

UNIVERSITY OF CAPE COAST



INFLUENCE OF STRIKE ACTION ON EMPLOYEES' PERFORMANCE
IN SELECTED PUBLIC UNIVERSITY IN GHANA

JEFFERY ALBERT BAIDOO

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UNIVERSITY OF CAPE COAST



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IN SELECTED PUBLIC UNIVERSITY IN GHANA

BY

JEFFERY ALBERT BAIDOO

Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfilment of the requirements for the award of Master of Business Administration Degree in Human Resource Management

APRIL 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

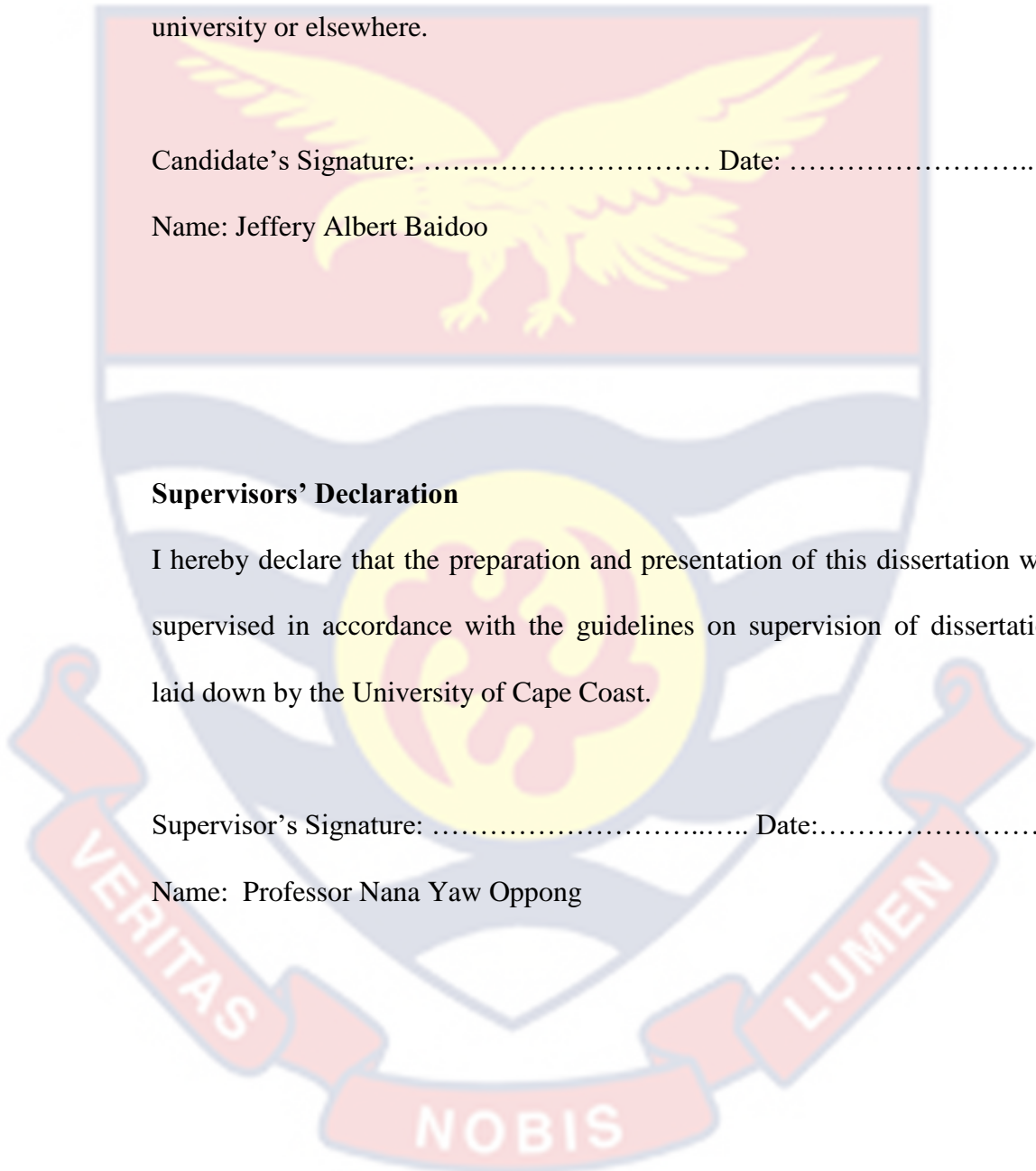
Name: Jeffery Albert Baidoo

Supervisors' Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Professor Nana Yaw Oppong



ABSTRACT

The research studied on the effect of strike on employee performance of employees of public universities. The three objectives were established in order to achieve the purpose of the study. The study was centered on social conflict theory and collective bargaining theory. The study employed the quantitative research approach. The study had a population of 22,861 individuals. The simple random sampling technique was used in selecting 365 respondents. Descriptive and Multiple Regression were also used to analyse the data. The results showed that, demand for wage increment, poor handling of employee grievances, unnecessary inferences in the affairs of the public university, poor implementation of the new pay policy and lack of negotiation skills were the main factors that cause employees to embark on strike. The study also found out that, there was a negative relationship between strike and employee performance among employees of selected public universities in Ghana. Also, the study found that, good negotiation skills of all the stakeholders, proper handling of the Ghanaian economy by the government, fulfilment of promises, proper handling of employee grievances in public universities, and proper implementation of new pay policy were the main remedies to reduce the rate at which employees embark on strike. The study recommends that 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.

KEYWORDS

Employee Strike

Employee Performance

Linear Regression

Descriptive statistics



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DEDICATION

To my mother, Mrs. Augustina Fynn-Nketia and my daughter, Augustina Efua

Baidoo.



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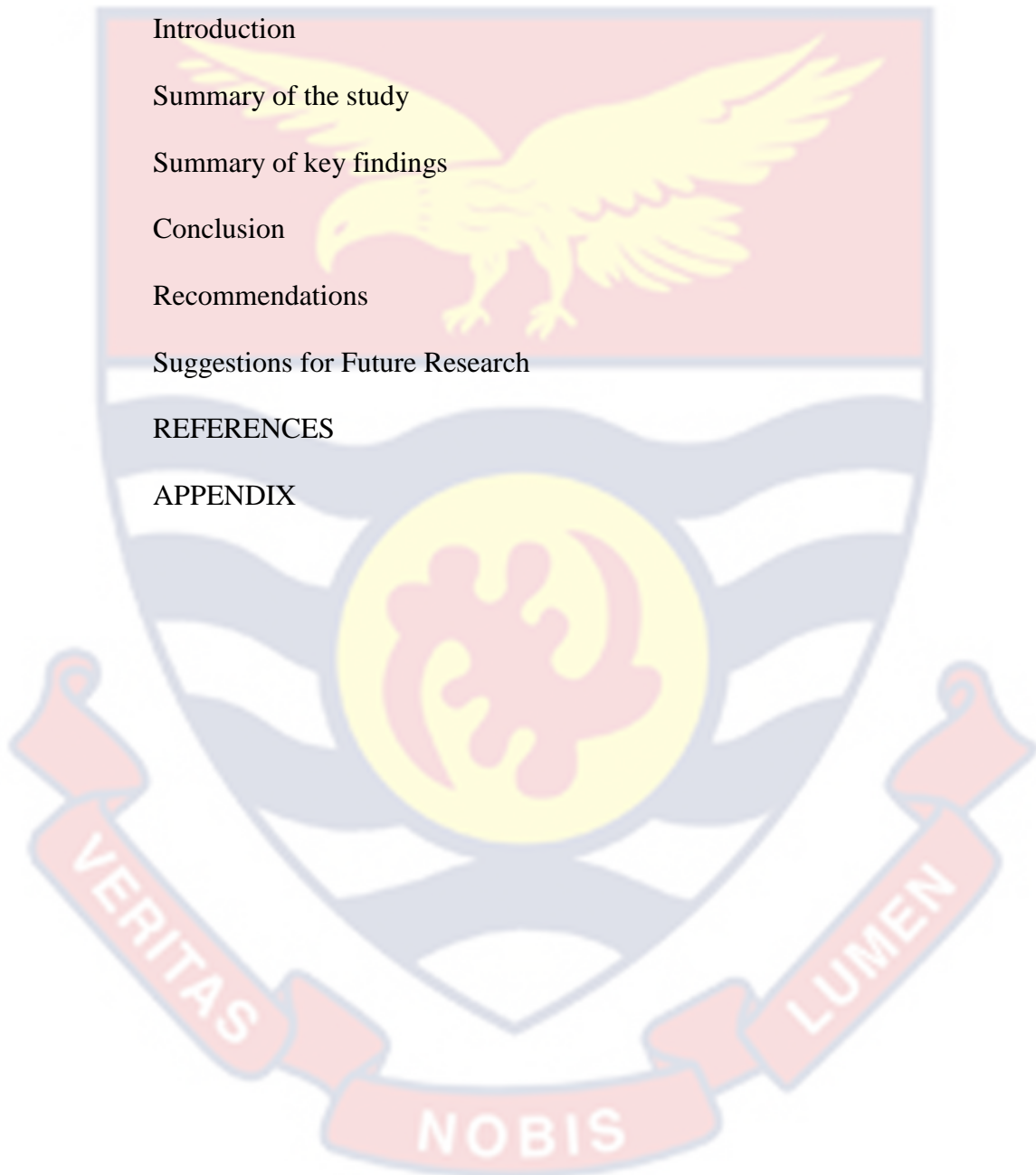
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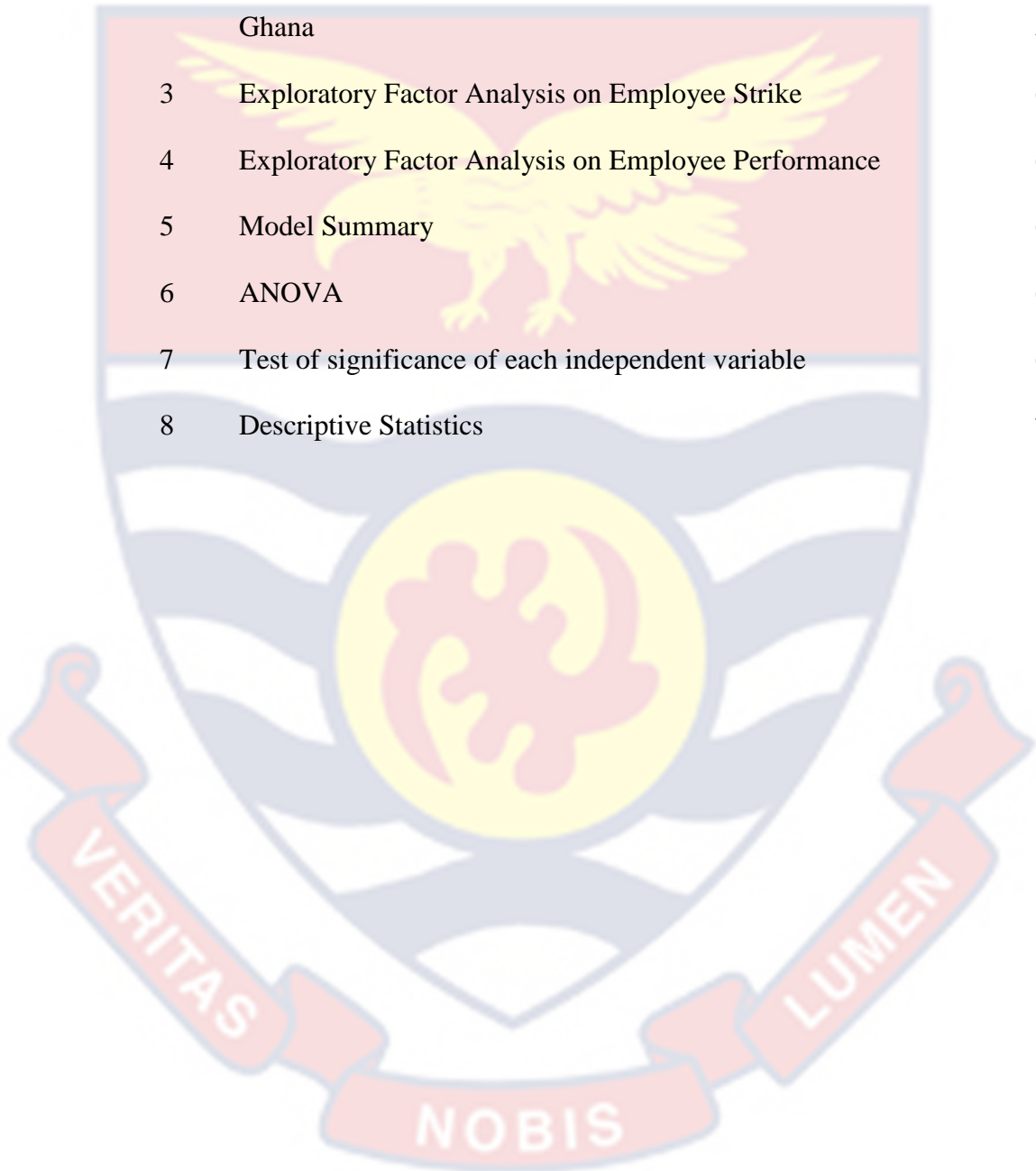
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CHAPTER ONE

INTRODUCTION

The influence of strike actions on employees' performance is a topic of paramount significance in the realm of labor relations and organizational productivity. Strikes, as a form of industrial action, have been used by employees worldwide as a means to advocate for their rights, improve working conditions, and negotiate better employment terms. However, the repercussions of strikes extend beyond the immediate demands of labor unions and can profoundly impact the overall performance of employees and organizations alike. This study delves into the intricate dynamics of the influence of strike actions on employees' performance, with a specific focus on two prominent educational institutions in Cape Coast, Ghana: the University of Cape Coast (UCC) and Cape Coast Technical University (CCTU). Both institutions play pivotal roles in the Ghanaian education landscape and are home to a diverse group of employees, including academic staff, administrative personnel, and support staff.

Background to the Study

Nowadays strikes have literally become a certainty worldwide, especially in countries such as Canada, China, South Africa, Ghana, Nigeria, Zimbabwe and Kenya (Chan, 2020; Bartock, 2019; Murwirapachena & Sibanda, 2019; Machete, 2022; Bala, Kwaghe & Wuyep, 2019). According to Chan (2020), strike action is perceived as a global phenomenon due to its prevalence worldwide. Studies (Tobi & Adegami, 2020; Jolayemi & Fatmilola, 2020) have reported that the university education systems in Ghana, South Africa and Nigeria continue to suffer from perennial

interruptions of academic sessions as a result of constant strikes being embarked upon by the employees of the universities, as well as by students. Strike action is a common mechanism through which workers express their dissatisfaction with their working conditions in order to achieve a desired result. They are legitimate deadlock breaking tactics used by employees when negotiations between trade unions and management reach an impasse (Obiekwe & Eke, 2019).

Section 175 of the Ghana Labour Act, 2003 (Act. 651) defines strike as any action taken by two or more persons acting in concern, which is intended by them to restrict the service they usually provide to the employer or reduce the output of such service in order to put more pressure on the employer to meet their demands. The consequence of these actions does not only affect the country and the university activities, but they have an impact on employment relations (Addison & Teixeira, 2020; Abugre & Nasere, 2020). The incessant strikes in most of these countries (Ghana, Nigeria and South Africa) are as a result of the perceptions held by employees that it is the only language which governments and employers understand (Cheng et al., 2020).

