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INDUSTRIAL DISHAMONY AND EXECUTIVE PROCLAMATION ON TRADE UNION IN NIGERIA: AN ASSESSMENT OF KSU ASUU CHAPTER PRESCRIPTION BY KOGI STATE GOVERNMENT

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ABSTRACT

Industrial conflict in Nigeria universities over terms of employment, working conditions, job security, and personnel issues among others has been propelling enthusiastically expressed rival claims between employer and employee which has resulted from negotiation to economic warfare and thus affects productivity. The study examined executive proclamation on trade union in Nigeria with reference to KSU ASUU chapter proscription by Kogi state government. Specifically, the study investigates the causes of Academic Staff Union of University strike in Kogi State University, the political and socio-economic effects of KSU ASUU strike, factors that led to ASUU proscription, and how ASUU proscription has remedy persistent industrial conflict in the State University and strategies for managing conflicts in Kogi State University. The study has its methodology rooted in the quantitative approach. Simple random sampling technique was used to select 112 study participants for the study. Data obtained were analyzed descriptively on percentage tables, bar and pie charts using the Statistical Package for Social Scientist (SPSS). Findings of the study show that; Industrial conflict was a frequent phenomenon in Kogi State University lasting for about 1-6 months, Unfavourable conditions of service, wrongful dismissal of employees, refusal to pay emolument and allowances, Non Salary payment and incentive problems (earned academic allowance) retrenchment of 2015 employed lecturers, unjust victimization of lecturers and poor welfare packages were the causes of ASUU strike in Kogi State University. The study among others recommends that; the state government should always respect the

agreed negotiated agreement between them and the academic staff union of universities to avoid incessant strike actions, Kogi state government should withdraw its statement of proscription of ASUU as a body and stop harassing/intimidating lecturers, lecturers should be paid their salaries, entitlements as at when due, the sacked Lectures should be re-instated, disengaged 2015 staffs should be paid their entitlement, the University should be granted back its autonomy (financially, resourcefully, and operational wise) because Treasury single Account is restricting the university from effectively and efficiently executing policies for development.

Keywords: Industrial Conflict, Trade Union, Kogi State Government, ASUU Prescription, Causes and Effects.

INTRODUCTION

Kogi State University located in Anyigba experienced conflict between Academic Staff Union of Universities (ASUU) and the government/management which commenced on 23rd January 2017 which is major as a result of none payment of salaries, retrenchment of 2015 employed lecturers and other welfare packages. In related development the Benue state university embarked on an indefinite strike on the 28th June 2017 and was suspended on the 17th July, 2017 (Vanguard News Paper, Tuesday, April 25th, 2017- Twelve States Holds Salaries for over 16 months despite Payment of Federal Government Bail Out Funds-Kogi and Benue State Governments were top on the list). This crisis was tabled by Senator Dino Malaye for redress on the floor of the National Assembly 2017 in the morning of the 8th Assembly adding that "...we are not in a banana republic..." The Kogi state university management issued letters of termination of appointment on the 15th of August, 2017 to lecturers who did not return to work/classes while the case was in court for a ruling.

The ASUU of the Kogi State University is presently in court with the government under the present Governor Alhaji Adoiza Bello for his proscription of ASUU from KSU which has compounded the present strike action of ASUU KSU over the past eight months due to none payment of salaries, retrenchment of 2015 employed lecturers and poor welfare packages and unjust victimization of lecturers. The Kogi State University is presently in court with the government under the present governor Alhaji Adoiza Bello for non-salary payment over seven months due to none payment of salaries, the retrenchment of 2015 employed Academic Staffers and other welfare packages.

Also the unjust sacking and victimization of striking lecturers who did not return to work while the case is in court for ruling (Vanguard News Paper, Tuesday, April 25th, 2017- Twelve States Holds Salaries for over 16 months despite Payment of Federal Government Bail Out Funds-Kogi State Government first and worse on the list). In addition to their reason for recourse to strike action and to a court of law evidently is due to non-implementation of past agreements by the Kogi state government and the University Management and all these have serious implications for the university education in the state.

