

**MANAGING LABOUR UNIONISM FOR INDUSTRIAL HARMONY AND ACADEMIC EXCELLENCE IN UNIVERSITY EDUCATION PROGRAMMES IN CROSS RIVER STATE, NIGERIA**

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**ABSTRACT:** *Labour disputes have become regular occurrences in Nigeria and the right to trade unionism has been constantly abused. Such unionism abuses and disputes often results in low productivity, which in turn affects the demand and supply chain of the economy. The laws in the country are always not abided by, so rather than bargaining, unions embark on strike as first resort, thereby constantly disrupting industrial harmony and academic activities in Nigerian Universities. The objective of the study was to examine the influence of labour unionism on industrial harmony and academic excellence in university education programmes in Cross River State, Nigeria. Survey research design was adopted for the study. The study population was the principal officers in the management and administrative cadre of the public Universities in Cross River State. Purposive sampling approach was used to select all the principal officers of the Universities because the population was manageable. A total 380 instruments was administered for which 363 favourably responded. An instrument titled: Managing Labour Unionism for Industrial Harmony and Academic Excellence in University Education Programmes Questionnaire (MLUIHAEUEPQ) was used to elicit information from the respondents. Data collected were analyzed by means of simple linear regression. Finding revealed that labour negotiation and collective bargaining significantly influenced industrial harmony and academic excellence in university education programmes in terms of stable school calendar, staff productivity and effective communication among the employees. Based on the findings of this study it was therefore recommended that the management of labour unions in Nigerian Universities should be detached from the influence of the government and the university principal officers. Also, labour unions should be allowed to operate as a single entity representing and protecting the interest of their members devoid of unnecessary interference by the university management.*

**KEYWORDS:** Labour unionism, industrial harmony, academic excellence, university education.

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### **Background to the study**

Marcus, Kabiru and Solomon (2016) found significant relationship between trade unionism and industrial peace, academic performances, productivity and development of Nigerian Universities and that unionism in Nigerian universities does not disrupt students' academic activities but enhances student's performance. Going by the National Policy on Education (2014), one of the major goals of university education is to provide high quality career counselling and lifelong learning programmes that prepare students with the knowledge and skills for self-reliance and the world of work. Higher education is also designed to reduce skill shortages through the production

of skilled manpower relevant to the needs of the labour market. These goals however can only be achieved through effective implementation of the school curriculum to enhance industrial harmony and academic excellence in the university system.

Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for mutual benefit. It is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, industrial harmony is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives in order to promote stable school calendar, staff productivity and effective communication, which are the focus of this study. Bello and Kinge (2017) submitted that a stable school calendar acknowledges (a) differences in student learning, and (b) the major changes taking place in the society. Andeel and Fakhar (2012) submitted that an uninterrupted school calendars are associated with higher achievement for economically disadvantaged students. Hence, students, parents, and staff who participated in stable calendar programs feel positive about their experiences in planning and delivering quality instructional activities.

Another dimension of industrial harmony in the university system has to do with staff productivity. The productive aspect of a job is the amount of goods and services that a group of workers produce in a given amount of time. It is an assessment of the efficiency of a worker or group of staff in terms of the output in a specific period of time in the University. These outputs include the quality of teaching, research and community service of lecturers coupled with their publication in the school system (Godfrey, 2017).

Industrial harmony also encourages effective communication among staff in the University. Godfrey (2017) submitted that there is a positive relationship between information sources availability, information utilization and academic productivity of lecturers. This implies that when relevant communication channels and timely information sources are made available to lecturers; their academic productivity may keep on improving. Above all, industrial harmony creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). Most of causes of industrial disharmony according to Nana (2017) have been attributed to poor communication incessant industrial disputes, brain-drain, under-funding or poor financing of quality education, cultism, corrupt practices and abuse of trust by labour union.

