The Union's subject matter of agitation can be summarised as the inadequate funding of the system, the erosion of university autonomy, and deteriorating conditions of service (Arikewuyo, 2008).

In 2007, the ASUU was on strike for a whole three months. In May 2008, the Union held two one- week 'warning strikes' to make a range of demands, which include better salary scheme and recall of the 49 lecturers who were dismissed years earlier. In June 2009, ASUU ordered its members in both Federal and State universities in the country to embark on an indefinite strike over the refusal of the Federal Government to implement the agreement it had reached with the Union two and a half years earlier. About three months into the strike, ASUU and other staff unions signed an MoU with the government and called off the industrial action. The contents of the MoU included funding, university autonomy, academic freedom, earned academic allowances and registration of Universities Pension Management Company, change of professors retirement age from 65 to 70, more funding of the university system from 2009 to 2011, increase in budgetary allocations to education by 26 per cent, transfer of Federal Government property to universities, setting up of research and development units by companies, payment of earned allowances, and review of previous signed agreement with the Federal Government. The signed agreement, according to Onyeonoru (2011), was to be revisited every three years in order to reflect socio-economic changes in the country, but unfortunately the agreement which was freely reached and signed by both the government and ASUU has however become the source of regular conflict between the parties. There is hardly any year there is no industrial conflict between the government and ASUU because of the non-implementation of the agreement, usually on the part of government.

In 2019, Nigerian public universities were closed down for nine months as a result of industrial dispute declared by ASUU who has accused Federal Government of reneging on agreement reached with the union (Fejoh and Adesanwo, 2021). The union only suspended its nine months old strike after well-meaning Nigerian have intervened and the government making a promise to handle the union's request without any further delay. Sadly, the universities are back under lock and keys in 2022. Three months on, the universities are still closed without any hope that they will reopen soon, judging from the attitude of the government. It is important to note that this time around ASUU is at war with the Federal Government for the inability to honour its agreement with the union and replacement of a salary payment adopted by the government which the union insisted is not suitable for the university system. Government had earlier introduced Integrated Payroll and Personnel Information System (IPPIS) into all public and civil service offices including the universities. This payment system was rejected by ASUU because it does not take into cognizance the nature of universities especially where sabbatical leave and other academic leaves and appointments are part of the conditions of service of academic staff. At the request of the Federal Government, ASUU came up with University Transparent and Accountability Solution (UTAS) as a replacement which was designed to cater for all the shortcomings of IPPIS.  Despite the fact that it was the government that prompted the union to come up with alternative payment platform, the government reneged again and insisted on using IPPIS and the conflict remained unresolved for the better part of 2022.

Attempts by ASUU in deploying an extreme grievance settling mechanism such as strikes in addressing what it perceives as government's insensitivity to the problems in the university system appear to deepen the crises. The culture of strikes has festered in universities among different trade unions and even the student body.

Apart from other sources of industrial conflicts identified above, the prevalent one is the conflict between ASUU and the government which invariably leads to strike action. The usual effect of these strike actions is the closure of the universities which has an adverse effect on their overall performance.  Strike actions also affect the economic growth and development of a nation

According to Oni-Ojo, Salau, Dirisu and Waribo (2015) appraising the productivity of staff in an organisation is considered an essential tool for improving job effectiveness as it leads to

accomplishing its set goals and objectives. Service quality, operational efficiency, training and teaching students both informally and formally have been identified as indicators for assessing the performance of staff in tertiary institutions (Mawoli, and Babandako, 2011; Mushemeza, 2016; Fapohunda, 2012). Abba and Mugizi (2018) opined that these roles of teaching, research, publication and community service are important to any nation's development since these services provided by the academic staff engender social service, financial literacy, health and reduced crime in the nation. Research which is one the reasons for the creation of universities, leading to the generation of new knowledge, engendering innovation, improving the quality of service, and increasing the university status and economic value, has unfortunately suffered major decline in Nigeria university due to conflict (Faborode, 2012). It is therefore important that conflicts be managed appropriately for any university to achieve its desired research outcome as well as, achieve its other objectives.

Job commitment is seen as one of the key factors in achieving competitive performance (Sahnawaz and Juyal, 2006). According to Morrow (1993), job commitment is a multidimensional construct that has the potential to predict outcomes such as performance, turnover, absenteeism, tenure and job goals. Thus, job commitment has appeared as an important construct in Job research because it's proven relationship with work-related constructs such as absenteeism, turnover, job satisfaction, job-involvement and leader-subordinate relations (Arnolds and Boshoff, 2004; Bagraim, 2003; Mathieu and Zajac, 1990; Tett and Meyer, 1993).

