

**THE INFLUENCE OF STRIKE ACTION ON EMPLOYEES
PERFORMANCE AND PRODUCTIVITY. (A CASE STUDY OF
UNIVERSITY OF NIGERIA, NSUKKA)**

BY

**NWAOGU PASCHALINE
IRPM/2008/077**

**A PROJECT PRESENTED TO THE DEPARTMENT OF INDUSTRIAL
RELATION AND PERSONNEL MANAGEMENT,
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES CARITAS
UNIVERSITY, AMORJI-NIKE, ENUGU**

**IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD
OF BACHELOR OF SCIENCE (B.SC) DEGREE IN INDUSTRIAL
RELATIONS AND PERSONNEL MANAGEMENT**

AUGUST, 2012

TITLE PAGE

**THE INFLUENCE OF STRIKE ACTION ON EMPLOYEES
PERFORMANCE AND PRODUCTIVITY. (A CASE STUDY OF
UNIVERSITY OF NIGERIA, NSUKKA)**

BY

**NWAOGU PASCHALINE
IRPM/2008/077**

**A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE
DEGREE (B.SC) IN INDUSTRIAL RELATION AND PERSONNEL
MANAGEMENT, CARITAS UNIVERSITY, AMORJI-NIKE,
ENUGU**

AUGUST, 2012

ACKNOWLEDMENT

When kindness cannot be returned, it should be appreciated and passed on to others. My special thanks go to my supervisor Mr. Ugwu C.U who inspite of his tight schedule gave concrete criticism, contributions and guidance to this very project, I also commend the effort of my lecturers Mr. Obi, Mr. Ugwuonu Nnamdi, Mr. Isiaku E.S, Mr. Nnauko Oliver for their contributions which brought this project to a successful end.

My sincere gratitude and appreciation go to my parents, Chief and Lolo Nwaogu who denied themselves many good things of life to give me all the comfort needed all through my academic pursuit and to my lovely siblings for their works of encouragement.

My sincere gratitude goes to Rev. Fr. EM.P. Edeh, Rev. Fr. Remy Onyewenyi and Mr. T. Ochang for their support.

My special thanks to the management and staff of University of Nigeria, Nsukka, Enugu State for their co-operation throughout the period of this research.

To my caring roommate, course mates, I say thank you all.

Finally, my sincere gratitude goes to God Almighty for sustaining my life even during the period of my travelling to source out materials and during the four years degree programmer.

ABSTRACT

The influence of strike action on employee's performance and productivity. Strike generally could be defined as the refusal to work by employees of an establishment to protest from certain inadequacies in their conditions of service. Strike is a work stoppage caused by mass refusal of employee to work. To solve this research problem, the workers should be given their pride of place and be put in the "hall of fames" because the workers are the light house of the world who should be given their salaries promptly, given them incentives, make sure they are satisfied job-wise so as to be more dedicated thereby producing good giants who will uplift the tone of the nation within and outside the nation. The society itself could solve this contemporary problem of strikes, the financial gain is not coming in thousand; frustration is being meted to the workers from the citizenry. The design of the study used for this study was survey design. The population put together is 12,000 and the sample size is 746.

The instrument used for data collection is the questionnaire and interview. The instrument for data analysis is Chi-square method of testing of hypothesis and simple percentages of analyzing the tables.

TABLE OF CONTENTS

Title page	-	-	-	-	-	-	-	-	-	-	i
Approval page			-	-	-	-	-	-	-	-	ii
Dedication	-	-	-	-	-	-	-	-	-	-	iii
Acknowledgement			-	-	-	-	-	-	-	-	iv
Abstract	-	-	-	-	-	-	-	-	-	-	v
Table of contents			-		-	-	-	-	-		ix
List of contents	-	-	-	-	-	-	-	-	-	-	iix
CHAPTER ONE: INTRODUCTION											
1.1 Background of the study	-		-	-	-	-	-	-	-	-	4
1.2 Statement of Research Problem			-	-	-	-	-	-	-	-	7
1.3 Objectives of the study	-		-	-	-	-	-	-	-	-	8
1.4 Significance of the study	-		-	-	-	-	-	-	-	-	9
1.5 Scope of the study	-		-	-	-	-	-	-	-	-	9
1.6 Limitations of the study	-		-	-	-	-	-	-	-	-	10
1.7 Research questions-			-	-	-	-	-	-	-	-	11
1.8 Statement of the hypothesis			-	-	-	-	-	-	-	-	11
1.9 Definition of Terms-			-	-	-	-	-	-	-	-	12
1.10 Theoretical frame work	-		-	-	-	-	-	-	-	-	11
CHAPTER TWO: LITERATURE REVIEW			-	-	-	-	-	-	-	-	13
CHAPTER THREE: RESREACH DESIGN METHODOLOGY			-								42
3.1 Design of the study			-	-	-	-	-	-	-	-	42
3.2 Area of the study	-		-	-	-	-	-	-	-	-	42
3.3 Population of study-			-	-	-	-	-	-	-	-	43
3.4 Sampling procedure			-	-	-	-	-	-	-	-	44
3.5 The sample	-		-	-	-	-	-	-	-	-	45

3.6 Research instrument	-	-	-	-	-	-	-	-	45
3.7 Data collection	-	-	-	-	-	-	-	-	46
3.8 Method of data analysis	-	-	-	-	-	-	-	-	46
3.9 procedure for testing of hypothesis	-	-	-	-	-	-	-	-	46

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF DATA 47

CHAPTER FIVE: Summary Of Findings, Discussions, Conclusion, Recommendations, Implication, Limitations.

5.1 Summary of findings	-	-	-	-	-	-	-	-	78
5.2 Discussions	-	-	-	-	-	-	-	-	78
5.3 Conclusion	-	-	-	-	-	-	-	-	80
5.4 Recommendation	-	-	-	-	-	-	-	-	81
5.5 Implication	-	-	-	-	-	-	-	-	82
5.6 Limitation	-	-	-	-	-	-	-	-	84
5.7 Suggestions for further study	-	-	-	-	-	-	-	-	85

BIBLIOGRAPHY - - - - - 86

Appendices - - - - - 87

Questionnaire - - - - - 88

LIST OF TABLES

Table 4.1 Distribution by academic staff and non academic staff carders	- - - - -	46
Table 4.2 Academic staff Distribution by age	- - -	47
Table 4.3 Non-Academic Staff Distribution by age	- -	47
Table 4.4 Academic Staff Distribution by job status	- -	48
Table 4.5 Non- Academic Distribution by job status	-	49
Table 4.6 Academic staff Distribution by years of experience	-	49
Table 4.7 Non- Academic Distribution by years of experience		50
Table 4.8 Academic Staff Distribution by Sex	- - -	51
Table 4.9 Non- Academic staff Distribution by Sex	- -	51
Table 4.10 Academic Distribution by Marital Status	- -	52
Table 4.11 Non- Academic Distribution by Marital Status		52
Table 4.12 Academic staff Distribution by Qualification	-	53
Table 4.13 Non- Academic Distribution by Qualification	-	54
Table 4.14 Academic staff: Do you think your salary Justifies your input in the job	- - - -	54
Table 4.15 Non Academic staff: Do you think your salary Justifies your input in the job	- - - -	54
Table 4.16 Academic staff: What is your attitude towards strike action	- - - - -	55
Table 4.17 Non Academic staff: What is your attitude towards strike action	- - - - -	55

Table 4.18 Non Academic Staff Distribution by salary level	57
Table 4.19 Non Academic Staff Distribution by salary level	58
Table 4.20 Academic Staff Distribution by Ethnic Group	58
Table 4.21 Non Academic Staff Distribution by Ethnic Group	59
Table 4.22 Academic Staff: To what extent does strike action influence Employee performance and productivity in an organization	-60
Table 4.23 Non Academic Staff: To what extent does strike action influence Employee performance and productivity in an organization	-61
Table 4.24 Academic Staff: To what extent does delay on the payment of Workers salaries cause strike in organization	-- - -- -- 61
Table 4.25 Non Academic Staff: To what extent does delay on the payment of Workers salaries cause strike in organization	-- - -- -- 62
Table 4.26 Academic Staff: To what extent does the management employer and employees respondent to strike action	- - - - 62
Table 4.27 Non-Academic Staff: To what extent the management employer and employees respondents to strike action	- - - - 63
Table 4.28 Academic Staff: To what extent does the government respondents to the demands for strike action	- - - - - 63

Table 4.29 Non Academic Staff: To what extent does the government respondents to the demands for strike action	-	-	-	-	-	63
Table 4.30 Testing Hypothesis 1	-	-	-	-		64-66
Table 4.31 Testing Hypothesis 11	-	-	-			67-72

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Strike generally could be defined as the refusal to work by employees of an establishment to protest for certain inadequacies in their conditions of service.

Strike is a work stoppage caused by the mass refusal of employees to work. Strike usually takes place in response to employee grievances.

In most countries, they were quickly made illegal as factory owners had political power than workers. Most Western countries partially legalized striking in the 19th or ea 20th centuries.