A labor union, also called a trade union, is an informal organization within a formal organisation that represents the collective interests of workers. The labor union helps workers unite to negotiate and bargain with employers over wages, hours, benefits, and other working conditions. Onwe (2014) found that the causes of industrial disputes in tertiary institutions include refusal on the part of the management to honour agreement reached with academic staff and refusal to pay emoluments and allowances of the academic staff. The study also revealed that industrial disputes have negative effects on teaching effectiveness of academic staff members. On the contrary, the general ideology behind labour unionism is that, workers believe that, by binding or coming together as a team, they will be able to fight for their rights against any economic exploitation and

social injustice that could be meted on them by their employers with respect to the job. To operate in an industry harmoniously, the workers expect their employers to treat them fairly by giving them reasonable compensations, and respecting their dignity of labour.

It is disturbing however to see that most of the academic calendars in Nigerian Universities have been constrained by frequent disharmony, labour unrests, instability and other forms of industrial conflicts over the years. In Cross River state universities, it is observed that some of the management personnel do not understand their responsibilities and what is required of them in order to maintain harmony between employees and employers. Some of them do not have the training and authority necessary to discharge their duties and responsibilities efficiently. Duties and responsibilities for each group of employees are not stated with clarity and simplicity in the organizational/institutional structure. Individual employees or work-groups are not regularly kept informed, factually and objectively, of changes and progress in the system. There is no harmonious link in the universities on the interchange of information and views between senior management and members of the work group.

Some Directors in the university are not properly briefed about innovation and changes before they occur so they can explain management's policies and intentions to the work-group. Employers do not cooperate with labour unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes. Employers do not encourage the establishment of effective procedures among members of the institutions for the settlement of grievances and disputes at the level of the establishment or undertaking. They do not take all reasonable steps to ensure that the institution observes agreements and agreed upon procedures. This research work therefore sought to determine if labour unionism is beneficial or otherwise to industrial harmony and organizations productivity with specific emphasis on University of Calabar as a case study. The independent sub-variables considered in this study are labour negotiation and continuous bargaining while the dependent sub-variables are stable school calendar, staff productivity and effective communication.

## LITERATURE REVIEW

### **Labour negotiation for industrial harmony and academic excellence**

Labour negotiation is a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers. Onwe (2014) results revealed three major problems facing the managers of labour in the university system are: (i) the problem of change and change management; (ii) the problem of proliferation of trade unions; and, (iii) the problem of differential remunerations and employee benefits. Similarly, Briggs (2018) concluded that to attain the objectives of labour establishment, it is necessary that leadership recognizes the needs of workers, employ appropriate motivational tool such as promotion of staff based on merit and skills, provide suitable working environment and provide an appropriate leadership style that will encourage free flow of information among employee, superior officers and other employers.

Saeed (2017) results reveal that survey respondents are aware of the importance of industrial and labour relations in terms of boosting organisational performance but importance is not given to labour productivity within the school organisations in Delta State. A gap between the thinking of management and labour about the objectives of labour management relations was also found during primary research. It was also identified that most of the organisations in Delta state are not using any leadership pattern and other organisations are using traditional democratic leadership style. Onwe (2014) analysis of the data was done using tables, percentages and statistical distribution. From the finding in the research work the researcher recommended that for an effective relation to be maintained between labour and management, the employees must be properly motivated, communication gap should be bridged, workers should participate in decision making, and salaries must be paid as and when due.

Ukeje, Abraham and Ndukwe (2015) explored the causes of inefficiency and the challenges of leadership influence on labour management relations with case study of Ebonyi State University (EBSU), Nigeria. It showed a significant effect of labour leadership influence on the management of trade unions like the Academic Staff Union of Universities (ASUU), Non-Academic Staff Union (NASU), and the Senior Staff Association of Nigeria Universities (SSANU) in the case study. In a similar study, Ndajiya and Kabir (2014) found that trade union contributed to economic development in Nigeria, provision of infrastructural development such as water, electricity, road and schools facilities, provide the knowledge of laws that regulate labour activities in Nigeria, improve capacity building of workers, education, finance and independent, guarantee workers salary, protection of workers right and personnel interest, boost worker physical integrity and moral dignity of the individual and prevent workers being threaten or dismissed without reasons.

