
MANAGING LABOUR UNREST IN NIGERIAN UNIVERSITIES

Ajewole, Idowu Philip

Department of Educational Management

University of Ilorin, Kwara State, Nigeria.

E-mail: ajewolephilip@yahoo.co.uk

Abstract: *Conflict in any form is inevitable in organizations. Labour unrest has become a focal concept in industrial relations system. In particular, it is a recurrent bottleneck between the Governments and unions representing the staff of universities in Nigeria. It is the cankerworm that has brought setback to the goal attainment of university education in Nigeria. This paper critically examines the phenomenon of labour unrest, causes and management techniques in Nigerian universities. It discovers that poor management of industrial crises in Nigerian higher institutions has made it a recurrent challenge to the extent that the standards have been compromised and the attainments of the set goal of university education has more or less be a mirage. Probable solutions to prevent the recurrent of perennial problem of industrial strike in Nigerian universities are herewith suggested.*

Keywords: Management, Labour and Labour Unrest.

Introduction

Labour unrest or industrial strike is a recurrent bottleneck between the Governments and the unions representing staff of universities in Nigeria. It is the cankerworm that has brought setback to the goal attainment of university education in Nigeria. Conflict in any form is inevitable in organizations. However, how conflict such as labour unrest is resolved determines the attainments of the set goal of the institutions. According to Igbaji (2009), expressed in whatever form, either at individual or group level, industrial unrest has become a focal concept in industrial relations system. While threats of industrial strike cannot be absolutely prevented, conflicts or misunderstandings that often emanate it can be well managed. Nigerian universities have witnessed a number of industrial strikes in the last decade which had paralyzed academic activities. University gates had been locked up indefinitely and many students dropped out in the process as a result of unresolved issues bothering on minimum wage, poor funding of universities, quest for the reinstatement of staff that were sacked by the Federal Government, and failure on the part of Government to implement agreement between it and unions, especially Academic Staff Union of the Universities (ASUU). To prevent the recurrent of perennial problem of industrial strike in Nigerian universities requires the joint efforts of the Government and the staff unions of the universities. The primary focus of this paper is enshrined in the examination of causes of incessant labour unrest in Nigerian universities and how the recurrent phenomenon can be properly managed.

History has rightly proved that labour unrest has been a dominant factor in the Nigerian Labour Relations. To this end, a study of labour unrest vis-à-vis educational goal achievement in Nigeria higher institutions becomes necessary.

The Concept of Labour Unrest

Scholars have divergent views on the definition of the subject matter. Labour unrest, industrial strike, lockout, work stoppage and work boycott are all relative terms used by authors for temporal cessation of work by workers in an organization as a means of protest or expression of their grievances to achieve a goal. Labour unrest is the agitation by the labour unions to protest their grievances on a particular issue which often leads to temporal withdrawal of their services in order to achieve a particular goal in the workplace. Nigerian universities have witnessed a number of industrial strikes in the last decade which had paralyzed academic activities. University gates had been locked up indefinitely and many students had dropped out in the process as a result of unresolved issues bothering on minimum wage, poor funding of universities, quest for the reinstatement of staff that were sacked by the Federal Government, and failure on the part of Government to implement agreement between it and unions, especially Academic Staff Union of Universities (ASUU). Freedom of association or trade union is one of the basic principles of Fundamental Human Right recognized globally. International Labour Organization (ILO, 1957) stipulated the effective and unrestricted exercise of trade union rights, including the right to strike, by the workers. Nevertheless, ILO (1994) emphasizes that such action should be peaceful and should not lead to acts of violence against persons.