Thus, there is the need to examine conflict management and its implication for the job commitment and optimal productivity of staff in public universities. Gmelch and Carroll (1991) asserted that conflict "is sewn into the fabrics" of educational institutions. Most conflicts in Nigerian public universities, arise from the government not fulfilling its collective agreement with its employees or non-academic staff union and usually persist due to the approach in managing the conflict. Thereby, resulting in staff embarking on several industrial action which may often last for months. As a result, this action leaves other cadres of workers with a low morale, poor productivity, increase in cases of absenteeism and other counter-productive work behaviours which can lead to poor health and depression on the part of these workers.

Therefore, since the public universities have been experiencing incessant labour unrest, it becomes pertinent to examine the impacts of industrial conflict on job commitment and optimal productivity of workers in state owned universities in Ogun State, Nigeria.

## 1.2. Statement of the Problem

It is evident that universities in Nigeria over the years are prone to losing many months of learning time due to avoidable industrial conflicts. The resultant prolonged strike actions have financial and social cost implications on parents and the society and undue delay in students' graduation as a result of disruption in academic calendar. Incessant strike actions and academic disruptions have the capacity to affect staff productivity in terms of the value of lost time as staff withdraw from performing normal duties. They also tend to reduce job commitment and increases staff turnover rate and invariably affects the basic objectives of the universities which include teaching, research and community services. All these are seen to be attributed to mismanagement of issues leading to conflicts. The calls for more research in this area provided support for this research work. Therefore, the essence of this research is to examine the impact of industrial conflict on job commitment and optimal productivity in the state-owned universities in Ogun State, Nigeria.

### 1.3. Objectives of the Study

The main objective of this study is to examine the impact of industrial conflict and its management on workers' job commitment and optimal productivity in state-owned universities in Ogun State, Nigeria. The specific objectives are:

i.    determine the impact of industrial conflict and its management on workers' job commitment in state-owned universities in Ogun State, Nigeria;

ii.   determine the impact of industrial conflict and its management on workers' optimal productivity in state-owned universities in Ogun State, Nigeria;

## 2. REVIEW OF LITERATURE

### 2.1. Concept of Job Commitment

Job commitment is seen as one of the key factors in achieving competitive performance (Sahnawaz and Juyal, 2006). According to Morrow (1993), organisational commitment is a multidimensional construct that has the potential to predict outcomes such as performance, turnover, absenteeism, tenure and organisational goals. Thus, job commitment has appeared as an important construct in Job research because it's proven relationship with work-related constructs such as absenteeism, turnover, job satisfaction, job-involvement and leader-subordinate relations (Arnolds and Boshoff, 2004; Bagraim, 2003; Mathieu and Zajac, 1990; Tett and Meyer, 1993). Research suggested that when employees expect that they can grow and learn with their current employers, their level of commitment to stay with that particular organization is higher (Okpara, 2004). In addition, committed and satisfied employees are normally high performers that contribute towards job productivity (Samad, 2007).

Buchanan (1974) viewed commitment as a partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to organization for its own sake, apart from its purely instrumental worth. It consists of three components. These are:

(i)Identification – adoption as one's own goals and values of the organization;

(ii)        Involvement – psychological immersion or absorption in the activities of one's work role;

and (iii) Loyalty – a feeling of affection for and attachment to the organization.

The concept of job commitment has been defined in many ways. Steers (1977) is among the first to view job commitment as an employee attitude and as a set of behavioural intentions; the willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization. Then, Mowday, Porter and Steers (1982) refined that the concept of organization commitment can be characterized by at least three factors: (a) a strong belief in, and acceptance of, the organization's goals and values;  (b) a willingness to exert considerable effort on behalf of the organization; and  (c) a strong desire to remain in the organization.

This is supported by O'Reilly (2001) who then defines job commitment as an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization. In other words, job commitment is defined as the strength of

an individual's identification with the goals of an organization's multiple constituencies, which involve positive involvement which is integral to the development of shared goals and objectives in

a particular organization. Thus, job commitment can be considered to be affective responses or attitudes which attach an employee to the organization, which involve three stages of compliance, identification and internalization and indicate that the person accepts the influence of others to obtain something from others to maintain a satisfying and self-defining relationship and the individual finds the values of the organization to be intrinsically rewarding and congruent with personal values respectively.

According to Chin and Sheehan (2004), job commitment is indeed a multidimensional construct and is generalizable to Malaysian managers as their study of 500 managers in Malaysia provides evidence that support the three-component model of commitment in Malaysian context as conceptualized by Allen and Meyer (1993) and also supported by Malaysian Academic Librarians (Abdul Karim & Mohammad Noor, 2006).