In line with the relationship with labour and management this research work tends to study the executive proclamation on labour union in Nigeria in reference to KSU ASUU chapter proscription by Kogi State government and to explore the causes of ASUU strike, political and socio-economic effects, factors that led to ASUU proscription by the fourth executive Governor of Kogi State, how KSU ASUU proscription remedy persistent industrial conflict in the state university and strategies for managing conflicts in Kogi State University.

ASUU Prescription by Kogi State Government

Governor Yahaya Bello of Kogi State proscribed the Academic Staff Union of Universities (ASUU) Kogi State University (KSU) chapter on 19th, July 2017 for its refusal to recognise his administration's accepting to meet almost 90% of their demands. The governor directed the management of the university to deem all academic staff of the institution who failed to resume their normal academic activities as having resigned from the employment of the State Government and the university and to treat them accordingly.

The Governor also ordered the management to take immediate steps to find and engage suitable replacements for all crucial staff vacancies including those that have left or may wish to leave and who deemed to have left the service of Kogi State University pursuant to the proclamation. "In effect, the Governing Council of the University and the management of KSU and the management of the ministry of education were directed to immediately start the process of employing all categories of academic staff." Bello also directed all the relevant security agencies to be on the lookout and live up to their responsibilities to ensure there is no breakdown of law and order as a result of this proclamation. "Accordingly the Kogi State Government hereby makes the proclamation and declared all activities of ASUU in KSU from today 19th, July 2017 proscribed." (NTA Live Broadcast, 2018).

The governor pointed out that his Government was forced to take the drastic measures to save the students from the prolonged strike that has lasted for seven months inspire of the olive branch he extended to them. He blamed ASUU-KSU and her members for embarking on the seven months strike for no justifiable course.

Brief Histography of ASUU Strike

For example, in 1980, Academic Staff Union of Universities embarked on an initial Industrial action arising from the need to resist the termination of the appointment of six lecturers from University of Lagos, as a result of the report of Justice Belongwu Visitation Panel Report linked to university autonomy and academic freedom, Subsequently, in 1980 and 1981, Academic Staff Union of Universities embarked on further strikes to demand to fund for the universities, the reversal of the problem of brain drain, poor salaries, and conditions of service, including the improvement of entire university system. Consequently, in 1983 there was negotiation on the Elongated University Salary Structure (EUSS) and this became an issue of dispute in 1988 because of the lack of implementation of this prior agreement.

In 1984, Academic Staff Union of Universities went on strike to oppose deregulation of the economy and to resist military dictatorship, In 1985, the union embarked on strike to resist the military regime and its authoritarian decree 16 of 1985 for allowing the National Universities Commission to take over the responsibilities of the Senate and allowing external authorities to regulate programmes in Nigerian universities, In 1986, Academic Staff Union of Universities went on strike to protest the introduction of Structural Adjustment Programmes (SAP) by IBB administration and, at the same time, the union members opposed the 'killing of students at Ahmadu Bello University Zaria by mobile Police, in 1987, Academic Staff Union of Universities went on strike to demand the implementation of Elongated University Salary Scale and to establish a joint negotiation committee between Academic Staff Union of Universities and the federal government.

Consequently from the latter scenario above, in 1990 Academic Staff Union of Universities was de-proscribed. In May and July 1992 Academic Staff Union of Universities went on

strike due to the failure of negotiations between the union and the federal government over the working conditions in Nigerian universities.

In 1994 Academic Staff Union of Universities embarked again on a strike to demand renegotiation of agreements reached in 1992, the reinstatement of over eighty lecturers whose appointment was terminated by Prof. Isa Mohammed, the Vice Chancellor of the University of Abuja and to resist the annulment of the June 12 1993 Presidential election, widely perceived to have been won by M.K.O. Abiola, In 1996, Academic Staff Union of Universities embarked on a strike due to the dismissal of the Academic Staff Union of Universities, President Dr. Assisi Asobie.