The word 'Labour' is a social class comprising those who do manual labour or work for wages, while 'unrest' is a state of agitation or turbulent change. Therefore, labour unrest is the agitation of labour unions to express their demands to their employer. Marshall (1994) in Chukwuka (2013) viewed labour unrest as resulting from the incompatible interest of workers and employers in the work place; disagreement arising from the terms and the conditions of employment clashes resulting from opposing views held by the management participant in the work place fashioned according to their steps and position on the organization location. Igbaji (2009) rightly observed that conflicts arise between workers and managers chiefly because of their differing ideologies and opposing interests. Striking involves withdrawing services by employees (in any sector) in a democratic state to realize particular goals in the workplace. Striking is generally the last resort to solving a problem and occurs when the collective bargaining process makes insufficient inroads and the unions are not satisfied with management's offer to correct the situation. Strikes are common worldwide. Since the 12th century BC, strikes were (and still often are) believed to be the only method by which employees could express discontent with their working environments and achieve desired outcomes (Ames *et al*, 2012).

Seniwoliba (2013) refers to labour union as a broad term for the development of a collective organization within societies, organized for the purpose of representing the interests of workers and the working class, campaign for better working conditions and treatment from their employers and governments, in particular through the implementation of specific laws governing labour relations. In 1994, ASUU embarked on industrial strike which lasted for over one academic session in pursuit of better working conditions whereby students were denied attentions for over a year. In 2002, ASUU embarked on a 6 months' strike action. Also in 2009, ASUU went on strike for 6 months which led to ASUU-FG 2009 agreement. Similarly, in 2010 ASUU in the South-Eastern Nigeria embarked on a 5 months strike over non- implementation of ASUU-FG 2009 agreement. All these adversely affected academic calendar and performances of the students (Chukwuka, 2013).

Table 1: ASUU Strike between 1994 and 2009

S/N	Academic Staff Union of Universities (ASUU)	Year	Duration of Strike
1	ASUU	1994	12 months +
2	ASUU	2002	6 months
3	ASUU	2009	6 months
4	ASUU, South Eastern Nigeria	2010	5 months

Source: The researcher, cued from data of Chukwuka (2013).

Table 1 above shows that between 1994 and 2010, ASUU embarked on industrial strike for approximately total of 29 months (2 years and 5 months). That means academic staff suspended activities for 5 semesters or 2 sessions and 1 semester within 8 sessions while students were forced to evacuate schools! Recurrent strike has been one of the major obstacles that have brought setbacks to university education in Nigeria. Egwu (2004) in Chukwuka (2013) states that industrial conflict extended the number of years the students were expected to stay before graduating from the university. During periods of industrial unrest, most students would have engaged themselves in some anti-social acts such as political thuggery, armed robbery, drug trafficking, kidnapping, prostitution, etc. The majority of Nigerians are not unaware of industrial strikes often embarked on by ASUU and NASU (Non-Academic Staff Union). They are apparently unhappy with the manner in which industrial strike frequently paralyzes academic activities in the universities, with strong objections to the perceived neglect of the students who are either writing or defending their research projects. Four years courses are often extended to five or more years. Parents and observers usually either blame ASUU for being too demanding in their agitations or Governments for not funding education enough. Whichever the case, when two elephants fight, the grasses will suffer – innocent students are these grasses, and partly the parents who are the sponsors. Unfortunately, the standard of education is adversely affected by incessant labour unrest in our tertiary institutions.

The internal efficiency of Nigerian universities has been compromised through frequent labour unrest. Labour unrest in Nigerian universities often takes different forms: disruption in academic calendar, intimidation, lockout, strike, picketing and boycotts. To register their resentment over management show of superiority and insensitivity to workers plight, organized labour in the recent past have resorted to the use of various pressure tactics ranging from strike actions, picketing, boycotts, overtime ban, intimidation, active non-compliance (ANC) and a host of others. Thus, industrial conflict has become a recurring issue in all sectors of the Nigerian economy including the educational sub-sector with attendant negative consequences for various stakeholders (Igbaji, 2009).

History of Labour Unrest in Nigeria

Chukwuka (2013) noted that over the years, the Nigerian labour history experienced several industrial disputes dating back from the colonial period to independence and to post-independence era. These usually arose out of disagreements or clashes of interest between the actors in industrial relations. In the same vein, Wogu (1969) in Chukwuka (2013) highlights major industrial disputes experienced in Nigeria starting from 1912 to 1966.