## 2.2. Concept of Optimal Productivity

There is a general understanding among researchers that productivity is an important variable in work organization (Suliman, 2001) and has become a significant indicator in measuring organizational productivity in many studies (Wall, Michie, Patterson, Wood, Sheehan, Cleg and West, 2004). Optimal productivity can also be measured through the combination of expected behaviour and task-related aspects (Motowidlo, 2003), even though productivity is often determined by financial figures. In reality, productivity that is based on an absolute value or relative judgment may reflect overall organizational productivity (Gomez- Mejia, Balkin and Cardy, 2007; Wall et al., 2004). However, Wiedower (2002) asserted that productivity measure that is based on the productivity appraisal items offers higher reliability in evaluating productivity.

High productivity employees pursue higher level of individual and organizational productivity which involve quality, productive, innovation rate and cycle time of productivity (Johnson and Bharadwaj, 2005) and therefore they will be able to help organisation achieve its aims, objectives and sustaining the organization competitive advantage (Dessler, 2011). Thus, in order to attract and sustain higher employee satisfaction and productivity, employer need to treat their workers as the most important internal resources and gratify them (Lin, 2009) because committed and satisfied employees are normally high performers that contribute towards organizational productivity (Samad, 2007).

In general, optimal productivity is defined as actions or behaviours relevant to organizational goals (Campbell, 1990), which includes both productive and counterproductive employee behaviours that contribute to or detract from organizational goals (Hunt and Morgan, 1996). Viswesvaran and Ones (2000) introduced another definition of optimal productivity as behaviour and outcomes that employees undertake that contribute to organizational goals.  This means optimal productivity refers to the effectiveness of individual behaviours that contribute to organisational objectives and should consist of task productivity and contextual productivity (Motowidlo, 2003). Both constructs are influenced by different factors, for   instance  job-related experience determines task productivity while individual's personality type determines contextual productivity (Motowidlo and Van Scotter, 1994).

Organ (1998) argues that the term optimal productivity may need to be redefined to essentially broaden this construct to include non-productivity or extra-role dimensions such as cooperation, helping co-workers and superiors and generalized tendencies toward compliance.

Organ (1998) further proposed that optimal productivity should be measured to the extent to which employee engage in organizational citizenship behaviours. Sarmiento, Beale and Knowles (2007) refer to optimal productivity as "the result of two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job". According to Jex and Britt (2008), productivity is oftentimes assessed in term of financial figures as well as through the combination of expected behaviour and task related aspects.

Optimal productivity is also defined by Motowidlo (2003) as the organization's total expected value on task related proficiency of an employee, or fulfilment of tasks that are required by the formal job description. In other words, task productivity is the behaviour related specifically to performing job-related matters. In human resource management studies, task productivity has been measured using a range of criterion measures, including supervisory ratings, productivity indexes, promotability ratings, sales total, and turnover rate.

Although these indicators might be presumed to reflect productivity at various degrees, Gomez-Mejia et al., (2007) stated that task productivity should be distinguished into quality of work done, quantity of work performed, and interpersonal effectiveness. Therefore, from the above definitions it is clear that optimal productivity is related to the extent to which an employee is able to accomplish the task assigned to him and how the accomplished task contributes to the realization of the organizational goals (Mawoli and Babandako, 2011).

## 2.3. Research Hypotheses

The following two research hypotheses were formulated to guide the study:

$H_O$ 1: There is no significant impact of industrial conflict and its management on workers' job commitment in state-owned universities in Ogun State, Nigeria.

Ho 2: There is no significant impact of industrial conflict and its management on optimal productivity in state-owned universities in Ogun State, Nigeria.

## 2.4. Conceptual Model

The diagram below shows the conceptual model which explains the interaction between industrial conflicts, its management and workers' job commitment and optimal productivity.

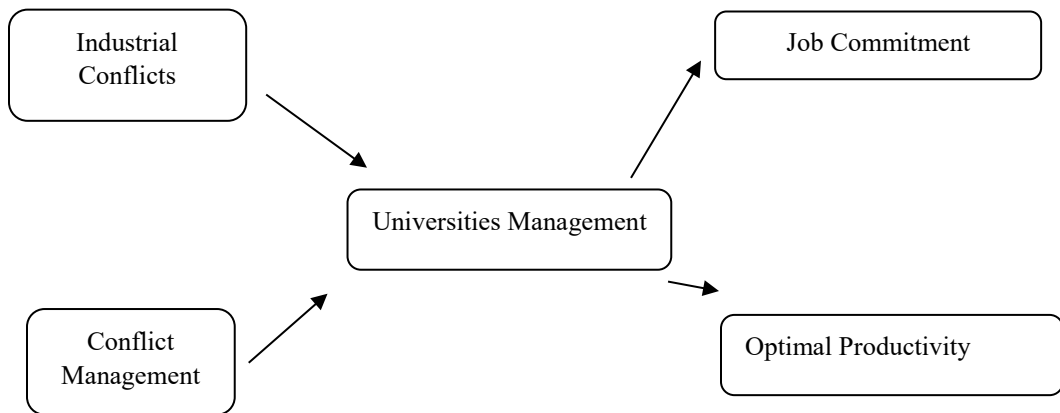**Independent Variable**s                                                    **Dependent Variables**

