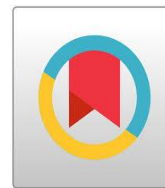


## The Impact of Industrial Disharmony on Employee Performance in Tertiary Institutions in Delta and Edo States

### Dampak Ketidakharmonisan Hubungan Industrial terhadap Kinerja Karyawan di Perguruan Tinggi di Negara Bagian Delta dan Edo



Christopher Gberevbie <sup>1\*</sup>, Onofere Princewill Okereka <sup>2</sup>, Akpomuvire Mukoro <sup>3</sup>

<sup>1,2,3</sup>Department of Public Administration, Faculty of Management Science, Delta State University Abraka, Nigeria

<sup>1,2,3</sup> P.M.B. 1, Abraka Delta State, Nigeria

christogberevbie@gmail.com<sup>1\*</sup>, onofereonline@gmail.com<sup>2</sup>, cmmukoro@yahoo.com<sup>3</sup>

Corresponding author : christogberevbie@gmail.com<sup>1\*</sup>

#### ARTICLE INFORMATION

##### Keywords

Industrial disharmony;  
 Harmony;  
 performance;  
 tertiary institutions;

##### ABSTRACT

*Although industrial harmony is essential for achieving academic excellence and maintaining a productive educational system in Nigeria, incidents of industrial disharmony in tertiary institutions have become increasingly frequent, intense, widespread, and prolonged. In light of this, the study investigated the causal relationship between industrial disharmony and employee performance in selected tertiary institutions in Delta and Edo States. Utilizing a cross-sectional research design, the study employed a structured survey instrument to collect data from a sample of 243 employees, randomly selected from Delta State University, Abraka; University of Benin, Benin City; Delta State Polytechnic, Oghara; Auchu Polytechnic, Auchu; Delta State College of Education, Warri; and the College of Education, Igueben, Edo State. The research was grounded in the industrial relations system theory, which provides an analytical framework for understanding a broad range of industrial relations practices and phenomena. Six hypotheses were tested at a 0.05 level of significance, with data analysis conducted using the Statistical Package for Social Sciences (SPSS, version 23.0, 2020). Pearson's correlation coefficient and linear regression analysis were used to test the hypotheses. The findings revealed that poor implementation of promotion policies significantly increased grievance frequency; non-implementation of agreements significantly heightened the occurrence of strike actions; union leaders' integrity had a significant positive impact on employee welfare; and industrial union strikes significantly contributed to poor employee performance in tertiary institutions in Delta and Edo States. The study concluded that industrial harmony positively and significantly affects employee performance in these institutions. Among the recommendations, the study emphasized the importance of sincere engagement between tertiary institutions and workers' unions through collective bargaining. This approach would help workers better understand the challenges and constraints faced in addressing their demands. Moreover, fostering a harmonious work environment relies more on mutual understanding between unions and institutional management rather than on fully satisfying the demands of both parties, which may not always be feasible.*

##### Kata Kunci

Ketidakharmisan  
 Industri;  
 Harmoni;  
 Kinerja;  
 Lembaga Tersier;

##### ABSTRAK

Meskipun keharmonisan hubungan industrial sangat penting untuk mencapai keunggulan akademis dan mempertahankan sistem pendidikan yang produktif di Nigeria, insiden ketidakharmonisan hubungan industrial di perguruan tinggi menjadi semakin sering, intens, meluas, dan berkepanjangan. Oleh karena itu, penelitian ini menyelidiki hubungan sebab akibat antara ketidakharmonisan hubungan industrial dan kinerja karyawan di beberapa perguruan tinggi di Negara Bagian Delta dan Edo. Dengan menggunakan desain penelitian cross-sectional, penelitian ini menggunakan instrumen survei terstruktur untuk mengumpulkan data dari sampel 243 karyawan, yang dipilih secara acak dari Universitas Negeri Delta, Abraka; Universitas Benin, Kota Benin; Politeknik Negeri Delta, Oghara; Politeknik Auchu, Auchu; Sekolah Tinggi Pendidikan

	<p>Negeri Delta, Warri; dan Sekolah Tinggi Pendidikan, Igueben, Negara Bagian Edo. Penelitian ini didasarkan pada teori sistem hubungan industrial, yang menyediakan kerangka kerja analitis untuk memahami berbagai praktik dan fenomena hubungan industrial. Enam hipotesis diuji pada tingkat signifikansi 0,05, dengan analisis data yang dilakukan dengan menggunakan Statistical Package for Social Sciences (SPSS, versi 23.0, 2020). Koefisien korelasi Pearson dan analisis regresi linier digunakan untuk menguji hipotesis. Temuan penelitian mengungkapkan bahwa implementasi kebijakan promosi yang buruk secara signifikan meningkatkan frekuensi keluhan; tidak terlaksananya kesepakatan secara signifikan meningkatkan terjadinya aksi mogok kerja; integritas pemimpin serikat pekerja memiliki dampak positif yang signifikan terhadap kesejahteraan pekerja; dan pemogokan serikat pekerja secara signifikan berkontribusi pada kinerja pekerja yang buruk di perguruan tinggi di Negara Bagian Delta dan Edo. Studi ini menyimpulkan bahwa keharmonisan hubungan industrial secara positif dan signifikan mempengaruhi kinerja karyawan di lembaga-lembaga ini. Di antara rekomendasi yang diberikan, studi ini menekankan pentingnya keterlibatan yang tulus antara perguruan tinggi dan serikat pekerja melalui perundingan bersama. Pendekatan ini akan membantu para pekerja untuk lebih memahami tantangan dan kendala yang dihadapi dalam memenuhi tuntutan mereka. Selain itu, membina lingkungan kerja yang harmonis lebih bergantung pada saling pengertian antara serikat pekerja dan manajemen institusi daripada memenuhi tuntutan kedua belah pihak, yang mungkin tidak selalu memungkinkan.</p>
<p><b>Article History</b>                  Send 16<sup>th</sup>December2024                  Review 30<sup>th</sup>December2024                  Accepted 12<sup>th</sup> January 2025</p>	<p>Copyright ©2025 <a href="#">Jurnal Aristo (Social, Politic, Humaniora)</a>                  This is an open access article under the <a href="#">CC-BY-NC-SA</a> license.                  Akses artikel terbuka dengan model <a href="#">CC-BY-NC-SA</a> sebagai lisensinya.</p>