Table 2: History of industrial strike in Nigeria (1929-2014)

Date	Industrial Strike	Causes
1929	Aba women's riot.	Introduction of direct taxation in Eastern Nigeria.
1938	Rail workers.	Agitation for good working conditions.
1941	Civil Service Union in collaboration with the Nigerian Union of Railway Men.	Agitation for a cost of living allowance (war bonus).
1945	Unwillingness of the regime to honour its pledges to workers.	
1947		Brutal shooting by the police on the defendless UAC employees in Burutu.
1947		Wage demand.
1949		Brutal shooting of the striking coal miners at Iva Valley coal mine who were agitating for an improved working conditions and the inhuman treatment of the local miners by the colonial government.
1950	Mercantile workers.	Demand for a cost of living allowance.
1959	Airways Workers Union.	Wage claim and improved conditions of employment.
1964	United Labour Union.	Non-implementation of the revised

1994	General strike.	salary structure.
2002	ASUU.	Agitation for good working conditions.
2007	Nigerian Labour Congress	Agitation for better working conditions.
2009	ASUU.	Protest on the increase of fuel price.
		Demand for a revised salary structure and better working conditions.
2010	ASUU in the south-East States of Nigeria.	Non-implementation of the 2009 FG-ASUU agreement.
2010	Medical practitioners working with Ebonyi State University Teaching Hospital, Abakaliki.	Poor salary and poor working conditions.
2011	Nigeria Labour Congress.	Nationwide warning strike over the non-implementation of the new national minimum wage by the Federal Government.
2011	NLC Ebonyi State Chapter.	the unwillingness of the State Government to pay workers the new national minimum wage as entrenched in the 2004 Pension Reform Act.
2012	ASUU	Agitation to revert the removal of fuel subsidy.
2013	ASUU	Funding of universities and implementation of the 2009 FG-ASUU Agreement.
2014	Nigerian Medical Association	Agitation for better working conditions.

Source: Researcher, Partly Cued from Chukwuka (2013).

Table 2 above shows a number of industrial strikes between 1929 and 2014, most of which were preventable. History has rightly proved that labour unrest has been a dominant factor in the Nigerian Labour Relations, not only in education, but also in other sectors of the economy. It seems the only language Nigerian Government understand is violence or agitation. The question is: Should Nigerian university staff always agitate for their rights or embark on strike before their demands could be met? It is high time for the Government to meet the demands of unions in Nigerian universities to avert incessant labour unrest that is unnecessary.

Akingbehin (2014) listed the number of unions that embarked on strike for 4 months in the year 2013 as:

- a. The Academic Staff Union of Universities (ASUU)
- b. The Academic Staff Union of Polytechnics (ASUP)
- c. The Non-Academic Staff Union of Educational and Associated Institutions (NASU)
- d. The Nigeria Medical Association (NMA)
- e. The National Union of Petroleum and Natural Gas Workers (NUPENG)
- f. The Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN)
- g. The Joint Research and Allied Institutions Sector Unions (JORAISU)
- h. The National Union of Electricity Employees (NUEE), among others.

One significant area of economic growth is worker (employee) satisfaction which leads to significant work output. Where employees are satisfied with their work conditions, there would be a commensurate increase in production. Failure of Governments to find lasting solutions to the agitations of teachers often triggers industrial strikes (Seniwoliba, 2013).

Table 3: Modes of Disputes Settlement (1968-2004)

Years	No. Referred	No. Settled or Frustrated	No. Settled by Conciliation	No. Settled by IAP ¹	No. Settled by NIC ²
1968	132	33	99	NA	NA ³
1969	163	48	115	NA	NA
1970	165	27	138	2	NA
1971	296	188	108	7	NA
1972	196	81	115	14	NA
1973	173	63	110	10	NA
1974	338	219	119	8	NA
1975	775	228	547	57	NA
1976	230	17	213	14	NA
1977	172	47	125	14	NA
1978	142	86	56	8	NA
1979	155	50	105	13	5
1980	355	195	160	12	5
1981	258	128	130	20	9
1982	341	124	217	23	9
1983	184	30	145	24	5
1984	100	49	51	8	6
1985	77	29	48	53	17
1986	87	8	79	31	17
1987	65	27	38	9	19