Further strikes took place in 1999 and 2000, around both salary issues, and the issue of government support for the sector. In 2001 Academic Staff Union of Universities declared industrial strike action on issues related to funding of universities, but also seeking the reinstatement of 49 sacked lecturers at the University of Ilorin for taking part in previous labour action in 2001, In 2003 Academic Staff Union of Universities embarked on further industrial strike action due to the non-implementation of previous agreements, poor university funding and disparity in salary, retirement age and non-implementation. There were series of industrial actions between 2003 and 2011 based on non-implementation of the above mentioned issues, especially the way the federal government has defined the Academic Staff Union of Universities dispute politically, by refusing to honour previous agreement and by attempting to change the process or framework of the collective bargaining, which means that the union members should negotiate with their University Governing Council as a result of the autonomy approved in 2003 University Miscellaneous Provisions (Amendment) Act 2003.

The federal government appointed representatives to negotiate on its behalf without a mandate to sign the agreement reached in the previous negotiation, which was signed in 2009 and the retirement age of university Professors increased from 65 to 70 as passed into law by National Assembly in 2012. And recently in 2016/2017, the union embarked on strike due to failure on the part of the government. So KSU ASUU Prescription will not and cannot remedy industrial conflict in Kogi state university.

Research Methodology

This research work adopted survey research method and made use of primary data as the main source of data collection through the instrument of the structured and unstructured questionnaire. The study randomly selects 112 respondents using simple random and stratified sampling techniques. Data obtained were analyzed with both descriptive and inferential statistical method.

Out of 112 questionnaires administered only 102 copies were returned. The questionnaire sought information on questions that were relevant to ASUU proscription in Kogi state university Anyigba, Nigeria. Information gotten from field survey was categorized into three sections for easy and better interpretation.

RESULTS AND DISCUSSION OF FINDINGS**Table 1: Percentage distribution of Socio-Demographic Characteristics of Respondents: N= 102**

Variables	Respondents	Frequency	Percentage %
Sex	Male	70	68.6
	Female	32	31.4
	Total	102	100
Age range	Less than 30 years	33	32.4
	31-43 years	37	36.3
	44-56 years	29	28.4
	57+	3	2.
	Total	102	100
Marital status	Single	25	24.5
	Married	77	75.5
	Separated	-	0%
	Divorced	-	0%
	Widow/widowed	-	0%
	Total	102	100
Religious affiliation	Christian	59	57.8
	Islam	42	41.2
	African traditional religious	1	1
	Others	-	0%
	Total	102	100
Years of working experience	1-5 years	31	30.4
	6-10 years	45	44.1
	11-15 years	23	22.5
	16 years and above	3	2.9
	Total	102	100
Educational qualification	B.Sc./M.Sc.	40	39./2
	B.Sc./M.Sc./PGDE	23	22.6
	B.Sc./M.Sc./PGDE/PhD	30	29.4
	Professor	9	8.8
	Total	102	100
Have You Ever Witness	Yes	102	100
	No	-	-
Industrial Conflict in Kogi State University?	Total	102	100

Source: Field Survey, 2018

Socio-demographics Attributes of the respondents

From table 1, on the issue of gender, it was realized that there was a dominant male participant across two sexes used for the study. The male constituted significant dominance of 68.6% while the female respondent, representing 31.4% constituted the minority. The outcome of the distribution is attributed to the sampling technique used for the study. This confirms that there were more males participants in the study. Table also indicates that majority 36.3% falls within the age range of 31-40, 32.4% were within the age bracket of less than 30years, and 28.4% were age group of 44-56 years, while the least 2.9% were within the age range of 57 and above. This shows that majority of study participants were within the age range of 31-43 years. On the marital

status of study participants, 77.5% were married, 24.5% were single. The table further reveals that majority 57.8% were Christian, and 41.2% of the respondents who contributed to the success of this study were Muslims, followed by 1% who was adherents of traditional African religion.

In terms of years of working experience in Kogi State University, table 4.1 indicates that 30.4% of study participants had worked for 5years in the University, majority 44.1% had worked from 6-10years, 22.5% had worked from 11-15 years, and 2.9% had worked for 16 years and above in the University. Investigating into educational qualification, table 4.1 reveals that majority 39.2 of the Lecturers who participated in the study had B.Sc./M.Sc. qualifications, 22.6 had B.Sc./M.Sc./PGDE qualifications, and 29.4% had B.Sc./M.Sc./PGDE/PhD qualifications, while 8.8% were professors who contributed to the success of the study.