Strikes are sometimes used to put pressure on government to change policies. It will also be noted that strike is not peculiar to universities alone but to other organizations or pressure groups such as:

1. Nigeria labour Congress (NLC)
2. Nigeria Bar Association (NBA)

3. Nigeria Union of Journalist (NUJ)

4. Nigeria Medical Association (NMA)

Higher Institutions that are liable to embark on strike actions include:-

1. The Academic Staff Union of Universities (ASUNU)

2. The National Association of Nigeria Students (NANS)

3. The Academic Staff Union of Polytechnics (ASUP)

4. The Academic Staff Union of College of Education etc

When strike occurs in an organization, workers suffer most and in this way, the Nigeria working system has been thoroughly destroyed.

There is no way to remedy this situation apart from the individual employees concerned to stand up and demand for their right.

Although, strike may create temporary difficulties for workers in the sense that it will stop their work and without their work, they won't earn a living. this situation of our country Nigeria will not be fully developed because they will be back of or less production because

of the strike action management has not put its priorities right. it is in protest of these misplaced priorities and inadequacies that these management and Nigeria union of worker. ie the Nigeria labour congress (NLC).

In most cases, the employers and the employees would have explored all avenues for dialogue and strike becomes the last option for the settlement of disputes.

Before the introduction of strike among Nigeria worker in the years 1963 by PA Imodu, the authorities have always worked in peace and harmony with their privilege to work as an employee in any organization because they always had great expectations both the senior and the junior staff worked happily together as members of the same community and guided by a sense of mission to promote and preserve their working performance.

Today, the issue of strike in our country has been so rampant that the government will have to do something urgently so as not to Jeopardize the interest of the employees on how to improve their performance and productivity in their place of work. But before the emergence of union, there had been spontaneous strike and

protests against poor conditions of work in several African countries.

In the strike that took place in sierra-leone in 1874. In Senegal, rail road workers had frequently engaged in sporadic strikes against the dehumanizing conditions of work.

In practice, however, it has been difficult to separate strike from other forms of expression of industrial dispute as employers lock out workers and workers them-selves embark on strike action. it is or useful to view both phenomena as part and parcel of the conflict situation, not as opposite. rarely does a strike occur over a single issue for an obvious cause may be linked with several others issues that are not immediately apparent to the observation that have caused dis-satisfaction because solutions to them have been long in coming. The actual occurrence of a strike depends on several factors including prevailing circumstance. This also goes to show that few strikes occur spontaneously especially as there is no way of guaranteeing that a strike action instead of other forms of strike action would be decided upon by worker involved.

1.2 BRIFY HISTORY OF CASE STUDY

The University of Nigeria, commonly referred to UNN, is a Federal University located in Nuskka, Enugu State, Nigeria. Founded in 1955 and formally opened on 7th October 1960, the University of Nigeria has four campuses-Nuskka, Enugu and Ituku-Ozalla- Located in Enugu State and one in Aba, Abia State Nigeria.

The University of Nigeria was the first full fledges indigenious and first autonomous educational system. it is the first land-grant university in African and one of the five elite universities in the country. The university has 15 faculties and 102 academic departments. The university offers 211 undergraduate programmers and 82 postgraduate programmers.

The University celebrated its 50th anniversary in October 2010.

A law to establish a university in the Eastern Region of Nigeria was passed on may 18, 1955 while that date marks the formal beginning of the history of the university of Nigeria, the enactment of this legislation by several Nigeria leaders, and inspired particularly by then premier of the Eastern Region, Dr. Nnamdi Azikwe. One of the first steps taken by Eastern Nigeria Government

towards the implementation of its commitment was an invitation to both the United States of American and the United Kingdom to send advisers to help in the planning of physical structures and educational aspects of the proposed university.

Under the joint auspices of the inter overseas and the international Education Administration (now the United States Agency for international the Development). J.W. Cook, Vice Chancellor of the University of Exacter, Dr. John A Hannah, President of Michigan state university and Dr. Glen L. Taggart, Dean of International programmers at the same university came to Nigeria in 1958. The team surveyed the site at Nsukka, and extensively investigated a great variety of factors pertinent to the establishment of a new university.

The result of their efforts were contained in a while paper issued by the Eastern Nigeria Government on 30 November 1958. They had recommended “that the development of the University of Nigeria based upon the concept of service to problems and needs of Nigeria is a desirable project and one that should receive support from any source which could help to make it a sound Endeavour”.

They further recommended that a provisional council be established to “draw upon the technical and consultative

Resource available throughout the world to help in planning the institution” the provisional council authorized by the Eastern Nigeria legislature, was appointed by the Governor in council in April 1959, and given necessary financial and administrative powers to build a sound university. it reflected the spirit of international co-operation which has given birth to the institution. it consisted of Dr. Nnamdi Azikwe. Dr. T. Olawale Elias and Dr. Okechukw Ikejiani from the federation of Nigeria, J.S. Fulton from the United Kingdom, Dr. Marguertu Cartwright and Dr. Eldon Lee Jonson from the United State of American.

The university was formally opened on 7th October 1960, as the Celebrations in the Eastern Region. her Royal Highness Princess Alexandra of Kent, represent HER Majesty Queen Elizabeth 11 at the Nigeria independence celebrations performed the opening ceremonies and laid the foundation stone of one of the university`s early buildings.

Classes began on 17 October 1960 with an enrollment of 220 students and 13 members of the academic staff. Other opening convocation addresses were delivered by the chairman of the provisional council, Dr. Nnamdi Azikwe, the first president of the federation of Nigeria and by Dr. John A. Hannah, president of Michigan State University, U.S.A.

The university was fully autonomous, with the power to grant its own degree technology speaking, therefore, it became the first fully-fledged university in Nigeria since Ibadan was still at that time a university. It also became the first university established by a Nigeria Regional Government.

1.3 STATEMENT OF THE PROBLEM

The Influence of strike action on employee's performance and productivity poses serious problems both on management and lecturer and those problems sought to be solved by the end of this research study and they include, the causes of strike action, how workers performance and productivity could be increased, ways in

which strike actions could be eradicated and dose strike action demoralize workers or motivate them.

1.4 OBJECTIVE OF THE STUDY.

The issue of strike by organization has been so rampant that the government will have to do something urgently about this situation, so as not Jeopardize the existence of the organization.

Therefore, the objective of this study includes:-

1. To find out whether strike influence the employee performance in an organization.
2. To find out whether delay in payment employees salaries is the major cause of strike in an organization.
3. To find out how government reach towards the cause of strike in an organization.
4. To find out how the organization, employers and employees respond either positively or negatively to strikes.
5. To prefer practical solution to the problems.

1.5 SIGNIFICANCE OF THE STUDY

This empirical study will be important to be researcher since it is a partial requirement for the award of Bachelor of Science in Industrial Relations and personnel Management. Also this research work will be the University of Nigeria, Nsukka. it will also be beneficial to other universities within Nigeria and potential and future researchers on the issue of strike action in employee`s productivity and performance.

The study will identify how to make management have a re-think or reconsider their plea. How strike action is carried out so as to increase the welfare or pay of workers and how employed embark on strike so as to gain grounds in the organization.

1.6. SCOPE OF THE STUDY

The scope of this study focuses on the influence of strike action on employee`s performance and productivity, the cause of strike action and the necessary measure to reduce or avoid strike action. In this scope we will be able to search and find out how the strike action affect the performance and productively of workers in university of Nigeria Nsukka.

1.7 LIMITATION OF THE STUDY

The research was also limited by time and financial constraints, as the researcher also affected by restriction of movement by the institution authority. The researcher did not also make use of so many books that are meant to be the library because there are no enough books related to any topic in the library.

1.8 REASEACH QUESTIONS

This research questions is based on the influence of strike action on employee's performance and productivity.

1. To what extent dose strike action influence employee performance and productivity in an organization.
2. To what extend does delay on the payment of workers salaries cause strike in am organization.
3. To what extend does the management employer and employee respond to strike action.
4. To what extend does the government respond to the demands strike actions

5. What is the practical solution to the problem of strikes in the University of Nigeria Nsukka?

1.9 RESEARCH HYPOTHESIS

1. There is significant influence of strike action on employee performance

Productivity and in the University of Nigeria, Nsukka

2. Strike action erupts as a result of delay in payment of workers salaries and other entitlement.

3. There is significant Influence of strike action on the reactions of government.

1.10 THORITICAL FRAMWORK

Strike generally could be defined as the refusal to work by employee of an establishment to protect for certain inadequacies in their conditions of services. Strike usually takes place in response to employee's grievance. We have different theories in strike and they are unitary perspectives, classical perspective, integrationist perspective and pluralistic perspective all those are involutes in the strike theories but the pluralistic perspective it say "if one however

accepts the views of social writer and the idea of a pluralistic approach to work organization, then conflict among competing subgroups will be seen as an inherent feature of structure of the organization. The pluralistic manager is more likely to accept that conflict in organization requires careful handling and attempts to reconcile rival interest

1.10 DEFINITION OF TERMS

STRIKE: An organized refusal to work by employees of a company.

INFLUENCE: The power to produce effects, especially Indirectly or through an intermediary, the condition of being affected power to change a person`s way of life.

JOB SATISFACTION: Remuneration is a reward. It is better payment and fringe benefits. The chief characteristics of workers were that economic self interest. Michael white (1980) discovered that remuneration (money) is a good and an incentive. Remuneration is a source of satisfaction, is a standard companion. so remuneration is a source of material goods stimulus to greater production.

CHAPTER TWO

LITERATURE REVIWE

2.1 INTORDUCTION

A comprehensive review of literature is generally believed to be an essential ingredient for the development of knowledge through research.

