

**Trade Union Activities and Administrative Efficacy in
Universities in Southwestern Nigeria**

Aktiviti Kesatuan Sekerja dan Keberkesanan Pentadbiran di Universiti di Southwestern Nigeria

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Abstract

Administrative efficacy is the extent to which the objectives of the organisation have been achieved through the identification, systematic and judicious use of available human and material resources in the organisation. In the universities, the union, the government and the management of the institutions are supposed to work harmoniously to achieve the objectives of the university with ease. However, in recent time, there have been frequent workers' strikes in most of the Nigerian universities which in no small way had distorted educational activities and academic calendars thereby making the achievement of educational objectives a difficult task. Therefore, this study investigated trade union activities and administrative efficacy in Universities in South-western Nigeria. The population of this study comprised of all academic and non-academic staff of the six federal government owned Universities in the South West geopolitical zone of Nigeria. Multi-stage sampling technique was used to select 2,000 respondents from the six universities. Two instruments tagged Trade Union Activities Questionnaire and Administrative Efficacy Questionnaire were used to elicit a response from the participants. The study found that trade union activities contribute jointly to the efficacy of the administration in the Universities and that the five trade union activities have a relative contribution to the administrative efficacy in the Universities. The university administration should pay special attention to all the activities of trade union and give priority to payment of staff salary among other duties of the university.

Keywords: *Trade Union Activities, Administrative Efficacy, Collective Bargaining, University Management Team, Strike, and Commensurate Remuneration*

Introduction

The achievement of the objectives of any educational institutions could depend largely on how the educational resources are well identified and efficiently utilized in the

school. The combination of the efficient and effective use of resources brings about administrative efficacy in an organisation. Administrative efficacy is the extent to which the objectives of the organisation have been achieved through the identification, systematic and judicious use of available human and material resources in the organisation. In Nigerian Universities, the management team (the Vice Chancellor, Deputy Vice-Chancellors – Academics and Administrative, the Registrar, the Bursar and the Librarian) takes directives from the government through the National Universities Commission (NUC) and the Governing Council of their various institutions to guide the management when carrying out their administrative functions.

The fundamental objective of any organisation is to achieve the set targets of the organisation with minimum cost. This could be realized when human, material and financial resources available in the organisation are well harnessed and judiciously utilized. The means of achieving the objectives of the organisation is generally known as administration. Administration according to Combee (2014) means the ability to coordinate many and conflicting social energies in a single institution so skilfully that they shall operate as a unit.

Adeyemi (2004) however stated that educational administration is the process of providing leadership within an educational system in the way of coordinating activities and making decisions that would lead to the attainment of the school objectives, which are effective teaching and learning. Administration of universities requires that management should identify and use the available educational resources effectively with a view to maximize the accomplishment of the objectives of the universities with minimum cost. Adeniji and Adekunle (2016) on their own define university administration as a logical, systematic and sequential means of planning, coordinating, controlling and evaluating the activities of the university in order to enhance effectiveness.

In the administration of universities, the union, the government and the management of the institutions are supposed to work harmoniously to achieve the objectives of the university with ease. These three key stakeholders (the union, the government, and the management) seem to be at the forefront as far as the achievements of educational objectives at the universities are concerned. The government is to provide funds for personnel and other resources, the management is to utilize the funds and manage the personnel while the unions through their members are to carry out decentralized functions through established procedures to facilitate the maximum realization of the objectives of the university. These three key stakeholders seem highly interwoven that they rely on one another to create room for administrative efficacy in the universities.

In recent time, there have been frequent workers' strikes in most of the Nigerian universities. This has negative effect on academic calendars thereby making the achievement of educational objectives a difficult task. Strikes or suspension of work by workers, either academic or non-academic staff emerged when management and the representatives of workers' union cannot reach a compromise on some issues like workers' welfare, commensurate payment, proper funding of the university, implementation of negotiated agreements, and many more. When a disagreement between management and workers in the institution rears its head, workers embarked on strike, which affect the smooth running of the institution.