Majority of the respondents who participated in the study were the sacked lecturers/retrenched Lecturers by the Kogi State Government. Consequently, findings from data contained in table reveal that all the respondents have witnessed industrial conflict (strike) in the institution within their years of service in Kogi State University

Figure 1: causes of ASUU Strike in Kogi State University Anyigba



Findings from field survey reveals that Majority of the Lecturer's respondents strongly agreed that Unfavourable conditions of service (81%), wrongful discharge or dismissal of employees refusal to pay emolument and allowance (76%), Non Salary payment and

incentive problems (earned academic allowance) (49.8%), The retrenchment of 2015 employed lecturers, unjust victimization of lecturers and poor welfare packages (70%), were the causes of ASUU strike in Kogi State University in Anyigba. While majority of the lecturers strongly disagreed that Management indifference to union needs (90%), Political factors (99%), High tax rate on employers (95%), Dissatisfaction with Kogi Government screening policy (97.6%), social insecurity (88.9%), none implementation of agreement between the Kogi state government and the university management, none fulfillment of 2016 agreement between the federal government and ASUU over 2013 memorandum reached on the sum of 825 billion naira, non-registration of operational license of Nigerian university pension commission management company (NUPEMCO) (54%) were not the causes of ASUU strike in kogi state university. The findings of this study is in consonance with Ayim, Odogwu and Ogunyomi (2012) and Aturu (2005) findings that the causes of dissatisfaction among university lecturers were poor salaries, relative to those of their counterparts, poor conditions of service, poor condition of teaching and learning facilities, inadequate funding,

Apart from the above i.e. table 1, it is another statement of fact that there is usually "power relationship" between the two actors in an industry which no doubt produces conflict and make such inevitable.

These findings are also in line with Ananaba (1969, Heyman (1975), (Ige, Adeyeye, and Aina (2011), who argued that industrial crisis often results from conflict of opinions, clash of interests, policy inconsistencies and wrong placement in organizational priorities on the part of the management government alteration of the rules of engagement between the State and the unions in Nigeria, insensitivity and insincerity in handling union demands by the government and managements, of which the University of Ilorin crisis is a very clear instance, which lingered on for some years where the management refused to reinstate the sacked lecturers as directed by the court.

Vanguard News Paper, Tuesday, April 25th, 2017-"twelve States Holds Salaries for over 16 months despite Payment of Federal Government Bail Out-Funds-Kogi State Government first and worse on the list). This can be said to be the major causes of industrial dispute in Kogi State University as identified by lecturers"

Table 2: Showing Lecturer's view on the Effects of ASUU strike in Kogi State University, Anyigba