1988	156	105	51	10	14
1989	144	72	72	36	18
1990	174	85	89	22	17
1991	204	98	106	15	15
1992	221	68	153	7	15
1993	160	66	94	19	14
1994	199	61	138	15	24
1995	46	15	31	17	30
1996	29	11	18	9	20
1997	31	1	30	1	15
1998	16	2	14	10	9
1999	52	13	39	10	5
2000	49	6	43	10	28
2001	51	27	24	32	27
2002	50	28	22	28	24
2003	149	117	32	18	23
2004	152	107	45	15	21
Total	6287	2559	3719	601	411

Source: Compiled from records of Federal Ministry of Labour and Productivity and Central Bank of Nigeria Annual Statistical Bulletin in Anyim, Chidi and Ogunyomi (2012).

No.¹ = Number; IAP² = Industrial Arbitration Panel; NIC³ = National Industrial Court; NA⁴ = Not Applicable

Table 2 above shows the total number of disputes declared in Nigeria between 1968 and 2004 as 6, 287; the total number of strikes or work stoppages settled or frustrated was 2559. The trend shows that the number of disputes settled by conciliation within the same period is 3,719 of the number of disputes reported. The number settled through the process of Industrial Arbitration Panel (IAP) was 601 of disputes reported; while 411 of the disputes reported were settled through the National Industrial Court (NIC). Between 1968 and 1969, the number of disputes settled by IAP was not applicable as well as the number of disputes settled by NIC between 1968 and 1978. These statistics as a matter of fact are not healthy and palatable for a developing economy like Nigeria. Consequently, the problem calls for a dispassionate and objective study with a view to tackling the identified problems through the deployment of efficient and effective trade disputes settlement mechanisms.

Labour unrest often delays students unnecessarily before graduation. Oyetakin and Odunayo (2013) rightly observed that one major problem confronting university education in Nigeria is that the total number of students enrolled for a particular academic session does not graduate at the specified period. They further observed that students repeat classes/courses because of poor academic performance arising from long

absence from school while some of the students eventually dropout of school and the huge public expenditure on students who do not attend school regularly and those who dropout from school system affects the internal efficiency of the universities.

Causes of Labour Unrest in Nigerian Universities

The reasons while Nigerian university staff unions often embark on industrial strike emanate from factors related to poor infrastructures, poor salaries, failure on the part of the Federal Government to implement the agreement between it and ASUU members, incessant increment of fuel by the Federal Government, agitation for the reinstatement of ASUU sacked members, among others. Ames *et al* (2012) attributes labour unrest to poor salaries, deterioration of academic facilities and poor working conditions. In similar vein, Igbaji (2009) observed that Nigerian economy in the recent past has been experiencing a spate of industrial crises and tension. The educational sub-sector generally and tertiary institutions in particular, have not been spared as shown by current events. Also, Okotoni and Okotoni (2003) lamented that intermittent disruptions of academic activities due to industrial crisis negatively affects the quality of education and thus the quality of manpower available for national development. Khan (1986) as quoted by Rabiul *et al* (2013) noted that the highest number of labour disputes arise due to wage increase. This was substantiated by Ahmed (2002) that Nigeria is yet to be ensured safe and decent work place for its workers. A majority of Nigerians are aware of the university workers strikes and are dissatisfied with the manner in which these take place, with strong objections to the perceived neglect of the university students' success, compounded by uncared attitudes of governments to university education to rescue the situation. The challenge of labour unrest has been apparently politicized in Nigeria to the extent that the general public are somehow confused who should actually be held responsible. To buttress on this, Igbaji (2009) explains that the pursuit of workers' rights and interests in the work place, particularly in Nigeria, is constrained by unequal distribution of both political and economic powers between labour and owners of enterprises. Negotiations and collective bargaining as activities of industrial relations became very necessary following the disagreement between management and workers (employers and employees), on matters pertaining to either policy formulation on the welfare of workers in an organization, or workers participation in decision-making process on matters that border on their interest and welfare. In addition, Ames *et al* (2012) opined that wage disputes are the catalyst of almost all worker strikes and wage negotiations are pivotal when it comes to speedy resolution.