In Sub-Saharan Africa, countries such as South Africa, Ghana and Nigeria have embarked on more strikes than their counterparts, namely: Zimbabwe; Botswana; Morocco; Ethiopia and Kenya (Dwomoh, Gyamfi & Luguterah, 2019; Elenwo & Okere, 2021; Amoah, Jehu-Appiah & Boateng, 2022; Onyebukwa, 2021; Mngomezulu, 2019). This indicates that there is a growing number of strike actions in these countries. In South Africa, studies (Machete, 2022; Odeku, 2014; Murwirapachena, & Sibanda 2014; Rapatsa, & Matloga, 2014; Van Rensburg & Van Rensburg, 2013) have shown that there

is a prevalence of strikes in the country. According to the Machete (2022), a total of 57 strikes took place in 2014. However, in 2015, the total number of strikes that took place decreased to 51. In 2016, the total number of strikes that took place increased to 74. This number decreased to 67 in 2017. However, in 2018, 99 strike actions were reported. In the year 2019, a total of 144 strikes were recorded. In 2020, a total of 88 strikes were reported. However, in 2021, the total number of strike actions that were reported increased to 156. A careful analysis of these figures suggests that there is a prevalence of strike in South Africa. According to Rapatsa and Matloga (2014), not all of these strikes were protected. According to Russo et al. (2019), more than 50% of the strikes that took place in 2017 were protected, whilst approximately 48% of them were unprotected. Ofori (2020) suggests that educational sector has recorded the highest unprotected strikes in 2019 to 2022. It was reported that some of these strikes resulted in shut down of institutions (Kaguthi, Nduba & Adam, 2020). These strike actions were spread across various industries in Ghana.

Similarly, in Nigeria, statistical data on strikes have shown that there has been an increasing number of strikes in the country. Unlike in South Africa, in Nigeria the prevalence of strike action was determined using the number of periods in which workers embarked on such strikes. According to Aidelunuoghene (2015), employees in the Education sector went on a one-week strike in 2008. In 2009, they embarked on a four- month strike. This increased to seven months in 2010. In 2011 and 2012, they went on three month strikes. Furthermore, in 2013, they embarked on 3 months of strike action. However, in 2014, they embarked on a seven- month strike. Finally, as

at the end of 2015, they embarked on eight months of strike action. In Nigeria, another study was conducted by Ezeagba (2014), which discovered that there is prevalence of strike action in the country. According to Ezeagba (2014), in 1997, the official number of strikes that were recorded in Nigeria was 89. Furthermore, in 1998, the total number of strikes that took place increased to 108. As at the end of 1999, the total number of strikes recorded increased to 131. The analysis of the number of strikes and the periods of these strikes in Nigeria depicts that there is a prevalence of strike action in the country.

According to the Ghana Statistical Service (2019) and van der Velden (2012), there is an increasing number of strike actions in Ghana. An average of 22 strike actions were recorded across all the sectors in the year 2008. However, in 2009, the total number of strikes recorded increased to 47. The year 2010 saw a dramatic decrease in total number of strike actions from 47 to 14. In 2011, the total number of strikes that took place was 46. Furthermore, in 2012, 43 strikes were recorded nationwide. Moreover, in 2013, the total number of strikes recorded further decreased to 13. In 2014, the total number of strikes that took place in the country further increased to 30. Finally, from 2015 to 2022, the number of strike actions that were reported further increased to 97.

Social conflict theory provides a valuable framework for understanding the influence of strike actions on employees' performance at the University of Cape Coast (UCC) and Cape Coast Technical University (CCTU). This theory, rooted in the works of Karl Marx and expanded upon by subsequent sociologists, posits that society is characterized by the unequal distribution of resources and power, leading to conflicts between different social groups.

The frequent cases of labour unrest or strikes in Ghana is a serious concern to most Ghanaians as they tend to undermine the peace and growth the country is currently enjoying (Seniwoliba, 2022). According to Seniwoliba, it is very difficult to quantify the economic and financial cost to the nation, parents and students as a result of numerous strikes in the education sector. Serious attention is therefore needed by all the stakeholders (government, trade union representatives, university management, employers, NGOs, parents and community leaders) to address the incessant strikes in the country. This study has been undertaken to provide the stakeholders of the universities with effect of strike actions on performance of staffs in selected public universities in Ghana. Furthermore, it will provide governments, employers and employees with guidelines on how to ensure sound employment relations.

Statement of the Problem

The tertiary education system in Ghana has been marred with incessant strikes, especially from 2010 to 2020 over disagreement between university staff, their management and the government (Gyamfi, 2020; Seniwoliba, 2022). Seniwoliba (2022) suggests that Ghanaian workers and their trade unions often regard strike action as the only avenue through which they can protect and promote their socio-economic interests; hence, they frequently embark on strikes. According to Seniwoliba (2022), the incessant strike actions by the employees of public universities in Ghana have inadvertently affected not only academic activities in the universities but also the whole country. Selala (2014) also suggests that strike action has a varied and wide-ranging effect on employment relationships. The occurrence of strikes in the

public universities in Ghana is very alarming and if serious action is not taken, the education system in the country will suffer dire consequences. It appears that the government, university management and other stakeholders have done little to resolve strikes in the country (Mahet, 2022).

Thorough review of previous literature suggests that there is abundant literature regarding strikes in Sub-Saharan Africa. (Gyamfi, 2020; Seniwoliba, 2022; Momodu et al., 2014; Ige Akindele, 2019). However, to the best knowledge of this researcher, research on strike actions and employment relations in the Ghanaian context has been very limited. Furthermore, the review of various literature on strike action in Ghana revealed that little has been done to address strike action in the public universities even though it is evident that there is an increasing number of strikes in these institutions. For example, previous studies conducted by researchers (Gyamfi 2020; Seniwoliba, 2022) in Ghana on strike actions only examined strikes in the health sector without any emphasis on the education sector.

In addition, the few studies that were conducted in Ghana failed to establish the prevalence of strike action in the country. Previous studies in Ghana have suggested that there is a growing number of strikes in the country but, unfortunately, none of these studies has utilised statistical data to justify their findings, as has been done in this study (Gyamfi, 2018; Seniwoliba, 2013). In South Africa and Nigeria researchers have used the statistical data available to demonstrate that there is a prevalence of strikes (DoL, 2014; Ezeagba, 2014).

Despite the numerous strike actions that took place in Ghanaian public universities, little research has been done to investigate the causes of the

strikes and possibly to provide recommendations to address or reduce the occurrences of these strikes. It is against this background that this study seeks to investigate the impact of employee strike action on employee's performance in selected public universities in Ghana.

Purpose of the Study

The main purpose of this study is to investigate the impact of employee strike action on employee's performance.

Research Objectives

The specific objectives of the study were to;

1. analyse the factors responsible for the strike actions in selected public universities in Ghana.
2. evaluate the impact of strike action on employee's performance in selected public universities in Ghana.
3. assess ways to reduce strike action among university staffs.

Research Questions

Based on the objectives, the following questions are being proposed;

1. What are the factors responsible for the strike actions in Public Universities?
2. What is the impact of strike action on employee's performance?
3. What are the ways to reduce strike action among university staffs?

Significance of the Study

The study is significant in various ways. The study will contribute to the existing body of knowledge regarding strike action and employee's performance. Secondly, it will provide measures which will help employers and governments in minimising or preventing strike actions. Thirdly, it will

also serve as a policy-shaping document to governments and organisations in addressing issues regarding strikes and employee's performance. Finally, it will serve as a source of reference to students and researchers who intend to conduct similar studies in this field elsewhere, where such research has not been done.

Delimitation

The study is limited to only public universities in Cape Coast, Ghana. This is was selected based on the population of staffs in selected public universities in Ghana.

Limitations

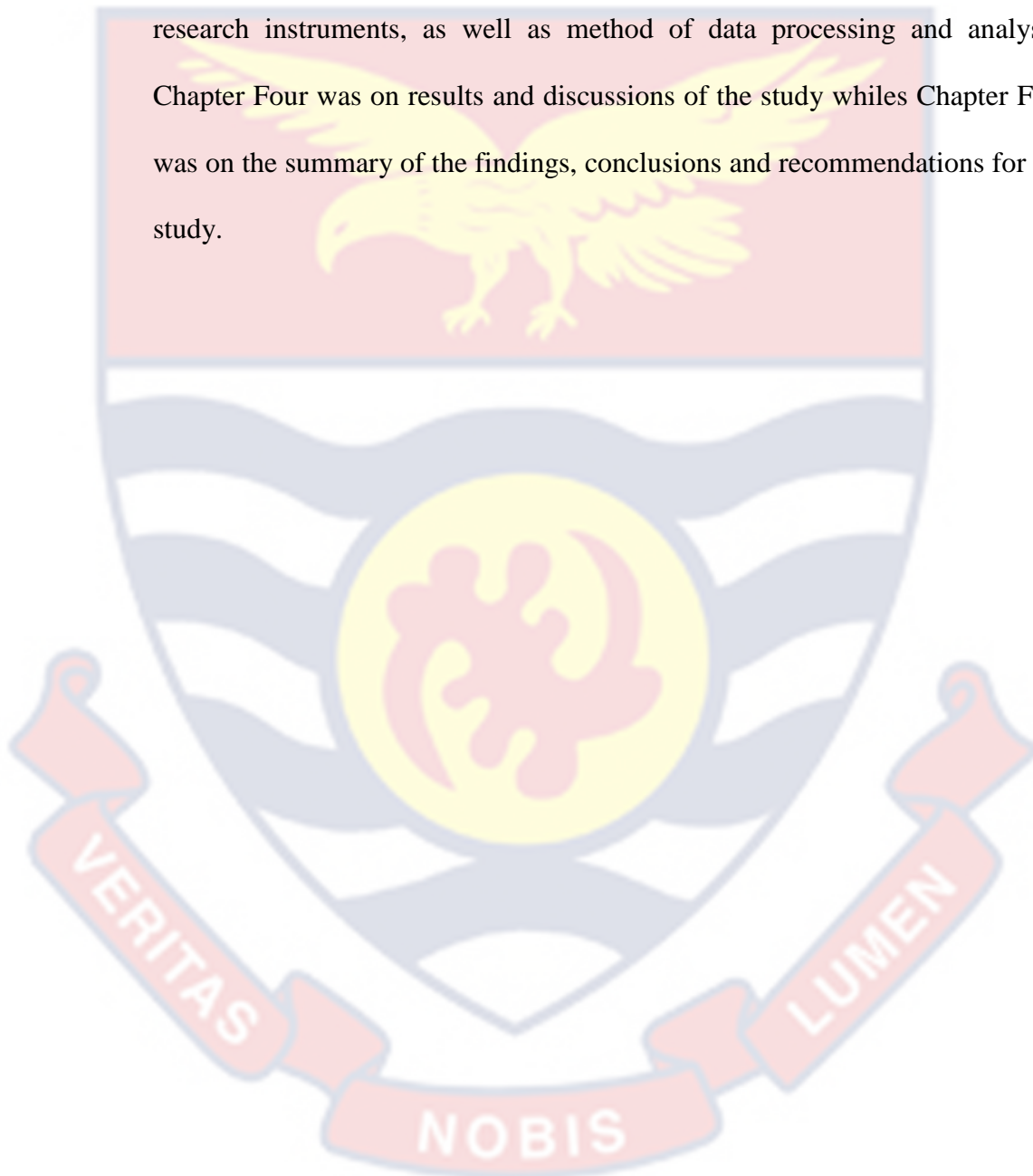
Considering the fact that questions would have to be translated into the local language for some of the respondents to understand and respond appropriately poses a serious threat to the study but the integrity of the study's results remains same and still applicable. In spite of all the above confronting variables/problems, conscious efforts were made to bring these limitations to a negligible level, making the findings reliable and authentic.

Also, the study used the structural equation model. Most often, structural equation modeling is not based on raw data as input information, but on the empirical covariances of all indicator variables. Therefore, it is not possible to estimate more model parameters than there are (distinct) entries in the empirical co- variance matrix.

Organisation of the Study

The study was organized into five chapters. Chapter One consists of the background of the study, the statement of the problem, objectives of the study, significance of the study and limitation of the study. Chapter Two was

on a review of related literature. This chapter provides the fundamentals of the study and therefore help to shape the nature and direction of the study. Chapter Three was on the research methods of the study. It covers the research design, the population and sampling procedures, data and data collection procedure, research instruments, as well as method of data processing and analysis. Chapter Four was on results and discussions of the study while Chapter Five was on the summary of the findings, conclusions and recommendations for the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a review of related studies on the topic “influence of strike actions on employees’ performance and productivity”. The chapter is organized in various sections. First section presents a review of the theories underpinning the study. The second and the third sections was on the conceptual review and empirical review. The final section was centered on the conceptual framework.

Theoretical Review

The study is centered on two basic theories. These are the social conflict theory and collective bargaining theory.

Social Conflict Theory

The reason for the choice of this theory stems from the fact that every organisation is seen as a social environment with individuals interacting with one another. The interaction could be between the management and labour. Conflict between labour and management is bound to arise because of their divergent interests (Machete, 2022). It is a common element of labour – management relations. Social conflict theory is a Marxist-based social theory which argues that individuals and groups (social classes) within society have different amounts of material and non-material resources (such as the bourgeoisie that is, wealthy vs. the proletariat, that is, poor) (Cheng et al., 2020). Owners are seen as making profits by paying workers less than their work is worth, thus exploiting them. Herein lies the core of industrial conflict (Olakitan, 2019).

Conflict theory states that conflict is prevalent in every social organization, which has differences in power, status and value, where those in power (employers) try to overpower those below (employees) them (Elenwo & Okere, 2021). The conflict theorist argues that this relationship is uneven and favours the owners. Marx argued that through a dialectic process, social evolution was directed by the result of class conflict (Machete, 2020). Marxism argues that human life is all about this conflict, a result of the strong-rich exploiting the poor-weak (Odeku, 2014). From such a standpoint, money is made through the exploitation of the worker. It is argued thus, that in order for a factory owner to make money, he must pay his workers less than they deserve (Onyebukwa, 2021). When the employees realised that they are being exploited, they get aggrieved and the result is agitation.

Collective bargaining theory

There are a lot of different collective bargaining theories out there, but the ones that are going to be focused on in this article are Webb's Collective Bargaining Theory and Chamberlain's Collective Bargaining Theory.

When we reach the latter half of the nineteenth century, we find that the concept of collective bargaining was first presented in the writings of Sydney and Beatrice Webb. Collective bargaining, along with mutual insurance and legislative enactment, was one of the methods that the Webb's Approach considered to be a method by which unions attempt to protect and improve the working conditions of their members' working lives. In addition to engaging in activities geared toward the development of the organization as a whole and offering members a wide range of benefits, trade unions, in their view, also engage in collective bargaining with the employers of the members

of the organization and lobby for laws that are favorable to the interests of those interests. They believed that the method of mutual insurance and the enactment of laws could be replaced with trade unionism as an alternative.