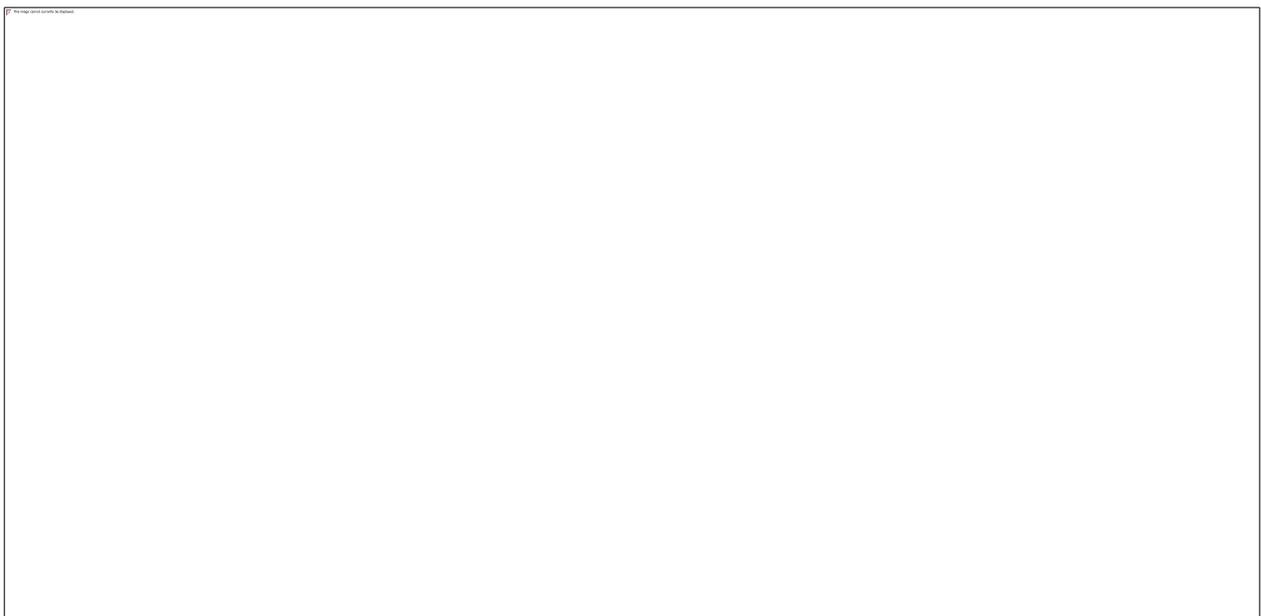
Effect of ASUU Strike in State Anyigba	Category N=102				
	Strongly Disagreed %	Disagreed (%)	Undecided (%)	Agreed (%)	Strongly Agreed (%)
Elongation Academic Session	(0%)	(0%)	(0%)	48 (47.1%)	54(53%)
Loss of (IGR)	(0%)	(0%)	(0%)	79 (77.5%)	23(20.5%)
Intellectual Exodus Lecturers to Other Institutions)	(0%)	(0%)	(0%)	43 (40.2%)	59(57.8%)
Economy	(0%)	(0.%)	(0%)	30 (29.4%)	72(71.6%)

Downturn of host community (Anyigba)					
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Source: Field Survey, (2018)

Data contained in table above, shows that majority of the Lecturers strongly agreed that Elongation of Academic Session (53%), Loss of Revenue (IGR) (79%), Intellectual (Mass Exodus of Lecturers to Other Institutions) (57.8%), Economy Downturn of host community (Anyigba) (70.6%) were identified effects of ASUU strike in Kogi State University, Anyigba, while majority (71.6%). This finding is in line with the view of Alabi (1999) who stated that the effect of the breaks in academic sessions is devastating, affecting the students both psychologically and socially. The effect of the strikes can be enormous and very devastating to the students. It is likened to an athlete in a 400m race who is about half-way and is stopped abruptly. It would take him time to regain his speed when he resumes the race.

When students had resumed school, paid their school fees and started lectures before the strike, this will definitely negatively affect them psychologically, academically and socially, most especially during the festive periods when students may not have opened their books till they resume school again. In the light of the definite strike embarked upon by the academic staff union of universities, each time an academic session was abruptly interrupted, the school system paralysis, the students lost concentration, resulting in poor academic performance and students spend long years in school e.g. a student spent six years on a programme meant for four years. Strike action also contributes to loss of intellectual from the university as Kogi state university witnessed a mass exodus of high intellect (Professor/ PhD) holders who are the scarce commodity in our context to other universities, (Vanguard newspaper (2017)). From interview conducted with some of the resident lecturers KSU on the economic effect of ASUU strike on host community (Anyigba), it was discovered that the KSU ASUU strike often has devastating economic downturn on the community, due to the fact that Anyigba economy is tied to the institution, market women cry for poor sale due to low patronage, motorist, Okada riders, bookshops, restaurants, business center operators experience economic meltdown due to



no circulation of money as a result of capital flight.