## **Introduction**

Conflicts arise at various levels within individuals, among group members, and between groups each affecting behavior differently. This study focuses on intergroup conflict, particularly between management and workers (unions). In tertiary institutions, conflicts emerge when differing goals exist among groups or individuals. Education, which directly correlates with socio-economic growth, is undermined by persistent industrial disharmony, hindering the institutions' objectives and casting doubts on their relevance. Poorly managed industrial conflicts are particularly counterproductive in the education sector.

The rapid expansion of Nigeria's industrial workforce has introduced new challenges in industrial relations, with disputes often stemming from wages and service conditions. Labor unions play a crucial role in addressing these issues by advocating for better working conditions and defending workers' rights (Iyayi, 2008). Union leadership in Nigeria has evolved into a force for progressive change, challenging both military and civilian regimes on critical issues such as minimum wage, election reforms, and rising living costs. However, conflicts within tertiary institutions have increasingly disrupted academic and administrative functions. These disputes often arise from poorly managed antecedents, ineffective communication, and conflicting interests (Barinem & Porbari, 2021).

The federal government introduced collective bargaining in 1942 to address workers' grievances, but its implementation has become more theoretical than practical. Ineffective communication remains a significant source of conflict in Nigeria's higher education institutions. According to Iwanbe (2020), poor communication fosters miscommunication, suspicion, and eventual crisis, leading to industrial disharmony. Persistent disputes between staff and administration in tertiary institutions have highlighted the need for better conflict management practices to enhance employee performance and institutional efficiency (Mukoro, 2013).

To mitigate industrial discord, measures such as collective bargaining, workplace democracy, and grievance management have been adopted (Dickson & Biriowu, 2020). However, these efforts have not fully addressed the escalating disputes in Nigeria's tertiary institutions. Industrial harmony is essential for economic systems, fostering mutual understanding and enhancing morale, productivity, and development. A harmonious relationship between unions and management ensures stability, enabling effective governance and boosting organizational growth. However, Nigeria's industrial relations lack

this harmony, with frequent crises in both public and private sectors resulting in economic decline, widespread poverty, and retrenchment.

In tertiary institutions, non-involvement of employees in decision-making, appraisals, and policy formulation leads to disengagement and poor performance. Committee systems intended to involve employees often fail as their inputs are sidelined or ignored. Persistent conflicts, such as those between the Academic Staff Union of Universities (ASUU) and the Federal Government, disrupt academic calendars, delay graduations, and produce underqualified graduates, affecting national development goals. For example, ASUU's nine-month strike in 2020 severely disrupted education, causing many students to drop out or lose interest.

Despite numerous recommendations on conflict management, industrial disharmony persists in Nigeria's education sector. This study investigates the link between industrial disharmony and employee performance in tertiary institutions in Delta and Edo States, emphasizing the need for effective conflict resolution to enhance institutional outcomes. The specific objectives of the study were to:

- i. Explore the relationship between poor implementation of promotion policy and grievances frequency in tertiary institutions in Delta and Edo States.
- ii. Investigate the relationship between non-implementation of agreement and incidence of strike actions in tertiary institutions in Delta and Edo States.
- iii. Ascertain the relationship between integrity of union leaders and employees' welfare in tertiary institutions in Delta and Edo States.
- iv. Examine the link between industrial unions strike and employee poor performance in tertiary institutions in Delta and Edo States.
- v. Investigate the relationship between grievance frequency and employee poor performance in tertiary institutions in Delta and Edo States.

Psychologists assert that participation at work addresses fundamental human needs for involvement, power, and accountability. When employees can actively engage in decision-making, they perceive themselves as equal partners in an organization rather than passive subordinates. Girigiri and Badom (2021) emphasize that participation reinforces the belief that workers are valued, intelligent, and capable collaborators. In contrast, dismissive management attitudes, such as remarks suggesting that employees are not paid to think, undermine their sense of worth and autonomy, reducing them to mere tools of production. Participation rectifies this by fostering respect, appreciation, and responsibility, ultimately satisfying employees' basic ego needs.

Engaged employees view their work as an extension of themselves, taking greater ownership and pride in their roles. As they participate in shaping their tasks and work environment, their commitment and satisfaction increase, creating the foundation for industrial harmony. Mojalefa (2021) argues that fostering industrial democracy and harmonious relationships requires systemic changes. This includes establishing institutions that promote cooperation, interdependence, and equality, while challenging hierarchical structures that view management as superior to workers.

According to Girigiri and Badom (2021), these institutions should equip individuals with the knowledge, skills, and attitudes needed for collaboration and societal discipline. They must advocate for fairness, democracy, and mutual understanding at the workplace while preparing workers, management, and government for a more equitable and cooperative industrial system. Girigiri and Badom (2021) further propose the development of counter-order institutions within the existing societal framework, capable of transforming the workplace culture and empowering all stakeholders.