Various factors identified by scholars as primary causes of labour unrest in Nigeria include:

Perceived low income

Basic salary is an incentive for workers to increase production and remain on job, especially if it commensurate to the labour of the workers. Adeoye (2014) observed that over the last 25 years, Nigeria has generated over \$300 billion from oil revenues after deducting payments to the foreign companies. Oil revenue between 2004 and 2007 amount to \$112 billion, while for the single year 2008, the nation made \$57 billion from oil and gas alone. The total oil revenues generated up to April 2008 was put at \$500 billion. Yet the country is marred in poverty, to the extent of its being categorized amongst the world's poorest nations. Over 70% of the nation's population lives below the poverty line due to inequitable distribution of the national resources, restricted access to social services such as education and public health care.

Lack of Conducive working conditions

Unions in Nigerian universities often embark on industrial strike because of their perception on poor working conditions such as obsolete laboratory equipment, inadequate offices, and lack of research grants and shortage of power supply.

Hike of Fuel Price

Hike in the price of fuel has been identified as another major reason that triggers labour unrest in our institutions. According to Wogu (1969) in Chukwuka (2013), in 2007, during Olusegun Obasanjo's regime, the Nigerian Labour Congress embarked on a nationwide strike protesting the increase on the fuel price with the aim of fighting for the interest of Nigerian citizens who are the primary consumers of the product.

National Minimum Wage by the Federal Government

On August, 2011, the Nigeria Labour Congress also embarked on nationwide warning strike over the non-implementation of the new national minimum wage by the Federal Government as promised by the President Goodluck Jonathan, during his campaign (Wogu, 1969, in Chukwuka, 2013).

Industrial and Economic Policies

Igbaji (2009) posit that government's industrial and economic policies, the nature of labour legislation, the behaviour of political and economic classes and national economic mismanagement are potential external causes of industrial conflicts.

Reinstatement of the Sacked Lecturers

For example, there was a conflict in the University of Ilorin between the university authority supported by the Federal Government and the Academic Staff Union of Universities (ASUU) University of Ilorin (UNILORIN) branch. The immediate cause of the conflict was that the University of Ilorin Authority sacked 49 Lecturers because they participated in a National Strike called by ASUU in defiance to the stand of

the university. The sacked Lecturers went to court to seek redress. And the court decided the case in favour of the sacked Lecturers. But despite legal victory, the Lecturers were not reinstated. The National body of ASUU went on strike severally over the non-re-instatement of the sacked Lecturers and the issue of re-negotiation of agreement reached with Federal Government in 2001 (Onoyase *et al*, 2013).

Federal Government/ASUU 1999 Signed Agreement

Another factor is failure on the part of the Federal Government to implement agreement signed with ASUU. Some labour agitations also involve allegations regarding the refusal of one of the parties involved to stick to the terms of the agreement reached by the parties. The allowances were part of the agreement which the union had with the Federal Government in 2009 (Akingbehin, 2014).

Payment of Entitlements

Akingbehin (2014) notes that workers threaten to go on strike to press for the payment of their entitlements such as allowances, which have been approved by the government. For instance, the Senior Staff Association of Nigerian Universities (SSANU) once threatened to go on strike if the 2013 budget did not capture its members' allowances. All these factors among others usually result to cessation of works by unions in Nigeria universities, and will continue until solutions are proffered.

Effects and Cost of Labour Unrest in Nigerian Universities

The costs of industrial disputes have always outweighed the benefits (Anyim, Chidi and Ogunyomi, 2012). Labour unrest has negative effects in achieving the goals of university education in Nigeria. These include:

Disruption of Academic Calendar

Academic calendar of most universities in Nigeria are irregular. Many State and Federal universities have lost one or two academic sessions. Consequently, four-year courses are often extended to five or six years as a result of closure of schools emanated from industrial strike. Igbaji (2009) lamented that educational standard is now believed to be questionable. Many an academic calendar in the universities has been disorganized, with some academic sessions out rightly lost. Students' academic performances have comparatively taken a nose dive, while various forms of examination malpractices are said to be on the increase.