It has been said that is it imperative that a researcher be familiar not only with the phenomenon he is studying but also with the finding and conclusions of pertinent studies that has been carried out in that area of study. Over the years several authors define the influence of strike action on employee performance and productivity.

2.2 Theoretical Review

Strike generally could be defined as the refusal to work by employees of an establishment to protest for certain inadequacies in their conditions of service. it is a work stoppage caused by the mass refusal of employees to work.

Strike usually takes in response to employee grievance. The theories of conflict are as follows:-

1. Unitary perspective.
2. Classical perspective
3. Integrationist perspective
4. Pluralistic perspective.

In unitary perspective, Peter ducker in the year 1959 made the following point in one of his book “Any business enterprise must build a true team and weld individual efforts into a common effort” Each member of the enterprise contributes towards a common goal. Their effort must all pull in the same direction, and their contributions must fit together to produce a whole without unnecessary duplication of efforts.

The manager must know and understand what his performance and his superior must know what contribution to demand and expect of him and must Judge him accordingly.

If these requirements are not met managers are misdirected, their efforts are wasted. Instead of team work, there is friction, frustration such traditional views appear to imply a unitary

perspective of the organization. The organization is viewed as an integrated and harmonious, while conflict is seen as a dysfunction outcome and can be explained, for example by poor communication, personality clashes or handwork of agitators.

2. CLASSICAL PERSPECTIVE: - The prevalence of conflict in organization is only too apparent, not only from our experience but also from literature of organization studies. All schools of thought have recognized that conflict exists. They differed only in how they looked at it. The writers of classical organization theory viewed the organization. Ideally it should not exist. Their could be done by adequate Job definition, detailed, specification of relationship among position, careful selection of people to fill positions, and the through training of people once they have been assigned.

3. INTERACTIONIST PERSPECTIVE: - A more recent view of conflict is the integrationist, perspective, which believe that conflict is a positive force and necessary for effective performance. This approach encourages a minimum level of conflict within the group in order to encourage self prevent apathy or too great a tolerance for harmony and status quo. Conflict parse is not necessarily good or

bad but inevitable feature of organizational life and should be judged in terms of its effects on performance. Even if organization has taken great care to try and avoid conflict, it will still occur. Conflict must continue to emerge despite attempts to suppress it.

4. PLURALISTIC PERSPECTIVE: - If one however accepts the views of social writers and the idea of a pluralistic approach to work organization, then, conflict among competing subgroups will be seen as an inherent feature of organization and induced in part by the very structure of the organization. The pluralistic manager is more likely to accept that conflict in organization requires careful handling and attempts to reconcile rival interest.

2.3: EMPIRICAL REVIEW

STRIKES AS A PROBLEM

The unpalatable side of individual relations, and on which the public often associate unions, is the strike. The strike indicates a breakdown of cordial relationship between labour and management and is usually the one aspect of industrial relations that invites the most negative commentary. Yet the useful functions for the two sides of industry. When a union calls out its members on strike, it

is in the belief that strike will exert pressure on the employer (and sometimes indirectly on government) to take a desired action, such as conceding a demand for improvement in terms of employment, or ameliorating an unsatisfactory working condition. All strikes, whether orthodox or political, fit into this description.

Most strikes involve attempts by either the union or management to change the bargaining position of the other party. When properly used, a strike can force management to concede the demand of the union. It can impose exorbitant costs and thereby induce them to reach agreement. Apart from the use of the strike by the workers to win substantive demands, a strike may be used to effect a change in the structure of bargaining, such as changing from enterprise bargaining to multi-employer bargaining, or vice versa. It may also serve to lower the expectations of the rank and

2.4: THE POSITIVE INFLUENCE OF STRIKE ACTION

EMPLOYERS ADVANTAGE:-

Saving on ways during strikes:

A chance to implement major changes to the work force model and to the fabric/machinery of a building.

Employers Disadvantage:-

Lost of revenue from not producing product or service. Bad publicity generated from Industrial action.

Employees Advantage:-

Highlight the workers complaint at a higher level. ie the general public. Strength in numbers to negotiate higher ways conditions.

Employees Disadvantage:-

Ways are lost chance of losing your Job.

It was recognized since the necessity of labour that the relationship between employee and employer is still in debate for all country. Most states protect the necessity of the labour with many of labor. Act or made the convention to ratify its necessity,

furthermore, the ratification of all convention concerning the labour could be the highest regulation and provisions regarding labour, Directly or indirectly, the establishment of all convention already influence the government policy in international sphere including Indonesia government establish and promulgate act number 13, year 2003 concerning the man power, Act number 21, year 2000 concerning the trade union and also act number 2, year 2004 concerning the industrial relations Disputes settlement. The important problem concerning the travel of the company is the strike action by the laborite's strikes first become important during the industrial revolution when mass labour become important in factories and mines. In most countries they were quickly made illegal, as factory owners had far more political power than workers.

2.5: THE RIGHT TO STRIKES

As is shown later, the argument against the right to strike in the public sector in Nigeria rests more on the impact of the strike on the economy, public health and safety than on the sovereignty doctrine. If however, the right to strike is denied, then there ought to be effective and mutually satisfactory method of regulating

employment condition in the public sector. Yet as demonstrated, collective bargaining in this sector is subsidiary to other methods of employment rules and wage commissions, are by and large, unilateral determination since they preclude real participation of employees.

Given the inequities that are usually associated with unilateral decision-making and bargaining machinery, the role of the strike as a means of ensuring favorable employment condition in the public sector then becomes crucially important. In other words, without effective collective bargaining, the strike is the main avenue for giving expression to employee`s grievance. And since only the strike can induce the public employer to negotiated, it is therefore the effective means of conducting industrial relations in the public sector. Available evidence clearly supports this thesis.

In 1982, after more than one year of futile attempt by the (STWUN to negotiate with management over the 10-15 percent increase in salary allowed under income policy guidelines, the union embarked on a 3 days strike. This strike induced the management (official) side to negotiate the union demand labour

Congress for a nation minimum wage was ignored by government, and only a 2-days nation-wide strike induced management to negotiate, which ultimately led to the enactment of the minimum wage act of 1981. It can be seen, therefore, that if strikes were disallowed, as is written in current labour policy, the employer would have no inducement to negotiate.

The essential service, which includes the entire public sector and certain private sector establishments such as banks and oil industries, are areas where the strike is prohibited out-right. The argument for the prohibition of the strike is that it will adversely affect the fortunes of the economy threatened public health, safety and welfare of the community. However, to categorise all public sector institutions and agencies as essential service is far-fetched and impracticable because, there is a number of public institutions whose services are no more essential than those of the private sector. It is therefore more meaningful to categorise public sector institutions and agencies for the purpose of determining their essentiality.

Three categories appear more realistic:-

1. Essential function:-

It include the armed forces, health care post and telecommunications, fire, electricity, aviation, water and sanitation, where the occurrence of a strike would endanger security, public health and welfare and safety. Therefore strike should be presumed prohibited.

2. Secondary Functions:-

It includes ports banks and petroleum. Strikes in this service are, like most strikes, inconvenient and should be discouraged. However, strike of a short duration would not necessarily pose immediate threat to public health and safety and can be tolerated.

3. Non- essential Function:-

it include most civil service of the federal state and local government, excluding service covered in the previous categories. Strike of an indefinite duration in these areas, assuming that employees can indeed sustain such strikes, do not seriously harm society. It is important to bear in mind that the nature of the service rendered should be the guiding

principle as to which categories a particular service belongs to. In any truly essential service, the strike should be prohibited, but for effectiveness, practicable and efficient machinery should also be evolved for the speedy settlement of grievances and disputes.

Unfortunately, neither side seriously believes in the effectiveness of the disputes resolution machinery, nor is management often willing to negotiate in good faith.

2.6. WHY DOES WORKER GO ON STRIKE

Workers go on strike for different reasons.

1. To get improvements where they work
2. For more money.
3. For shorter working days
4. To stop their wages from going down.
5. Because they think their company has been unfair to them.

A strike, more formally known as strike actions, occurs when work stops as result of a large percentage of employees refusing to come to work. Strikes often occur because workers feel that they are being treated unfairly and use a strike as a way to seek redress.

Many times, the reason workers go on strike has something to do with wages and benefits and their option of going or the strike to shows their disagreement with their employer's stance. Sometimes, it works and sometimes it doesn't.

Labour unions have historically played a huge role in strikes and continue to do so. Strike occurs most bargaining. This is a time when there is a contract negotiation going on between the union and the employer and the union, are trying to agree on a contract. A strike is usually a last resort by a union to attempt to get employer to agree to the contract.

The term "going on strike" is a common one vast amount of media attention. However, strikes are actually rather rare.

Typically, the union and the employer are before strikes happen. This is good because strike rarely, if ever, truly and completely benefit the people involved. The union may get what it wanted but it may come at a high price. Furthermore, a strike does not guarantee that a union will get what it wants, so going on strike carries a fair amount of risk.

Strikes are a useful tool and labour unions do employ them from time to time. Seemingly, Just the threat of strikes is sometimes enough to get the employer and union to some to an agreement and, luckily, strikes can usually be avoided. A strike is a very powerful weapon used by trade union and other labour associations to get their demand accepted. It generally involves quitting of work by a group of workers for the purpose of bringing the pressure on their employer so that their demands get accepted. When workers collectively cease to work in a particular industry, they are said to be on strike.