Investigating into the effect of ASUU strike on IGR of the university, it was discovered that during the strike the institution experiences a poor generation of IGR due to stagnation of academic activities. From the findings, it is apparent that strike has negative impacts on students of Kogi State University, Anyigba as this is in line with the view of Ige et al (2011). **Figure: 2 Percentage distributions of factors that led to ASUU Proscription in Kogi State University Anyigba.**

Investigation into the factors that led to ASUU Proscription in Kogi State University

Anyigba by Alhaji Bello Adoiza, the fourth executive governor of Kogi State, it was discovered among others that the reason for ASUU proscription in KSU serves as a measure to save students from the prolonged strike (29%), Internal wrangling between ASUU (10%), Political and The economic interest of the state government (61%), while Refusal of lecturers to resume academic activities after payment of three months' salary, and the idea that embarked strike was not justifiable was not the reason for KSU ASUU Proscription by the government.

The findings of this study shows that Political and Economic interest of the state government were reason for KSU ASUU chapter Proscription by Governor Yahaya Bello on 19th, July 201.7, as the government felt that the body has been hijacked not to recognize his administration's accepting to meet almost 90% of their demands of which the governor directed the management of the university to deem all academic staff of the institution who failed to resume their normal academic activities as having resigned from the employment of the State Government and the university and to treat them accordingly, (NTA News, 2017). Consequently, in order to consolidate political and economic interest of the state government, the Governor also ordered the management to take immediate steps to find and engage suitable replacements for all crucial staff vacancies including those that have left or may wish to leave and who deemed to have left the service of Kogi State University pursuant to the proclamation.

Table 3: Showing Lecturer's view on if KSU ASUU Proscription serves as a Remedy to Persistent Industrial Conflict in the State University

Variables	Frequency N=102	Percentage %
A. Responses on ASUU Proscription as a remedy to industrial conflict		
Response	Frequency N=102	Percentage%
Yes	-	-
No	102	100
B. Respondents' Responses on if KSU ASUU Chapter Proscription created conducive working environment for staff of the University		
Yes	-	-
No	102	100
C. Respondents' Responses on if KSU ASUU Proscription is a form of intimidating Union activities in the State		
Yes	102	100
No	-	-

Source: Field survey, (2018)

The result of field survey shows that total respondents (100%) assert that proscription of ASUU as a body from the University will not remedy industrial conflict in state universities and Nigeria at large. Furthermore, findings from the study show that proscription of ASUU as the body has not created a conducive environment for staff of the

university (100%). Consequently, data contained the table reveals that (100%) of the Lecturers attest that proscription of ASUU as a legally recognized body by Alhaji Yahaya Bello Adoiza Bello is an intimidating move by the present administration is an intimidation on the union activities.

The above findings, clearly shows that proscription of KSU ASUU chapter will not remedy strike action in KSU, and create conducive environments as far as the Universities staffs are not paid their salaries/earned academic allowance, and the government failing to fulfill its part of memorandum of agreement, because prescription of the body is tantamount to abuse of power by Alhaji Yahaya Bello Adoiza administration. This is because ASUU as a body is a legitimate body that has been in existence since 1980 and always embark on strike to make their stand known because it is the only language Nigeria government understand.