### **Collective bargaining for industrial harmony and academic excellence**

Collective bargaining process is very critical in determining organizational industrial relations which in turn help to improve job related outcome such as employees' job performance. Collective bargaining therefore, is a process of mutual influence between the employer and the union (representing employees) with an objective of reaching mutual agreement on employees' working conditions (Cloutier, 2012). According to Godfrey (2007), collective bargaining is central to any industrial relations system, as a tool through which regulated flexibility is achieved as the involved parties (the employer, and the union) operate on divergent interests and different conclusion as a result of available resource or perceived available resource, and competitive position.

Babalola and Ishola (2017) examined the influence of collective bargaining and satisfaction with bargaining on employees' job performance. The results revealed two models, with the first model indicating that satisfaction with collective bargaining ( $\beta = .56, p < 0.01$ ) was a significant direct predictor of job performance among employees. The second model showed 35% incremental change in employees' job performance. This indicated that age ( $\beta = .27, p < .01$ ), and educational qualification ( $\beta = .58, p < .01$ ) were significant independent predictors of employees job performance.

In a related study, Andeel and Fakhar (2012) investigated collective bargaining and its implementation: a case study of HBFC in Pakistan. Simple random sampling was used for

collecting data from population. In-depth interviews are conducted formally and informally. Based on the analysis of data gathered in HBFC it was found that there is no proper communication between union and management. They have misconception between them and the management does not properly recognize the union. And there is also the involvement of politics in collective bargaining. So there is need of some improvement in collective bargaining process and also realize the importance of union and collective bargaining.

Nana (2017) identified that: performance management and accountability, organizational and union culture, intrinsic motivation and performance recognition, management practices, and the future sustainability of unions. These findings might help unionized organizations in the Washington DC metro area consider changing negative hiring and retention practices. Collective bargaining agreements, without a partnership framework linked to organizational sustainability, can hinder the creation and sustenance of high performance work practices in labor unions. In the same vein, Muturi, Were, and Muturi (2018) found that collective bargaining had a positive significant effect on employee performance,  $r = .547$ ,  $p = .000$  while the regression results showed that for every one unit change in collective bargaining, employee performance increases by 0.362 hence implying a positive impact of collective bargaining on employee performance. The study found out that collective bargaining had a significant effect on employee performance.

In a related study, Joseph, (2015) results indicated that the relative bargaining power of public sector unions was eroded during this period. The study concluded that a period of highly constrained public sector collective bargaining were to continue in the future. Also, Akhaukwa, Maru and Byaruhanga (2013) conducted a study to determine the effect of collective bargaining process on industrial relations environment in Public Universities in Kenya. The result showed that collective bargaining process had a significant effect on industrial relations environment ( $=0.495$ ,  $p < 0.05$ ). It was recommended that parties to collective bargaining should reconsider their strategies for engagement in order to enhance their relationship.

Similarly, Bello and Kinge (2014) examined the role of collective bargaining in the management of the industrial conflicts that took place between 2007 and 2011 in Taraba state public service. The study revealed that collective bargaining played active role in the management the state-w industrial conflicts management in Taraba state and its role led to the resolution of the 2009 and 2011 state-wide strikes. Taraba state chapter of Nigerian Labour Congress should always prepare and endeavour to mobilize, sensitize or enlighten its members on matters affecting the unions as well as to use such medium to counter most of government propaganda in order to improve their role in collective bargaining and both the state government and Nigerian Labour Congress (NLC) should embrace conflicts as their mutual problem and collective bargaining as the most acceptable way of settling any of such conflicts.