Table 1: Various Workers Strike in Obafemi Awolowo University between 2009 to 2016

Union	Chapter	Type of strike	Date of strike	Causes
ASUU	National	Indefinite strike	June 2009 – October, 2009	*Issue of budgetary allocation for education *Issue of university autonomy and academic freedom
ASUU	National	Indefinite strike	December 2011 – February 2012	*Failure of the government to implement the 2009 FGN/ASUU agreement
ASUU	National	Indefinite	July 2013 – December 2013	*Failure of the government to honour the 2009 FGN/ASUU agreement
ASUU	Local	Indefinite strike	March 1 st – March 28, 2012	Lecturers have not been allowed to enjoy their annual leave over the years
ASUU	National	Indefinite strike	July 4 th – December 17 th , 2014	Failure of the government to release N20 billion to finance universities
NASU	Local	Warning strike	7 th – 23 rd July 2015	Non-payment of 64 months of hazard allowance by the management
NASU/SSANU	Local	Warning Strike	9 th – 13 th May, 2016	The issue surrounding the appointment of a new Vice-Chancellor.
NASU/SSANU	Local	Total/Indefinite	7 th June – 21 st July, 2016	Appointment of a New Vice-Chancellor by the University's Governing Council despite a court injunction halting the process

Table 1 shows the various types of strike action embarked by ASUU and NASU/SSANU in OAU between 2006 and 2016. It is worthy of note that 50% of the strike action as recorded in Table 1 came up as a result of misunderstandings between the unions in the universities and the government. The remaining 50% was as a result of a dispute between the union and the management of the institution.

Literature Review

Administrative efficacy is the ability of the management to make use of the available resources effectively and efficiently to produce the desired result without a reduction in quality. In essence, efficacy is the combination of efficiency and effectiveness. In the opinion of Eberhard (2013), administrative efficacy could be described as the extent to

which the management has been able to achieve the set objectives through adequate identification and appropriate utilization of available men, material, money and time in the organisation. In addition, Roger, Wayne and Anita (2014) define it as the ability of the manager to ensure safety, efficiency and effectiveness within an organisation. In the opinion of Nwachukwu (2008), it was concluded that productivity is a measure of how well resources are harnessed and utilized in an organisation for the achievement of the set goals.

The administrative tasks of the executive head of the university include staff and student personnel services, curriculum and programme of instruction, school business finance and a host of others. The efficacy of the administration in the universities is likely to be enhanced when the management team put in place staff and student personnel services that are encouraging and acceptable to both staff and students with a view to avoid unrest in the institution, provide adequate facilities and equipment, ensure proper implementation of curriculum and programme of instruction, display adequate transparency in the handling of school funds, consider and consult personnel while taking decisions, implement agreement at the appropriate time without alteration and also allow personnel to have a forum where they can meet. These and other steps by the university management could go a long way towards creating a friendly atmosphere between the management and the different trade unions in the universities and even between the government and the various trade unions.

Over the years, a trade union has been given a different definition by scholars. The Trade Union Act (1926) defines it as any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relationship between workmen and employers, or between workmen and workmen, or between employers and employers, and for imposing restrictive conditions on the conduct of any trade or business and includes any federation of two or more trade unions. Frenkel and Peetzy (2008) in their study concluded that trade union is an enhancement to productivity. In addition, Onasanya (2015) posits that the activities of the trade union go a long way in regulating and encouraging an improved working relationship between their members and employers and between members of the union.

To Gole (2015) it is an association of workers in one or more occupation, an association carried on mainly, for the purpose of protecting and advancing the members' economic interests in connection with their daily work. Smirit (2012) defines it as a continuous association of persons in industry, whether employers, employees or independent workers formed primarily for the purpose of the pursuit of the interest of its members and of the trade they represent. In the opinion of Sharon (2016), it is an organisation whose membership consists of workers and union leaders, united to protect and

promote their common interest. Duhaimes (2015) define it as an organisation that represents people who work in a particular industry, protect their rights and discusses their pay and working condition with employers. From all the above, a trade union can be define as an organisation of workers who have come together to protect the integrity of its trade, improving safety standards, achieving higher pay and benefits such as healthcare and retirement, increasing the number of employees an employer assigns to complete the work and better working condition. The principal purpose of a trade union are to negotiate wages and working condition, regulate relations between its members and employer, take collective action to enforce the terms of collective bargaining, raise new demands on behalf of its members and help settle grievances.