Mojalefa (2021) highlights self-management models, like those in Socialist Yugoslavia, where workers elect management boards, as a pathway to industrial harmony. However, mere suggestions from workers about improving processes are insufficient for achieving true harmonious relations. Employers must recognize that labor is not just a commodity but the foundation of production and organizational success. Workers should be empowered to contribute meaningfully to all aspects of business administration and policy, ensuring their input is valued and utilized.

Collaboration and teamwork are essential for fostering a harmonious workplace. Mukoro (2013) notes that when diverse individuals work together to solve problems and share ideas, the results include enhanced innovation, satisfaction, and organizational progress. Such participation aligns employees' efforts with organizational goals, reducing workplace tensions and promoting social order, which is critical for productivity.

Effective communication is a key component of industrial harmony. Nwinyokpugi (2014) argues that organizations must replace authoritarian management models with participatory approaches that facilitate open communication between employees and employers. By ensuring the free flow of information and involving employees in decisions that affect them, potential conflicts can be addressed before they escalate. Albert and Yahaya (2013) and Afrin et al. (2023) advocate for participatory management principles, where employees contribute to goal setting, decision-making, and problem-solving, thereby

creating a culture of mutual respect and cooperation necessary for industrial harmony in a globalized world.

Workplace harmony, as the cornerstone of industrial peace, is essential for building a humane and acceptable future social order, as well as for advancing the political movement needed to achieve it. A cooperative partnership that strengthens both workers and management is key, as workplace democracy not only forms a vital part of this envisioned society but also provides the ideal environment for fostering job-related democracy and harmonious relationships (Nkiinebari, 2015). Such harmony can only thrive in democratic settings where equality and fraternity prevail, not in environments where employers or governments exploit state apparatus to suppress workers' legitimate demands (Girigiri & Badom, 2021).

Creating a foundation for industrial harmony requires equality in resource distribution within organizations and societies. According to Nkiinebari (2015), this means that resources generated through employees' contributions must meet the needs of all members of society, enabling them to live with dignity and fulfillment. While exact equality is neither feasible nor necessary, ensuring universal access to the products and amenities created by society promotes self-respect and morality. Recognizing that production is a collective effort encompassing workers' skills and labor as well as government policies and budgetary allocations requires a fair distribution system that prevents concentration of wealth among a few or harsh policies that disproportionately affect workers (Ndubuisi-Okolo et al., 2022).

Achieving democratic workplaces and fostering harmonious relationships among stakeholders demands extending shared decision-making beyond traditional industrial democracy. Mojalefa (2021) suggests that empowering workers in organizational decision-making, particularly regarding employment contracts and labor rules, instills a sense of responsibility and commitment. When employees see themselves as active participants rather than powerless subordinates, they develop a greater dedication to their roles (Badom et al., 2018). Industrial democracy encompasses trade union opposition to management as well as efforts by management to integrate employees into a cohesive team.

Girigiri and Badom (2021) draw parallels between political and industrial democracy, asserting that just as political democracy relies on an effective opposition to ensure good governance, industrial democracy depends on workers' ability to challenge the dominant power of management. A robust trade union serves as this opposition, acting within an organization much like an opposition party functions in a political system. If

industrial democracy balances trade union resistance with management's acceptance of this opposition, it can foster peaceful coexistence, enhanced worker productivity, and improved organizational efficiency. Responsive management and cooperative workers create a thriving industrial environment.

Various forms of industrial democracy have been identified, including collaboration, minority board involvement, financial participation, works councils, and quality circles (Adagbabiri & Okolie, 2019; Bassey, Attah, & Edet, 2019):

1. **Codetermination (Germany, 1951):** Legislation mandates that all classes of workers are represented on supervisory boards of corporations.
2. **Minority Board Participation:** A German model requiring firms with 500–2000 employees to allocate one-third of board representation to workers.
3. **Work Councils:** A British model advocating for labor-management relations bodies at plant, industry, and national levels, consisting of elected labor representatives and management/owners' representatives.
4. **Quality Circles:** Small worker groups collaboratively aim to improve productivity and quality standards.
5. **Financial Participation:** Profit-sharing or employee ownership models encourage responsibility, commitment, and teamwork, resulting in enhanced performance and productivity.

These models of industrial democracy illustrate practical pathways for ensuring workplace harmony, which is essential for the mutual growth of both organizations and their workers.

## Method

This study applied the cross-sectional survey research design. The total population of this study was 5,930 made up of males and females' workers. This is broken down as follows, as at the June 2023, the total staff of Delta State University, Abraka was 1,637; the total staff of University of Benin, Benin City was 2,026; the total staff of Delta State Polytechnic Otefe, Oghara was 580; the total staff of Auchi Polytechnic, Auchi was 678; the total staff of Warri College of Education, Delta State was 621 and the total staff College of Education, Igueben Edo State was 388. These figures are obtained from the office of establishment of the selected institutions. The determination of the sample size of 375 was calculated using Taro Yamane's formula for determination of sample size, which is stated as follows:

$$n = N / 1 + Ne^2$$

Where N = Population size,

n = Sample sized,

e = Sampling error

Given the population size and with a sampling error of 0.05 or 5 percent, the required sample size is computed as:

$$N = N / 1 + N(e^2)$$

$$n = 5930 / 1 + 5930 (0.05)^2$$
$$= 374.72.$$

Given that that the data is discrete, the 374.72 is rounded up to the nearest whole number which is 375. Consequently, a sample size of three hundred and seventy-five (375) was used. Data collected from the questionnaire was collated, coded and imputed into the Statistical Package of Social Science (SPSS version 23.0, 2020) for data analysis. Pearson's coefficient of correlation and linear regression was employed to test the hypotheses at a 0.05 level of significance. Out of the three hundred and seventy-five (375) questionnaires distributed, only two hundred and eighty-two (282) were retrieved from the respondents, representing seventy-five points two percent (75.2%) response rate. However, out of 282 questionnaires retrieved only 243 or 64.8% were properly completed and analyzed. Moreover, retrieved and unusable accounted for ten points four (10.4%).