Collective bargaining was something that the Webbs saw as an economic process. According to Mngomezulu (2019), the Webbs considered collective bargaining to be analogous to the conflict of employment that arises when workers enter into individual contracts with their employers. The concept of collective bargaining was familiar to the Webbs, but only in a limited sense. They took into account the collective agreement that is analogous to the individual employment contract that each worker signs with the employer. The difficulty that arises when individuals enter into such a contract with their employer is that the worker is prevented from truly bargaining with his employer. Each worker has only two choices: either agree to the conditions of their employment or look for work elsewhere. There is no other option. According to Amoah, Jehu-Appiah, and Boateng (2022), when an employer unfairly benefits from competition, that employer exercises unilateral control over the terms of employment.

In actual practice, this transforms into a unilateral agreement rather than a bilateral one. Collective bargaining was another avenue that The Webb investigated as a potential strategy for going against the will of the employer. On the other hand, according to Murwirapachena and Sibanda (2014), the outcome of the bargaining process is significantly improved when employees participate in it as a group rather than as individual participants. Additionally, the Webbs believed that collective bargaining was an economic process in

which the parties involved made an effort to obtain the best possible results from the process.

In a manner that was both detailed and all-encompassing, Chamberlain and Kuhn presented an outline of a contemporary treatment of collective bargaining. Collective bargaining has been analyzed by Chamberlain using three distinct theoretical frameworks. According to them, collective bargaining is a method of management, as well as a form of industrial governance and a contracting method for the sale of labor. These concepts are also discussed under the names marketing theory, governmental theory, and managerial theory. According to the Marketing theory, Collective Bargaining is a form of contracting for the sale of labor (Van-Rensburg & van-Rensburg, 2013). This stipulation can be found in the Marketing theory.

With regard to the aforementioned, collective bargaining is a market or an exchange relationship that is contingent on the grounds that it gives assurance of voice on the part of the organized workers to the matter of sale of labor. This is contingent on the grounds that it gives assurance of voice on the part of the organized workers to the matter of sale of labor. It sounds a lot like the concept that Webbs had about collective bargaining as a form of economic activity. On the other hand, Chamberlain is worried about the exchange relationship or the perspective of the contract. This theory is considered to be the process that establishes the terms under which labor continued to be supplied to an organization by its previously employed workers as well as by workers who had recently been hired. According to Rapatsa and Matloga (2014), it is a significant factor that helps mitigate the bargaining inequality between unions and management or employers and employees.

According to the Governmental theory, even though the bargaining process has a contractual aspect, it is much more than just a means of earning the highest price for labor. This is despite the fact that the bargaining process does have a contractual aspect. A contract is the result of the union and the management coming up with the rules together in a joint effort. The business is compared to a state, and the union is viewed as sharing power with the management, in addition to using its power to advance the interests of its individual members. The earlier one and this one are differentiated from one another by the fact that the earlier one views collective bargaining as an economic process, whereas this one is predominately political in its nature. This is the key point of differentiation between the two. Because this theory considers management to be a state and the union to be a unit sharing the sovereignty for the improvement of its members, this theory advocates for the implementation of industrial democracy in the workplace (Addison & Teixeira, 2020).

According to Obiekwe and Uchechi-Eke (2019), the Managerial theory of Chamberlain states that Collective Bargaining is a system of industrial management or the conduct of industrial relations. According to this interpretation, decisions regarding issues pertaining to labor are reached jointly by the management and the union. This relationship between the two of them serves a purpose in the natural world.

Conceptual Review

This section explains and examines the concepts underpinning the study. The concepts include the overview of strikes, the causes of strikes, employee performance and also, ways to manage industrial strikes.

Concept of Strikes

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 (Jolavemi & Fatomilola, 2020). 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 (Tobi & Adegbami, 2020).

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 (Bala, Kwaghe & Wuyep, 2019).

Causes of strike action in Ghanaian public universities

There are a variety of causes that can result in strike activity in different parts of the world. These factors can be broken down into economic and non-economic factors depending on their nature. Researchers have identified various factors that are responsible for strikes in the public

universities worldwide; and Ghana is no exception (Adavbiele, 2015; Aidelunuoghene, 2014; Deacon, 2014; Edinyang & Ubi, 2014; Ige Akindele, 2014; Momodu, Matudi & Momodu, 2014; Olusegun Ajayi, 2014; Rossouw, 2012; Seniwoliba, 2013; Seniwoliba, 2014; Wills, 2014). However, the reasons why students walk out of class at public universities can vary from institution to institution. Demand for wage increment, poor implementation of the new pay policy (single spine salary structure), non-enforcement of the labor regulation, unnecessary delays in payment of salaries and other emoluments, funding constraints, poor employment relations between the government and workers, management of the economy, poor handling of employee grievances, lack of negotiation skills, and a lack of union representation are some of the common causes of strikes in Ghana's public tertiary institutions.

Increases in pay demanded by workers

Strikes have been caused by a widespread phenomenon known as workers' demands for wage increases, which has been responsible for a number of such demands. Studies (Gyamfi, 2011; Ibrahim & Alhaji, 2015; Ige Akindele, 2014; Jamasmie, 2013; Murwirapachena & Sibanda, 2014; Osakede & Ijimakinwa, 2014; Seniwoliba, 2013; Seniwoliba, 2014; Surujlal, 2014) have shown that the demand for wage and salary increments is the main cause of strikes, especially in Sub-Saharan Africa. According to research conducted by Murwirapachena and Siband (2014), a significant portion of the strikes that occur in South Africa are precipitated by requests made by workers for an increase in their salaries. They make reference to the edition of the Industrial Action Report that was published in 2013, which states that wages, bonuses,

and compensation are the primary causes of strikes in South Africa. According to data provided by the Department of Labor (2014), a total of 99 strikes were documented in the country of South Africa, the vast majority of which were over pay-related concerns. According to Murwirapachena and Siband (2014), the majority of employers in South Africa are unable to meet the demands of their employees, which is the primary reason for the strike action.

According to Jamasmie (2013)'s findings, the Chamber of Mines of South Africa (CMSA), which represented gold producers, proposed a 5% wage increase in July of 2013. Nevertheless, while we were in the process of negotiating, the National Union of Mineworkers (NUM) considered the offer to be an insult to the employees, and they went on to declare that we had reached a deadlock in the process. The National Union of Mineworkers (NUM) demanded a sixty percent pay raise for gold miners at all levels of the industry. The Association of Mineworkers and Construction Union (AMCU), which represents construction workers, also called for a raise in pay, this time requesting an increase of up to 150%.

According to Jamasmie (2013), the employers thought that a number of the demands were completely ridiculous. The South African Transport and Allied Workers Union (SATAWU), which represents employees at South Africa Airways, went on strike in August 2013 after the airline declined to include a once-off payment of 0.4% in addition to its offer of 6.5% raises for employees. The circumstance in Ghana and that which exists in South Africa are not all that dissimilar from one another. In Ghana, low wages are the primary factor that contributes to strikes in almost every industry. According to Gyamfi (2011), the education industry is not an exception. In 2010, health

care workers engaged in a number of strikes as a result of the government's inability to meet their demands for a raise in pay. In the same year, workers in the education sector went on strike as a protest against low wages.

Seniwoliba (2013) asserts that remuneration is the primary reason why workers go on strike, not only in Ghana but also in other parts of the world, such as Nigeria, South Africa, Kenya, Zimbabwe, Botswana, Canada, Australia, and the United States of America. He says this is true not only in Ghana but also in other parts of the world. According to Seniwoliba (2013), the factors that lead to strikes can be broken down into two primary categories: economic factors and non-economic factors. According to his point of view, the economic factors at play have something to do with compensation issues such as wages, bonuses, and allowances. Educators in Ghana called for a raise of 15% in their wages and salaries in the year 2012. On the other hand, the government stated that such a demand was absurd and that it could only pay 8% because of the global economic crisis (Seniwoliba, 2013). The workers turned down the government's proposal to raise their pay by 8%, and as a result, they went on strike across the country in order to get their point across.

According to Ige Akindele (2014), low wages are a significant problem in Nigeria, and they have been a primary factor in the initiation of many strikes, particularly in the education sector. According to Ige Akindele (2014), the salaries of university lecturers in Nigeria are relatively low when compared to their counterparts in other African countries such as South Africa, Kenya, Ethiopia, Zimbabwe, and Ghana. These countries all have higher salaries for their university lecturers. He maintains that the annual salary of a

full-time professor in Ghana was \$4,800 in the year 2009. In Zimbabwe, the average annual salary for a full-time professor was \$48,000. In the case of South Africa, the average annual salary for a full-time professor was between \$55,000 and \$65,000. On the other hand, the average annual salary of a full-time professor in Nigeria was \$439.2 USD. In addition, in terms of lecturers, the average annual salary for a full-time lecturer in South Africa was \$15,000 in 2009. In Zimbabwe, the annual salary for a full-time lecturer was \$12 000. Both in Ethiopia and Kenya, full-time lecturers earned the same amount of money, which was \$3,600 per month. On the other hand, the average annual salary for full-time lecturers in Ghana and Nigeria was \$1800 and \$222 respectively. The analysis of these figures reveals that different nations have very different approaches to the structure of their salaries. It is clear that the salaries of lecturers and professors in Ghana and Nigeria were significantly lower than those of their contemporaries in the other African countries that were examined. As a result of the situation, many university employees in Nigerian and Ghanaian universities went on strike in an effort to persuade their respective governments to raise the salaries of university employees, particularly university lecturers ().

Poor implementation of the new pay policy (single spine salary structure)

The introduction of the new pay policy by the government is one of the causes of strikes, not only among public university employees but across the entire public service in Ghana. Researchers (Aliu & Fuseini 2014; Edward & Nyame, 2014; Seniwoliba, 2014) found that the implementation of the new pay policy or single spine salary structure led to numerous strikes across the country, especially in the health and education sectors.

According to Edward and Nyame (2014), the single spine pay policy (SSPP), also known as single spine salary structure (SSSS), is a pay system that ensures efficiency and effectiveness in managing the government's wage bill and removing disparities in public service salaries (Edward & Nyame, 2014). This policy has been used by several nations as a means of determining the salaries of public servants. For example, Norway and Denmark operate a uniform pay scale which covers all public workers. In 2005, the government of Ghana appointed a consulting group called Co-En to advise him on a sustainable pay policy. At the end of the assignment, the consulting group proposed the single spine pay policy or single spine salary structure. The motivation behind the new pay policy was to address the disparity in the government administrative pay system. The recommendations by Co-En were accepted by the government. According to Edward and Nyame (2014), in January 2010, the government of Ghana implemented the new pay policy despite having had many salary structures based on the Ghana Public Service Article 190 of the 1992 Constitution for more than one hundred years.

Aliu and Fuseini (2014) assert that, despite the beauty of this policy, some challenges were encountered in its implementation. As a result of the poor implementation of the pay policy, the country witnessed several labour unrests. For instance, public university lecturers across the country went on a nationwide strike from August to September 2013 over issues relating to nonpayment of allowances, which were part of benefits supposed to be derived from the implementation of the new pay policy. Similarly, in February, 2013, the Ghana Medical Association (GMA) embarked on a nationwide strike as a result of unresolved migration to the new pay policy.

Seniwoliba (2014) agrees with the above researchers that the poor implementation of the new pay policy is one of the leading causes of strike actions in Ghana. According to Seniwoliba (2014), the current industrial action in Ghana is not because the public workers do not appreciate the government's effort to bridge the salary gap but because the Fair Wages and Salaries Commission has failed to provide proper education to the workers on the implementation of the policy. He continues, adding that one problem with the implementation is that some labour unions do not benefit from the new pay policy. Because of this, Ghanaian workers, including university staff members embarked on several strikes in an attempt to draw government attention to the poor implementation of the policy.

Non-enforcement of the labour regulation

Non-enforcement of labour regulation has been identified as one of the factors that has contributed to strikes all over the world (Gyamfi, 2014; Rapatsa & Matloga, 2014; Seniwoliba, 2013). According to Seniwoliba (2013), recent industrial actions in Ghana could have been properly addressed using the Labour Act. The large amount of labour unrest or strike actions in Ghana is an indication that labour experts and government and union leaders fail to apply the Labour Act in an attempt to resolve emerging labour issues. Seniwoliba (2013) suggests that the role players (government, labour unions and employer associations) in the labour market should be aware of the provisions in the Act and use them during their arbitration proceedings. The problem in Ghana is that parties to the employment often tend to negotiate on a positional basis and often the negotiations end up in a deadlock. The Fair Wage and Salaries Commission sometimes is unable to implement the rulings

of the National Labour Commission or refuses to respect agreements signed with some labour unions.

Gyamfi (2011) is of the view that most employers and employees are not fully aware of the legislation that pertains to employment issues in Ghana.

In Ghana, it appears that labour practitioners and labour union leaders do not apply the labour regulation in their efforts to provide solutions to their issues (Gyamfi, 2011). Rapatsa and Matloga (2014) share the view of the above researchers that non-enforcement of labour regulations is a contributing factor to strikes especially in Africa. According to Rapatsa and Matloga (2014), the Marikana strike is a classic example of the fact that the parties to the industrial dispute failed to utilise the labour law or regulations in addressing the problem.

Unnecessary delays in payment of salaries and other emoluments

Delay in payment of salaries and other benefits has been found to be a contributing factor to strikes in Ghana and Nigeria (Ezeagba, 2014; Gyamfi, 2011; Seniwoliba, 2013). Ezeagba (2014) suggests that in Nigeria, most organisations have failed to pay their worker on a timely basis. The author opines that many organisations delay the payment or refuse to pay their workers' salaries and other emoluments even if they have the capacity to do so.

According to Ezeagba (2014), in recent years many schools in Nigeria went on strike due to non-payment of salaries and other benefits. The issue of delays in payment of salaries and other emoluments is a common phenomenon in Ghana especially in the education and health sectors.

According to Gyamfi (2011), over the past years, Ghanaian workers embarked on several industrial actions because of delays in payment of wages. For example, in the early part of 2012, teachers in Ghana went on a nationwide strike because of non-payment of salaries and other entitlements. A similar situation occurred in the health sector where the health workers went on a nationwide strike in 2013 (Seniwoliba, 2013). Seniwoliba (2013) states that delays in payment of salaries is a serious matter in Ghana because it puts unnecessary stress on workers and their dependents. However, the situation in South Africa is different from the above two countries. In South Africa, workers receive their salaries before the end of the month. Though there is no study to support this assertion, it is generally accepted that most South Africans receive their salaries at the end of the month as opposed to Ghana and Nigeria.

Funding constraints

Inadequate funding of public universities in Ghana, Nigeria and South Africa remains a major problem that accounts for many strikes in these countries (Awuzie; 2010; Momodu *et al.*, 2014; Olanipekun, 2011). In Ghana, government remains the major financer of public universities. According to Awuzie (2010), studies have shown that in spite of the government funding of the public tertiary institutions, the funds are insufficient to run these institutions. Awuzie (2010) asserts that funding of public institutions in Ghana has worsened to the extent that the university management is not able to pay salaries and other emoluments of staff. Further, Momodu *et al.* (2014) also suggest that poor funding remains a key issue in Ghana and Nigeria which has been resulting resulted in strikes over the last decades. According to Momodu

et al. (2014), the Nigerian government and the federal state are the major financiers of the public tertiary institutions in Nigeria. The authors assert that these financiers provide approximately 80% of the funds for the running of public universities. Momodu *et al.* (2014, p.8107) found that “since the advent of democracy in 1999, the budget allocation to the education sector continues to fall”. Momodu *et al.* (2014, p.8108) assert that “Nigeria’s gross domestic product (GDP) for the year 2012 was 262.2 billion USD, out of which allocation to the education sector for 2012 was 1.96 billion USD”. In the 2013 budget, the government allocation to all the public tertiary institutions \$2.69 billion. The budget allocation was far less than the 2013 budget of two universities in United States of America namely Penn State University which is \$4.42b billion and University of Texas which is \$2.48 billion.