According to industrial Disputes Act 1947, a strike is “a cessation of work by a body of persons by a body of persons employed in industry acting in combinations or a concerted refusal of any number of person who are or have been so employed to continue to work or to accept employment; or a refusal under a common understanding of any number of such persons to continue to work or to accept employment.

This definition throws light on a few aspects of a strike. Firstly, a strike, a strike is referred to as stoppage of work by a group of workers employed in a particular industry.

Secondly, it also includes the refusal of a number of employers to continue work under their employer. In a strike, a group of workers agree to stop working as a protest against something they think is unfair where they work. Labourers withhold their services in order to pressurize their employer or government to meet their demands. Demands made by strikes can range from asking for higher wages or workplace environment. A strike sometimes occurs so that employers listen more carefully to the workers and address their problem.

CAUSES OF STRIKE

Strike can occur because of the following reasons:

1. Dis-satisfaction with company policy
2. Salary and incentive problems.
3. Increment not up to the mark.
4. Wrongful discharge or dismissal of workman.
5. Withdrawal of any concession or privilege.

6. Hours of work and rest intervals.
7. Leaves with wages and holidays.
8. Bonus, profit sharing, provident fund and gratuity.
9. Refreshment of workmen and closure establishment.
10. Dispute connected with minimum wages. In general, Industrial action is caused by a continued work dissatisfaction in an Industry or profession. Manly, wages and working conditions. I believe, perhaps, naively that large scale Industrial action that was witness in the 1980s and 90s is a thing of the past due to the fact that its is relatively easy and common to change employers and professions these dissatisfied to the level that creates industrial disputes. Also there has been a lot of good work that has created cultural, difference or shifts in thinking regarding working conditions, safety, hours worked and general mental well being also a “work together.

2.7 TYPE OF STRIKE

We have different types of strike, they are:-

1. **ECONOMIC STRIKE:** Under these types of strike, labour stops their work to enforce their economic demands such as wages and bonus. In these kinds of strike, workers ask for increase in wages, allowance, house rent allowance, dearness allowance, bonus and other facilities such as increase in privilege leave and casual leave.
2. **SYMPATHY STRIKE:** This is a solidarity action embarked upon by workers who are not directly involved in the dispute. Sympathy strike merely express moral and fractional support aimed at bringing pressure on the employer involved in the trade dispute. When workers of one unit or Industry go on strike sympathy with worker of another unit or Industry who are already on strike, it is called a sympathetic strike. The members of other union involve themselves in a strike in other undertaking. The worker of sugar industry may go on strike in sympathy with the fellow workers of the textile industry who may already be on strike.

3. **GENERAL STRIKE:** It means a strike by members of all or most of the unions in a region or an industry. It may be a strike of all the workers in a particular region of industry to force demand common to all the workers. These strikes are usually intended to create political pressure on the ruling government, rather than on any one employer it may also be an extension of the sympathetic strike to express generalized protest by the workers.
4. **SIT DOWN STRIKE:** In this case, workers do not absent themselves from their place of work when they are on strike. they keep control over production facilities. But do not work. Such a strike is also known as “pen down” or ‘tool down” strike. Workers show up to their place of employment, but they refuse to work. They also refuse to leave, which makes it very difficult for employer to defy the union and take the workers place. In June 1998, all the municipal corporatio0n employees in Punjab observed an open down strike to protest against the non-acceptance of their demands by the state government.

5. **SLOW DOWN STRIKE:** Employees remain on their jobs under these types of strike. They do not stop work, but restrict the rate of output in an organized manner. They adopt go-slow tactics to put pressure on the employers.
6. **SICK-OUT** (or sick-in): In this strike, all or a significant number of union member call in sick in the same day. They don't break any rule because they just use their sick leave that was allocated to them on the same day. However, the sudden loss of so many employees all on one day can show the employer just what it would be like if they really went on strike.
7. **WILDCAT STRIKES:** These strikes are conducted by worker or employees without the authority and consent of unions. In 2004, a significant number of advocated went on wildcat strike at the city civil court premises in Bangalore. They were protesting against some remarks allegedly made against them by an Assistant Commissioner.
8. **CONSTITUTIONAL STRIKE:** Refer to actions the collective agreement. The agreement usually specifies the time at which strikes may be called by the worker and the procedure for

conducting a strike ballot may be a requirement. This is the strike embarked upon after all laid down constitutional provisions has been followed.

9. **UNCONSTITUTIONAL STRIKE:** This on the other hand, does not conform to the provision of the collective agreement or the relevant public policies. It is often used by employers to describe strike action where the laid down procedures have not been properly explained before engaging in strike.
10. **OFFICIAL STRIKE:** Official strike is joint action by the collectivity of member of a union usually authorized by the leadership of the union.
11. **UNOFFICIAL STRIKE:** These are strikes without the authority of the union leadership have lost confidence in the leader and are therefore willing to exert direct pressure on the employer without the leader permission.

2.8 THE IMPACT OF STRIKE ON THE WORKER AND HIS UNION

1. **TO THE INDUSTRIAL STRIKE:** Strike represents the exercise of his

Fundamental right to withdraw his services. Situations which appear to contradict his personal wish and aspiration or which threatens the fulfillment of the needs of the individual are being registered in the process of striking. More importantly it is these individual rights that are harnessed by the trade union to embark on strike action. The strike is very potent tool and can be very powerful if the workers on strike represent irreplaceable labour, or if the production loss incurred by the employer during the strike is very significant.

2. The strike also makes the management to take union seriously in

Future negotiations, as such successful strike enhance the bargaining position of the union for the next negotiation.

3. the strike if successful improve the economic well being of the members of the trade union as they can win salary increase as a result of strike action.

4. Striking workers also stand the risk of losing substantial income during the period of the strike. This is because the Nigeria employer may often invoke the no-work-no -pay law.
5. Leaders of unsuccessful strikers tend to be crushed by both the workers they represent and the management they negotiate with. The success of the strike itself is largely dependent on the leader`s mobilizing efforts.

THE IMPACT OF STRIKE ON THE EMPLOYER AND MANAGEMENT.

1. The most explicit impact of strike on the employer is the loss of productivity.
2. Related to productivity is the loss of output. This is because caesure of productivity culminates to loss output.
3. loss of output automatically leads to inability to meet customer`s demand and inability to supply customers orders on schedule.
4. The end product of the above impacts is the loss of profit of the concerned industry. Organizations exist for profit and when organizations start running at a loss that is an indication of danger.

5. The long-term cost of the strike to the employer is the loss of employees who many probably not return after the strike.
6. Strike therefore tends to repute good relationship between managers and trade union leaders because it could lead vengeful action against union leaders.

IMPACT OF STRIKE ON THE STATE

1. The strike disrupts the achievement of the maximization of economic growth and development for the nation as a result of the loss of output in the industry affected. Reduction in the nations cross domestic product.
2. Strike has political implications to the state and government-labour –relations. This is because it could arouse political agitations. The military can as a result of a prolonged strike actions by workers decide to take over the government vide a coup action.
3. Strike could largely fuel cost-push and excess liquidity inflation in the national economy as a result of workes wining large wage concessions following the success of a strike action.

4. Again, a strike prone country is not likely to attract foreign investment from foreign industrials, thereby constituting a barrier blocking achievement of state development objectives.

What can therefore be deduced from the above effects of strikes on various actions in industrial relations is that strikes and other forms of industrial actions have both costs and benefits. Strike is usually the one aspect of industrial relations that invites most negative commentary. Yet the strike distasteful as it is, performs various functions for the two sides of industry. Most strikes involve attempts by either the union or management to change the bargaining position of the other party or it may be used to effect a change in the structure of bargaining, such as changing from enterprise bargaining, to multi-employer bargaining or vice-versa. (Fashoyin, 1992) Based on his finding that the workers decisions to take part in a strike would be balanced between the eventual gain (or loss) accruing to him on the one hand, and the consequence of his action on the community on the other.

2.9 IMPROVING EMPLOYEE PERFORMANCE.

If you want to improve employee performance, think about your daily conversations with employees. No better opportunity exists to reinforce and help refine excellent employee performance. You discuss new projects, talk about over due assignments, give up dates about completed tasks, and more use these conversation to reinforce the importance of doing a great job. How? Link the employee performance to a workplace result.

Example of lining Employee performance to result Requested.

1. When you order the Janitorial supplies on time, that allows the maintenance employees to do their job in a timely manner (result of improvement)
2. When you submit your reports on the time we are able to meet our deadline for submitting the monthly reports to the filed office.
3. If you employed to take) you will have an opportunity to interact with all of the senior managers in the company (result of action).

4. By participating in the project (action you want employee to take) you will have an opportunity to learn more about the organization strategic plan.

WHY DOES THIS RESULT APPROACH TO IMPROVING EMPLOYEE PERFORMANCE WORK.

The main reason this result based approach work is because you are able to explain the value of positive performance from different perspectives you can talk about results that are important to employees and results that are important to the organization. You are also able to use multiple reasons to explain why something is not important. So if employees react negatively to one result it impact another employee

WHAT TYPES OF RESULTS CAN YOU LINK TO EMPLOYEE PERFORMANCE?

At the individual level, you can link employee performance to desirable outcomes such as greater autonomy, less stress, reduced work loads, or increased visibility these results emphasize personal and professional interest.