## **Result and Discussion**

The bivariate analysis involves the test for the bivariate relationship between the dependent and independent variables. The decision rule which applies for all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject hypothesis on the basis or evidence of no insignificant relationship and where  $P > 0.05$ , accept hypothesis on the basis of significant relationship between the variables.

### **Hypothesis One:**

$H_{01}$ : There is not significant relationship between poor implementation of promotion policy and grievances frequency in tertiary institutions in Delta and Edo States.



Table 1: Correlation of Poor Implementation of Promotion Policy and Grievances Frequency

	Variables		Poor Implementation of Promotion policy	Grievances frequency
Spearman's rho	Poor Implementation of Promotion policy	Correlation Coefficient Sig. (2-tailed) N	1 243	.759** .000 243
	Grievances frequency	Correlation Coefficient Sig. (2-tailed) N	.759** .000 243	1 243

\*\* . Correlation is significant at the 0.05 level (2-tailed)  
Source: SPSS Output, 2024

Table 1 presents the analysis of the relationship between poor implementation of promotion policy and the frequency of grievances using Spearman’s correlation coefficient. The findings revealed a strong, positive, and significant correlation between poor implementation of promotion policy and grievances frequency (rho = 0.759, N = 243, P < 0.05). This indicates that inadequate implementation of promotion policies is strongly associated with an increase in the frequency of grievances. Consequently, the null hypothesis was rejected and reformulated to state that a strong, positive, and significant relationship exists between poor implementation of promotion policy and grievances frequency in tertiary institutions in Delta and Edo States. Nonetheless, recognizing that correlation does not imply causation, a linear regression analysis was conducted to evaluate the extent to which poor implementation of promotion policy influences grievances frequency in these institutions.

Table 2: The Results of ANOVA and Linear Regression Analysis of the Effect of Poor Implementation of Promotion Policy on Grievances Frequency

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Promotion policy	.743	.629	708.587	1	.000	.674	.007	21.530	.000

Independent variable: Grievances frequency  
Source: SPSS Output, 2024

From Table 2, the results indicate that there is a statistically significant effect of poor implementation of promotion policy on grievances frequency, where the correlation coefficient ( $R = 0.743$ ), which indicates a statistically significant correlation between the independent variable (poor implementation of promotion policy) and the dependent variable (grievances frequency). Moreover, the value of the determining coefficient ( $R^2 = 0.629$ ) indicates that poor implementation of promotion policy explained 62.9% of the variation in grievances frequency, while the rest values was due to other variables that were not included in this model.

Also, it can be seen that the variable ( $F = 708.587$ ) at ( $sig. = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the Table 2, shows that ( $B = 0.674$ ) and ( $t = 21.530$ ) at ( $sig. = 0.000$ ), which indicates that the effect of poor implementation of promotion policy is significant and this means that an increase in poor implementation of promotion policy by one unit will leads to increase in grievances frequency by 67.4%. Therefore, there is a significant influence of poor implementation of promotion policy on grievances frequency in tertiary institutions in Delta and Edo States.

**Hypothesis Two:**

$H_{o2}$ : There is no significant relationship between non-implementation of agreement and incidence of strike actions in tertiary institutions in Delta and Edo States.

Table 3: Correlation of Non-Implementation of Agreement and Incidence of Strike Actions

	Variables		Non-implementation of agreement	Incidence of strike actions
Spearman's rho	Non-implementation of agreement	Correlation Coefficient Sig. (2-tailed) N	1  243	.747**  .000 243
	Incidence of strike actions	Correlation Coefficient Sig. (2-tailed) N	.747**  .000 243	1  243

\*\* . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2024

Table 3, showed the relationship between non-implementation of agreement and incidence of strike actions using Spearman’s correlation coefficients techniques. From the analysis, the result showed that non-implementation of agreement has a very strong positive and significant relationship with incidence of strike actions at ( $\rho = 0.747$ ,  $N= 243$  and

$P < 0.05$ ). This result suggests that non-implementation of agreement can lead to incidence of strike actions. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between non-implementation of agreement and incidence of strike actions in tertiary institutions in Delta and Edo States. However, since correlation does not imply causation, a linear regression was used to estimate the influence of non-implementation of agreement on incidence of strike actions in tertiary institutions in Delta and Edo States.

Table 4: The Results of ANOVA and Linear Regression Analysis of the Effect of Non-Implementation of Agreement on Incidence of Strike Actions

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Non-implementation of agreement	.719	.651	711.238	1	.000	.629	.005	19.853	.000

Independent variable: Incidence of strike actions

Source: SPSS Output, 2024

From Table 4, the results indicate that there is a statistically significant effect of non-implementation of agreement on incidence of strike actions, where the correlation coefficient ( $R = 0.719$ ), which indicates a statistically significant correlation between the independent variable (non-implementation of agreement) and the dependent variable (incidence of strike actions). Moreover, the value of the determining coefficient ( $R^2 = 0.651$ ) indicates that non-implementation of agreement explained 65.1% of the variation in incidence of strike actions, while the rest values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 711.238$ ) at ( $\text{sig.} = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.629$ ) and ( $t = 19.853$ ) at ( $\text{sig.} = 0.000$ ), which indicates that the effect of non-implementation of agreement is significant and this means that an increase in non-implementation of agreement by one unit will leads to increase in incidence of strike actions by 62.9%. Therefore, there is a significant influence of non-implementation of agreement on incidence of strike actions in tertiary institutions in Delta and Edo States.