According to Ghana and Peprah (2015), Ghana operates on cost-sharing system in funding for higher education but government provides a higher percentage of the funds than other institutions. This cost-sharing system was established in 1979. The government provides 70% of the funds and the remaining 30% come from internally generated funds, such as grants, school fees, public-private partnerships, donations and so forth. In spite of the government funding to the public tertiary institutions in Ghana, the funds are not adequate to run these institutions. For example, the 2015 budget presented to parliament shows that only GHC6,740,437,383.00 was allocated to the education sector (Ghana & Peprah 2015). This situation has contributed to several strike actions amongst the public universities across the country.

Poor employment relations between the government and workers

According to Seniwoliba (2013), good industrial or employment relations are seen as an antidote to labour disputes. However, in Ghana poor employment relations between the labour unions and employers or government is a major factor which has contributed to numerous strikes over the years. This includes strike action in the education sector. Seniwoliba (2013) claims that poor working relationships between all the actors is a cause of strikes in Ghana.

In addition, Gyamfi (2011) observes that there exists the perception of master servant relations in Ghana. Thus, the government sees its role as exercising 'managerial prerogatives' whereas the unions see their role as opposing this exercise of power. There is no harmonious working relationship between government and public university employees and as a result the employees believe that the only way, they can enforce their demands is through strikes.

Mismanagement of the economy

Mismanagement of the economy has been identified as a cause of strikes in Ghana. In the past few years, Ghanaian workers embarked on strike action due to the inability of the government to properly manage the economy (Seniwoliba, 2013). According to Seniwoliba (2013), the success of every nation depends largely on how well the economic resources are managed. However, in Ghana, the situation is different because the government is unable to manage the economic resources more efficiently. Seniwoliba (2013) contends that one aim of the perennial strikes in Ghana is to force the government to address the economic challenges facing the country because of

poor management of the economy. The mismanagement of the economy has brought about high level of corruption, unemployment and a drop in the standard of living.

Olusegun Ajayi (2014) found that mismanagement of the economy is also one of the contributing factors to strike action in Nigeria. According to Olusegun Ajaria (2014), in 2009, the Academic Staff Union of Universities (ASUU) went on a one-week strike because of national economic mismanagement. Olusegun Ajayi (2014) further posits that for some years the Nigerian economy has been performing poorly due to mismanagement by politicians. The situation does not only lead to strike action in the tertiary institutions but in other public institutions as well. In 1984, ASUU embarked on strike action due to the deregulation of the economy.

Poor handling of employee grievances

Furthermore, poor handling of employee grievances is a contributing factor to strike action in Ghana. According to Gyamfi (2011), employee grievances are critical matters that need urgent attention and if not handled well can lead to strike action. The author adds that most of the strike action that took place in the past was as a result of the inability of the management to address the grievances of the employees. Gyamfi (2011) postulates that most grievances that have resulted in strike actions over the years could have been resolved using the Labour Act 2003.

In addition to this, most labour practitioners and leaders failed to apply the Act in an effort to provide solutions to employee grievances. In Ghana, it is a known fact that the Fair Wages and Salaries Commission has failed on several occasions to address employee grievances. The Fair Wages and

Salaries Commission is one of the weak institutions in Ghana because of its inability to resolve issues between the employees and their employers. (Gyamfi, 2011).

Similarly, in Nigeria, it was found that poor handling of employee grievances is one of the numerous causes of strike actions in the country. Olugbenga (2011) confirmed that unresolved grievances is a major cause of strikes in Nigeria. According to Olugbenga (2011), the lack of an institutionalised mechanism for dealing with labour disputes in Nigeria is worrisome. In Nigeria, the ASUU has constantly embarked on strike actions over the last decades due to government's shabby handling of employee grievances. On 4th December 2011, the ASUU resolved and painfully directed all its members to proceed on an indefinite strike because the government had failed to address their grievances. This strike affected academic activities in all public universities in Nigeria.

Lack of negotiation skills

Lack of negotiation skills among the parties to the employment relations is another factor responsible for strikes in Ghana. Seniwoliba (2013) asserts that many of the strike actions that took place in Ghana were as a result of the inability of the parties to negotiate due to the fact that they did not have the kind of skill needed for effective negotiation. He contends that strike action normally occurs when parties are unable to reach an agreement during the negotiation process. He suggests that in order to minimise strike action, the parties to the collective bargaining table should be apprised of the negotiation skills to enable them to bargain or negotiate with one another. According to

Seniwoliba (2013), worker strikes in Ghana are sometimes the result of a lack of professional negotiating skills.

A study conducted by Ogunbanjo (2014) on doctors' strikes in Nigeria revealed that most of the leaders who were sent to the bargaining table to negotiate with government did not have the necessary skill. He asserts that most of the negotiations were not fruitful because the parties did not have the skill to bargain effectively and this resulted in many strikes over the years.

Lack of trust

Lack of trust has been identified as another cause of strikes worldwide. In Ghana, it is a known fact that lack of trust is an important issue that has contributed to strikes (Gyamfi, 2011). According to Gyamfi (2011), most workers have lost their trust in the government because government has constantly demonstrated that it does not keep its promises. In a study conducted by Gyamfi (2011), it was confirmed that lack of trust is one of the causes of strikes action in Ghana.

Olusegun Ajayi (2014) also discovered that lack of trust is among the leading causes of strike action in Nigerian tertiary institutions. He contends that sometimes workers are forced to declare strikes due to the fact that they have lost trust and confidence in their leaders. He further argues that in some circumstances workers lose trust in their leaders because they leaders have been bought by the government and they may not fight for the interest of their members. As a result, workers may be forced to declare unofficial strike action against their leaders. In addition, workers may lose trust in the ruling government for failing to honour its promises or agreements. According to Olusegun Ajayi (2014), most governments in Nigeria could not be trusted

because of their failure to honour their promises made to organised labour and this resulted in many strikes. An example of this was when the Academic Staff Union of Universities went on an unofficial strike in 2009 because they had lost confidence and trust in the leaders. Ezeagba (2012) found that mistrust is also one of the causes of strike action in Nigeria. According to him, mistrust occurs when the government or the employer fails to fulfil its promises. Ezeagba (2012) continues to say that failure to honour promises or agreements may lead to mistrust which may lead to strike action.

Unnecessary interference in the affairs of the universities by government

Lastly, unnecessary interference in the affairs of the institutions by the government is another cause of much strike action in the public universities worldwide. In Ghana and Nigeria, every ruling government has tried to interfere in the affairs of the public tertiary institutions (Ige Akindele, 2014). According to Ige Akindele (2014), the Nigerian government has paid the piper and thus dictated the tune. The government exercised control over the activities of the public tertiary institutions because of its commitment to the funding of these institutions. Ige Akindele (2014) posits that the government often interferes in the affairs of the institutions by imposing candidates on the tertiary institutions against the will of the staff and students when it comes to appointing leaders in high positions. In Ghana, it is a known fact that the government plays a crucial role in the appointment of Vice Chancellors of the institutions of higher learning (van der Velden, 2012). This situation has resulted in conflict which has often led to strike - or protest action by students.

Employee Performance

Initially, HR professionals were optimistic about the possibility of defining and measuring job performance. In due course, they started to realise that determining the dimensions of a job and its performance requirements was not a straightforward process (Wassem, Baig, Abrar, Hashim, Zia-Ur-Rehman, Awan & Nawab, 2019). They got to know that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment. Consequently, there have been several attempts to define the concept of employee performance. These definitions may be categorized into three: (a) as a function of outcomes, (b) as a function of behaviour and (c) as a function of personal traits.

The complications surrounding the definition of employee performance emerged because job performance may be measured at the individual, group, unit or the organisational level according to quantity or quality of output, creativity, flexibility, dependability, or anything else desired by the organisation. Again, performance at the individual level does not only depend on the amount of time the individual is physically seen doing the work but also the amount of mental concentration that is made available during the performance of the work (Shahzad, Jun, Hassan, Zubair & Iqbal, 2020). Consequently, the definitions of job performance range from general to specific and from quantitative to qualitative dimensions. Holopainen and Suslova (2019) defined individual job performance as the accomplishment of some organisational goal by a single person. Johari and Yahya (2019) defined individual job performance as those actions or behaviors under the control of the individual that contribute to the goal of the organisation, and can be

measured according to the individual's level of proficiency (Krishnan, Loon & Yunus, 2018).

While there are many definitions of employee performance, one definition which is often used in most of the studies is the definition proposed by Garcia-Chas, Neira-Fontela and Varela-Neira (2019). These authors defined performance as the total set of performance responsibilities associated with one's employment. This definition is chosen for the study because it has proved difficult for researchers to capture the full range of activities that contribute to individual effectiveness and performance in knowledge-based interdependent organisational contexts. They believed that by addressing the issue of performance through cross-classification of three levels at which role behaviours can contribute to effectiveness (individual, team, and organisation), and the three different forms of performance behaviors (proficiency, adaptivity, and proactivity) into sub-dimensions of work role performance, the individual performance of employees can be measured with some level of accuracy than the traditional task and contextual performance methods (Garcia-Chas, et al. 2019).

The preceding review has revealed that there are three variables which are very important in assessing employee job performance: (a) the requirements of the job itself; (b) the goals and objectives of the organisation; and (c) the behaviors that are most valued by management in performing the job (Ishak & Jamian, 2019; Murphy, 2019). Research indicates that the task activities and contextual behaviors are both important in conceptualizing the job performance of individual employees.

Empirical Review

This section analysed the existing studies that has been conducted in relation to the study's objectives.

Factors responsible for the strike actions

The Labour Act, 2003 (Act 651) of Ghana which was a modification of the Industrial Relations Act 299 was enacted with the aims of reducing labour unrest to the barest minimum and therefore charges the worker/employee and the employer to negotiate terms and conditions of the employment relationship in good faith. Despite these provisions made by the law to help reduce labour unrest in organisations, strike actions are still prevalent in our country and have increased in recent times. The causes of strikes are multifaceted and the effects detrimentally catastrophic (Visser, 2007; Murwirapachena & Sibanda, 2014). Several studies have found out some of the causes of labour agitation. The International Labour Organisation as cited in Amegee (2010), has indicated that conflicts arise out of dead lock in the negotiations for collective agreements or from day-to-day workers' grievances, and also from the interpretation of collective agreements. Negotiations over these conflicts are normally a matter of counter and counter-proposal or bargaining between the employer and his employees, with each side looking to obtain the best bargain.

The finding by the ILO was also supported by Johns and Saks (2001) who agree to a number of factors contributing to conflicts. In their findings, they argue that although a variety of causes contribute to the emergence of organizational conflict, most conflicts boil down to several basic types or combinations of these types - they include over goals, facts and procedures.

Obeng-Fosu (2007) in his study identified a number of factors including as of labour unrest: delay in negotiation of collective bargaining agreement, demand for the removal of a management staff, salary increase, delay in payment of salary, payment of severance pay, improved working conditions and payment of salary arrears. The most common cause of such conflicts is the dismissal of trade union officials. Of all labour conflicts, the uncommon one in industrial relations in Ghana is the recognition conflicts.

Visser, (2007) and Murwirapachena and Sibanda (2014) also identified some major causes of strike action especially in South Africa. Visser (2007) is of the view that the history of industrial relations in South Africa, could be traced to the apartheid system of the past. Even though, the introduction of the Black Economic Empowerment (BEE) and the Broad-Based Black Economic Empowerment (BBBEE) Act (53 of 2003), aimed at empowering the black, the majority of black South Africans still feel somewhat excluded in opportunities to create wealth (Visser, 2007). A good number of citizens believe that both the BEE and the BBBEE ended up making a few black South Africans millionaires to the detriment of the masses. It is a common perception among most black South Africans that only the close allies of powerful hugely benefited from these pieces of legislation.

Nigeria has also had its fair share of labour unrest. Some researches have also identified some causes of labour unrest (Ajewole, 2014; Ojo 1998). They identified some of the causes of trade dispute in recent times are: the demand for wage increase, the quest for better working conditions, poor consultation and involvement of labour unions on labour related issues by government, and the Trade Union Act of 2004. Others are the privatization

policy of the federal government with implication for down-sizing with its resultant hardship on the larger population. The astronomic increase of the salaries and wages of politicians as compared to the paltry salary structure paid to civil servants is also one of the reasons for industrial relations conflict in Nigeria.

Ojo (1998) explains that one of the reasons for prevalent labour unrest in Nigeria is as a result of the masses believing that politicians are paid unmerited salaries when they the tax payers are given monies that can hardly take care of their basic needs. This growing agitation by labour unions in Nigeria has led to a lot of strike in the various sectors of the economy. The argument on salary increase by the organized public labour unions is anchored on the fact that top government officials and the ordinary public servant go to the same market where prices of goods and services have continued to rise due to inflation. It has been argued that the failure to prosecute public officials who are guilty of corruption has remained a significant sore point of conflict (trade dispute) in Nigeria.

A study by Addison (2014) to find out the causes of strike among Komfo Anokye Teaching Hospital staff in Kumasi indicated that the failure of management to adequately compensate employees could lead to labour unrest. She argues that the failure of management to sufficiently compensate employees and provide opportunities for growth, may ultimately lead to employee dissatisfaction. An organization that opts to under-compensate their employees, are of the view that, employees will still have to work hard, as they may not have viable opportunities and alternatives. The absence of adequate compensation for outstanding performance, and undertaking risky

tasks, eventually results in dissatisfaction among employees. This is because employees will have a feeling that they are not fairly compensated for the amount work they undertake, and may resort to strike as a measure of rectifying their dissatisfaction.

She also found out the absence of flexible working arrangements to attract and retain personnel is another factor leading to labour unrest. She indicated that if hospital management did nothing to address the work-related issues of dissatisfied staff could pave way for strike action. Again, feeling of distrust among members of the organization and management delay in the promotion of staff also cause labour unrest.

Prasad (2012) conducted a study in India to look out for the reasons for Labour Unrest at Manesar Plant of Maruti Suzuki in 2012. His findings revealed that the main causes of labour unrest at Maruti is the differences in salary, allowances and welfare benefits among the workers. He further found out that a permanent worker draws over three times the salary of a casual worker. He stated in addition that the permanent staff enjoys several benefits like medical, insurance and retirement benefits while the fate of a casual worker always hinges on a high degree of uncertainty because of the impending day on which he will be confirmed as a permanent employee or thrown out of work for any reason.