Asamu, Abiola, Ogadinma and Bamidele (2019) worked on industrial conflict and collective bargaining: evidence from north central region of Nigeria. The findings of the study shows that negotiating via the process of collective bargaining on the terms and conditions of employments were not satisfied to the employees in the way the management of the institution handle them. Therefore, a proactive collective bargaining procedural and substance rules are recommended for both parties to reach collective agreement

Okpalibekwe, Onyekwelu and Dike (2015) findings showed that the Nigeria union of local government employees has helped to ensure industrial peace, employee commitment to optimum job productivity as well as effectively using collective bargaining to enhance organizational performance. Ekwoaba, Dumebi and Ojikutu (2015) discovered that effective collective bargaining positively affects productivity; there exists an established procedure for conflict resolution in the universities; and that collective bargaining is a veritable instrument for the management of conflict in the universities. Raimi and Adias (2018) found among others that even though respondents saw collective bargaining as having a positive link with industrial harmony, collective bargaining procedures had not been sufficiently followed to address grievances in the organization and even where they had been followed, agreements had not been significantly implemented. Atoyebi, Ogundeji and Adekunjo (2012) findings suggested that the level of compliance on the part of employer was very low and this was because they were taking advantage of weak institution and legal framework due to the prevailing economy situation in the country. Also, the finding revealed that the union was unable to compel employer to comply with relevant provisions of the collective bargaining agreement.

Akhaukwa, Maru and Byaruhanga (2013) investigated the effect of collective bargaining process on industrial relations environment in public universities in Kenya. Linear regression analysis was employed to determine the effect of collective bargaining process on industrial relations. The result show that collective bargaining process has a significant effect on industrial relations environment ( $\beta=0.495$ ,  $p < 0.05$ ). It was recommended that parties to collective bargaining should reconsider their strategies for engagement in order to enhance their relationship.

### **Statement of the problem**

The rate of incessant industrial action and persistent protests by employees against their employers in various Nigerian public institutions over the years has been the major source of disturbance to counsellors, workers, stakeholders, managers and the general public. At the University level, it is observed that the extent of industrial action has hampered academic excellence in terms of stable school academic, staff productivity, and effective communication among the employees. Some Universities cannot operate uniform academic calendar for all the school programmes. And when the strike is called off, most lecturers in a bid to cover the course outline within the short period resort to poor lecture delivery as well as indulge in collecting sorting from unsuspecting students. Lecturers' interests are not effectively represented by their labour union during staff meetings where critical issues about their welfare are discussed.

In an attempt to create a harmonious university environment as a citadel of academic excellence, government approved labour unionism in terms of Academic Staff Union of Universities (ASUU), Non-Academic Staff Union of University (NASUU), Senior Staff Association of Nigerian Universities (SSANU) to arbitrate between employers and employees over labour negotiation and collective bargaining. Unfortunately, the efforts of the labour unions have not reached appreciable level. This is evident in the unions' inability to organise their members and unanimously negotiate wages/working condition terms. There is high rate of corruption, failure to implement collective agreement such as harmonized salary structure, refusal to ascend to union, poor or delay in salary and wages of worker, dissolution of trade union to segment to reduce their power, retrenchment and unemployment problems and sometimes strike may call back without consulting members. It

therefore appears that that some of the management personnel of labour union do not understand their responsibilities and what is required of them in order to maintain harmony between employees and employers. It is against this backdrop that the researchers asked thus: To what extent does labour unionism enhance industrial harmony and academic excellence in universities in Cross River State?

### **Purpose of the study**

The purpose of the study was to determine the ways labour unionism enhances industrial harmony between employers and employees for academic excellence in university education programmes in Cross River State, Nigeria. Specifically, the study investigated the influence of managing:

1. Labour negotiation on academic excellence in university education programmes
2. Collective bargaining on academic excellence in university education programmes

### **Research questions**

1. To what extent does labour negotiation influence academic excellence in university education programmes?
2. How does collective bargaining influence academic excellence in university education programmes?