**Hypothesis Three:**

$H_{03}$ : There is not significant relationship between integrity of union leaders and employee’s welfare in tertiary institutions in Delta and Edo States.

Table 5: Correlation of Integrity of Union Leaders and Employees Welfare

	Variables		Integrity of union leaders	Employees welfare
Spearman's rho	Integrity of union leaders	Correlation Coefficient Sig. (2-tailed) N	1  243	.712**  .000 243
	Employees welfare	Correlation Coefficient Sig. (2-tailed) N	.712**  .000 243	1   243

\*\* . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2024

Table 5, revealed the relationship between integrity of union leaders and employees' welfare using Spearman's correlation coefficients techniques. From the analysis, the result showed that integrity of union leaders has a very strong positive and significant relationship with employees' welfare at ( $\rho = 0.712$ ,  $N = 243$  and  $P < 0.05$ ). This result suggests that integrity of union leaders can promote employees' welfare. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between integrity of union leaders and employees' welfare in tertiary institutions in Delta and Edo States. However, since correlation does not imply causation, a linear regression was used to estimate the influence of integrity of union leaders on employees' welfare in tertiary institutions in Delta and Edo States.

Table 6: The Results of ANOVA and Linear Regression Analysis of the Effect of Integrity of Union Leaders on Employees Welfare

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Integrity of union leaders	.769	.734	802.610	1	.000	.722	.000	23.390	.000

Independent variable: Employees welfare

Source: SPSS Output, 2024

From Table 6, the results indicate that there is a statistically significant effect of integrity of union leaders on employees' welfare, where the correlation coefficient ( $R = 0.769$ ), which indicates a statistically significant correlation between the independent variable (integrity of union leaders) and the dependent variable (employees' welfare). Moreover, the value of the determining coefficient ( $R^2 = 0.734$ ) indicates that integrity of

union leaders explained 73.4% of the variation in employees' welfare, while the rest values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 802.610$ ) at ( $\text{sig.} = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.722$ ) and ( $t = 23.390$ ) at ( $\text{sig.} = 0.000$ ), which indicates that the effect of integrity of union leaders is significant and this means that an increase in integrity of union leaders by one unit will leads to increase in employees' welfare by 72.2%. Therefore, there is a significant influence of integrity of union leaders on employees' welfare in tertiary institutions in Delta and Edo States.

**Hypothesis Four:**

Ho<sub>4</sub>: There is no significant relationship between industrial unions strike and employee poor performance in tertiary institutions in Delta and Edo States.

Table 7: Correlation of Industrial Unions Strike and Employee Poor Performance

	Variables		Industrial unions strike	Employee poor performance
Spearman's rho	Industrial unions strike	Correlation Coefficient Sig. (2-tailed) N	1  243	.791**  .000 243
	Employee poor performance	Correlation Coefficient Sig. (2-tailed) N	.791**  .000 243	1  243

\*\* . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2024

Table 7, showed the relationship between industrial unions strike and employee poor performance using Spearman's correlation coefficients techniques. From the analysis, the result revealed that industrial unions strike has a very strong positive and significant relationship with employee poor performance at ( $\rho = 0.791$ ,  $N = 243$  and  $P < 0.05$ ). This result suggests that industrial unions strike can leads to employees' poor performance. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between industrial unions strike and employee poor performance in tertiary institutions in Delta and Edo States. However, since correlation does not imply causation, a linear regression was used to estimate the influence of industrial unions strike on employee poor performance in tertiary institutions in Delta and Edo States.

Table 8: The Results of ANOVA and Linear Regression Analysis of the Effect of Industrial Unions Strike on Employee poor performance

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Industrial Unions Strike	.782	.759	821.336	1	.005	.748	.000	24.675	.000

Independent variable: Employee poor performance

Source: SPSS Output, 2024

From Table 8, the results indicate that there is a statistically significant effect of Industrial Unions Strike on employee poor performance, where the correlation coefficient ( $R = 0.782$ ), which indicates a statistically significant correlation between the independent variable (industrial unions strike) and the dependent variable (employee poor performance). Moreover, the value of the determining coefficient ( $R^2 = 0.759$ ) indicates that industrial unions strike explained 75.9% of the variation in employee poor performance, while the rest values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 821.336$ ) at ( $\text{sig.} = 0.005$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.748$ ) and ( $t = 24.675$ ) at ( $\text{sig.} = 0.000$ ), which indicates that the effect of industrial unions strike is significant and this means that an increase in industrial unions strike by one unit will leads to increase in employee poor performance by 74.8%. Therefore, there is a significant influence of industrial unions strike on employee poor performance in tertiary institutions in Delta and Edo States.

**Hypothesis Five:**

$H_{05}$ : There is no significant relationship between grievances frequency and employee poor performance in tertiary institutions in Delta and Edo States.