On a broader level, employee performance can be linked to organization mission, office goal, customer service, or term performance. These require employees to look at the larger impact of their performance result. Just make sure you include results that reflect personal interests of your employees as well as results that are important to your organization.

Identify who employee performance impacts consider managerial staff, technical staff, and others use this information to emphasize how one employee's performance can positively or negatively impact another employee performance and results.

Finally, Employee performance is everything about the performance of employees in a firm or a company or an organization. It involves all aspect which directly or indirectly affects and relates to the work o the employees.

Employee performance evaluation should be undertaken periodically and that the employees know their strength and weakness and can work upon them.

2.10 Productivity:

Productivity is an important term to individuals, groups, organization and nations. Despite its importance, there is lack of universal definition of productivity comparative analysis of productivity is sometimes difficult for example, comparing productivity of a work using manual systems of operation with another using automated system of operation may be difficult.

However, Bedeian (1987) has defined productivity of units of output produced divided by the number of unit of resource applied. A productive organization will produce more unit of outputs with given units of input .

MEASURING PRODUCTIVITY:

Productivity can be measured in two ways:-

TOTAL PRODUCTIVITY: Is defined as a quantity of output appears to be more accurate but may eventually become meaningless because of the variety of the inputs used by organization. Hence, one may measure Productivity by means of partial productivity index.

PARTIAL PRODUCTIVITY: This measures the productivity of each component of input eg.

1. Employee productivity index i.e., total number of goods and service produced divided by the number of hours expended.
2. Equipment productivity index: This is the output of assets sometimes the overall turnover ration is used to measure this productivity.
3. Raw materials productivity which can be defined as the quantity of output divided by the units of energy consumed. This is the most commonly used index to measure productivity

4. IMPROVING PRODUCTIVITY:

Improving Productivity of industrials groups, organizations, or the society is dependent on a number of factors include;

PRODUCTIVITY OF INDIVIDUAL: Workers attitudes have an important influence on productivity according to wells; this is contingent on willingness of the individual to perform and the ability to do. These two variables can range between low and high.

Willingness to do

(a) Low ability to do and willingness to do.	(b) High ability to do and low willingness to do.
(c) Low ability to do and high willingness to do.	(d) High willingness to do and high willingness to do.

The interaction between these two factors may create four situations

- (a) Low ability to do and low willingness to do
- (b) High ability to do and High willingness to do
- (c) Low ability to do and High willingness to do
- (d) High ability to do and High willingness to do

Individuals who fall into the category (d) are high performing individuals while individuals that belong to category (a) are low performing individuals. Category (b) individuals will require some degree of motivation in order to improve their performance while category (c) will require training to improve their skill.

Productivity of Groups: this can be determined in term of (1) Task – goals

(2) Personal goal

This is the ability to achieve the set standards and personal goals of members. Factor affecting productivity of groups include

- Good leadership
- Structured of the task
- Motivation of members
- Group collusiveness

Environmental Factor

The nature of the task.

Organizational Productivity: The productivity of organization as well as the society is dependent on a number of factors. Mckinsey (Y:P) in his comparative study of American and Japanese organization developed and model which was subsequently used by passable and Auchos (1981). The model identified seven main variables in productivity of organization. They include:-

- (a) Super-ordinate goals which will link all other variables.

(b) Structure: the methods of differentiating and interpreting work activity.

(c) System: That is particularly the information processing system.

(d) Staff: That is the characteristic of employees in the organization.

(e) Skills: That is the ability of employees.

Factor Influencing Productivity:-

The role of management in Influencing productivity gains is clear. in general, the productivity of an organization as well as a nation will be dependent on the level of motivation, technological development and availability of labour.

Productivity Management:-

In an attempt to improve productivity, some organization has set up systematic and coordinated productivity improvement programmes. These methods can be discussed under the following heading:

1. Quality of work Life (QWL) means a set of objectives, organization condition and practices such as environment, democratic supervision, employee involvement and safe

working condition. It may also be equated with employee perception that they are safe, relating well satisfied and able to grow and develop as human being:

2. Product and process improvement: Organization establishes research and development units to conduct both basic and applied research on improving the product and process. Such search will enhance worker productivity.
3. Organizational Change: Systematic attempt to alter the structural relationship and roles assigned to people for effective functioning of organization. the main approaches to organizational change are structural, technological attempt to analyze and refine the interactions between worker and machine to increase efficiency in the work place people attempt to change behavior of employee directly by focusing on their skills, attitudes, perception and expectation and organizational development.

2.11 SOLUTIONS TO CURB STRIKE ACTION. 1.11

MBA (1977) suggested that worker should be given their pride of place and be put in “hall of fame” According to him, the worker are the light house of the world who should be given their proper

recognition. This could be done by paying them their salaries promptly, giving them incentives, make sure they are satisfied job-wise so as to be more dedicated thereby producing good giants who will uplift the tone of the nation within and outside the nations the above is very true if the working standard of the country is to be taken seriously.

Hooks (1970) in his own said that although it is not proper for workers to be denied of their rights salary-wise, the worker should also avoid irrational thinking high heartedness. They should not strike to absolute total strikes that are meant to be disposed off. Negotiation should be the watch word and not confrontations from the above, one could deduce that confrontation solves the problem to some extent whereas total strike action creates the nation.

Oladele believed that the society itself could solve this contemporary problem of strikes. He said that citizens should not look down on the worker. Just because the financial gain is not coming thousand. Frustration is being meted to the workers from the citizens to fight against poverty, government and oppression. It is when all hands are on deck to annihilate workers untold suffering that the workers will feel recognized. This will make the lecturers to know that there is hope for them.

CHAPTER THREE

3.1 DESIGN OF THE STUDY

This study is to find out the effect of strike action on employees performance and productivity in university of Nigeria Nsukka.

The research design which needs to be taken regarding the collection of data before ever data is collected.

this study is going to adopt a descriptive method of survey to determine the method and procedure adopted in this research report is also important since it gives the reader background information on how to evaluate the finding and conclusion of the study.

3.2 AREA OF THE STUDY

In this research, the researcher used university of Nigeria, Nsukka as her area of study.

3.3 POPULATION OF THE STUDY

The population of this study is made up of academic staff and non academic staff in the University of Nigeria, Nsukka. The total staff strength as at the time of this study is twelve thousand (12,000) which made up seven thousand eight hundred and twenty (7,820) academic staff and four

thousand one hundred and Eight (4,180) non-academic staff for the research study.

3.4 SAMPLING PROCEDURE

The sampling procedure used in this research would be first determined by obtaining information as to the population of the study which covers the whole population meant for the study twelve thousand employees were been selected which comprise of seven thousand eight hundred and twenty (7820) academic staff and four thousand one hundred and eighty (4,180) non academic staff. The statistical formula.

$$\underline{n=N}$$

$$1XNe^2$$

Where N=12000

$$e=0.05$$

$$n=?$$

Replacing the values with the formula, we have;

Academic staff

$$\underline{n=7820}$$

$$1+7820(0.05)^2$$

$$\underline{n=7820}$$

$$1+1955$$

$$\underline{n=7820}$$

$$20.55$$

$$=380.53$$

$$=381$$

2

Non-academic staff

$$\underline{n=4180}$$

$$1+4180 (0.05)^2$$

$$\underline{n=4180}$$

$$1+10.45$$

$$\underline{n=4180}$$

$$11.45$$

$$n=365.07$$

$$=365$$

2

3.5 THE SAMPLE

A sample is a small part or quantity intended to show what the whole is like. The sample for this study were three hundred and eight one (381) academic staff and three hundred and sixty five (365) non-academic staff totaling 746 which was randomly selected to represent all the employees in university of Nigeria Nsukka as the case study.

3.6 RESEARCH INSTRUMENT

The use of questionnaires was made in gathering information for this study. Where seven hundred and forty six questionnaires were distributed altogether and 488 were distributed to academic staff and 258 to non-academic staff. The formula used by the researcher for calculation is chi-square. i.e.

$$x^2 = \sum_{ei} \frac{(oi - ei)^2}{ei}$$

Where, x^2 = chi -square

E_i = summation of all item in 1 term

O_i = Observation frequency

e_i = Expectation frequency.

3.7 DATA COLLECTION.

Structured questionnaire containing (15) questions in all which was formulated from various hypothesis were used for the study.

The researcher collected the questionnaires on hand basis. Out of the seven hundred and forty-six (746) questionnaires distributed or administered to worker 381 among various departments, I e for 365 the academic staff and for the Non-academic staff, only 354 academic staff was able to return theirs and 96 non-academic staff were duly completed and collected for the exercise making a total of 450.

3.8 METHOD OF DATA ANALYSIS

For the analysis and presentation of data, the researcher will use tables to compare the response from the questionnaire.

3.9 PRECEDURE FOR TESTING OF HYPOTHESIS

The researcher adopted the use of one of the statistical tools called chi-square in the analysis of data obtained from the questionnaire used for data collection in this study. The result is presented in a tabular form in chapter four of this study

The researcher adopted the use of one of the statistical tools called chi-square helps the researcher determine whether the hypothesis would be accepted or rejected. The hypothesis would be accepted if chi-square (χ^2) calculated is “greater than” chi-square (χ^2) tabulated which aids accept the alternative hypothesis. While the hypothesis would be rejected or null hypothesis would accepted if χ^2 calculated is “less than” χ^2 tabulated. The result is presented in a tabular form in chapter four of this study.