### **Research hypotheses**

Ho<sub>1</sub>: There is no significant influence of labour negotiation on academic excellence in university education programmes.

Ho<sub>2</sub>: Collective bargaining does not significantly influence academic performance in university education programmes

### **METHODOLOGY**

This research was carried out in Cross River State, Nigeria. This study area was chosen because several research evidence have established that some of the labour unions in the State have not been able to satisfy labour demands between employers and employees for industrial harmony as enshrined in the Labour Act of the Federation Republic of Nigeria 2004 (Premium Times, 3 July 2019). Cross River is one of the 36 states in the Republic bounded by Cameroon. It is located in the South-South geopolitical zone of Nigeria with Calabar as the capital city. Cross River is located on latitude 5<sup>o</sup> 45"North of the equator and longitude 8<sup>o</sup> 30" East of the Greenwich meridian. It is a coastal state in the Niger Delta and it occupies 20,156 square kilometers (Cross River State Government, 2014). Cross River State is bound in the North by Benue state, in the West by Ebonyi and Abia States, in the East by Cameroon Republic and in the South by Akwa-Ibom State and the Atlantic Ocean.

This present study adopted survey research design. This design was chosen to examine ways through which labour unionism may be managed for enhancing industrial harmony and academic

excellence in university education programmes in cross river state of Nigeria. The study population was the principal officers in the management and administrative cadre of the University. The population of the study was made up of all the staff in the two public Universities. Purposive sampling technique was used to select 370 academic staff of the universities. An instrument titled: Managing Labour Unionism for Industrial Harmony and Academic Excellence in University Education Programmes Questionnaire (MLUIHAEUEPQ) was used to elicit information from the respondents. Data collected were analyzed by means of simple linear regression statistics. The instrument was validated by experts in Guidance and Counselling, Measurement and Evaluation as well as Educational Administration and Planning. The reliability of 0.89 was established using Cronbach alpha method. This value was considered appropriate for the instrument to be used for the study. Data obtained were analysed using simple linear regression statistics because the criterion sub-variables of academic excellence was to be predicted or explained using the predictor variable (labour unionism).

### Presentation of results

#### Hypothesis one

The first hypothesis states that labour negotiation does not significantly influence academic excellence in terms of stable school calendar, staff productivity and effective communication. The independent variable is labour negotiation while the dependent variable is industrial harmony assessed from three perspectives (stable school calendar, staff productivity and effective communication). The variables were measured continuously. To test this hypothesis, simple linear regression statistics was applied to the data. The result is presented in Table 1.

TABLE 1

Summary of linear regression analysis for the contribution of labour negotiation to academic excellence of university education programmes

Academic excellence Variables	Source of Variation	Sum of square	Df	Mean square	F-ratio	p-level	R <sup>2</sup>
Stable school calendar	Regression	363.338	1	363.338	76.909	.000	.239
	Residual	1157.658	362	4.745			
	Total	1520.996	363				
Staff productivity	Regression	298.518	1	298.518	47.226	.000	.162
	Residual	1542.331	362	6.321			
	Total	1840.950	363				
Effective communication	Regression	276.849	1	276.849	22.172	.000	.083
	Residual	3046.744	362	12.487			
	Total	3323.593	363				

\*p>.05, critical t=2.431



Table 5 shows that the analysis of variance in the regression output produced an F-ratio of 76.909 for stable school calendar, 47.226 for staff productivity, and 22.172 for effective communication. These F-ratios were all statistically significant at .05 probability level. On the basis of this result, null hypothesis one was rejected ( $p > .05$ ). This means that, labour negotiations significantly influence academic excellence in terms of stable school calendar, staff productivity and effective communication. The result also shows that a coefficient of determination ( $R^2$ ) of .239 for stable school calendar, .162 for staff productivity, and .083 for effective communication. This implies that, 23.9%, 16.2%, and 8.3% of the variance in stable school calendar, staff productivity and effective communication respectively was accounted for by labour negotiations. Thus, 76.1%, 83.1% and 91.7% of the variance in stable school calendar, staff productivity and effective communication respectively, may be attributed to the effect of other variables extraneous to the study other than labour negotiation.