Table 9: Correlation of Grievances Frequency and Employee Poor Performance

	Variables		Grievances Frequency	Employee Poor Performance
Spearman's rho	Grievances Frequency	Correlation Coefficient Sig. (2-tailed) N	1 243	.783** .000 243
	Employee Poor Performance	Correlation Coefficient Sig. (2-tailed) N	.783** .000 243	1 243

\*\* . Correlation is significant at the 0.05 level (2-tailed)  
Source: SPSS Output, 2024

Table 9, showed the relationship between grievances frequency and employee poor performance using Spearman’s correlation coefficients techniques. From the analysis, the result showed that grievances frequency has a very strong positive and significant relationship with employee poor performance at ( $\rho = 0.783$ ,  $N = 243$  and  $P < 0.05\%$ ). This result suggests that grievances frequency can lead to employee poor performance. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between grievances frequency and employee poor performance in tertiary institutions in Delta and Edo States. However, since correlation does not imply causation, a linear regression was used to estimate the influence of grievances frequency on employee poor performance in tertiary institutions in Delta and Edo States.

Table 10: The Results of ANOVA and Linear Regression Analysis of the Effect of Grievances frequency on Employee poor performance

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Grievances frequency	.863	.729	763.280	1	.000	.863	.026	25.354	.000

Independent variable: Employee poor performance  
Source: SPSS Output, 2024

From Table 10, the results indicate that there is a statistically significant effect of grievances frequency on employee poor performance, where the correlation coefficient ( $R = 0.863$ ) which indicates a statistically significant correlation between the independent variable (grievances frequency) and the dependent variable (employee poor performance). Moreover, the value of the determining coefficient ( $R^2 = 0.729$ ) indicates that grievances

frequency explained 72.9% of the variation in employee poor performance, while the rest of the values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 763.280$ ) at ( $\text{sig.} = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.863$ ) and ( $t = 25.354$ ) at ( $\text{sig.} = 0.000$ ), which indicates that the effect of grievances frequency is significant and this means that an increase in grievances frequency by one unit will leads to increase in employee poor performance by 86.3%. Therefore, there is a significant influence of grievances frequency on employee poor performance in selected tertiary institutions in Delta and Edo States.

### **Discussion of Findings**

This study explored the causal relationship between industrial disharmony and employee performance in selected tertiary institutions in Delta and Edo States. Below was the summary of findings:

Hypothesis One: The findings indicated a significant influence of poor implementation of promotion policy on the frequency of grievances in tertiary institutions in the two states. This aligns with Mirza (2003), who demonstrated that inadequate promotion policy implementation increases grievance frequency. Similarly, Kolawole (2019) argued that poor implementation of promotion policies heightens grievance frequency, thereby diminishing employee performance and organizational effectiveness. Ajewole (2024) also emphasized that grievances in tertiary institutions often arise from the improper execution of promotion policies. Consequently, the less effective the implementation of promotion policies, the greater the likelihood of grievances being filed in these institutions.

Hypothesis Two: The study revealed that the non-implementation of agreements has a significant positive impact on the incidence of strike actions in tertiary institutions in Delta and Edo States. This finding aligns with Fejoh et al. (2021), who identified contract employment as a driver of strike actions, and Macaulay (2017), who showed that failure to execute agreements leads to industrial unrest. The effective implementation of agreements enhances worker productivity and reduces the occurrence of strikes in tertiary institutions. Promoting industrial harmony through leadership efforts and labor union negotiations can lead to improved employee performance and institutional productivity. However, organizations that resist collective bargaining principles risk fostering industrial conflicts.



Hypothesis Three: The results showed that the integrity of union leaders significantly and positively impacts employees' welfare in tertiary institutions. This finding supports earlier studies by Onyeizugbe et al. (2018) and Udejah (2001), who reported a strong link between union leaders' integrity and workers' welfare. However, Murwirapachena (2014) noted that management often undermines union leaders through monetary incentives and other benefits, which compromises their advocacy for employee welfare. In Nigerian tertiary institutions, industrial disharmony, often caused by inadequate communication, remains a persistent issue that affects productivity and fosters conflicts between management and workers. According to Mojalefa (2021), poor communication is a primary source of disputes in Nigeria's higher education institutions, leading to inefficiencies and reduced effectiveness.

Hypothesis Four: The study found that industrial union strikes significantly and positively impact employee poor performance in tertiary institutions. This corroborates Bassey et al. (2019), who highlighted the detrimental effects of union strikes on employee performance, and Shimawua (2020), who identified rigid organizational structures, poor communication, and government interference in union affairs as key contributors to industrial disputes. These factors disrupt academic performance and reduce productivity in Nigeria's economic sector. Akuh (2016) similarly argued that the absence of effective dialogue between university management and stakeholders has fueled crises in Nigerian universities. Industrial disharmony remains a significant concern in Nigerian tertiary institutions. The prolonged ASUU strike in 2020, triggered by the federal government's failure to honor a 2009 collective agreement, led to the closure of public universities for nine months (Wahab, 2018). The consequences of this unrest include disruptions in academic calendars, increased engagement in cybercrime among students, and reduced trust in Nigeria's education system.

Hypothesis Five: The study found that grievances frequency significantly and positively influences employee poor performance in selected tertiary institutions. This finding validates Akhaukwa et al. (2013), who demonstrated that grievances negatively impact employee and organizational performance in Kenyan public universities. Similarly, Fejoh et al. (2021) and Yusuf et al. (2015) highlighted that unresolved grievances undermine staff performance. Organizations that fail to prioritize harmony in operations are prone to conflicts and industrial unrest, which erode job satisfaction and reduce efficiency. The findings align with Mojalefa (2021), who emphasizes that minimizing or eliminating grievances frequency is crucial for enhancing employee performance in any organization.

Onuegbu (2014) supports this view, asserting that grievances frequency significantly affects workplace performance. Similarly, Mukoro (2013) and Onyeizugbe et al. (2018) highlight the pivotal role grievances frequency plays in contributing to poor employee performance. According to Kolawole (2019), ineffective management of factors driving intra- and inter-organizational conflicts, coupled with inadequate conflict resolution strategies, adversely affects employee performance. To foster industrial harmony, the human resource departments of the studied institutions must develop practical and measurable policies and strategies while ensuring effective communication from leadership to all subordinate levels.