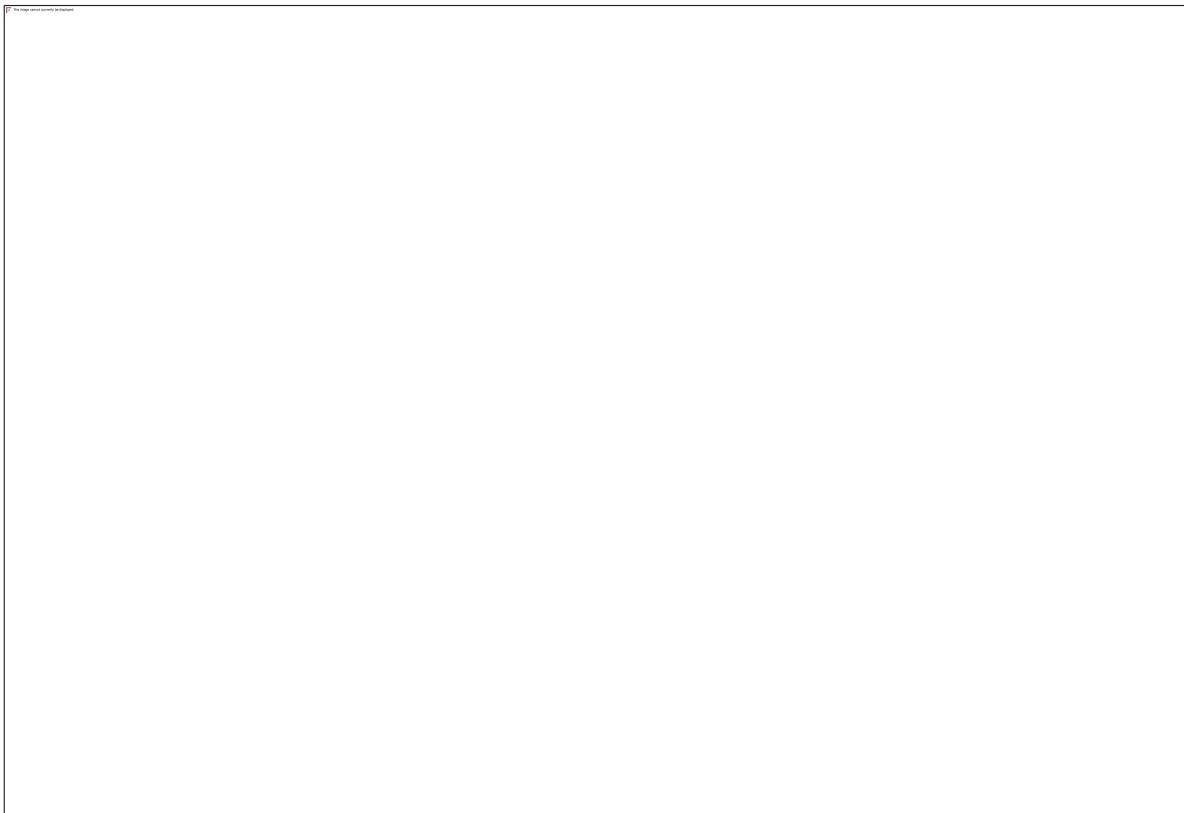


Figure 3 shows that majority 64% of the Lectures agreed that dialogue between the state and the academic staff is a recommended strategy for managing conflicts in Kogi state university. (27%) persuasions of staffs rather than intimidation are strategies for resolving conflicts in Kogi state universities.

These findings agree with Obi, (2017) in his article titled imperative of good governance: A reflection on good governance, who argued that conflict is a necessary development for correcting abnormalities and structural inequality and structural rule and policy role are effective measures of managing conflict in Nigeria by the government. This is in line with Onyeonoru (2003), who expressed that active conflict management allows groups to openly talk about issues and disagreements, allowing them to share information and confront a conflict together and also in line with the view of Razi, Ramza, Atif, Khan and Hassan (2012) who argues that openness makes it possible to contradict arguments.

Research has shown that there are great possibilities in open conversation and argument confrontation.

Discussion of Findings

The main purpose of this study was to bring to limelight the causes of ASUU strike, factors that led to ASUU proscription by the fourth executive Governor of Kogi State, the political and socio-economic effects of KSU ASUU strike on Kogi State government and KSU ASUU proscription has remedied persistent industrial conflict in the state university and strategies for managing subsequent conflicts in Kogi State University. The Research Questions of study linked with findings and literature are as follows:

Q.1 What are the causes of Academic Staff Union of Universities strike in Kogi State University in Anyigba?

This question was asked to find out the causes of Kogi State University chapter of Academic Staff Union of Universities strike. Analysis from the field survey reveals among others that unfavourable conditions of service, wrongful discharge or dismissal of employees, refusal to pay emolument and allowance, Non Salary payment and incentive problems (earned academic allowance), retrenchment of 2015 employed lecturers, unjust victimization of lecturers and poor welfare packages were the causes of ASUU strike in Kogi State University in Anyigba.

Which concur with relative deprivation theory by Ted Gurr (1960) who states that there is chain connectivity between relative deprivation and conflict. Thus deprivation leads to frustration; frustration to aggression and then conflict becomes inevitable. This helps us to understand that conflict KSU ASUU strike is a result of perceived deprivation which later degenerates to industrial action by the aggrieved lecturers. These findings are also supported by the views of scholars like; Obi, (2017) and Pandey (2007).