### Hypothesis two

The second hypothesis states that continuous bargaining does not significantly influence academic excellence of university education programmes in terms of stable school calendar, staff productivity and effective communication. The independent variable is continuous bargaining while the dependent variable is academic excellence assessed from three perspectives (stable school calendar, staff productivity and effective communication). The variables were measured continuously. To test this hypothesis, simple linear regression was applied to the data. The result is presented in Table 2.

TABLE 2

Summary of linear regression analysis for the contribution of collective bargaining to academic excellence of university education programmes

Academic excellence Variables	Source of Variation	Sum of Square	Df	Mean square	F-ratio	p-level	$R^2$
Stable school calendar	Regression	23.158	1	23.158	3.772	.050	.015
	Residual	1497.838	362	6.139			
	Total	1520.996	363				
Staff productivity	Regression	256.765	1	256.765	39.550	.000	.139
	Residual	1584.084	362	6.492			
	Total	1840.850	363				
Effective communication	Regression	96.905	1	96.905	7.328	.007	.029
	Residual	3226.688	362	13.224			
	Total	3323.593	363				

\* $p > .05$ ; critical  $t = 1.098$

Table 2 shows that the analysis of variance in the regression output produced an F-ratio of 3.772 for stable school calendar, 39.550 staff productivity, and 7.328 for effective communication. These F-ratios were all statistically significant at .05 probability level. On the basis of this result, null hypothesis two was rejected ( $p > .05$ ). This means that continuous bargaining significantly influences academic excellence of university education programmes in terms of stable school calendar, staff productivity and effective communication. The result also shows that a coefficient of determination ( $R^2$ ) of .015 for stable school calendar, .139 for staff productivity, and .029 for effective communication. This implies that, 1.50%, 13.90%, and 2.90% of the variance in stable school calendar, staff productivity and effective communication respectively was accounted for by continuous bargaining. Thus, 98.50%, 86.10% and 97.10% of the variance in stable school calendar, staff productivity and effective communication respectively, may be attributed to the effect of other variables extraneous to the study other than continuous bargaining.

## DISCUSSION OF FINDINGS

The result of this hypothesis indicates that labour negotiation significantly influence academic excellence of university education programmes in terms of stable school calendar, staff productivity and effective communication. The findings corroborates the study findings of Ukeje, Abraham and Ndukwe (2015) and Ndajiya and Kabir (2014) who found that the negotiation of trade union contributed to economic development in Nigeria, provision of infrastructural development such as water, electricity, road and schools facilities, provide the knowledge of laws that regulate labour activities in Nigeria. They also found that labour negotiation improves capacity building of workers, education, financial independent, guarantee workers salary, protection of workers right and personnel interest, boost worker physical integrity and moral dignity of the individual and prevent workers being threaten or dismissed without reasons.

The finding on the second hypothesis revealed that collective bargaining influences academic excellence in terms of stable academic calendar, staff productivity and effective communication. This finding is in consonant with the study finding of Okpalibekwe, Onyekwelu and Dike (2015) and Ekwoaba, Dumebi and Ojikutu (2015) who found that effective collective bargaining positively affects productivity; there exists an established procedure for conflict resolution in the universities; and that collective bargaining is a veritable instrument for the management of conflict in the universities. But the finding did not tally with the study findings of Raimi and Adias (2018) and Atoyebi, Ogundeji and Adekunjo (2012) who found that even though respondents saw collective bargaining as having a positive link with industrial harmony, collective bargaining procedures had not been sufficiently followed to address grievances in the school organization and even where they had been followed, agreements had not been significantly implemented.