CHAPTER FOUR

DATA PERSENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter attempts to classify response according to sex, age, position, educational level of respondent.

This chapter also deals with the discussion of data gathered from responses to the questions contained in the questionnaire which was designed to gather facts about the subject matter. The researcher used tables and other statistical methods for easy understanding and orderly arrangement of data to produce reasonable facts and retable conclusion.

Question administered on 748 people while only 450 duly compiled and returned their.

QUESTIONNAIRE ADMINISTRATION AND RATE OF RETURN.

TABLE 4.1: Distribution of respondents by cadre

Respondent	No of questionnaire Administered	No of Questionnaire return
Academic staff	488	354
Non-Academic staff	258	96
Total	748	450

Source: filed survey, 2012

TABLE 4.2: ACADEMIC STAFF BY AGE DISTRIBUTION

Age range	Frequency	Percentage %
15-25	0	0%
26-35	140	40%
36-45	80	26%
46-55	85	24%
56-65	37	11%
Others	-	-
Total	354	100%

Source: Field survey, 2012

Table 4.3:Non-Academic by Age Distribution

Age range	Frequency	Percentage %
15-25	3	4%
26-35	8	9%
36-45	30	32%
46-55	10	11%
65-65	39	4%
Others	6	7%
Total	96	100%

Source: field survey, 2012

In the academic staff, this analysis indicates that from the age 26-36 has the majority population of the school representing 32% of the sample size under study.

In the Non-academic staff, this analysis indicates that from the age range 56-65 has the highest population representing 41%. This means that these workers do not solely want to be dependent but do these job to keep them busy.

TABLE 4.4: ACADEMIC STAFF by Job status

Job Staff	Frequency	Percentage %
Junior staff	190	54%
Senior Staff	107	31%
Supervisory	57	17%
Total	354	100%

Source: Field Survey, 2012

The table above shows that Junior staff consist of 190 of the sample chosen which represent 53.7% senior staff 107 representing 31% while supervisory 57 representing 17% chosen.

TABLE 4.5:NON-ACADEMIC STAFF by Job Status

Job staff	Frequency	Percentage %
Junior	90	94%
Senior	-	-
Supervisory	6	7%
Total	96	100

Source: Field Survey, 2012

The table above shows that junior staff consist of 90 respondent representing 94% while senior staff has none and supervisory consist of 6 respondent representing 7%

TABLE 4.6: ACADEMIC STAFF by years experience

Years of experience	Frequency	Percentage %
Less than 2 year	70	20%
2-5 years	100	29%
6-10 years	130	37%
11-15 years	40	12%
More than 15 years	14	4%
Total	354	100%

The above table shows that academic staff respondent representing 20% 2-5 years, 100 respondent representing 29% 6-10 years, 130 respondent representing 37% 11-15 years, 40 respondent representing 12% while more than 15 years, 14 respondent representing 4%

TABLE 4.7: NON-ACADEMIC STAFF BY YEARS OF EXPENECE

Years of experience	Frequency	Percentage %
Less than 2 years	46	48%
2-5years	30	32%
6-10 years	11	12%
11-15 years	7	8%
More than 15 years	2	3%
Total	96	100%

Source: Field survey, 2012

The table above show that workers who have worked in the school as non academic staff for more than 15 years consist of 2 respondent representing 3% while the highest number of respondent who has worked in the school are those who has been working for less than 2 years consisting of 46 respondent representing 48%.

TABLE: 4.8: ACADEMIC STAFF BY SEX

Sex	Frequency	Percentage %
Male	212	60%
Female	142	40%
Total	354	100%

Source: Field survey, 2012

The table above shows that male consists of 212 of the sample chosen which represents 59% while female are 142 of the sample which is 40% of the total sample chosen.

TABLE 4.9: NON-ACADEMIC STAFF BY SEX

Sex	Frequency	Percentage %
Male	50	53%
Female	46	47%
Total	96	100%

Source: Field survey, 2012

The above table shows that male consist of 50 respondent which represent 53% while female are 46 of the sample which is 47% of the total sample chosen.

TABLE 4.10: ACADEMIC STAFF by Marital Status

Marital Status	Frequency	Percentage %
Single	55	15%
Married	299	85%
Total	354	100%

Source: Field Survey 2012

From the table above out of 354 sample chosen, 55 are single, 299 are married. This indicates that most of the staff is between the age 26-35 that are due enough to settle down and have their own family.

TABLE 4.11: NON-ACADEMIC STAFF BY Marital Status

Marital Status	Frequency	Percentage%
Single	14	15%
Married	82	85%
Total	96	100%

Source: Field Survey, 2012.

From the table above out of 96 sample chosen, 14 are single representing 15% white 82 are married representing 85%.

TABLE 4.12: ACADEMIC STAFF BY QUALIFICATION

Qualification	Frequency	Percentage%
WAEC/GCE/NECO	-	-
OND/NCE	4	2%
B.Sc/HND	170	54%
MBA/M.Sc	99	27%
PHD	61	17%
TOTAL	354	100

Source: Field Survey, 2012

The above table shows that the respondent who passed WAEC/GCE/NECO was none, while those who have OND/NCE are 4 representing 2%. The respondent with B.Sc/HND are 190 representing 54% of the sample chosen, while those with MBA/Msc are 99 representing 27% and those with ON.D are 61 representing of the sample chosen. It can be deduced from the above analysis that the lectures are highly professional.

TABLE 4.13:NON-ACADEMIC BY QUALIFICATION

Qualification	Frequency	Percentage %
WACE/GCE/NECO	80	84%
OND/NCE	10	10%
B.sc/HND	6	6%
MBA/Msc	-	-
PhD	-	-
Total	96	100%

Source: Field Survey, 2012

The above table shows that the respondent who passed WACE/GEC/NECO were 80 representing 84% while those who have OND/NCE are 10 representing 10.4% while those who have BSC/HND are 6 representing 6%. Others have no respondent.

TABLE 4.14: ACADEMIC STAFF

1. Do you think your salary justifies your input in the job

Variable	No of Respondent	Percentage of respondent
Yes	236	60%
No	118	40%
Total	354	100%

Source; Field Survey, 2012

The table above shows that yes consist of 236 respondent representing 6% why No is 118 respondents representing 40%.

TABLE 4.15:NON-ACADEMIC STAFF

Variable	No of respondent	Percentage of respondent
Yes	50	53%
No	46	47%
Total	96	100%

Source: Field Survey, 2012

The tables above shows that yes respondent consist of 50 which represent 52% while the No respondent is 46 representing 47

TABLE 4.16: ACADEMIC STAFF By Attitude Towards strike actions

2. What is your attitude toward strike actions?

Variables	No of respondent	Percentage
Encouraging	80	36%
Not Encouraging	184	43%
Natural	90	21%
Total	354	100%

Source: Field Survey, 2012

The above table shows that the people who chose encourage are 80 with 36% percent Not encouraging is 184 which representing 43% while Neutral is 90 which represent 21%.

TABLE 4.17:NON-ACADEMIC STAFF By Attitude Towards Strike Action

Variable	No of respondent	Percentage
Encouraging	28	20%
Not encouraging	38	50%
Neutral	30	30%
Total	96	100%

Source: Field Survey, 2012

From the above table, encouraging is 28 respondents which represent 20%, Not encouraging is 38 which represents 50% percent, why Neutral is 30 which represents30%

TABLE 4.18: ACADEMIC STAFF By SALARY LEVEL

SALARY LEVEL	FREQUENCY	PERCENTAGE
Level 1-5	100	29%
Level 6	40	12%
Level 7-	130	37%
Level 9-11	14	4%
Level 12-15	70	20%
Total	354	100

Source: Field survey, 2012

The table above shows that academic staff that their salary level is level 1-5 respondent representing 29%, level 6 respondent representing 12%. Level 7-8 respondent representing 37%, level 9-11. Respondent representing 4% which level 12-15 respondents representing 20%.

TABLE 4.19 NON-ACADEMIC STAFF BY SALARY LEVEL

Salary level	Frequency	Percentage%
Level 1-5	7	8%
Level 6	46	48%
Level 7-8	2	3%
Level 9-11	30	30%
Level 12-15	11	12%
Total	96	100%

Source: field survey, 2012

The table above show that worker who have worked in the schools non academic staff for level 1-5 consist of 7 respondent representing 8% level 6 consist of 46 respondent representing 48% level 7-8 consist of 2 respondent representing 3%, level 9-11 consist of 30 respondent representing 30% while level 12-15 consist of 11 respondent representing 12%.

TABLE 4.20: ACADEMIC STAFF BY ETHNIC GROUP

Ethnic group	Frequency	Percentage %
Igbo	200	56
Yoruba	50	18
Hausa	55	12
Others	49	14
Total	354	100

Source: field survey, 2012

The table above show that Igbo workers in the school consist of 200 respondent representing Yoruba workers consist of 50 respondent representing 18, Hausa workers consist of 55 respondent representing 12 which others 49 respondent representing 14.

TABLE 4.21 NON-ACADEMIC STAFF BY ETHNIC GROUP

Ethnic group	Frequency	Percentage%
Igbo	48	49%
Yoruba	30	32%
Hausa	11	12%
others	7	7%
Total	96	100%

Source; field survey, 2012

The table above shows that Igbo workers in the school consist of 48 respondent representing 49% Yoruba 30 respondent representing 32% Hausa 11 respondent representing 12 while others 7 respondent representing 7%.