Chukwudi, Odogwu, Ogunyomi and Olusiji (2012) in their research opined that industrial or trade disputes have both costs and benefits to the three social partners and the society at large. These social partners are the government, labour and management. That notwithstanding, it should be noted that from observations and experiences, the costs of industrial unrests and

disputes have always outweighed the supposed benefits. According to Imberman (1979, p. 23) as cited by Chukwudi, Odogwu, Ogunyomi and Olusiji (2012), “strikes cost more than you think”. 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. Ubeku (1983) as cited in Chukwudi, Odogwu, Ogunyomi and Olusiji (2012) posits that major strikes have a dramatic effect on the public especially, in essential industries. Basic facilities like petroleum products become very scarce; prices escalate as the cost of transport rise beyond the reach of commuters. 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

Fashina (2001) attributes the factors that cause industrial crisis in the Nigerian workplace to policy inconsistencies and wrong placement in organizational priorities on the part of the management. When employers place higher premium on capital input far above the workers without appreciating that the latter makes the former productive, they will be looming

in to danger. Adesina (2003), also intimated that result from conflict of opinions when there is inconsistent information between the workers and employers. This arises from clash of interests during the negotiation process and incompatibility stemming out from incomplete means in the pursuance of their stipulated goals.

Effects of Labour Unrest (Strike) on employee performance

These factors that have been discussed above have a lot impacts on the individual, the industry and the economy. In the works of Rossouw, van der Watt and Rossouw (2002), they indicated one of the effects of labour unrest as management giving in to labour demands. Since management needs labour to help continue with production they grudgingly give in to the demands of labour, which in the short run increases labour costs and, production costs in the long run. When this happens, management decisions at union negotiations and strike action affect shareholder value (Amegee, 2010). When wage negotiations are entered into, management has one of two options: either to negotiate and meet the demands of the unions, or allow their employees to embark on a strike.

Amegee reiterated that any of these two calculated decisions based on their fiduciary duty – that is, the choice which will result in best safeguarding the shareholders' assets should be adopted. However, this does not always occur, thus resulting in greater losses for the shareholders. These losses have been mentioned as the loss of profits in the short run, loss in the market due to possible loss of customers, damage to property, plant and equipment among others, shareholders drop in the evaluation of management, damaged labour relationships and overall damage to the company's reputation.

Loss in production is another major effect of labour unrest. Labour unrest usually lead to the reduction in the level of production (Murwirapachena & Sibanda, 2014). They further opine that for a strike action to be successful, workers have to hit the employers where it affects the most; that is, production, for it is through production that the employers get their returns. During strike actions, a lot of productive hours are lost as a result of seat-ins, picketing, and long period of negotiations. Management and workers' representatives waste a lot of time locked in long arguments/negotiating where workers will naturally be asking for more and employers offering less. The longer the strike, the more the productive hours lost.

Another major effect of labour unrest is the reduction of share prices by affected organisations. Several studies have looked at overall strike action in different countries and their effect on the share prices of the affected companies thus measuring the loss due to the strike. The results of many of these studies have shown that the market anticipates the strike and share prices drop before the strike action, and after the strike some shareholder value is lost overall (Wisniewski, Lambe, & Dias, 2020). However, the share price does drop further after the strike announcement, indicating that the market is not efficient in its knowledge and there is further shareholder value lost (Ben-Nasr & Ghouma, 2018; Wisniewski, Lambe, & Dias, 2020). Further studies were conducted to determine if the length of the strike affected shareholder value. Ben-Nasr and Ghouma (2018), has indicated that strikes that lasted longer than 10 days had a significant negative effect on shareholder value, as opposed to strikes that lasted less than 10 days, which had a more significant effect.

Labour unrest can also lead to customer retention and loyalty declines drastically when employees are dissatisfied. This is because aggrieved employees are not excited about performing their duties and roles in ensuring customer retention and loyalty. They neglect the care of customers and do not interact positively with customers as they should. This leaves customers with a negative impression about an organization, and subsequently leads to customers shifting to other competitors in the industry (Addison, 2014).

On the part of the economy, strike action can affect the country's economy negatively by reducing volume of trade on the floor of Stock Exchange Market. A study conducted by Ackon (2018) indicated some effects of labour agitation in organisations. The study conducted involved interviewing and discussing with employers and workers in four organisations in Accra, namely the Bank of Ghana, the Ghana Revenue Authority, Aviance Company Ltd and Carton Company Ltd. The findings of the study included the following: That labour unrest leads to salary loss to workers, profit loss to employers, revenue loss to the State, productivity loss to employers, job loss to workers and shortage of goods and services affecting society. It also creates social problems.

Ways of Managing Labour Unrest

Strike that creates labour unrest may be just when other more reasonable means of solving problems have failed if not it should be eschewed because of its adverse impact on the individual, organization, and economy (Seniwoliba, 2013). It is therefore important that employers and workers eschew negative tendencies that contribute to labour unrest, such as side-stepping conflict resolution procedures set by law and paying little attention to

issues that concern their relationship. This means that some form of education in the form of workshops and seminars could be organised to sensitise both management and labour on ways to eschew labour unrest.

With respect to employers' inadequate attention to workers' problems or demands, it is prudent that employers come to terms with the recognition that most labour conflicts can be avoided if an effort is made early enough to remove the source of friction. If this is not done successfully, a small grievance or dissatisfaction may build up to a big grievance, and result in a costly labour unrest as observed by (Ching as cited in Seniwoliba, 2013). Ching observes further that a chaotic wage structure for example, with ill-defined jobs and over-lapping wage rates will generate serious trouble. An over-complicated incentive pay systems or job evaluation plan in a plant often breeds unnecessary disputes. Employers may therefore have to subscribe to periodic joint consultations as means of bridging the communication gap just as the Labour Act, 2003 has indicated in Section 9 that employers are supposed to keep the channel of communication open to workers.

With respect to workers' resort to strike action thereby ignoring or sidestepping conflict resolution procedures, there is the need for stakeholders, namely, trade unions, employers' organizations and the State to educate workers about the implications of labour unrest. Education may be the panacea for attitudinal change. This way one expects that the conflict resolution mechanism may work effectively thus preventing labour unrest. Maungwa (2021) has stated in his recommendation for resolving labour unrest that government must encourage the Department of Labour to improve labour inspection stated under Section 122 of the Labour Act, 2003 (Act 651) as a

means of regulating the industrial relations section from being thrown into disarray. This could help be an effective method of nipping in the bud seeming industrial conflicts with potential for ripening into labour unrest.

Maungwa (2021) also suggests that there should also be management of conflict, that is, 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.

According to Traxler (2003) employment-enhancing policies are a collective good. Ige-Olaobaju (2017) suggested also 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. Government should stop hide and seek propaganda, but rather always take pain to implement whatever agreement it has reached with labours. (Ajewole, 2014). Nyakwara and Gongera (2014) in their recommendation on ways of reducing labour conflicts recommend that organizations should make long term plans by formulating strategies and policies that address employees’ well-being rather than addressing the causes of industrial unrest in the organization at an individualized level, leaving out the other aggrieved parties. Unbiased intervention strategies should be implemented by management of various organisations. Management should

also respond to all employees' needs for the good of the employee as well as the organisation.

Several other studies (Amegee, 2010; Prasad, 2012; Ramanathan, 2014; Nimoh, 2015) have established that the revision of the managerial policies had an impact on the levels of satisfaction of workers. While it was established that previous industrial unrest, cases were fuelled by factors that were preventable if management had put in place strategies to handle related dissatisfaction among employees, these strategies were found to have a long-term effect on the performance of the organization (Amegee, 2010). Given the low turnover rate, job satisfaction and enhanced motivation at the work place, employees redirected their energies and concentration towards quality work hence organizational performance.

Management should allow the workers join workers' unions and form other welfare facilities that would help them address issues that management may not be in a position to address (Nimoh, 2015). The essence of the welfare facilities and unions is to give employees an avenue to vent their dissatisfaction hence reduce anger and possible unrest. Through the union, employees would hold the union leaders responsible for their plight at the work place and not management directly. This again would charge the union leaders with the responsibility of ensuring that management ensures that employees were taken care of both at the work place by providing for their work-related requirements as well as at home by paying them adequately and promptly to ensure their obligations at home were met on time.

To Nyakwara and Gongera (2014), one effective way to mitigating the effect of labour agitations is through an effective and prompt payment of

compensation policy. Cascio (2003) has intimated that “compensation which includes direct cash payment, and indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship”. He further added that compensation is affected by forces as diverse as labour market factors, collective bargaining, government legislation and top management philosophy regarding pay and benefits”. A good compensation package is a good motivator. Hence, the primary responsibility of the HR manager is to ensure that the company's employees are well paid. Other objectives of compensation include; to attract capable applicants; retain current employee so that they don't quit; motivate employees for better performance; reward desired behaviour; ensure equity; control cost; and facilitate easy understanding by all i.e. employees operating manager and HR personnel (Strauss & Leonard, 1980 as cited in Nyakwara and Gongera 2014).

According to Taylor (2017), there are so many factors that influence the compensation package for every organisation. These include: the organization's capacity to pay; Prevailing pay and benefits in the industry; compensation in the industry and availability of special competent personnel; flexibility, i.e. kind of competencies and abilities in managers; performance / responsibilities of individual; organization philosophy such as to be leader or pay prevailing rates; qualifications and relevant experience; and stability of employment and advancement opportunities. Compensation literally means to counterbalance, offset, and to make up for. The implication is an exchange.

Nyakwara and Gongera (2014) have again indicated that the effectiveness of the working conditions can help curb labour unrest. They

indicated that workplace environment plays a significant role for the employees. Nowadays, when employees have more working alternatives, the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job.

Again, in the findings of Nyakwara and Gongera (2014) it also came to light that fair and transparent annual appraisal, remuneration and rewards policies was one sure way of managing labour unrest. The study also established that there was annual appraisal, remuneration and rewards that was conducted per annum. This served to lift the confidence and trust levels of employees towards their seniors in organizations. Employees were also positive about the kind of recognition they received in their work places from their supervisors and other seniors. They also implied that they were fairly appraised and in a just manner under the guidance of their respective organisational HR policies. In effect, the employees' tension and questions that would otherwise lead to uncertainty and dissatisfaction are answered and taken care of well. This was seen as an effective and efficient manner of handling frustrations and dissatisfaction among employees, hence bringing to the barest minimum possible labour agitations, disturbances as well as unrests that are likely to impact negatively on productivity.

Conceptual Framework

This section analyses the link between the employee strike and employee performance. In this case, employees strike was considered as the independent variable whereas employee performance was considered as the dependent variable. The relationship between the variables have been shown in the figure below.

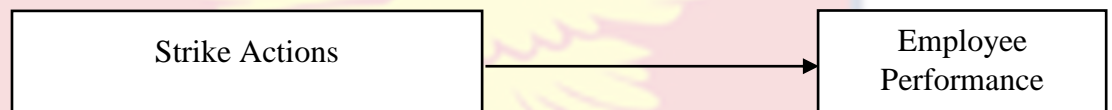


Figure 1: Conceptual Framework

Source: Author's Construct (2023)

Chapter Summary

This Chapter analysed the theoretical framework, underpinning this research. The concept within the study was explained from other researchers' perspective. The empirical review of other researchers was also analysed in order to identify the results from other research on the subject matter.

CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter discusses the methods employed for this research. The methodology consists of the design of the research, approach of the research, study population, research sample size, sampling technique, instrument for the survey, procedure for collecting data, and the statistical analysis employed for the research.

Research Paradigm

This study used Positivist research paradigm. Positivism posits that scientific method is the only way to establish truth or reality. Thus, from positivists point of view, every research should be scientific. According to Bogdan and Biklen (2003), positivist research paradigm fits well for establishing causes of a phenomena or to test theory.

Research Approach

The qualitative approach operates on the interpretivism assumption that people have a different individual interpretation of knowledge (Flick, 2014). This method is flexible and can be adjusted to capture new issues as they immerge. However, critics have pointed out that the qualitative approach is time-consuming, lacks objectivity and comes with analysis and interpretation difficulties (Tindana et al., 2021).

Quantitative research approach, on the other hand, explains a phenomenon by gathering arithmetical data and analysing the data mathematically (Rahman, 2016). It focuses on the aspects of behaviour that can be quantified rather than finding out or interpreting the reasons for the

actions that yielded the result. It emphasises how many, how much or to what extent. The quantitative approach is widely used for its objectivity, speed, economy, and wide coverage. However, the method is not flexible and not suitable for studies involving no arithmetical data. The quantitative approach has also been criticised for its failure to ascertain a much deeper understanding of the respondents' actions, experiences, and perspective (Ary et al. 2013). It overlooks the common meanings of the social phenomenon and hence has the tendency of prescribing a snapshot of the phenomenon (Denzin & Lincoln, 2003).

The inherent weaknesses in both methodologies have generated a triangulation of research approaches. Triangulation is the use of both qualitative and quantitative research methodologies in studying the same phenomenon (McNeil & Chapman, 2005). Proponents of the triangulation methodology assume that the weaknesses of one methodology can be catered for by the strength of the other (Amaratunga et al., 2002; Schoonenboom & Johnson, 2017). Furthermore, Neuman and Kreuger (2003) proposed that the qualitative and quantitative research methodologies are not mutually exclusive, neither are they divergent or antithetic. However, they must be combined because they are complementary methodologies that focus on different dimensions of the same phenomenon (Schoonenboom & Johnson, 2017). From the above discussion, this study adopted a quantitative approach to research.

Research Design

A research design according to Egharevba, Pharr, van Wyk and Ezeanolue (2017), is a structured methodology followed by a researcher to

answer a research question. It is a detailed outline of how the research would be conducted. It entails ways of data collection, the instruments employed, and how they are used and the means of analyzing the collected data. The researcher adopted for this study, an explanatory and descriptive survey research. The study had a broader purpose to examine the effect of leadership style on employee engagement. The study was based on the descriptive survey design because it allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Mavchira, 2019).

The main thrust of survey design was to collect appropriate data which work as a basis for getting results and drawing conclusion. Bartels (1997), opines that, in descriptive surveys, the events or conditions either exist or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and reports the way things are. This research design was therefore suitable for the study because data was collected through questionnaire, to answer the research questions concerning leadership style and employee engagement.

Polio (2012) indicated that, there are some difficulties involved in the use of survey design. They give the following as some of the difficulties; to ensure the questions are very clear and not deceptive, getting respondent to honestly and thoughtfully answer the questions as well as getting enough of the questionnaires completed and returned to enable meaningful analysis to be made. To minimize these difficulties, the questionnaires were reviewed by the expertise. Moreover, few respondents were piloted to analyse their responses. This enabled the researcher to check if the responses given were in line with the study's objectives. Also, the researcher allowed respondents to

answer the questions willingly. This also enhanced the honesty that was needed from the respondents since only those who were ready to partake in the study were considered.

Polio (2012) added that, despite these disadvantages, descriptive survey helps researchers to observe, describe and record situations as they occur naturally. Based on this, descriptive survey design and the explanatory research design was seen as the most appropriate for the study.

Population

The target population were staff working in the public universities. The staffs working at the public universities in Ghana was the study's target population. The total staffs at the public universities in Ghana were 22,861 (GES report, 2022).

Sample Size and Sampling Procedure

The idea of sampling is based on the selection of some elements in a population usually due to the fact that population is too substantial for one particular researcher to attempt to study all the individuals (Cooper & Schindler, 2014). Cluster and simple sampling technique were adopted for this study. Cluster Sampling involves splitting the population of interest into clusters. They could be geographical areas such as towns or local authorities or natural clusters such as industries or school etc. using the cluster sampling, the public universities in Ghana were put into groups. Simple random sampling technique was then used to choose a particular public institution. University of Cape Coast and Cape Coast technical university were chosen.