The brain behind this finding could be that the leaders of the labour union must have sabotaged labour interest and taking advantage of weak legal framework due to the prevailing economic situation in the country. Otherwise, the union should be able to compel employer to comply with relevant provisions of the collective bargaining agreement to promote industrial harmony and academic excellence among the employees.

## CONCLUSION

Based on the findings of this study it has been concluded that labour negotiation, collective bargaining enhances industrial harmony in terms of stable academic calendar, staff productivity and effective communication in in university education programmes.

## Recommendations

The researchers therefore recommend that the management of labour unions in Nigerian Universities should be detached from the influence of the government and the university principal officers. Labour unions should be allowed to operate as a single entity representing and protecting the interest of their members devoid of unnecessary influence by the university management.

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**RESEARCH INSTRUMENT**

**MANAGING LABOUR UNIONS FOR INDUSTRIAL HARMONY AND ACADEMIC  
EXCELLENCE OF UNIVERSITY EDUCATION PROGRAMMES  
QUESTIONNAIRE (MLUIHAEUEPQ)**

Department of Educational  
Administration and Planning  
Faculty of Education  
University of Calabar,  
Calabar.  
10<sup>th</sup> July, 2019.

Dear Respondent,

I am a post graduate student of the above named Department. I am conducting a research on Managing Labour Unionism for Industrial Harmony and Academic Excellence of University Education Programmes in Cross River State, Nigeria. The survey is completely voluntary and you may skip questions you are not inclined to answer. I hope you will do your best to answer all the questions that are relevant to you. Thank you in advance for your cooperation and participation. If you have any questions about the survey please contact: Uzoigwe, Michael Chukwudi, 08033653142.

Yours faithfully,

Researcher

**SECTION A****KEY**

CT= Completely True; T= True;

F= False; CF=Completely False

**INSTRUCTION:** Rate your labour union on the following indicators by placing a tick (√) on the option that best appeals to you.

S/N	Items	CT	T	F	CF
	<b><u>Labour negotiation</u></b>				
1.	Our union used to sabotage the agreement of members				
2.	Our labour union does not have a weak bargaining power				
3.	Our labour union is completely unorganised				
4.	Our union can raise new demands on behalf of its members				
5.	Our union negotiates wages/working condition terms				
6.	Our union cannot regulate relations between workers and employers				
	<b><u>Continuous bargaining</u></b>				
7.	Our union can regularly take collective action to enforce the terms of collective bargaining				
8.	Our union does not always help to increase the economic strength of employees				
9.	Our union often decide on the uniform conditions for employment				
10.	Our union hardly promotes prompt redressal of grievances				
11.	Our union always provides new methods of regulatory working conditions				
12.	Our union cannot develop a sense of responsibility among the employees				

**SECTION B:**

**INSTRUCTION:** Rate your school's excellence on the following institutional indicators by placing a tick (✓) on the option that best appeals to you.

S/N	Items	Excellent	Good	Fair	Poor
	<b><u>Stable school calendar</u></b> How will you rate your school in terms of:				
14.	Operating uninterrupted academic calendar				
15.	Using one calendar for all school programme				
16.	Availability of late course registration dates				
17.	Observing administrative holidays by staff				
18.	Availability of courses during registration				
19.	Ability to cover lost grounds after strike				
	<b><u>Staff productivity</u></b> How will you rate your school in terms of:				
20.	Teaching/lecture delivery				
21.	Encouraging examination malpractices				
22.	Ensuring that students do their assignment				
23.	Teacher-student relationship				
24.	Release of examination results				
25.	Qualification of lecturers				
	<b><u>Effective communication</u></b> How will you rate your school in terms of:				
26.	Integrity of messages conveyed to staff				
27.	Use of informal communication channels				
28.	Organizing regular staff meetings				
29.	Sending uniform feedback to recipients				
30.	Accurate plan of academic objectives				
31.	Adequate briefing of recipients				