**Figure 2.1: Conceptual Model.**

*Source: Researchers (2022)*

**2.5. Theoretical Framework**

There appears to be some confusion over the nature of theories relating to conflict management. The focus is usually either on the styles of conflict management or on the theories of conflict itself. From a synthesis of these two angles, one can draw out what appears to be the uniting point of conflict management theories. These theories are derived from classical studies attributed to the extant works of Plato and Aristotle. According to Schellenberg (1996), Plato had imagined that conflict in any society is natural and inevitable. Therefore, to manage conflict, members of the society must have knowledge of their part and must play their part well for the harmonious existence of the society. That means that at the heart of conflict is the right quality of education. This, to us, is epistemological theory. The essence of this high level of knowledge or wisdom is to ensure that leaders become disinterested in material possessions. This has been described by Aristotle, as reported by Schellenberg (1996), as extreme unification or communism.  The central point of the Aristotelian style of conflict management is to eliminate conflict altogether from the society to maximise its potentials, but conceptually such a thought is in the realm of wishful thinking.

Another philosophical perspective of the theory of conflict comes from Thomas Hobbes (1588-1679) and John Locke (1632-1704) as reported by Rahim (2001). They advocated the need to create a monarch for every organization or society where law would be invaluable. That monarch in modern times has become the governance institution with the full power to make and enforce laws. This means that all operators will know their rights, limitations and obligations.

The Marxist view of conflict draws essentially from the concept of class struggle based on economic inequalities and disparities. But the modern state and organization appear to have gone beyond this perspective. The sociological perspective tends to align with the view of Georg Simmel as reported by Rahim (2001) that life allows for a certain amount of conflict for there to be rational conduct.

Elton Mayo (1933) and Talcott Parsons (1949) as reported in Rahim (2001) factored in the human relations dimension to conflict management. From their perspective, conflict is an evil that must be minimised or if possible, eliminated from the organization. Rahim (2001) argued that conflicts serve both positive and negative purposes. That means, there is the need to find ways to manage them to maximise the operations in the university system.   In addition to conflict management theories, this study had to employ a unique Job theory that explains the behavioural pattern of actors in a conflict as a framework in order to explore the relationship between conflict management strategies and productivity. This theory is the contingency theory.  Extant literature that provided the meaning and applications of this theory is, therefore, examined.

## 2.6. Empirical Review

Various studies have been carried out on the issue of conflict management as it relates to different aspects of human endeavours. Riaz, Riaz and Batool (2012) further stated that individualism and collectivism are present in each culture regardless of the presumed collective nature of the culture and that persons differ in their conflict management styles based on their perceived orientation rather than on any aggregate supposed inclination of conflict management styles.

Friedman, Tidd, Currall and Tsai (2010) in their findings on the impact of personal conflict style on work conflict and stress using data from a clinical department of a hospital also discovered that people or individuals who use the integrating style of conflict in the workplace experience lower levels of conflict and stress. Chen, Chao, Xie, and Tjosvold (2018) found out that using integrating style of managing conflict enhance team efficiency, increase their effectiveness, bring about greater satisfaction and better goal achievement while those who use the dominating or avoiding style experience a higher level of task conflict, stress and that it negatively affects the organization.

Parvez and Rahman's (2017) research on conflict management strategies of top management staff of private universities in Bangladesh revealed that 64.86 percent of the total respondents adopted a collaborative approach in managing conflict within the university. They also used the contingency approach of leadership to help them gain the trust of other staff and handle conflict situations. While 13.51 percent of the top management adopted the accommodating style, 8.11 percent was found to prefer using the avoiding style when they considered the issue trivial. And only 2.70 percent of the respondents surveyed adopted the compromising style. According to them, by using these strategies, the top management of these private universities were able to maintain an agreeable atmosphere where diverse interest groups' needs are satisfied.

Chan, Huang and Peng (2018) carried out a study that examined the effects of trust on the relationship between manager's conflict management style and employees' attitudinal outcome in Chinese culture. The findings showed that the use of integrating conflict management by the managers led to a positive subordinate outcome. This supported the findings of Rahim and Buntzman (1989) that supervisors who use integrating management style achieve more behavioural compliance which in turn reduces their conflict level.