The research adopts the finite population sample size formula suggested by Krejcie and Morgan (1970). A sample size of 365 is ideal for a

finite or established target population of 22,861, from their table.

Data Collection Instruments

Self-administered questionnaires were used to collect data from the sample. Plano and Badiee (2010), defines questionnaire as a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. Plano and Badiee, (2010) continues that questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. Questionnaire was chosen for the data collection because it is a self-reported measure which guarantees confidentiality (Plano & Badiee, 2010). It is also more likely to elicit truthful response with regard to the information required from the respondents. Also, appropriate language was used to avoid ambiguity and to attract respondent's interest.

The questionnaire was developed using a combination of existing scales across two themes of the research: leadership style (Gonos & Gallo, 2013; Goldman, 1998) and employee engagement (Al Mehrzi & Singh, 2016; Sun & Bunchapattanasakda, 2019). The questionnaire comprised 50 items grouped under two main sections (i.e., Section I-III). Section I consisted of five statements determining the demographic information of the respondents. Section II comprised five sub sections (transformational leadership style, transactional leadership style, democratic leadership style, autocratic leadership style, and laissez faire leadership style), which measured the leadership style of employees of the Ghana Educational Service. This consisted of 30 items of questionnaires. The third section looked at the questionnaires on employee engagement. Seven questions were extracted for

this section.

All the variables which include leadership styles and employee engagement were measured on a Likert-scale. Leadership style which was the independent variable for the study was measured on a five-point Likert-scale where 1 was strongly disagree and 5 was strongly agree. Similar measurement was used to measure the dependent variable, employee engagement. A Likert scale was used because it eliminates the development of response bias amongst the respondents; it assesses attitudes, beliefs, opinions and perception; makes the response items standard and comparable amongst the respondents; responses from the Likert scale questions are easy to code and analyse directly from the questionnaires (Cant, 2003).

Validity

Validity in research simply means the extent to which instruments (questionnaires or structured interview schedules) measure what they intend to measure. In other words, validity means the extent to which the selected tool measures the intended research objectives (Bowling, 2009).

In the context of this study, several strategies were undertaken to validate and refine the content of the questionnaire. To address the face validity, the researcher read the questionnaires and corrections were made before administering them. All efforts and views of experts on the content of the questionnaire was taking into consideration hence, adding or dropping of some items in the questionnaire. Simple language was used to enhance clarity and to be assured that the instrument is entirely applicable.

Reliability

With regards to reliability, it can be seen as the extent to which the application of a scale produces consistent results if repeated measures are taken (Anwer et al, 2021). It is achieved when keeping results at a consistent level despite changing in time and place (Bowling, 2009). Internal consistency: internal consistency comprises testing the homogeneity that assesses the extent to which personal items are inter-correlated, and the extent to which they correlate with overall scale findings, and this can be performed by using Cronbach's alpha test (Hertzog, 2008). In terms of observation, reliability of observations refers to the same inferences or activities of intra-observation (one observation at different time) and inter-observation reliability (more than one observer) (Hertzog, 2008).

The Cronbach's coefficient alpha (α) was used in this study to determine the reliability of items in the questionnaire. The value of Cronbach's alpha ranged from 0 to 1. It is worthy to note that, the closer the value of α to 1, the better its reliability. In order to measure the reliability of the gathered data, Cronbach's alpha was used.

Source of Data

Saunders et al (2007) posited that there are two main types of data source. These include the primary data source and secondary data source. Due to the nature of the study's respondents, the primary data source was appropriate for the study. The primary data was collected through a survey instrument administered to staff of public universities. Opinions and responses were generated from respondents through the administration of questionnaires.

Data Collection Procedure

An introductory letter from the Department of Human Resource, School of Business of the University of Cape Coast was obtained. Thereafter, permission was sought from the universities, the sector which was considered in the study. Respondents were given the full assurance that the study was for academic purposes and that their responses would be treated with the utmost confidentiality. The respondents were given one week to return answered questionnaires.

Data Processing and Analysis

After one weeks, 365 questionnaires were retrieved, and all were used in the study. Response rate was therefore 100% which is an acceptable rate. According to (Mugenda & Mugenda, 2003; Kuria, 2017) response rate of 50% is adequate, 60% is good, while over 70% is very good. The 365 questionnaires were later assigned numerical values (coded) and keyed into SPSS. SPSS was used in analysing demographic variable and the descriptive statistics, while analyses of the objectives of the study was done using multiple regression statistics. Presentation and discussion of the findings were done after following acceptable assessment criteria of the measurement and structural models of the multiple regression.

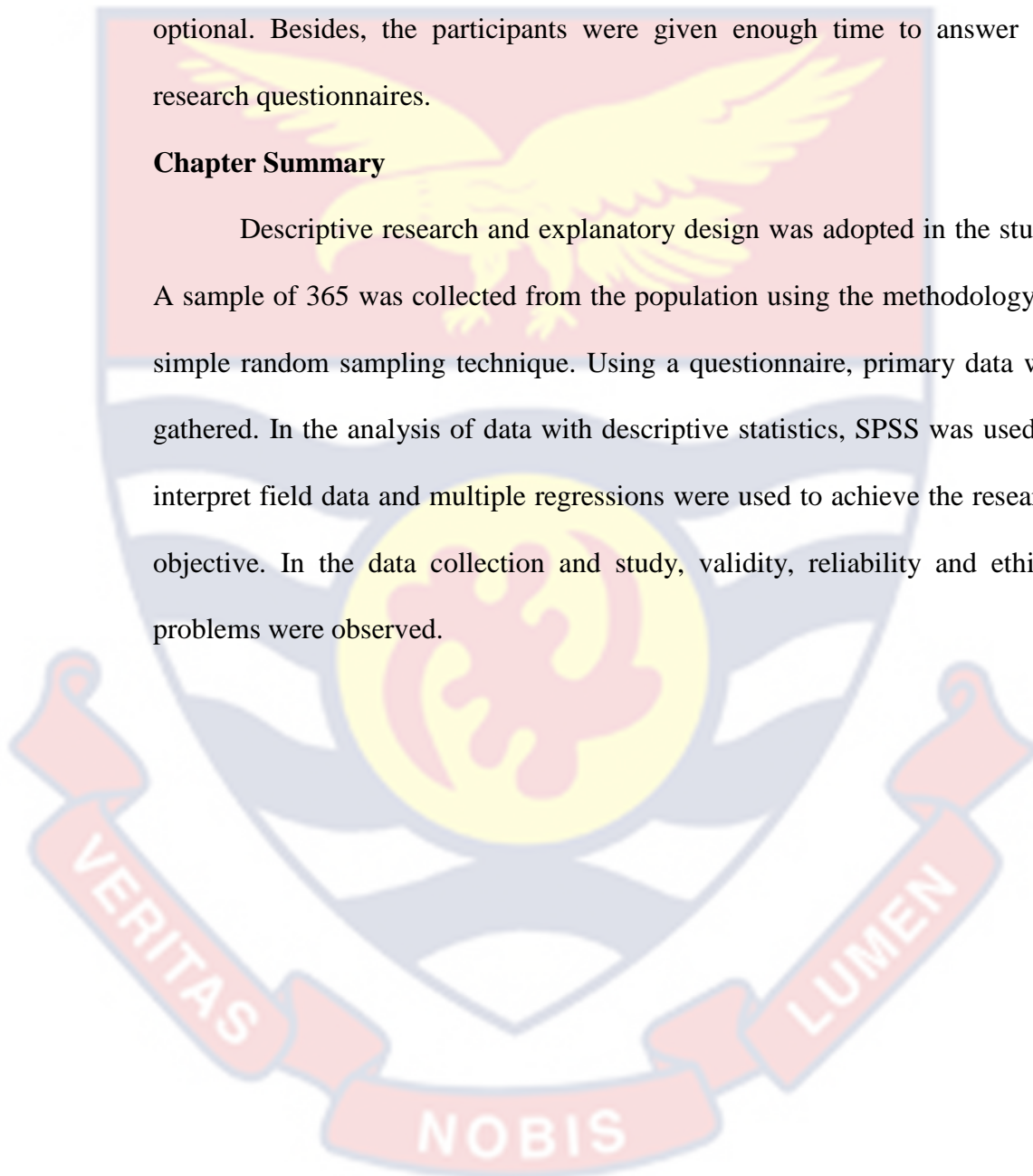
Ethical Issues

Credible evidence was provided by the researcher to suggest to the respondents that the information provided by them is for only academic purposes. This was communicated to the respondents. This was done by showing to the respondents the student Identity Card of the researcher to prove that the researcher was a student and undertaking such a program at UCC and

for that matter the information gathered was purely for academic purposes. Confidentiality and respondent's anonymity was assured to the respondents. To ensure respondents confidentiality and anonymity, the respondents names were not required. Participating in the research by the respondents was optional. Besides, the participants were given enough time to answer the research questionnaires.

Chapter Summary

Descriptive research and explanatory design was adopted in the study. A sample of 365 was collected from the population using the methodology of simple random sampling technique. Using a questionnaire, primary data was gathered. In the analysis of data with descriptive statistics, SPSS was used to interpret field data and multiple regressions were used to achieve the research objective. In the data collection and study, validity, reliability and ethical problems were observed.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter analyses the study's objectives. The main purpose of this study is to investigate the impact of employee strike action on employee's performance and productivity. Specifically, the study sought to analyse the factors responsible for the strike actions in Public Universities in Ghana; to evaluate the impact of strike action on employee's performance in public sector university in Ghana and to assess ways to reduce strike action among university staffs. The study started with the demographic characteristics of the respondents. The results of the three objectives were then explained and analysed. The validity and reliability tests were also conducted. The multiple regression output was discussed and analysed.

Response Rate

The study recorded a response rate of 100%. Since respondents who were readily available were considered in the data collection, the study recorded a response rate of 100 percent.

Demographic Characteristics

This section analysed the demographic characteristics of respondents. The section was based on the gender composition of the respondents, age levels, educational level, and the level of working experience they have acquired and also, their job positions. The demographic characteristics of the respondents is presented on Table 1.

Table 1: Demographic Characteristics

Variable	Frequency	Percentage
Gender		
Male	229	63
Female	136	37
Total	365	100
Age		
21-30 years	88	24
31 - 40 years	98	27
41 - 50 years	126	35
51 years and above	53	15
Total	365	100
Level of Education		
SHS	21	6
Diploma	49	13
1st Degree	161	44
2nd Degree	59	16
Professionals	75	21
Total	365	100
Working Positions		
Senior Staff	155	42
Junior Staff	169	46
Service Personnel	41	11
Total	365	100
Years of work		
1-5 years	67	18
6-10 years	95	26
11-15 years	105	29
16 years and above	98	27
Total	365	100

Source: Field Survey (2023)

From Table 1, out of the 365 respondents of the study, 229 were males. This represented 63 percent of the respondents. One hundred and thirty-six (136) of the respondents were females which also represented 37 percent of the respondents.

With respect to age, 126 of the respondents were between the ages of 41 to 50 years. This represented 35 percent of the respondents. This happened to be the age with the highest frequency. This was followed by respondents

between the ages of 31 to 40 years. The frequency was 98 which represented 27 percent of the respondents. Respondents between the ages of 21 to 30 years were 88. This also represented 24 percent of the respondents. Respondents who were 51 years and above were 53. This also represented 15 percent of the respondents.

One hundred and sixty-one respondents had first degree. This represented 44 percent of the respondents. Respondents with professional certificate were 75. This also represented 21 percent of the respondents. Fifty-nine of the respondents were holding second degree certificate. This represented 16 percent of the respondents. Forty-nine (49) of the respondents were holding diploma. This also represented 13 percent of the respondents. Twenty-one (21) of the respondents were holding Senior High School certificate. This also represented 6 percent of the respondents.

One hundred and sixty-nine (169) of the respondents were junior staff. This represented 46 percent of the respondents. One hundred and fifty-five (155) of the respondents were senior staff. This also represented 42 percent of the respondents. Forty-one (41) of the respondents were service personnels. This also represented 11 percent of the respondents.

One hundred and five (105) of the respondents had 11 to 15 years working experience. This represented 29 percent of the respondents. Ninety-five (95) of the respondents had 6 to 10 years working years. This also represented 26 percent of the respondents. Ninety-eight (98) of the respondents had 16 years and above working experience. This represented 27 percent of the respondents. Finally, respondents who had working experience between 1 to 5 years were 67. This represented 18 percent of the respondents.

Objective 1: Factors responsible for the strike actions in Public Universities in Ghana.

The first objective of the study was to analyse the factors that causes strike actions in the public universities in Ghana. This objective was achieved by using the descriptive statistics. The result is presented on Table

Table 2: Factors responsible for the strike actions in Public Universities in Ghana

	Mean	Std. Deviation
Demand for wage increment.	3.948	1.0894
Poor handling of employee grievances.	3.929	1.2091
Unnecessary interferences in the affairs of the universities in government.	3.915	1.0721
Poor implementation of the new pay policy (single spine salary structure).	3.888	1.1464
Lack of negotiation skills	3.847	1.3419
Management of the economy.	3.833	1.1349
Poor employment relations between the government and workers.	3.797	1.2055
Funding constraints.	3.742	1.1904
Non-enforcement of the labour regulation, unnecessary delays in payment of salaries and other emoluments.	3.732	1.3421
Lack of trust.	3.707	1.2243

Source: Field Survey (2023)

According to Table 2, "Demand for wage increment" was the primary reason that employees at public universities went on strike. This resulted in the highest average, which was 3.948, and the standard deviation corresponding to this was 1.0894. As individuals work toward accomplishing their objectives, it is reasonable to expect that they will accumulate earnings. Employees

typically anticipate a wage increase in the event that the economy and inflation continue to improve in order to allow them to remain financially stable despite the accompanying rise in prices. If they do not receive this, employees are typically required to look elsewhere for better pay. When this strategy is unsuccessful, they will go on strike. The second factor that contributed to the strike was a poor response to the complaints raised by employees. The resulting data showed an average value of 3.929 and a standard deviation of 1.2091. When workers believe that their complaints are not being handled appropriately, they develop the impression that they are not wanted, which drives them to look for a way to ensure that the correct action is taken by participating in a strike. Employees at public universities sometimes go on strike for a variety of reasons, including this one. The third factor or reason that causes employees of a university to go on strike is unnecessary interference in the affairs of the university on the part of the government. This resulted in a mean value of 3.915 with a standard deviation that equaled 1.0721. In most cases, workers would rather carry out their responsibilities with as few interruptions as possible. Employees typically experience feelings of pressure whenever there is an increase in interference, which typically prompts them to go on strike. The failure to properly implement the new pay policy, known as the Single Spine Salary Structure, was the fourth factor that contributed to the employees of public universities going on strike. This resulted in a mean value of 3.888, with a standard deviation of 1.1464 for the associated data. Employees typically become dissatisfied when they believe that a policy is being poorly implemented, which can have repercussions for both their performance and their level of contentment. They might even go on

strike as a result of this situation. The fifth factor that contributed to the employee strike was a lack of negotiation skills. This was a factor that contributed to the next higher average. The resulting data showed an average value of 3.847 and a standard deviation of 1.3419. Employees who are dissatisfied with their work conditions can be motivated to continue working through effective negotiation. Employees will go on strike when negotiations are handled poorly because it prompts them to do so. This helps to explain why it managed to record an average of 3.847, which is higher than the 3. Because universities are public institutions, the way the economy is managed has a direct impact on the way they conduct their business. Employees of public universities go on strike to voice their opposition to the way the economy is being managed whenever they come to the conclusion that their concerns are not being adequately addressed. This factor had an average score of 3.833 and a standard deviation that was equal to 1.1349. The next most common reason for workers to go on strike is because of the poor employment relations that exist between the government and workers. This resulted in a mean value of 3.797 with a standard deviation of 1.2055 to accompany it. Constraints imposed by available funding were also the next variable with the next average. This resulted in an arithmetic mean of 3.742 with a standard deviation of 1.1904 to go along with it. The next variable that had a higher average was the non-enforcement of the labor regulation, unnecessary delays in the payment of salaries and other emoluments, and other similar issues. This resulted in a mean value of 3.732 and the standard deviation that goes along with it was. This was the final cause of the strike that was examined, but by no means was it the least important. "Lack of trust" was

the least important factor in the employees' decision to go on strike at the public university. The results of this showed that the average was 3.707, with a standard deviation of 1.2243 corresponding to it. These findings are in agreement with Cheng et al.'s (2020) findings. They all cited the same sets of contributing factors as the reasons for the employee strikes. The hospital industry was the primary focus of their research. In addition, the research conducted by Hodder et al. (2017) came to the conclusion that the demand for wage increment was the primary factor that influenced strikes at public universities. However, Essex et al. (2022), in their study on the impact of strike action on patient morbidity, found that the primary cause of strike action in hospitals was funding constraints.