Trade union is expected to protect the interest of their members and also the interest of the management of the institutions when necessary. While protecting the interests of members; the union is supposed to agitate for personnel services that are likely to boost the morale of workers with a view to enhancing efficacy of the administration in the institution. In other words, the union is expected to be in a position where its activities could serve as reinforcement to the efforts of the management of the institutions. Through the efforts of the union, the government could be made to provide adequate support for the management in terms of funds, personnel, facilities, equipment and other necessary requirements that could propel the smooth running of the university.

Trade unions in the universities carry out some activities which can help or prevent the efficacy of the administration of the universities. Combees (2014) pointed out that trade union activities are actions or efforts that are put in place by the workers' representatives with a view to creating an enabling environment where workers welfare and adequate personnel services are not properly handled by the government and the management. The activities of the union include among others: involvement of the union in decision making, calling for strike action, agitation for collective bargaining, good leadership style and commensurate remuneration of workers. These activities of the union are likely to affect the efficacy of the administration in the universities negatively if not well handled by the government and the management of the universities.

Strike action is one of the activities of the trade unions in the universities. Okene (2006) posits that strike is the greatest means to force the management or the government to meet workers demands after every other means must have failed. Investorwords (2016) define it as a work stoppage undertaken in support of a bargaining position or in protest of some aspect of a previous agreement or proposed agreement between labor and management.

The administration of the universities is likely to be ineffective if there is no understanding between the staff and the management or between the government and the staff. This could be as a result of the inability of the government and the management of the universities to properly handle or cope with the various activities of the workers' union such as involvement in decision making, involvement in strike action, involvement in collective bargaining, involvement in a leadership role and commensurate remuneration. In some cases, workers union embarked on strike actions which have a negative effect on the programmes and activities of the university which can pave way for the ineffectiveness of the administration of the university. This ineffectiveness will likely affect the accomplishment of the objectives of the universities negatively.

Another activity of trade union in the universities is the agitation for collective bargaining. In the process of collective bargaining, workers are happy when there are a round table discussion and agreement between union and management or and government where remuneration and other conditions of service of the workers are properly discussed and concluded with an agreement that is acceptable to the parties involved. Warpen (2009) concluded that when there is a due process of bargaining and the agreements that are reached are timely and properly implemented, workers are happy and more motivated while performing their tasks thereby enhancing the efficacy of the administration in the universities. However, Metcalf (2016) informs that when there is no due process of collective bargaining, workers' conditions of service may not be properly handled by the management thereby reducing the level of workers morale which may obstruct the efficacy of the administration of universities.

Collective bargaining according to Saladon (2010) is a method of determining terms and conditions of employment, which utilizes the process of negotiation and agreement between representatives of management and employees. It provides a formal channel through which the differing interests of management and employees may be resolved on a collective basis. Mubey (2006) defines it as a system based on self-determination with the contracting parties voluntarily assuming responsibility for reaching an agreement and honouring that agreement. According to International Labour Organisation (ILO) Convention No. 98, by Nyman (1981), collective bargaining is seen as a voluntary negotiation between employers' organisations and workers' organisations with a view to regulating terms and conditions of employment by collective agreements..

Collective bargaining according to Fowler (2010) is the process in which working people, through their unions, negotiate contracts with their employers to determine their terms of employment, including pay, benefits, working hours, leave, job health

and safety policies, ways to balance work and family and more. In the opinion of Chaneta (2012) it is basically used to settle grievances (individual or collective), determine wages and salary scales, and agree on other terms of employment, working conditions and settle industrial disputes. Through conflicting interests between management and labour, frictions do occur and where proper care is not exercised, disputes which hinder work and also obstruct industrial harmony could arise. According to Alexander and Green (2008), it is only through a collective bargaining that confidence could be restored and peace reinstated in an organisation. Collective bargaining could be referred to be the way of solving workplace problems. To Adeyemi (2004) it is concerned with the relationship between union representing employees and employer or their management representatives Onasanya (2015) conducted a study on bargaining for what to pay and what not to pay a worker for a daily job in an organisation, the study concluded that trade union regulates and encourages improved relationship between their members and their employers and that collective bargaining had a relationship with organisational success.