Financial Losses

All the stakeholders on university education – Government, parents and students – suffer financial losses as a result of incessant labour unrest. For instance, government is under obligation to pay the salaries of the staff even for the period they were on strike. Parents also will have to keep feeding their children and pay their house rents. Orifowomo (2008) noted that employers, especially in the public sector, seldom

invoke the no-work no-pay rule, possibly because the employers themselves are usually at fault by their failure to nip a looming strike in the bud. According to Igbaji (2009), Government suffers from financial losses from closure of schools, while students and their parents suffer unquantifiable losses. They further submitted that the above anomaly have contributed in no small measure to a steady decline in the quality of education as some students resorted to examination malpractice to make up for the lost time during conflicts in schools especially where these have resulted to closures.

Retardation of the Economic

Incessant strike causes students' repetition, dropout, wastage and brain drain which have advert effect on the growth of the economy. Anyim, Chidi and Ogunyomi (2012) noted that trade disputes as exemplified by strikes, to a large extent have a great bearing on the smooth and orderly development of the economy and the maintenance of law and order in the society. They sometimes arouse public resentment because they may hurt the public more than the parties involved in the dispute.

Others include dropout, brain drain and educational Wastage

The costs of strikes include loss of production or output; disruption in essential services (oil, electricity, and banking); capacity under-utilization; scarcity and high costs of essential items; unemployment and manpower contraction amongst others. A strike-prone country is not likely to attract foreign investors as this index has become a very vital consideration for foreign industrialists and multinational corporations. However, it may be instructive to state that whether dispute staged is adjudged to be successful or not, it is obvious that some damage must have been done and parties and the public have to bear the costs (Anyim, Chidi and Ogunyomi, 2012).

Management of Labour Unrest in Nigerian Universities

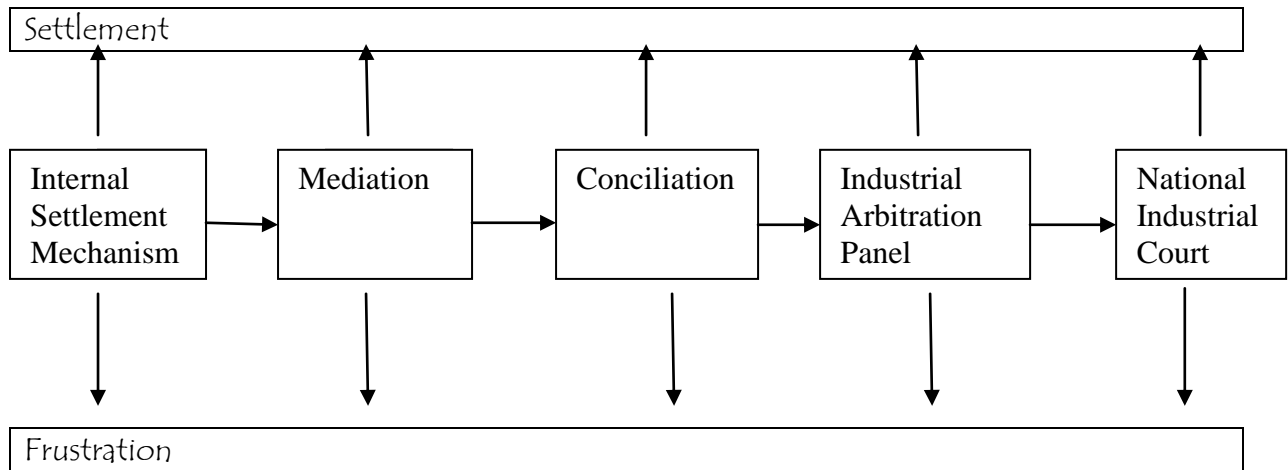
Management can simply be defined as the process of achieving a set goal with available resources (human, materials and technologies). In this context, management refers to effective means of resolving grievances and issues between governments and unions to avert recurrence of labour unrest. If well managed, grievances between the unions and Governments should not always result to labour unrest. Industrial disputes can be well managed through:

Collective bargaining

Collective bargaining is a means of settling conflicts between groups of workers, representatives of labour unions and relevant employers whereby they come together to negotiate their grievances. Njoku and Nwosu (2007) suggested that the government should provide a level playing field for the interested "publics" in

industrial relations through the recognition of collective bargaining as a means of settling conflicts.

Figure 1: Model of Disputes Settlement Mechanisms in Nigeria



Source: Adapted from Fajana (2006)

Figure 1 above shows the statutory settlement mechanism of industrial conflict. It is exemplified by internal settlement mechanism, mediation, conciliation, Industrial Arbitration Panel (IAP) and the National Industrial Court (NIC). The National Policy on Labour stipulates the expeditious or swift settlement of disputes by the institutions created for this purpose. Nevertheless, the Industrial Arbitration Panel (IAP) often takes up to 12 months or more to make its decision known to parties, thus creating room for erosion of confidence and frustration for the parties. This was substantiated by Fashoyin (1992) that the IAP hardly complied with 42 days duration it has within which to make its award. Government policies, pronouncements and directives sometimes lack credibility, firmness and the finesse they should have; as the government has consistently breached the legislation on “no work, no pay”. Based on the above inference, the disputes settlement mechanisms in Nigeria have not been effective which has made industrial strike a recurrent phenomenon.

Recommendation

If some or all of the following suggestions are taken, then labour unrest in Nigeria universities will become a history:

- *Huge Allocation of fund to University Education:* Money is the root of all evil, they say. Government should allocate sufficient fund to education, at least to meet up to 26% recommended by UNESCO. Oyetakin and Odunayo (2013) posit that the argument against public subsidy in higher education was very strong, hence primary, and secondary and higher education should receive the

highest investment priority respectively which must not be eroded by high wastage rate. According to Yoloye (1991), in recent times, economic recessions have made allocations from Federal, State and Local governments to schools to decline. This has reduced revenue proportion allocated to different levels of education especially secondary and higher institutions.

- **Provision of more infrastructures:** Okeke (2005) expressed the fact that basic requirements of infrastructures include buildings, classrooms, laboratories, workshops, administrative blocks, furniture and work benches. Invariably, funds are needed to properly put all these basic requirements in place.
- The Ministry of Labour and Productivity should device various *alternatives to resolve pressing issues between the unions in the universities and governments* in order to prevent recurrent of labour unrest in the university system. The Ministry of Labour and Productivity is the agency of the government responsible for labour and industrial relations matters.
- Government should stop hide and seek propaganda, but rather always take pain to implement whatever agreement it has reached with labours.
- The stakeholders' meeting should be convened by the Ministry of Labour and Productivity from time to time whereby the representatives of Government and labour unions should amicably deliberate on cogent issues bothering the union members.
- Lecturers who embark on industrial strike should not be indiscriminately sacked by the Government, but rather device means to meet their demands because of the nature of their profession. Also, the Government should not feel reluctant to obey the verdict of the court in reinstating those who have been sacked.
- Finally, if industrial strike is the only language Government hears, then the unions should keep embarking on it. However, for industrial strike to be effective unions in the universities should carry other unions at the Primary and Secondary schools along as well as other sister unions in other tertiary institutions.

If the aforementioned suggested solutions are implored to manage the recurrent phenomenon of labour unrest, then the challenge will probably become a history in Nigerian universities.

Conclusion

This paper examined the management of labour unrest in Nigerian universities. The researcher identified definitions of the subject matters by various authors. History of labour unrest in Nigeria is also examined as well as its causes and effects. In addition, the paper observes that the mechanism used to manage labour unrest so far has not been effective. Therefore, it recommends workable solutions to manage the phenomenon.

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