Effect of strike action on employee's performance in public sector university in Ghana

The second objective of the study was to analyse the effect of strike action on employees performance in public sector universities in Ghana. In order to achieve this, the linear regression was employed. However, before using the linear regression, the internal validity and reliability tests were conducted.

Reliability and Validity Test

Reliability and validity in research projects are significant to determine the degree to which the scales of the measurements are valid and reliable. To conduct this, the Cronbach Alpha test was used to investigate internal consistency of the constructs. The Cronbach Alpha acceptable test rate was 70% or 0.7 and any construct recording below this limit indicates poor internal consistency. The factor analysis was applied to examine the measurement

scale validity. For an acceptable factor analysis number of vital hypothesis is important. For example, Kaiser-Meyer-Olkin (KMO) values must be 50% (0.50) or more and the probability of Bartlett's Test of Sphericity must be significant (p -value < 0.05). Furthermore, the factor loadings of the elements or items must be greater than 0.6 and the Average Variance Extracted (AVE) must be 0.5 or better (Hair, 2010). The reliability and validity of the individual constructs have been presented in detail below.

Validity and reliability results for Employee Strikes

In assessing the construct, nine elements were used to measure employee strikes. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.929), determinant (.025) and Bartlett's Sphericity Test ($X^2(36) = 3115.296$; $p < 0.05$) assumptions were met, factor analysis was conducted on all nine items. All the nine components used to measure the construct were highly loaded ($> .5$). All the nine (9) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .952. This suggests that the nine elements were accurate in measuring the employee strike. The naïve method was used to measure the employee strike.

Table 3: Exploratory Factor Analysis on Employee Strike

	Factor Loading
I believe that a strike is a justified response to the current labor conditions at our workplaces.	.814
I am willing to participate in a strike if it means improving our working conditions.	.830
I feel that our employer is not listening to our concerns and a strike is necessary to make our voices heard.	.864
I am concerned about the potential financial impact of going on strike.	.878
I think that a strike could negatively affect my job security in the long-term.	.864
I believe that our union is doing a good job of representing our interests in negotiations with the employer.	.834
I feel that the communication between the union and its members regarding the strike has been clear and effective.	.864
I am willing to make personal sacrifices, such as lost wages or benefits, in order to participate in a strike.	.852
I think that a strike could be effective in achieving our goals.	.865
Cronbach Alpha	0.952
Eigenvalue	3.363
% of Variance	67.26
KMO=0.929; $\chi^2=3115.296$; df=36; p-value=0.000	

Source: Field Survey (2023)

Validity and reliability results for Employee Performance

In assessing the construct, seven elements were used to measure employee performance. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.916), determinant (.001) and Bartlett's Sphericity Test ($X^2(15) = 2384.047$; $p < 0.05$) assumptions were met, factor analysis was conducted on all seven items. Six out of the seven components used to measure the construct were highly loaded (>.5). The six (6) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .920. This suggests that the six elements were accurate in measuring the employee

performance. The naïve method was used to measure the employee performance.

Table 4: Exploratory Factor Analysis on Employee Performance

	Factor Loading
I am not able to meet the goals it sets	0.888
I achieve its stated goals	0.862
Each section understands the role it plays in achieving organisational goals.	0.931
Resources needed for proper functioning of the organisation are always available	0.936
The organisation has enough human capital to accomplish its goals	0.908
Financial supports needed are available for use.	0.917
Cronbach Alpha	0.902
Eigenvalue	3.363
% of Variance	67.26
KMO=0.919; $\chi^2=2384.047$; df=15; p-value=0.000	

Source: Field Survey (2023)

In analysing this objective, employee strike was considered as the independent variable whereas employee performance as considered as dependent variable.

To draw inferences on the relationships of the study variables, diagnostic test was carried out. The tests were carried out to determine accurately the need to empirically analyze the data using the multiple regression analysis. As explained by Greene (2002), regression is accurately estimated when the basic assumptions are observed. It was therefore deemed necessary to determine whether multicollinearity and auto correlation existed among the study variables. Collinearity test was conducted using variance

inflation factor (VIF) while test of independence was done through Durbin Watson test.

Test of Independence

Independence of error terms which is also referred to as auto correlation test implies that observations are independent. It was assessed through the Durbin Watson (DW) test to ensure that the residuals of the model were not autocorrelated. According to Garson (2012), DW statistics that ranges from 0-4 and scores between 1.5 and 2.5 indicates independent observations.

From Table 5, with D.W = 1.503, ranged between 1.5 and 2.5, thus the residuals of the empirical model are not autocorrelated, the results implied that all the variables met the required threshold of less than 2.5 and that all the variables portrayed no auto correlation which complied with Garson (2012).

Test of Hypotheses

In testing for the hypotheses multiple regression analysis was used to empirically test the five hypotheses on whether to reject or fail to reject the null hypotheses. Regression analysis was applied to establish the strength and the magnitude of the relationship between the variables and to test the hypothesized relationships. The hypotheses were tested at 95% level of confidence in order to draw conclusion.

Goodness of Fit

Table 5 showed the model summary results estimated to show the explained variations through R^2 change employee strike and employee performance. Table 5 gives the regression results on model summary. The regression analysis on Table 5 showed that the adjusted coefficient of multiple

determinant = 0.568 which implied that employee strike explained 56.80% of the variation in employee performance.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.754 ^a	.569	.568	.61925	1.530

Source: Field Survey (2023)

Joint Significance

Table 6 showed the ANOVA results estimated to show the model fitness through F-ratio results between employee strike and employee performance.

The regression results on Table 6 was also observed to have a good fit of the model as it was significant at ($F(1, 364) = 478.956, p < 0.05$), thus the proposed model fitted well.

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.667	1	183.667	478.956	.000 ^b
	Residual	139.201	363	.383		
	Total	322.868	364			

Source: Field Survey (2023)

Table 7: Test of significance of each independent variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	.141		6.554	.000
	Strike	-.765	.035	-.754	-21.885	.000

a. Dependent Variable: Perf

Test of significance of each independent variable

The results of the regression analysis between employee strike and employee performance are presented in Table 7. According to the data

presented in the table, there was a negative effect that was also statistically significant between the employee strike and the performance of the employees [$\beta = -0.765$, $t = -21.885$, $p < 0.05$]. This indicates that there will be a 0.765 percentage point drop in employee performance for every unit increase in the number of employees on strike. This is a very clear indication that strikes are more likely to result in a reduction in the production of an organization, as well as the loss of customers for that company. On the other hand, employees who participate in strikes risk not being paid at all, which is one of the consequences of the action. Both the employer and the employees can suffer economic consequences as a result of a strike. According to the findings of a study that was carried out by Wellington and Winter in 1969, industrial actions provide fewer benefits in the public sector in comparison to the benefits that they provide in the private sector. The issue of employer monopsony being less of a serious problem in the public sectors was one of the reasons that were brought up by the two individuals in this discussion. Another reason why Wellington and Winter believed that striking is less beneficial in the public sector is that any action by the employer that may result in certain groups, for example, teachers benefiting, may result in strikes in other industries (Wellington & Winter, 1969). This was one of the reasons why Wellington and Winter came to this conclusion. For instance, if teachers choose to go on strike, and as a consequence, the government agrees to give them a pay raise as a result of the strike, then doctors may also choose to go on strike in order to get a pay raise because teachers got it.

One of the effects that strikes have on employers is a reduction in both production and the number of customers they serve. The situation of transit

workers is a great example to illustrate how production and customers can both suffer when workers go on strike for their employer. According to Michael McDaniel, who is the president of both TransLink and CMBC, the job action taken by the transit workers could result in the cancellation of up to 14 SeaBus sailings within the first week of the strike (Boynton & Little, 2019). If the strike against the company's workers continues, he added, SeaBus may also have to cancel an additional 30 sailings. According to Boynton and Little (2019), TransLink has stated that some of its buses will not be able to be repaired due to the fact that the union has also prohibited its employees from working overtime. The accumulation of maintenance work, as stated by Jill Drews, who is the spokesperson for TransLink (Boynton & Little, 2019), will ultimately result in a reduction in the size of TransLink's fleet. This is a very clear indication that strikes are more likely to result in a reduction in the production of an organization, as well as the loss of customers for that company.

On the other hand, employees who participate in strikes risk not being paid at all, which is one of the consequences of the action. This is as a result of the widespread adoption of "the no work, no pay principle" by numerous organizations, both in the public sector and the private sector (Abiwu, 2016). Workers risk not only losing their jobs but also their main source of income in the event that their employer, particularly in the private sector, makes the decision to fire all of the striking employees. According to research that was carried out in 2014 by Venter and Levy, it was discovered that one of the primary causes of employee termination around the world is industrial action (Venter & Levy, 2014). Many employees lose their jobs as a direct result of

their participation in unprotected strikes. Even though employees have the right to strike in accordance with the ILO convention or even the labor agreement signed between Canada, the United States of America, and Mexico, employers have the authority to fire employees if they participate in unprotected industrial actions. This is the case despite the fact that employees have the right to strike.

After the strike is over, even if the employees have not been fired from their jobs, the working relationship may have deteriorated to the point where it is no longer healthy. These findings are supported by the research that Abiwu conducted in the year 2016. According to Abiwu, labor strikes have a negative impact on the relationship that workers have with their employers and the level of trust that exists between the two parties (Abiwu, 2016). According to Abiwu (2016), this results in an adversarial working relationship between the employer and the employees. Even though the law may prohibit an employer from firing employees because of a strike, the employer may start looking for other reasons, which may be perceived as genuine, to fire employees who went on strike in order to get rid of the employees who went on strike.

In addition, there may be a divide among workers who participated in the strike and those who chose to continue working regardless of the situation. Because of this, the two parties may view each other as adversaries, and according to Abiwu (2016), this is likely to have a negative impact on both the working conditions and the employment relations. Employees who remained at their places of employment during a walkout by their union are more likely to be favored by their employers. In conclusion, employees have the ability to

use industrial action as one of the methods to solve issues that arise in the workplace.

Ways to reduce strike action among university staffs

The third objective of the study was to analyse the ways to reduce the strike action among university staffs. In order to achieve this, the descriptive statistics was used. The mean and standard deviation was employed.

Table 8: Descriptive Statistics

	Mean	Std. Deviation
Good negotiation skills of all the stakeholders of the public universities help in minimising strikes in the public universities.	3.704	.4571
Proper handling of the Ghanaian economy by government helps in addressing massive strike actions in public universities.	3.614	.3460
Massive strike actions in public universities is minimised because government has fulfilled all its promises made to the employees.	3.501	.4153
Proper handling of employee grievances in public universities helps in addressing the frequent strikes in universities.	3.414	.9913
Proper implementation of the new pay policy (single spine salary structure) assists in minimising the massive strikes in public universities.	3.299	.5007
Adequate wages/salaries paid to employees of public universities has reduced strike actions in universities.	3.122	.2134
Adequate funding for the public universities assists in minimising the massive strike actions in universities.	3.091	1.1974
Restoring the research and book allowances for lecturers in public universities helps to reduce the massive strikes in universities.	3.042	1.1513
Improved working conditions of universities employee help to address/minimise strikes in the public universities.	3.001	1.1893

Source: Field Survey (2023)

From Table 8, good negotiation skills of all the stakeholders of the public universities recorded the highest average. This recorded an average of 3.704 with a corresponding standard deviation of 0.4571. Employees become less reactive when they are assured of better work conditions through a proper negotiation. This explains why this was the factor with the highest average.

As the employees of public university have been affected when the economy is not properly managed, proper handling of the Ghanaian economy by government can also reduce the rate at which employees of public universities embark on strike. This recorded an average of 3.614 with a corresponding standard deviation of 0.3460. This was the remedy with the second highest average.

Fulfilment of promises made by the government was the remedy with the third highest average. This recorded an average of 3.501 with a corresponding standard deviation of 0.4153. Employees go on strike in order to force the government to deliver the promises. As the government fulfils the promises, there is no need for the strike. That is, one of the measures to reduce strike is through fulfilment of wishes from the government.

Properly handling employees' grievances in public universities recorded the next remedy to strike action with a higher average. This remedy recorded an average of 3.414 with a corresponding standard deviation of 0.9913. Proper implementation of the new pay policy was also the next variable with the higher average. This recorded an average of 3.299 with a corresponding standard deviation of 0.5007. Adequate wages/salaries paid to employees of public university was the next remedy with a higher average. Employees work in order to get salaries. They only go on strike when they feel

that they are not receiving the salary they are suppose to receive. So, if the salaries and wages are paid, strikes are reduced. This remedy recorded an average of 3.122 with a corresponding standard deviation of 0.2134.

Adequate funding for public universities assistance also recorded next higher average. This recorded an average of 3.091 with a corresponding standard deviation of 1.1974. Restoration of research and book allowances for lecturers was also another remedy to strike. This recorded an average of 3.042 with a corresponding standard deviation of 1.1513. Finally, an improvement in the working conditions of university employees was also a factor that can reduce the rate at which employee of public university embark on strikes. This recorded an average of 3.001 with a corresponding standard deviation of 1.1893.

Discussions

The day-to-day operations of an organization are frequently significantly hampered as a direct result of significant disruptions caused by strikes. When workers participate in a strike, they typically do not perform their jobs or work at a reduced capacity, which can lead to a reduction in production or even a complete cessation of it. Because of this disruption, there is a possibility that there will be a delay in the delivery of products or services to customers, which will have a negative impact on customer satisfaction and may also result in financial losses. It is possible that it will take some time for workers to return to their previous levels of productivity even after the strike is over. Employee motivation and engagement can be negatively impacted by strained relationships between management and employees, ongoing resentment, and decreased morale, all of which can lead to decreased levels of

overall workplace productivity. According to Azzam (2013), this decreased productivity can have an impact on overall organizational performance.