Table 4.22: ACADEMIC STAFF BY INFLUENCE EMPLOYEE PERFORMANCE PRODUCTIVITY IN AN ORGANIZATION

To what extent does strike action influence employee performance and productivity in an organization?

Variable	No of respondent	Percentage
Encouraging	60	31%
Not encouraging	200	57%
Neutral	94	14%
Total	354	100%

Source: Field survey 2012

The above table shows that the encouraging are 60 which 31 percent, not encouraging is 200 which represent 57, Neutral is 94 which represent 14.

TABLE 4.23: NON-ACADEMIC STAFF

Variable	Not of respondent	Percentage
Encouraging	50	21%
Not encouraging	210	67%
Neutral	94	13%
Total	354	100%

From the above table shows that the encouraging respondent is 50 which represent 21% and not encouraging is 210 which represent 67% while Neutral is 94 represent 14%

Table 4.24: ACADEMIC STAFF BY DELAY ON PAYMENT OF WORKERS SALARY

To what extent does delay on the payment of workers salaries cause strike in an organization

Variable	Not of respondent	Percentage
Encouraging	60	36%
Not encouraging	180	40%
Neutral	114	24%
Total	354	100%

Source: field survey, 2012

The above table show that the people who chose encouraging are 60 respondent representing 36 and not encouraging is 180 respondent representing 40 which Neutral is 114 respondent representing 24%

TABLE 4.25:NON-ACADEMIC STAFF BY DELAY ON PAYMENT OF WORKERS SALARY

Variable	Not of respondent	Percentage
Encouraging	20	16%
Not encouraging	43	57%
Neutral	33	27%
Total	96	100%

Source field survey, 2012

From the above table, encouraging is 20 respondents which represent 16, not encouraging is 43 which represent 57 and Neutral is 33 which represent 37%.

TABLE 4.26: ACADEMIC STAFF BY MANAGEMENT EMPLOYER AND EMPLOYEE RESPONDENT TO STRIKE ACTION

To what extent does the management employer and employee respondent to strike action.

Variable	No of respondent	Percentage
Encouraging	74	2%
Not encouraging	180	49%
Neutral	100	51%
Total	354	100

Source: field survey1, 2012

From the above table shows that the people who chosen Encouraging is 74 which represent 2, Not encouraging is 180 which represent 49 which the Neutral is 100 respondent which represent 5%

TABLE 4.27: NON-ACADEMIC STAFF BY MANAGEMENT EMPLOYER AND EMPLOYEES RESPONDENT TO STRIKE ACTION

Variable	No of respondent	Percentage
Encouraging	20	13%
Not encouraging	48	40%
Neutral	28	49%
Total	96	100%

source survey, 2012

From the above, it shows that the non academic staff who chose encouraging is 20 respondent representing 13% Not encouraging is 48 respondent representing 40% while the Neutral is 28 respondent representing 49%.

TEST OF HYPOTHESIS

QUESTION1 To what extent does strike action influence employee performance and productivity an organization

H:- There is significant influence strike action on employee performance and productivity in the university of Nigeria, Nsukka.

Ho: There is no significant influence of strike action on employee performance and productivity in the University of Nigeria, Nsukka.

Table: 4.28: ACADEMIC STAFF

Variable	Number of respondent	Expected frequency	Percentage of respondent
Yes	298	118	84%
No	50	118	14%
Don't know	6	118	2%
Total	354	354	100%

$$\begin{aligned}
 x^2 &= \sum (o_i - e_i)^2 / e_i \\
 e_i &= \frac{298 + 50 + 6}{3} \\
 &= \frac{354}{3} \\
 &= 118
 \end{aligned}$$

Variable	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{e}$
Yes	298	118	180	32,400	274.6
No	50	118	-68	4,624	39.2
Don't know	6	118	-112	12,544	106.3
Total	354	-	-	-	420.1

x^2 Calculated = 420.1

The degree of freedom = (n-k) = 3-1=2

Hence, the critical value on χ^2 table figure of degree of freedom (2) interest level of significance (0.05) is 5.991.

comparing results χ^2 {0i 420.1 }5.9

Decision Rule:

Since χ^2 calculated is 420.1 which is greater than χ^2 tabulated which are 5.991, we reject the null hypothesis and accept the alternative hypothesis which states there is significant influence of strike on employee performance and productivity in the university of Nigeria Nsukka.

Table: 4.29: NON-ACADEMIC STAFF

Variable	Number of respondent	Expected frequency	Percentage of No of respondent
YES	85	32	90%
NO	7	32	7%
Don't know	3	32	3%
Total	96	96	100%

$$e_i = \frac{86+7+3+}{3}$$

$$= \frac{96}{3}$$

$$e_i = 3^2$$

Variable	O	E	O-E	(O-E) ²	$\frac{O-E^2}{E}$
Yes	86	32	54	2916	91.1
No	7	32	-25	625	19.5
Don't know	3	32	-29	841	26.3
Total	96	-	-	-	136.9

$\chi^2_{\text{calculated}} = 136.9$

The degree of freedom $= (n-k) = 3-3 = 2$

The level of significance $= 0.05$

Hence, the critical results $= \chi^2_{(0.05, 2)} = 5.991$.

Decision Rule:

Equally, since χ^2 calculated 136.9 is greater than χ^2 tabulated 5.991 we accept alternative hypothesis. This implies that non-academic staff agrees that there is significant influence of strike action on employees performance and productivity in the university of Nigeria, Nsukka

Question11: To what extent does delay on the payment of worker salaries because strike in an organization.

Hi: Strike action does not erupt payment of worker. Salaries and other entitlements as a result of delay in payment.

Table: 4.30: ACADEMIC STAFF

Variable	O	E	O-E	(O-E) ²	$\frac{(O-E)}{E}$
YES	354	117	237	56167	480
NO	-	117	-117	13689	117
TOTAL	354	-	-	-	597

X^2 Calculated =597

The degree freedom = (n-k) =2-1=1

The significant level =0.05

x^2 tabulated =3.841

Comparing results = $x^2 > O_i$ 597>3.841

Decision Rule:

x^2 calculated 597 is greater than x^2 tabulated 3.841 we are then going to accept the alternative hypothesis which states strike action erupt as a result of delay in payment of workers salaries and other entitlement rejecting the null hypothesis.

Table: 1.31: NON-ACADEMIC STAFF

Variable	No of respondent	Expected frequency	Percentage of respondent
Yes	87	48	92.7%
No	7	48	7.3%
Total	96	96	100%

Source field survey, 2012

$$\begin{aligned} e_i &= \frac{89+7}{2} \\ &= \frac{96}{2} \\ e_i &= 48 \end{aligned}$$

Variable	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
YES	89	48	41	1681	35
NO	7	48	41	1681	35
Total	96	-	-	-	70

χ^2 calculated =70

The degree of freedom = (n-k)=2-1=1

The significant level =0.05

χ^2 TABULATED =3.841

Comparing results $\chi^2_{(2, 70)} = 3.841$

Decision Rule:

Since $\chi^2_{\text{calculated}}$ is greater than $\chi^2_{\text{tabulated}}$, we would then chosen the alternative hypothesis abandoning the null hypothesis which states that strike action does not crept payment of worker`s salaries and other entitlement as a result of delay in payment.

Question 11: To what extent does the government respondent to the demands for strike action?

HI: There is significant influence of strike action on the reactions of government

Ho: There is no significant influence of strike action on the reactions of government.

Table: 4.32 ACADEMIC STAFF

Variable	Number of respondent	Expected frequency	Percentage of respondent
Very much	57	118	16.67%
Little respondent	2012	118	59.32%
Not at all	85	118	24.01%
Total	354	354	100%

$$e_i = \frac{59+201+85}{3}$$

$$= \frac{354}{3}$$

$$e_i = 118$$

Variable	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Very much	59	118	-59	3,481	29.5%
Little respondent	201	118	92	8,464	71.7%
Not at all	85	118	-33	1,089	9.2%
Total	354	-	-	-	110.4%

$\chi^2_{\text{calculated}} = 110.4$

The degree of freedom $= (n-k) = 3-1=2$

The significant level $= 0.05$

$\chi^2_{\text{tabulated}} = 5.991$

Comparing results $\chi^2_{\text{calculated}} \{ 110.4 \} > \chi^2_{\text{tabulated}} \{ 5.991 \}$

Decision Rules;

Since $\chi^2_{\text{calculated}}$ is 110.4 IS greater than $\chi^2_{\text{tabulated}}$ which is 5.991, we reject the null hypothesis and accept the alternative hypothesis which states that there is significant influence of strike action on the reaction of government.