Odoh and Moluno (2024) note that the concept of industrial disharmony has become increasingly significant in industrial relations. Igbaji (2009) argues that with competent human resource management, the risks of strikes and other forms of industrial disharmony can be mitigated, reducing the frequency of associated conflicts. However, in recent years, tertiary institutions including universities, polytechnics, and colleges of education have faced indefinite closures due to labor unrest. These prolonged disruptions have led some students to experience adverse life changes, such as engaging in vices like internet fraud or becoming pregnant, largely resulting from unresolved disputes over issues like minimum wage, insufficient higher education funding, and the government's failure to uphold collective agreements with staff unions. Osamwonyi and Ugiagbe (2013) argue that preventable industrial challenges in Nigerian institutions often stem from the government's lackadaisical approach to resolving labor disputes and the ineffective management practices of these institutions. These tensions between management and labor unions frequently lead to industrial conflicts, which, in turn, negatively impact productivity. Maintaining industrial harmony remains a primary concern for governments, employers, investors, and trade unions, as it is vital for the economic growth and stability of the nation. Industrial disharmony disrupts productivity and the seamless delivery of goods and services. In a developing economy like Nigeria, fostering industrial harmony is essential to achieving a robust education system and equitable human development, making it a powerful remedy for systemic challenges within the education sector.

## **Conclusion**

In recent years, Nigerian educational institutions have grappled with industrial disharmony and various conflicts. These issues are largely attributed to poor communication, persistent labor disputes, brain drain, underfunding of quality education, cult activities, corruption, and breaches of trust. These challenges have collectively led to diminished

employee performance across tertiary institutions in the country. Industrial disharmony is a global concern, particularly in higher education institutions, where it remains a pressing issue. University administrators and employers must adopt proactive measures to mitigate industrial union strikes. This study's findings reveal that industrial disharmony, manifesting in the form of union strikes, poor implementation of promotion policies, non-implementation of agreements, low integrity among union leaders, and frequent grievances, has a significant and positive impact on poor employee performance in tertiary institutions in Delta and Edo States.

Unhealthy labor relations damage institutional reputations and hinder overall operations and performance. The strained relationship between management and employees often results in subpar performance from staff at Nigerian tertiary institutions. Discontent among employees, whether directed at management or coworkers, directly affects their productivity. Poor relations between employers and employees often lead to strikes and lockouts, which are common methods for workers to express grievances. These actions significantly reduce institutional and employee performance. Persistent strike actions in tertiary institutions are a growing concern, fueled by factors such as unfair promotion practices, inadequate reward systems, failure to implement agreements, frequent grievances, low union leader integrity, and limited employee involvement in decision-making. These factors exacerbate discord between employers and employees, further destabilizing the workplace environment.

The study concludes that industrial disharmony significantly and negatively affects employee performance in selected tertiary institutions in Delta and Edo States. When performance is evaluated by metrics such as reduced grievances, improved employee welfare, and decreased strike actions, the findings suggest that minimizing industrial disharmony could enhance institutional harmony. This can be achieved through engaging union leaders in collective bargaining, implementing equitable promotion policies, and honoring negotiated agreements. While completely eliminating industrial disharmony may not be feasible, reducing it to the bare minimum can create a harmonious work environment that boosts employee performance and helps institutions achieve their objectives. Based on the study's findings, the following recommendations are proposed to promote a harmonious industrial environment in Nigerian tertiary institutions:

- i. Management of tertiary institutions in Delta and Edo States should ensure fair and transparent promotion practices. Promotions based solely on merit and clear criteria,

rather than favoritism, can significantly reduce workplace grievances and foster a healthier environment.

- ii. Institutions should provide consistent training for both management and staff, locally and internationally, to enhance conflict resolution skills, professional competencies, and a constructive mindset. This will contribute to improved employee performance and a more harmonious workplace in tertiary institutions.
- iii. Management must rigorously uphold agreements reached with unions to prevent strikes and maintain industrial peace. By fostering a culture of mutual respect and commitment, institutions can improve employee welfare, performance, and organizational productivity.

The research was confined to specific tertiary institutions within Delta and Edo States. Future studies are encouraged to expand their scope to include institutions from other states to achieve a more comprehensive understanding of the subject. Additionally, the study recommended conducting further empirical investigations with a larger sample, specifically targeting employees of the Federal Secretariat in Delta and Edo States.

### **Acknowledgments**

I extend my heartfelt appreciation to Prof. A. Mukoro and Prof. O. P. Okereka, for their valuable guidance, insightful feedback, and dedication to making my P.hD thesis possible.

### **References**

- Adagbabiri, M. M., & Okolie, U.C. (2019). Job Design and Employee Performance in Nigeria Bottling Company Plc, Benin City. *Annals of Spiru Haret University. Economic Series*, 19(3), 65-89.
- Adejuwon, K. D. (2020). Improving civil service performance in Nigeria through the application of balanced scorecard methodology. *University of Mauritius Research Journal*, 22(12), 280 - 309.
- Adekiya, A. A. (2015). Perceived Job Insecurity: Its Individual, organizational and societal effects. *European Scientific Journal*, 1(1), 104 -111.
- Afrin, S., Asyraf, B., Mohd, K., M., Yusof, M. F., Hassan, M. S., Islam, M. A., & Khairuddin, K.N.B. (2023). Investigating the determinants of employee performance for sustainability: A study on the bangladesh insurance industry. *Sustainability*, 15, 1 – 16.
- Ajewole, I. P. (2014). Managing labour unrest in Nigerian universities. *Journal of Education and Policy Review*, 6(2), 75 – 90.