Strikes can be detrimental to an organization's reputation, especially if they receive significant coverage in the media or attention from the general public. Customers might have a negative impression of the company if they take the strike to be an indication of the organization's instability or of poor labor relations. A poor public perception can result in a loss of trust and credibility, which could have repercussions for both the organization's customer loyalty and its position in the market. Strikes frequently bring about significant financial losses for the companies that they affect. There may be significant expenses incurred as a result of the strike itself. These expenses may include lost production, wages paid to striking employees, legal fees, and increased security measures. Additionally, strikes can result in long-term financial consequences, such as a decrease in sales, the loss of contracts, and a decline in investor confidence, all of which can have an effect on an organization's profitability as well as its financial stability (Dahlstrom et al., 2014).

Increased employee turnover has been linked to the impact of strikes. It is possible that some of the workforce will become dissatisfied or disillusioned with the manner in which the company has handled the strike or the underlying labor issues. This turnover can cause the dynamics of the team to become disorganized, lead to a loss of institutional knowledge, and result in additional costs associated with recruitment and training. The performance of an organization and its ability to grow over the long term can both be negatively impacted by high turnover rates. Strikes frequently put a strain on

labor relations, which are the relationships that exist between employees and management. It may become more difficult to resolve future conflicts or negotiate agreements that are beneficial to both parties if there is a breakdown in the level of trust and cooperation that exists between these two groups.

According to Sarpong et al. (2022), a tense relationship can make it more difficult to communicate effectively, hinder collaboration, and reduce the organization's overall efficiency.

Strikes have the potential to wreak havoc on an organization's entire supply chain. If the strike involves important suppliers or workers in the transportation industry, it may cause essential materials to be received more slowly or not at all, and it may also disrupt the delivery of finished goods. This disruption may have repercussions that cascade throughout production schedules, customer orders, and the overall efficiency of operations. Strikes have the potential to result in the loss of skilled and experienced employees who decide to leave the organization as a result of dissatisfaction or disagreement with the labor issues that are currently being addressed. The loss of key talent can have a negative impact on the performance of an organization because it can lead to a loss of expertise and institutional knowledge, as well as the requirement to recruit and train replacements (Chong et al, 2022).

Strikes could have repercussions for the organization in the form of legal and regulatory issues. Violations of labor laws, lawsuits, fines, or other penalties imposed by government authorities or labor regulatory bodies are examples of what can fall under this category. It is possible for management to have their attention and resources diverted away from core business activities

as a result of dealing with legal proceedings and compliance issues, which can have a negative impact on overall performance. Strikes have the potential to sour relations within an organization, which can have a negative impact on both morale and engagement levels among workers. Employees who do not take part in the strike may experience a sense of being caught in the middle or grow dissatisfied with the atmosphere of their place of employment. A lack of engagement and morale among workers can have a domino effect on aspects of their work such as teamwork, creativity, and overall performance.

Investors and shareholders can be left in a state of uncertainty when a strike occurs, and this is especially likely to be the case if the labor dispute reflects broader organizational issues or challenges. The inability to accurately predict an organization's long-term viability and growth prospects can have a negative impact not only on investor confidence but also on the stock price and the company's ability to bring in new capital. This may have an effect on the organization's ability to gain access to capital as well as its overall financial performance. Companies that are subject to work stoppages or labor disputes may have difficulty recruiting and retaining the most qualified employees. People who are looking for jobs and people who are already employed by the organization might have the impression that the company has an unfavorable work environment or unstable labor relations; this would result in a negative perception of the company as an employer. This can make it more difficult to attract qualified candidates and increase turnover rates, both of which can have a negative impact on the performance of the organization and its ability to compete in the labor market.

Summary of Chapter

This chapter analysed and discussed the three objectives of study. The chapter begun with explaining the demographic characteristics of the study. Exploratory factor analysis was done on all variables that were measured on Likert Scale. Simple Linear regression was done in order to analyse the objectives of the study.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This happens to be the study's final chapter. The summary of the findings, conclusions and policy implications and recommendations are discussed in this chapter. For further study, the chapter also includes suggestions.

Summary of the study

The research studied on the effect of employee strike on employee performance of employees of public universities. The three objectives were established in order to achieve the purpose of the study. Objective one was to analyse the factors responsible for the strike actions in Public Universities in Ghana. The second objective of the study was to analyse the impact of strike actions on employee's performance in the public sector University in Ghana. Objective three was to assess ways to reduce strike action among university staffs in Ghana.

The study was centered on social conflict theory and collective bargaining theory. The study employed the explanatory research design since the study tested the relationship between the various variables. The data collection instruments were questionnaire. The study employed the quantitative research approach. The simple random sampling technique was used in selecting a respondent of 365 respondents. Descriptive and Multiple Regression were also used to analyse the objectives of the study.

Summary of key findings

The result from the analysis showed that, demand for wage increment, poor handling of employee grievances, unnecessary inferences in the affairs of the university in government, poor implementation of the new pay policy and lack of negotiation skills were the main factors that causes employees to embark on strike. The study also found out that, there was a negative relationship between employees strike and employee performance among employees of public universities in Ghana.

Also, the study found that, good negotiation skills of all the stakeholders, proper handling of the Ghanaian economy by the government, fulfilment of promises, proper handling of employee grievances in public universities, and proper implementation of new pay policy were the main remedies to reduce the rate at which employees embark on strike.

Conclusion

Based on the study's findings, study concludes that industrial action is one of the methods employees can use to solve workplace issues. Trade unions, as well as employees, consider strikes as an integral part of the collective bargaining process. There are several reasons why employees go on strike, and they include low wages. An excellent example to illustrate how low wages can drive employees to strike is the case of Metro Transit workers. According to their trade union, one of the reasons why they were engaging in industrial action is that drivers in Vancouver are being paid lower as compared to drivers in other cities such as Toronto.

Other reasons why employees may engage in strikes include unfair wage disparity between top management and lower-level employees, mistrust

between the employer and employees, as well as poor working conditions. Although workers may gain through industrial actions, such activities also come with their consequences and one of them is that the employer may lose in terms of reduced production and lost customers. On the other hand, workers may also be negatively affected by the unhealthy employment relations that may be created with job actions. In different situations, employers may also dismiss workers who engage in unprotected strikes, and this may result in employees losing their source of income.

Recommendations

The study recommends that;

Establish a culture of open communication and transparency between management and employees. Regularly engage in dialogue with employees to address concerns, listen to their feedback, and proactively address labor issues before they escalate into strikes. Building strong relationships and trust can help prevent labor disputes and promote a more collaborative work environment.

Prioritize employee satisfaction by offering competitive wages, benefits, and opportunities for professional development. Implement fair and consistent policies and procedures that promote a positive work-life balance and foster a supportive work environment. Investing in employee well-being can contribute to higher morale, engagement, and reduced likelihood of strikes.

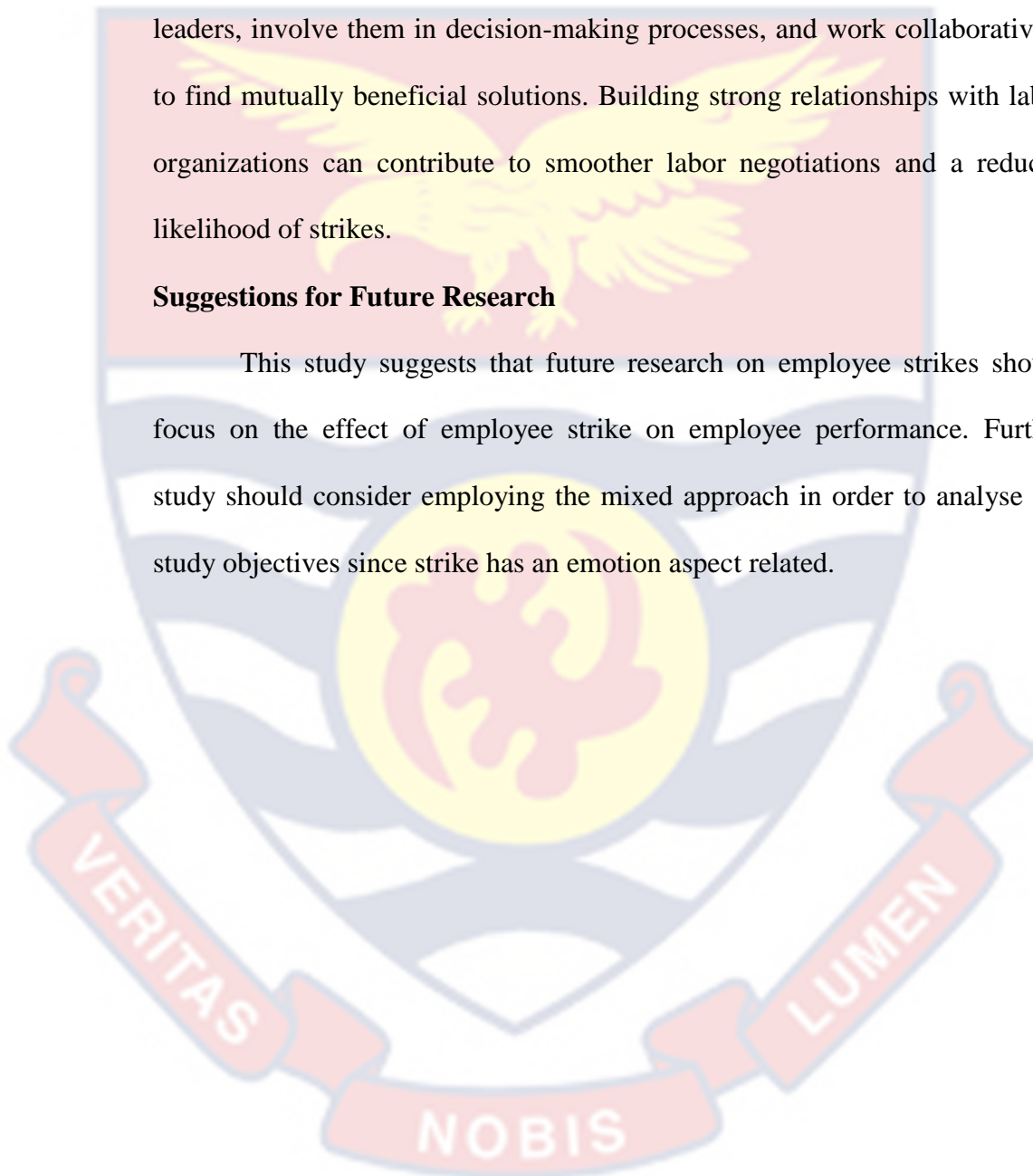
Establish robust grievance resolution mechanisms to address employee concerns and disputes in a timely and fair manner. Provide employees with channels to voice their grievances and ensure that their concerns are taken

seriously and addressed appropriately. A proactive and responsive approach to resolving issues can help prevent escalation to strikes.

Foster positive labor-management relationships by actively engaging with unions or employee representatives. Regularly communicate with union leaders, involve them in decision-making processes, and work collaboratively to find mutually beneficial solutions. Building strong relationships with labor organizations can contribute to smoother labor negotiations and a reduced likelihood of strikes.

Suggestions for Future Research

This study suggests that future research on employee strikes should focus on the effect of employee strike on employee performance. Further study should consider employing the mixed approach in order to analyse the study objectives since strike has an emotion aspect related.



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APPENDIX

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

QUESTIONNAIRES

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [] or write short notes on the space provided where necessary.

1. Gender:

- a. Male []
b. Female []

2. Age:

- a. 21-30 years []
b. 31-40 years []
c. 41-50 years []
d. 51 years and above []

3. Level of Education:

- a. SHS []
b. Diploma []
c. 1st Degree []
d. 2nd Degree []
e. Professionals []

4. Positions of the Officers in the Service

- a. Senior staff []
b. Junior staff []
c. Service personnel []

5. Employees' Years of Work in the Organisation

- a. 1-5 years []
b. 6-10 years []
c. 11-15 years []
d. 16 years and above []

Factors responsible for the strike actions in Public Universities

This section contains statements assessing factors responsible for the strike actions in Public University. Please tick as appropriate in the boxes using a tick (√) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 5-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 – Strongly Agree,

No		1	2	3	4	5
1	Demand for wage increment.					
2	Poor implementation of the new pay policy (single spine salary structure).					
3	Non-enforcement of the labour regulation, unnecessary delays in payment of salaries and other emoluments.					
4	Funding constraints.					
5	Poor employment relations between the government and workers.					
6	Management of the economy.					
7	Poor handling of employee grievances.					
8	Lack of negotiation skills.					
9	Lack of trust.					
10	Unnecessary interferences in the affairs of the universities in government.					

Strikes

This section contains statements assessing strike actions of employees. Please tick as appropriate in the boxes using a tick (✓) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 5-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 – Strongly Agree,

No		1	2	3	4	5
1	I believe that a strike is a justified response to the current labor conditions at our workplace.					
2	I am willing to participate in a strike if it means improving our working conditions.					
3	I feel that our employer is not listening to our concerns and a strike is necessary to make our voices heard.					
4	I am concerned about the potential financial impact of going on strike.					
5	I think that a strike could negatively affect my job security in the long-term.					
6	I believe that our union is doing a good job of representing our interests in negotiations with the employer.					
7	I feel that the communication between the union and its members regarding the strike has been clear and effective.					
8	I am willing to make personal sacrifices, such as lost wages or benefits, in order to participate in a strike.					
9	I think that a strike could be effective in achieving our goals.					

Employee Performance

This section contains statements assessing employee performance. Please tick as appropriate in the boxes using a tick (√) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 5-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 – Strongly Agree, rate the following statements on the level of performance of your organisation.

No	Statement	1	2	3	4	5
1	I am is not able to meet the goals it sets					
2	I achieve its stated goals					
3	Each section understands the role it plays in achieving organisational goals.					
4	Resources needed for proper functioning of the organisation are always available					
5	The organisation has enough human capital to accomplish its goals					
6	Financial supports needed are available for use.					
7	Customers' expectations are often met					

Assess ways to reduce strike action among university of staffs.

This section contains statements assessing the ways to reduce strike actions among university of staffs . Please tick as appropriate in the boxes using a tick (√) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 5-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 – Strongly Agree

		1	2	3	4	5
1	Adequate wages/salaries paid to employees of public universities has reduced strike actions in universities.					
2	Proper implementation of the new pay policy (single spine salary structure) assists in minimising the massive strikes in public universities.					
3	Restoring the research and book allowances for lecturers in public universities helps to reduce the massive strikes in universities.					
4	Adequate funding for the public universities assists in minimising the massive strike actions in universities.					
5	Improved working conditions of universities employee help to address/minimise strikes in the public universities.					
6	Proper handling of employee grievances in public universities helps in addressing the frequent strikes in universities.					
7	Massive strike actions in public universities is minimised because government has fulfilled all its promises made to the employees.					
8	Proper handling of the Ghanaian economy by government helps in addressing massive strike actions in public universities.					
9	Good negotiation skills of all the stakeholders of the public universities help in minimising strikes in the public universities.					

Thank You