Obasan (2011) in his study on the impact of conflict management on corporate productivity: an evolution study discovered that there is a divergence of opinions on the source and effect of conflict on Job productivity. However, in his empirical evaluation, he submitted that the main source of conflict actually relates to perception and value problems.  And that conflict management strategies have a significant effect on workers' productivity.

Chukwuemeka, Ugwu, Okey and Igwegbe (2012) in the empirical research carried out to assess labour conflict and its management in the local government system in Nigeria identified funding, leadership ineffectiveness and low employee participation in decision making as major factors contributing to conflict within the sector and, therefore, recommended conflict resolution strategies such as collective bargaining, negotiation, and mediation as means of resolving the conflicts.

This study therefore attempted to establish a correlation between management of industrial conflicts in state-owned universities in Ogun State and workers job commitment and optimal productivity

## 3. METHODOLOGY

This study used the survey method because of its appropriateness when a relatively large sample of people is to be covered from a pre-determined population. The population of this study consisted of the academic and non-teaching staff in the two state-owned universities in Ogun State, Nigeria – Olabisi Onabanjo University, Ago-Iwoye and Tai Solarin University of Education, Ijagun, IjebuOde. The total staff population of these two universities stands at three thousand nine hundred and forty-seven staff (3,947). The sample size determination of a research, according to Ojo (2003), consists of selected elements from a population for the purpose of study, bearing in mind that the selected elements represent the population. In line with this definition, this research purposively selected one hundred and fifty workers across two state-owned universities at the rate of 75 academic staff and 75 non-teaching staff. Further breakdown indicated that 40 academic staff and 35 nonteaching staff were selected from each university.

The questionnaires contained both closed and open-ended questions divided into three sections. The first section contained the respondent bio-data, the second section was on job commitment while the third section focused on the staff productivity in the universities under the study.

Rahim Job Conflict Inventory (ROC I-II) was the instrument used to measure the second section of the questionnaire. Although ROCI-II was not designed for staff in the tertiary institutions, an adapted version was used for this study because it represented interpersonal conflict between staff and the management. The instrument is a 28-item measuring job commitment and optimal productivity.

The instrument was thereafter subjected to content and face validity to ensure that it actually measure what it was meant to measure and to also determine the extent to which the instrument is relevant to the objectives of the study. To ensure that the instrument was reliable, splithalf method of reliability was employed. The researchers conducted pilot study on two federal tertiary institutions in Ogun State that were not part of the study. The result obtained was split into two and analysed using Cronbach factor. The result of the Cronbach Alpha of 0.87 obtained showed that the instrument was reliable. The data collected were analysed using regression analysis.

## 4. RESULTS AND DISCUSSION

### 4.1. Test of Hypotheses

**Hypothesis One:**

**$H_{01}$:** There is no significant impact of industrial conflict and its management on staff job commitment in state-owned universities in Ogun State, Nigeria.

**Table 1: Regression of the impact of industrial and its management conflict on job commitment**

| | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | **B** | **Std. Error** | **Beta** | | |
| (Constant) | -571 | 5.397 | | 9.457 | .000 |
| Industrial conflict | .565 | .033 | .687 | 17.023 | .000 |

a. Dependent Variable: Job commitment

From Table 1, the unstandardized and standardized beta coefficient of industrial conflict are .565 and .687 with t-statistic = 17.023 and (p-value = .000<0.05) which further confirms that the independent variable (industrial conflict) significantly and positively influence the dependent variable (job commitment) among staff of state-owned universities, i.e. the predictive ability of industrial conflict and its management on job commitment is positive and industrial conflict is a key determinant of job commitment among staff of state-owned universities in Ogun State, Nigeria.

The simple regression of the model is shown below as; JC = 5.397 + 0.565 IC

Where: JC = Job Commitment and IC = Industrial Conflict

**Hypothesis Two**

**$H_{02}$:** There is no significant impact of industrial conflict and its management on optimal productivity in state owned-universities in Ogun State, Nigeria.

**Table 2: Regression of the impact of industrial conflict and its management on optimal productivity**

| | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | **B** | **Std. Error** | **Beta** | | |
| (Constant) | 8.036 | .575 | | 13.979 | .000 |
| Industrial Conflict | .594 | .025 | .798 | 23.800 | .000 |

a. Dependent Variable: Optimal productivity

Table 2, the unstandardized and standardized beta coefficient of industrial conflicts are .594 and .798 with t-statistic = 23.800 and (p-value=.000 <0.05). This result shows that the independent variable (industrial conflicts) significantly and positively influences the dependent variable (optimal productivity) among staff of state-owned universities, that is, the predictive ability of industrial conflicts and its management on optimal productivity is positive and industrial conflict is a key determinant of optimal productivity among staff of state-owned universities in Ogun State, Nigeria.