Agitation for good leadership style on the part of the management is another activity of the union. If the style of leadership in the institution is too autocratic, the required organisational harmony between workers and the management could be tampered with and as a result, workers level of commitment to work is likely to be reduced thereby preventing administrative efficacy in the universities. Waters and Cameron (2014) concluded that if the leadership style of the management gives room for flexibility, workers could be happy while discharging their duties and moreover, situations that can lead to misunderstandings between the management and the union are likely to be averted thereby giving room for administrative efficacy in the universities. Workers tend to agitate for a style of leadership on the part of the management which will not be autocratic in approach to issues that centered on the tasks to be performed in the organisation and the welfare of the workers who are to carry out the tasks. Misunderstandings between the management and trade union may occur when the management becomes too autocratic in approaches to organisational issues. Donalson (2006) suggested that to enhance the efficacy of the administration of the university, management should embrace workers' opinions and also maintain a balance between the tasks to be performed and the welfare of the human elements that are to perform the tasks. When this comes into existence, there would be a mutual understanding between the union and the management of the university thereby reducing the rates of disputes which is expected to give room for the efficacy of the administration in the university. In addition, Northhouse (2008) concluded that leadership is a process whereby an individual influence a group of individual to do what ordinarily they would not have done to achieve a set goal. So also Julie (2009) informs that leadership is a concept that

is tricky and difficult to pin down and can only exist in a relationship and in the perception of parties to a relationship

Commensurate remuneration of workers is also one of the activities of the unions in the universities. As far as remuneration of workers is concerned in the university, management is expected to fashion out appropriate modalities which will give room for a commensurate payment which could prevent industrial disharmony that can reduce the efficacy of the administration. Workers through their various unions tend to clamour for commensurate remuneration from the management, this could lead to disputes because workers will want to earn more while management will want to pay less. Agitation for commensurate remuneration is also one of the numerous activities of the union in the universities. Mudasiru (2013) informs that commensurate remuneration is a means of ensuring that members of the union (workers) are paid based on their qualification, training and the amount of work done. It is an attempt by the union to make the government and the management to pay salaries and other benefits that are actually proportional to the tasks that are performed by the workers. When salaries and other benefits are not commensurate, the union often frowns at it and disputes between the government and the union or between the management and the union are likely to occur. Dabscheck (2007) concluded that when there is commensurate remuneration, workers may have the feelings that they are not cheated and their morale becomes boosted thereby increasing the level of their performance which could aid the efficacy of the administration. In other words, workers may feel cheated if there is no room for commensurate remuneration and as a result their level of performance is likely to reduce which can adversely affect the efficacy of the administration of the university. Robert (2008) concluded that motivation is a process that leads to satisfaction of human needs and paying workers adequately as at when due goes a long way in meeting workers needs and also make the administration easier for a leader.

To enhance administrative efficacy, there is supposed to be sound administrative strategies which are expected to consider the proper utilization of all the available resources ranging from human, financial, facilities and equipment that are required for the accomplishment of objectives. A deep knowledge of labour management could help the management of any institution to be in harmony with its labour force thereby enabling a peaceful working environment which is devoid of misunderstandings that can generate industrial unrest. Managers achieve results through workers that are well managed. If people are not well managed, the required organisational harmony between management and human elements in the University for the achievement of the set goals could be distorted. Government and management are supposed to consider the safety, health, welfare as well as satisfaction of employees and also ensure that they are sufficiently motivated to enable them to produce at their best for the goals of the

organisation to be achieved. It is therefore imperative that the management should map out administrative strategies that will not only focus the activities of the union but also be conscious of the influence of these activities on the efficacy of the administration.

Statements of the Problem

Universities are saddled with the responsibility of producing highly motivated, conscientious and efficient graduates among others with a view to build the nation or effect national development. However, it appears that the laudable goals for establishing these universities have not been fully realized in Nigeria. This might be traced to the level of involving trade union in decision making, frequent strike action embarked upon by the trade union, the leadership style as well as commensurate remuneration in the Universities. This has serious implications for national development because universities produce graduates that are employed by the government ministries, parastatals, agencies and other employers of labour within the country. Thus, efficiency and effectiveness (efficacy) are remote factors for quality university graduates. It has been the assumptions that union activities are important issues in explaining the efficacy of the administration of Nigerian universities. Therefore, the study was set out to provide empirical explanation on whether union activities promote or mar the efficacy of the administration of universities in south-west Nigeria.

Research Questions

The following research questions were answered in the study;

- (a) What is the joint contribution of workers' union activities to administrative efficacy in the Universities in southwest Nigeria?
- (b) What is the relative contribution of workers' union activities to administrative efficacy in the Universities in southwest Nigeria?