Table: 1.33: NON-ACADEMIC

Variable	Number of respondent	Expected frequency	Percentage respondent
Very much	10	24	10.24%
Much	23	24	32.96%
Little respondent	47	24	48.95%
Not at all	16	24	16.66%
Total	96	96	100%

Source filed survey, 2012

$$e_i = \frac{10+23+47+16}{4} = 96$$

$$e_i = \frac{4}{24}$$

Variable	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Very much	10	24	-14	196	8.17
Much	23	24	-1	1	0.04
Little respondent	47	24	23	529	22.04
Not at all	16	24	-8	64	2.67
Total	96	-	-	-	32.94

$\chi^2_{\text{calculated}} = 32.94$

The degree of freedom $= n - k - 1 = 3$

The significant level $= 0.05$

$\chi^2_{\text{tabulated}} = 7.815$

Comparing result $= \chi^2 > \chi^2_{\text{tabulated}}$ $32.94 > 7.815$

Decision Rule:

Finally, since χ^2 calculated is greater than χ^2 tabulated, we should then choose the alternative hypothesis abandoning the null hypothesis which states that there is no significant influence of strike action on the reaction of government

CHAPTER FIVE

SUMMARY OF FINDING, DISCUSSION, CONCLUSION RECOMMENDATIONS, IMPLICATION, LIMITATION, SUGGESTION FOR FUTURE STUDY.

5.0 INTRODUCTION

This study investigate the influence of strike action on employee's performance and productivity of workers in university of Nigeria Nsukka. This chapter presents the discussion of the findings, the conclusions, recommendations, implications and limitation.

5.1 SUMMARY OF THE FINDINGS:

The topic of this study is the influence of strike action on employee's performance and productivity of worker in university of Nigeria Nsukka as the case study for this research work.

The purpose of this study is to find out whether strike action influences the employee performance and productivity in their work place. to know whether delay in the payment of workers salaries is the major cause of strike in the university of Nigeria Nsukka and to find out how the workers reach towards the causes of strike action.

Finally to suggest solutions to the problems in carrying out the research work, the following research hypothesis were formulated to guide the researcher:-

1. There is significant influence of strike action on employee performance and productivity in the University of Nigeria, Nsukka.
2. Strike actions erupt as a result of delay in payment of workers salaries and other entitlements.
3. There is significant influence of strike action on the reaction of government.

In chapter two, the researcher, review the related literature under the following headings:

1. Employees performance
2. Causes of strike
3. The impact of strike on the three parties
4. Types of strike
5. Positive influence of strike action
6. Why do workers go on strike e.tc.

In chapter three, the researcher choose twelve thousand (12,000) which is made up of seven thousand eight hundred and twenty

(7,820) academic staff and four thousand one hundred and eight (4,180) of non-academic staff and administered questionnaires to seven hundred and forty-six staff which comprise of four hundred and eight-eight academic staff and two hundred and fifty-eight (258) non-academic staff of university of Nigeria Nuskka. The instruments used for data collection is the questionnaires.

In chapter four, the researcher through the analysis found answers to the hypothesis selected, as a guide for this study, and the data was collected through the use of questionnaires. The result of the finding were analyzed and revealed that strike action influence the employee performance and productivity of workers in university of Nigeria, Nsukka.

5.2 DISCUSSION

Fashoyin, 1992, based on his finding that the workers decision to take part in the strike would be balanced between the eventual gain (or loss) accruing to him on the one hand, and the consequence of his action on the community on the other.

According to Mba (1977) Suggested that workers should be given their pride of place and be put in “ hall of fame” according to him, the workers are the light of the world who

should be giving their proper recognition. This could be done by paying them their salary promptly, giving them incentives, make sure they are satisfied job wise so as to be more dedicated thereby producing good giants who will uplift the tone of the nation within and outside the nation .The above is very ture if the working standard of the country is to be taken seriously.

5.3 CONCLUSION

The purpose of this study is to find out whether strike action influences the employees performance and productivity in university of Nigeria, Nsukka. From the findings of this study, it can be seen that strike has done more harms than good to workers. it has destroyed the pride of our working condition productivity.

In all, strike action is a fore to progress, a threat to working condition development and to the employee performance and productivity of worker to be precise. It should therefore be the last weapon to use in order to get ones needs. Negotiation is better than strike actions wherever there is a strike action, the workers suffer it.

Finally, from the findings it is clear that strike actions threaten the existence of organization and create havoc to the employee performance of workers in university of Nigeria, Nsukka. The adoption of strike actions therefore is a step in the wrong direction. It is an enemy of progress. The corollary of strike action is better imagined than described.

5.4 RECOMMENDATIONS :

Based on the findings, the following recommendations are strongly made by the researcher. Workers should be well paid so that they can meet up with their daily needs and it should not be delayed for any reason at all.

The government should stop using threats to the employee as a solution to strike action rather they should use dialogue to bring a lasting solution.

Government should examine the issue of allowance to workers so that there will be social justice and equity in allowance granted to various cadres of staff. Workers should see their employers as role models and not as paupers. The employers will make the

employers help the workers consider their plight and soft-pedal whenever they want to think of any strike.

Finally, the researcher admits that strike actions do not create conducive and healthy ground for workers viable performance in their working conditions.

However, the management has a major role to play so as to avert possible strike action the management should be responsive considerate and be ready to understand the plight of the love of the workers at heart. An atmosphere of cordiality should exist between the worker and the management. This will guarantee employee performance and effective implementation of government working policies.

5.5 LIMITATION:

The research was also limited by time and financial constraints, as the researcher is also affected by restriction of movement by the institution authority. The researcher did not also make use of so many books that are meant to be at the library because there is no enough books related to my topic in the library.

5.7: SUGGESTIONS FOR FUTURE STUDY.

The project has been written comprehensive but not exhaustive, many areas exist within the environment of University of Nigeria, Nsukka, Enugu State which require further studies.

1. I hereby suggest that the researcher should conduct further studies in other university in Nigeria.
2. The researcher should also conduct further studies to find out whether strike action influences the employee performance and productivity in their work place.

BIBLIOGRAGHY

Adeyemi, (1995) *workers are victims of prolonged closure of organization*, by **A.D. Ayo** , *vanguard*, January 15, (10)

Asobie and Liman (1996). Federal government news to sack all striking university Teachers and gives them seven days September, 16, vol. 24

Assible Asobie, (1996) *the Crisis that lead to strike is not yet over*, Vanguard, January 27 Bedeian (1987)

Collins, Gem (1981) English Dictionary New Edition:
London: Conllins and Glasgow pulishers.

Egbere, E(2004). *The impact of Employee participation in Decision making and organization productivity*. Unpublished B.sc Project. Institute of management and Technology (IMT) Enugu

Hook, S (1970). *Education for modern men*: N.Y.D. Publisher.
http. Ilem. Wikipedia .Drg/ Wiki/ Strike

Iyoricha, A. (1994). The university is the conscience of any nation:
Education Today, vol 7

Jucius, M.J. (1975) *Personnel management*: New York MC Graw – Hill

Lillis, J.C. (1958) *Management practice*: New York MC Graw-Hill.

Massie, Joseph. (1996) *Essentials of management* (4th Edition)
prentice-Hall, Inc.m New Delhi

Moore, Franklin G. (1964) *management*, New York Harper and Row, Publisher.

Oladele, J. O. (1987). *The concept of education* London: Routledge and Kegan Paul Publisher.

Ubeku, A.K. (1975) *personnel management in Nigeria Benin City*: Ethiope publishing corporation.

Woolman, M. (1987) *Technology in Education*: Encyclopedia of education vol.9, the Macmillan co& the free press.

WWW. opm. Gov/perform/wppdf/handbook. pdf
(c) 2011 enotes. com, INC, All Rights reserved.

APPENDIX

QUESTIONNAIRES

Faculty of Management and Social Science,
Department of Industrial Relations and Personnel mgt
Caritas University
Amorji-Nike, Enugu

Dear sir/Madam,

REQUEST FOR FILLING OF QUESTIONNAIRES

I am a final year student of the above mentioned department and university. as part of the requirements for the award of degree in the university, I am carrying out a research project on the influence of strike action on employees performance and productivity (A case study of university of Nigeria Nsukka)”

I hereby request you to please supply the information being sought for as stated in the attached questionnaire. Note that this research is just for academic work only and any information collected will be used as such.

Your response will be used in confidence and used solely to the study

Yours Sincerely,

Nwaogu Paschaline

QUESTIONNAIRES

1. Sex Male () Female ()

2. Education qualification

(a) No certificate

(b) F.S.L.C WASC/GCE ()

(c) NECO ()

(d) HND/Bsc ()

(e) M.sc/M/phd ()

3. Number of year in Services

(a) Under 2 years ()

(b) 3-4 Years ()

(c) 5-6 years ()

(d) 7-8 years ()

(e) 9 years and above ()

4. Salary level

(a) Salary level 1-5 ()

(b) Salary Level 6 ()

(c) Salary level 7-8 ()

5. Do you think your salary justifies your input in job Yes () No ()

6. What is your attitude towards striking actions

(a) Encouraging ()

(b) Not encouraging ()

(c) Neutral ()

7. To what extent does strike action, influence employee performance and productivity in an organization.

(a) Encouraging ()

(b) Not encouraging ()

(c) Neutral ()

8. To what extent does delay on the payment of workers salaries cause strike in an organization.

(a) Encouraging

(b) Not encouraging

9. To what extent does the management employer and employee respond to strike action.

(a) Encouraging

(b) Not encouraging

(c) Neutral

10. To what extent does the government respond to the demands for strike actions

(a) Encouraging

(b) Not encouraging

(c) Neutral

11. What are the practical solutions to the problem of strike in the university of Nigeria Nsukka

(a) Encouraging

(b) Not encouraging

(c) Neutral

12. Do strike actions prolong employees and student programme

Yes () No ()

13. Do strike action influence the employee performance and productivity.

Yes () No ()

14. Do government always pay attention to the employees problems.

(Yes () No ()