The simple regression of the model is shown below as; OP = 8.036 + .594 IC Where:

OP = optimal productivity and IC = industrial conflict.

### 4.2. Discussion of Findings

This study was designed to assess how industrial conflicts ant its management impacted workers' job commitment and optimal productivity in state-owned universities in Ogun State, Nigeria.

The result on Table 2 showed that industrial conflict and its management had significant effects on workers' job commitment in state-owned universities in Ogun State, Nigeria. This finding is corroborated by Chan, Huang and Peng (2018) who carried out a study that examined the effects of trust on the relationship between manager's conflict management style and employees' attitudinal outcome in Chinese culture. The findings showed that the use of integrating conflict management style by the managers led to a positive subordinate outcome. This supported the findings of Rahim and Buntzman (1989) that supervisors who use integrating management style achieve more behavioural compliance which in turn reduces their conflict level.

Furthermore, the result on Table 2 showed that industrial conflict and how it is managed had significant effect on workers' optimal productivity in state-owned universities in Ogun State, Nigeria. The finding is in tandem with the research findings of Chen, et al. (2018), who found out that using integrating style of managing conflict enhance team efficiency, increase their effectiveness, bring about greater satisfaction and better goal achievement while those who use the dominating or avoiding style experience a higher level of task conflict, stress and that it negatively affects the organisation. The finding also corroborates the findings of Obasan (2011), who worked on the impact of the impact of conflict management on corporate productivity: an evolution study and discovered that there is a divergence of opinions on the source and effect of conflict on job productivity. However, in his empirical evaluation, he submitted that the main source of conflict actually relates to perception and value problems and that conflict management strategies have a significant effect on workers' productivity.

### 5.  CONCLUSION AND RECOMMENDATIONS

This study was able to achieve its main objectives considering the findings generated. Industrial conflict and how they are managed have significant effects on workers' job commitment as well as optimal productivity. The inability of relevant agencies of government who are saddled with the responsibilities of managing industrial conflicts in these state-owned universities have been discovered not to fully key into the idea of adopting appropriate industrial conflict management styles when seeking for the resolution of industrial conflicts. Universities as ivory towers of knowledge have very salient roles to play in the national development as well as manpower development of any nation. They are expected roles in the development of the nation and have often been forestalled due to government's inability to handle industrial conflict as appropriate.

This research has been able to establish that industrial conflicts in the university system which remain the bane to productive and seamless academic calendar can be mitigated by the university management and the state government as proprietor of these universities by adopting more friendly and appropriate conflict management strategies.

Based on the findings and conclusion of this study, the subsequent recommendations were made:

1. Government should strive hard to ensure that our universities are managed in a way that encourages industrial harmony. It is only through this that the universities can be centres of excellence they are established to be.

2. Government and its agencies saddled with the responsibilities of handling industrial conflict in state-owned universities should adopt relevant and appropriate industrial conflict management strategies that will ensure industrial harmony in the state-owned universities.

3. Ogun State Government as proprietor of these state-owned universities should endeavour to increase their budgetary allocation to these universities to the UNESCO recommended standard of 26% of their total annual budget. Inadequate funding of these universities remains a major source of industrial conflicts in these universities.

## REFERENCES

Abba, H. D., & Mugizi, W. (2018). Performance of academic staff in polytechnics: An analysis of performance levels in North West geo-political zone of Nigeria. *Arts & Humanities Open Access Journal*, 2 (3).

Abdul-Karim, N. H., & Noor, N. M. (2006). Evaluating the psychometric properties of Allen and Meyer's organisational commitment scale: A cross-cultural application among Malaysian academic librarians. *Malaysian Journal of Library Information Science*, 11, 89–101.

Adebisi, M. (2004). Industrial conflict and trade unionism in Nigeria. *Advances In Management,* 4(1).

Alabi, A. T. (2002). Conflicts in Nigerian universities: Causes and management. *Ilorin Journal of Education*, 21, 101.

Allen, N. J., & Meyer, J. P. (1993). Organizational commitment: Evidence of career stage effects. *Journal of Business Research*, 26, 49-61.

Arikewuyo, M. O. (2008). University management and staff unions in Nigeria: Issues and challenges. *International Journal of Educational Management,* 5&6, 15-22.