Hypotheses

The following hypotheses are tested in the study:

H₀: Trade union activities will not have joint contribution to administrative efficacy in the Universities in southwest Nigeria.

H₀₂: Trade union activities (involvement in decision making, strike action, collective bargaining, leadership style, and commensurate remuneration) will not have relative contribution to administrative efficacy in the Universities in southwest Nigeria.

Methodology

Descriptive survey design of the “ex-post-facto” type was adopted for the study. The population of this study comprised of all academic and non-academic staff of the six federal government owned Universities in the South West geo-political zone of Nigeria. The total number of academic staff in the federal government owned Universities in the South West, Nigeria is 1,328 (OAU), 1,416 (UI), 835 (FUTA), 1,262 (UNILAG), 347 (FUO) and 432 (UNAB) while the total number of non-academic staff in the federal government owned Universities in the South West, Nigeria is 2,646 (OAU), 3,470 (UI), 1,171 (FUTA), 1,865 (UNILAG) 513 (FUO) and 638 (UNAB) which gives the total population of 15,923 as at December 31st 2016. The sample for the study was made up of 600 academic and 1,400 non-academic staff taken from six federal government universities in the Southwest geo-political zone of Nigeria. A multi-stage sampling procedure was used for the selection of the sample. The total sampling technique was used to select all the federal government owned universities in Southwest geo-political zone of Nigeria. The proportionate stratified random sampling technique was used to select the academic staff and non-academic staff. The purposive (judgmental) sampling technique was also used to select the entire management staff of all the university i.e. the Vice-Chancellor, the Deputy Vice-Chancellor, the Librarian, the Registrar and the Bursar.

Two research instruments were used for the study. The first instrument is titled “Trade Union Activities Questionnaire” (TUAQ) while the second instrument is titled “Administrative Efficacy Questionnaire” (AEQ). The first instrument has forty two (42) items to elicit information on trade union activities while the second instrument has ten (10) items to gather information on administrative efficacy of the institutions. The instruments were validated by administering them at two state owned universities in south-west, Nigeria and 0.78 and 0.81 were the two reliability value obtained from the two instruments using Cronbach Alpha method of Analysis. The multiple regression analysis was used to answer research questions 1 and 2 and to test the two hypotheses

Results and Discussion

Research Question 1: What is the joint contribution of workers’ union activities to administrative efficacy in the Universities in southwest Nigeria?

Hypothesis 1: Trade union activities will not have a joint contribution to administrative efficacy in the Universities in southwest Nigeria.

Table 2: Summary of regression for the joint contributions of independent variables to the prediction of administrative efficacy

R =.923							
R Square =.851							
Adjusted R square =.851							
Std. Error =2.895							
Model		Sum of Squares	Df	Mean Square	F	Sig.	Remark
1	Regression	166149.555	5	33229.911	3965.778	.001	Ho ₁ rejected
	Residual	29084.087	3471	8.379			
	Total	195233.643	3476				

Table 2 reveals a significant combined effect of the independent variables (collective bargaining, strike action, decision making, leadership style, commensurate payment) to the prediction of administrative efficacy. The result yielded a co-efficient of multiple regressions R= 0.923, multiple R-square = 0.851 and Adjusted R square =.851. This suggests that the six factors combined accounted for 85.1% (Adjusted R square = .851) variation in the prediction of administrative efficacy. The other factors accounting for the remaining 14.9% are beyond the scope of this study. Therefore, the hypothesis null is rejected. The table shows that trade union activities contribute jointly to the efficacy of the administration in the Universities.

Research Question 2: What is the relative contribution of workers’ union activities to administrative efficacy in the Universities in southwest Nigeria?

Hypothesis 2: The five trade union activities (involvement in decision making, strike action, collective bargaining, leadership style, and commensurate remuneration) will not have a relative contribution to administrative efficacy in the Universities in southwest Nigeria.