- Akhaukwa, J. R., Maru, L., & Byaruhang J. (2013). Effect of Collective Bargaining Process on Industrial Relations environment in Public Universities in Kenya. *Mediterranean Journal of Social Sciences*, 4(2), 107 – 124.
- Badom, M. P. (2019). Oil and gas workers' industrial actions and impacts on commuters in Rivers State, Nigeria. (PhD thesis). School of graduate studies, university of Port Harcourt, Nigeria.
- Badom, M. P., Anele, K. A. & Badey, D. (2018). Oil and gas workers' industrial actions as precursor of development in Nigeria. *International Journal of Social Science and Humanities Research*. 6(4), 835- 843.
- Bassey, A. O., Attah, F. M., & Edet, H. S. (2019). Industrial democracy and work place slavery: An analysis of public and private organizations in Nigeria. *European Academic Research*, 7(1), 417 – 426.
- Fejoh, J., Boyede, M. A., Adesanwo, E. O., & Onanuga, P. A. (2021). Industrial disharmony and sustainable development goals of state government-owned tertiary institutions in Southwest Nigeria. *Journal of Education in Black Sea Region*, 7(1), 72 -84.
- Girigiri, B. W., & Badom, P. M. (2021). Industrial harmony and work discontent: Employer and
- Ibukun. O. K. (2019). Effects of industrial conflicts on employees' performance in a private sector organization: A case of Ikeja electricity distribution company Plc. *European Journal of Business and Management*, 11(24), 117 – 125.
- Igbaji, P. (2019). Industrial conflict and goal achievements of tertiary institutions in Cross River State, Nigeria. *Journal of Research in National Development*, 7(2), 122-135.
- Kolawole, I. O. (2019). Effects of Industrial conflicts on employees' performance in a private sector organization (A case of Ikeja Electricity Distribution Company Plc). *European Journal of Business and Management*, 11(24), 117 -125.
- Macaulay, J.D.A. (2017). Nature of collective agreements in Nigeria: A panoramic analysis of inherent implementation challenges. *Global Journal of Politics and Law Research*, 5 (6), 19 -28.
- Mojalefa, M. L. (2021). Factors contributing to industrial conflicts within higher education institutions in Lesotho: A case of the national university of Lesotho. *Business and Economic Research*, 11(2), 319 – 329.
- Mukoro, S. A. (2013). Improving industrial harmony and staff performance in a school organization through effective communication. *International Journal of Scientific Research in Education*, 6(3), 263-270.
- Murwirapachena, G. (2014). Exploring the incidents of strikes in post-apartheid South Africa. *International Business and Economics Research Journal*, 13(3), 553-560.

- Ndubuisi-Okolo, P. U., Onyeizugbe, C., & Anekwe, R. I. (2022). Industrial harmony: Antidote to workplace deviant behaviour among lecturers in Nigeria. *Asian Journal of Economics, Business and Accounting*, 22(2), 31 – 39.
- Nkiinebari, N. P. (2015). Employee engagement and workplace harmony in Nigeria Civil Service. *International journal of innovative research and development*, 4(2), 17 -37.
- Obiekwe, O., Felix, O., & Izim, B. (2018). Industrial relations environment in Nigeria: Implications for managers in Nigeria workplace. *International Journal of Economics and Business Management*, 4 (1), 1 – 10.
- Odoh, C. O., & Moluno, S. U. (2023). Cases and impacts of industrial disharmony on employee performance in tertiary institutions in Nigeria. *Journal of Public Administration, Finance and Law*, 28, 316 – 327.
- Okafor, L., Okorie, E. F., & Lifu, F. L. (2018). Workplace democracy and performance of employees in public institutions in Nigeria: How far, so far? *European Journal of Business and Management*, 10(14), 85 -89.
- Okoli, I. E., Okeke, K. C., & Nuel-Okoli, C. M. (2017). Conflict management and employee commitment among academic staff in public universities in south east, Nigeria. *International Journal of Advanced Academic and Educational Research*, 13(2), 84 – 103.
- Okolie, U. C., & Omole, O. G. (2017). Impact of teamwork on employees' job satisfaction and performance among polytechnic teachers: A case of Auchi Polytechnic, Auchi, Edo State. *Human Resource Management Journal*, 9 (1), 56-72.
- Onuegbu, C. (2014). Social dialogue: Industrial harmony and national development. *This Day Newspaper*,
- Onyeizugbe, C. U., Aghara, V., Olohi, E. S., & Chidiogo, A. P. (2018). Industrial harmony and employee performance in food and beverage firms in Anambra State of Nigeria. *International Journal of Managerial Studies and Research*, 6(6), 22 -35.
- Osamwonyi, I.O. & Ugiagbe, E.O. (2013). Harmonious industrial relations as a panacea for ailing enterprises in Nigeria. *Journal of Asian Scientific Research*, 3(3), 229-246.
- Sholokwu, B. M., & W. O. Olori. (2021). Management practices and industrial harmony in oil and gas firms in Rivers State, Nigeria. *International Journal of Advanced Academic Research | Social & Management Sciences*, 2(11), 99-117.
- Wahab, B. (2018). All the time ASUU has gone on strike since 1999. Retrieved from [www.pulse.ng/communities/student/all-the-time-asuu-has-gone-on-strike-since-1999](http://www.pulse.ng/communities/student/all-the-time-asuu-has-gone-on-strike-since-1999) on April 15, 2023.