Arnolds, C. A., & Boshoff, C. (2004). The management of the early stages of restructuring in a tertiary education institution: An organisational commitment perspective. *South African Journal of Business Management*, *35*(2), 1-13.

Bagraim, J. J. (2003). The dimensionality of professional commitment. *SA Journal of Industrial Psychology*, *29*(2), 6-9.

Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly,* 19(4). https://doi.org/10.2307/2391809

Campbell, J. P. (1990). Modelling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (pp. 687–732). Consulting Psychologists Press.

Chan, K.W., Huang, X., & Ng, P.M. (2008). Managers' conflict management styles and employee attitudinal outcomes: The mediating role of trust. *Asia Pacific Journal of Management*, 25(2),277-295.

Chen, N., Chao, M. C.-h., Xie, H., & Tjosvold, D. (2018). Transforming cross-cultural conflict into collaboration: The integration of Western and Eastern values. *Cross Cultural & Strategic Management, 25*(1), 70–95. https://doi.org/10.1108/CCSM-10-2016-0187

Chin, K. K., & Sheehan, B. (2004). An assessment of the multidimensionality of organizational commitment in Malaysia. *Malaysian Management Review*, 39(2), 11-23.

Chukwuemeka, E. O., Ugwu, J., Okey, T., & Igwegbe, D. (2012). An empirical study of industrial conflict and management in Nigeria local government system: A study of Enugu State. I*nternational Journal of Human Resource Studies.* 2(3).

Dessler, G. (2011) *Human resource management*. Upper Saddle River: Pearson Education Limited.

Donli, P. (2010). Why no Nigerian varsity is among world's best 200? *Daily Sun*, Tuesday, February 22.

Faborode, M. (2012). *The trouble with Nigerian universities*. Punch Newspaper Editorial Board.

Fapohunda, T. M. (2012). Pay disparity and pay satisfaction in public and private universities in Nigeria. *European Scientific Journal,* 8, 28.

Fapohunda, T. M. (2015). Dimensions of university academic staff performance appraisal in selected public universities in Nigeria. *Global Journal of Economics, Management and Business Research,* 3(3), 139-147.

Fejoh, J., & Adesanwo, E. O. (2021). Impact of Tertiary Education Trust Fund (TETFUND) interventions on industrial peace in Olabisi Onabanjo University, Ago-Iwoye, Ogun State. *IZVESTIYA Journal of Varna University of Economics*, 65(1), 120-135. https://doi.org/10.36997/IJUEV2021.65.1.120

Friedman, R. A., Tidd, S. T., Currall, S. C., & Tsai, J. C. (2000). What goes around comes around: The impact of personal conflict style on work conflict and stress. *International Journal of Conflict Management*, 11(1), 32-55.

Gmelch, W. H., & Carroll, J. B. (1991). The three Rs of conflict management for department chairs and faculty. *Innovative Higher Education*, 16(2), 107-123.

Gomez-Mejia, L. R., Balkin, D. B., Cardy, R. L., & Carson, K. P. (2007). *Managing human resources*. Upper Saddle River, NJ: Pearson/Prentice Hall.

Hunt, S. D., & Morgan, R. M. (1996). The resource-advantage theory of competition: Dynamics, path dependencies and evolutionary dimensions. *Journal of Marketing*, 60, 107-114.

Igbinoba, E. E., Osibanjo, A. O., & Salau, O. P. (2016). Strategic communication as a means of resolving conflict among academics in the Nigerian public universities. *International Journal of Social Sciences & Educational Studies*, 3(2), 61-72.

Jex, S., & Britt, T. (2008). *Organizational psychology: A scientist-practitioner approach*. New York: Wiley.

Johnson, D. S., & Bharadwaj, S. (2005). Digitization of selling activity and sales force performance: An empirical investigation. *Journal of Academy of Marketing Science*, 33(3), 3-18.

Lin, J. (2009). *The challenge of establishing world-class universities.* Washington, D.C: The World Bank.

Makosa, B. M. (2007). The history and struggle of ASUU. Retrieved on December, 1st 2011 from http://english.ohmynews.com/articleview/article_view.asp?menu=c10400andno=370195andrelno=1

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171.

Mawoli, M. A., & Babandako, A. Y. (2011). An evaluation of staff motivation, dissatisfaction and job performance in an academic setting. *Australian Journal of Business and Management Research*, 1(9), 1.

Morrow, J. D. (1993). Arms versus allies: Trade-offs in the search for security. *International Organization*, 47(2), 207-233.

Motowidlo, S. J. (2003). Job performance. *Handbook of psychology: Industrial and organizational psychology*, *12*, 39-53.

Motowidlo, S. J., & Van Scotter, J. R. 1994. Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4): 475-480.