Table 3: Summary of regression for the relative contribution of the independent variables to the prediction of administrative efficacy

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Remark
	B	Std. Error	Beta	T		
1 (Constant)	1.192	.410		2.905	.004	Ho ₂
Involvement in decision making	.014	.005	.020	2.954	.003	Rejected
Strike action	.007	.003	.018	2.600	.009	
Collective bargaining	.036	.006	.040	5.637	.000	
leadership style	.760	.022	.749	35.286	.000	
Commensurate remuneration	.158	.021	.158	7.473	.000	

Table 3 shows that five predictor factors (involvement in decision making, strike action, collective bargaining, leadership style, and commensurate remuneration) are potent predictors of administrative efficacy. The most potent factor was leadership style (Beta = .749, t= 35.286, P<0.001); followed by Commensurate payment (Beta = .158, t = 7.473, P<0.001), collective bargaining (Beta = .040, t= 5.637, P<0.001), followed by involvement in decision making (Beta = .020, t= 2.954, P<0.05) and strike action (Beta = .018, t= 2.600, P<0.05). The table further reveals that a unit increase in workers union activities will increase the tendency for the efficacy of school administration. Involvement in decision making, strike action, collective bargaining, leadership style, and commensurate remuneration has a relative contribution to the administrative efficacy in the Universities.

Discussion of Findings

Research question 1 and hypothesis 1 shows that trade union activities jointly contribute to the efficacy of the administration in the Universities in southwest Nigeria. This implies that every union activity, irrespective of its magnitude has an influence on the administrative efficacy of the Universities in southwest Nigeria. This finding corroborates the view of Nwachukwu (2008) that productivity is a measure of how well resources are brought together in an organization and utilized for accomplishing a set of objectives. In the same vein, the finding is in congruence with the views of Frenkel and Peetzy (1990) who concluded that trade union is an enhancement to productivity and that of Onasanya (2015) who also concluded that trade union regulates and encourages improved relationship between their members and their employers and between one member and another.

Research Question 2 and Hypothesis 2 reveals the relative contribution of the independent variables (decision making, strike action, collective bargaining, style of leadership, commensurate remuneration). Findings drawn from Table 4 reveal that leadership style had the largest beta weight, which indicates that it had the most potent prediction of the Universities administrative efficacy. This result is in-line with the claim of Northhouse (2008) that leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Similarly, Julie (2009) maintained that leadership is a tricky concept to pin down. He further claimed that leadership exists only in relationships and in perception of parties to a relationship. The table also reveal that commensurate remuneration had the second largest beta weight, which implies that it is the second most potent predictor of the Universities administrative efficacy. This finding supports the view of Robert (2008) that motivation is the process leading to behaviour to satisfy needs. Paying workers as at when due goes a long way in meeting their needs and will ease the administration of the leader. The Table also reveals that collective bargaining is also a good predictor of the Universities administrative efficacy. This finding supports the view of Adeyemi (2004) that collective bargaining is concerned with the relationship between union representing employees and employers or their management representatives. It is also in line with the findings of Onasanya (2015) who found that collective bargaining had relationship with organizational success. This implies that workers tend to be cooperative when management permits collective bargaining and keep to the terms of their agreement. Table 2 also reveals that involvement in decision making is also a good predictor of the Universities administrative efficacy. Workers tend to be supportive and adhere when they know that their suggestions and advices are considered during the decision making process in the institution. Northhouse (2008) reported that productive organisations are organisations that consider the opinion of group of workers while taking decision. The last potent predictor is strike action which also had influence on the administrative efficacy in the Universities. It is usually the last option of workers when management refuses to respond to workers' needs.

Conclusion

The study examines the trade union activities and administrative efficacy in universities in South-western Nigeria. The result shows that that trade union activities (involvement in decision making, strike action, collective bargaining, leadership style, and commensurate remuneration) contribute jointly to the efficacy of the administration in the Universities and that the five trade union activities have a relative contribution to the administrative efficacy in the Universities. The result also shows that of the five

trade union activities, leadership style is the most potent predictor of university administrative efficacy, followed by commensurate remuneration, collective bargaining, involvement in decision making and the last potent predictor is the strike.

Recommendations

Based on the findings of this study, it was recommended that:

1. The university administration should pay special attention to all the activities of a trade union under study.
2. The university leadership should adopt a style that will motivate and encourage the trade union, government, and university management to work cooperatively.
3. The remuneration of workers should be given priority in terms of payment and should be reviewed regularly based on the economic situation.
4. The management should adopt collective bargaining system of resolving issues whenever issues relating to staff welfare and management are to be resolved.

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