Q.2 What are the factors that led to ASUU proscription by the fourth executive Governor of Kogi State?

The question was asked to investigate factors that prompted KSU ASUU proscription. The answer to the question was found in figure 2 which disclosed that the main reason for ASUU proscription in Political and Economic interest of the state government were reason for KSU ASUU chapter Proscription by Governor Yahaya Bello on 19th, July 2017, as the government felt that the body has been hijacked not to recognize his administration's accepting to meet almost 90% of their demands of which the governor directed the management of the university to deem all academic staff of the institution who failed to resume their normal academic activities as having resigned from the employment of the State Government and the university and to treat them accordingly, (NTA News, 2017).

Q.3 To what extent has KSU ASUU proscription remedy persistent industrial conflict in the state university?

The question was asked to find out if KSU ASUU proscription is a remedy for industrial conflict in the University. The result of field survey shows that proscription of ASUU as a body from the University will not remedy industrial conflict in Kogi state

universities and Nigeria at large, prescription of ASUU as a body has not created the conducive environment and productivity for staff of the university.

Consequently, data obtained reveals that (100%) of the Lecturers attest that proscription of ASUU as a legally recognized body by Alhaji Yahaya Bello Adoiza Bello is an intimidating move by the present administration is an intimidation on the union activities. The above findings, clearly shows that proscription of KSU ASUU chapter will not remedy strike action in KSU, and create conducive environments as far as the Universities staffs are not paid their salaries/earned academic allowance, and the government failing to fulfill its part of memorandum of agreement, because proscription of the body is tantamount to abuse of power by Alhaji Yahaya Bello Adoiza administration. This is because ASUU as a body is a legitimate body that has been in existence since 1980 and always embarks on strike to make their stand known because it is the only language Nigeria government understands

Q.4 What strategies can be adopted for managing conflicts in Kogi State University?

The question was asked to explore strategies for managing conflict in Kogi state university. Figure 3 provide answer to the question that dialogue between the state and the academic staff is a recommended strategy and persuasion of staffs rather than intimidation are strategies for resolving conflicts in Kogi state university which agrees with Obi, (2017), Owolabi and Chukwuma (2007) that through consensus ad idem between parties involved in conflict through policy rule and negotiation conflict is bound to be managed.

CONCLUSION

Since human nature is characterized by vigorous struggle for the acquisition of property, people motivated by selfish interest with implicit intentions of recognition and undue advantage at the detriment of others, from the discussion thus far, it is quite evident that conflicts occur in Kogi State University as a result of un-conducive environment of service, retrenchment of 2015 employees and non-payment of salaries and earned academic allowance, competition for supremacy, leadership style, scarcity of common resources, etc. this reduces staff satisfaction about the job and also reduces productivity or service rendered and their ability to carry out their duties of impacting knowledge on students who are at the receiving end of the industrial conflict between Kogi State University staff and Management. Thus, early recognition of the conflict and paying attention to the conflicting parties is very important. Negotiation between parties involved is the best way to resolve conflict while force should not be used at all.

RECOMMENDATIONS

Based on the objectives and findings of the study, the following recommendations are made:

- i. Kogi state government should withdraw its statement of the proscription of ASUU as a body and stop harassing/intimidating lecturers. Because without lecturers, him Alhaji Yahaya Bello Adoiza will not have been a graduate of ABU Zaria.
- ii. Lecturers should be paid their salaries, entitlements as at when due.
- iii. The sacked Lectures should be re-instated, disengaged 2015 staffs should be paid their entitlement if the government does not want to engage.
- iv. The University should be granted back its autonomy (financially, resourcefully, and operational wise) because Treasury Single Account is restricting the university from effectively and efficiently executing policies for development.
- v. The state government should always respect the agreed negotiated agreement between them and the academic staff union of universities to avoid incessant strike actions.

- vi. That both state governments should always provide enough funds to enable the universities to function as universities and not glorified secondary schools.
- vii. The issue of understaffing should be looked into by state governments. That is enough lecturers should be recruited.

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