Mowday, R., Porter, L., & Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover.* New York: Academic Press.

Mushemeza, E. D. (2016). Opportunities and challenges of academic staff in higher education in Africa. *International Journal of Higher Education*, 5(3), 236-246.

Nair, N. (2008). Towards understanding the role of emotions in conflict: A review and future directions. *International Journal of Conflict Management*, 19(4), 359-381

Obasan, K. A. (2011). Impact of conflict management on corporate productivity: An evaluation study. *Australian Journal of Business and Management Research,* 1, (5), 44-49.

Ojo, O. (2003). *Fundamentals of research methods*. Ibadan:  Nelson Clemmy Press.

Okpara, J. O. (2004) Job satisfaction and organisational commitment: Are there differences between American and Nigerian managers employed in the US MNCs in Nigeria? *The Academy of Business and Administrative Sciences (ABAS) International Conference*, Montreux, 12-14 June 2004.

Oni-Ojo, E. A., & Roland-Otaru, C. (2013). Alternative dispute resolution strategies for sustainable development in Africa: Insights from Nigeria. *Journal of Management and Entrepreneurial Development.* 3, (1), 28-47.

Oni-Ojo, E., Iyiola, O. O., & Osibanjo, A. O. (2014). Managing workplace conflicts in business environment: The role of alternative dispute resolution. *European Journal of Business and Management*, *6*(36), 74-82.

Oni-Ojo, E. A., Salau, O. P., Oludayo, O. A., & Abasilim, U. D. (2014). Strategic role of human resource training and development on Job effectiveness in Nigerian banking industries. *Global Journal of Human Resource Management,* 2(4), 24-39.

Oni-Ojo, E, E., Salau, O. P., Dirisu, J. I., & Waribo, Y. J. (2015). Incentives and job satisfaction: Its implications for competitive positioning and organizational survival in Nigeria manufacturing industries. *American Journal of Management*, 15 (2), 75-87.

Onyeonoru, I. (2011). *Human capital in Nigerian universities: The presence of the past and the thrust of the future*. Retrieved on July 12, 2012, from http://www.crvp.org/book/Series02/II11/CH2.htm.

O'Reilly, C. (1989). Corporations, culture and commitment: Motivation and social control in organisations. *California Management Review*, 31(4), 9-25.

Organ, D. W. (1998). *Organizational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington Books

Parvez, M., & Rahman, M. A. (2007). Interpersonal conflict management strategies in private universities of Bangladesh. *Daffodil International University Journal of Business and Economics*, 2, (1).

Rahim, M. A. (2001). *Managing conflict in organizations*. 3rd Ed., Westport, Connecticut: Quorum Books.

Rahim, M. A., & Buntzman, G. F. (1989). Supervisory power bases, styles of handling conflict with subordinates, and subordinate compliance and satisfaction. *The Journal of Psychology: Interdisciplinary and Applied,* 123*(2),* 195–210. https://doi.org/10.1080/00223980.1989.10542976

Riaz, M. N., Riaz, M. A., & Batool, N. (2012). Personality types as predictors of decision-making styles. *Journal of Behavioural Sciences*, 22, 99-114.

Samad, S. (2007). Assessing the effects of job satisfaction and psychological contract on organizational commitment among employees in Malaysian SMEs. *The 4th SMEs in a Global Economy Conference, 2007.*

Sarmiento, R., Beale, J., & Knowles, G. (2007). Determinants of performance amongst shop-floor employees: A preliminary investigation. *Management Research News*, 30(12),915-927.

Schellenberg, J. A. (1996). *Conflict resolution: Theory, research, and practice.* New York: State University of New York Press.

Shahnawaz, M. G., & Juyal, R. C. (2006). Human resource management practices and organizational commitment in different organizations. *Journal of the Indian Academy of Applied Psychology*, *32*(3), 171-178.

Steers, R. M. (1977) Antecedents and outcomes of organisational commitment. *Administrative Science Quarterly*, 22, 46-56. http://dx.doi.org/10.2307/2391745

Suliman, A. M. (2001). Work performance: is it one thing or many things? The multidimensionality of performance in a Middle Eastern context. *International Journal of Human Resource Management*, *12*(6), 1049-1061.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, *46*(2), 259-293.

Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment, 8*(4), 216–226. https://doi.org/10.1111/14682389.00151

Wall, T. D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M., Clegg, C. W., & West, M. (2004). On the validity of subjective measures of company performance. *Personnel Psychology*, *57*(1), 95-118.

Wiedower, K. A. (2002). *A shared vision: The relationship of management communication and contingent reinforcement of the corporate vision with job performance, organizational commitment, and intent to leave*. Los Angeles: Alliant International University.