



Negotiation Strategies and Dispute Resolution in Some Selected Federal Universities in South West Nigeria

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Abstract

Conflicts in Federal universities in Nigeria usually interfere with academic programmes. Negotiation tactics, especially competitive and collaborative ones, play an essential role in ensuring that such conflicts are minimised and relative stability ensured. Nevertheless, the fact that these disputes are still cropping up implies that the current strategies are ineffective. This paper assessed the effectiveness of competitive negotiation strategy on industrial strikes and influence of cooperative negotiation strategy on collective agreements in Federal Universities in South West, Nigeria. Descriptive survey and correlation research design was used. The target population was made up of 309 ASUU executives and university management of the six selected Federal Universities. The research was done with the use of self-designed questionnaires: Conflict Resolution Outcomes Questionnaire (CROQ), Collaborative Negotiation Strategy Questionnaire (CLNSQ) and Competitive Negotiation Strategy Questionnaire (CMNSQ). Out of the 198 questionnaires that had been returned, Pearson's Product Moment Correlation (PPMC) and multiple regression analysis were used to analyse the data at 0.05 significant levels. The findings indicated that there was a strong correlation between dispute resolution and negotiation strategies ($r = 0.460$, $p = 0.016 < 0.05$). A negative correlation was also found between competitive negotiation strategy and conflict resolution ($r = -0.410$, $p = 0.00 < 0.05$). There was also a high positive correlation between collaborative negotiation strategy and dispute resolution ($r = 0.786$, $p = 0.00 < 0.05$). The paper also found that moderate use of both approaches might facilitate conflict resolution, better relations, and more satisfactory results to all parties.

Key words: Competitive Negotiation strategies, Collaborative Negotiation strategies, Dispute Resolution and Negotiation Strategies.

1.0 Introduction

Institutional Managers must have the ability to understand negotiation skills and to deploy appropriate negotiation styles to extract the commitment of workers towards increased performance and should get themselves acquainted with the dynamics involved in negotiation (Akanbi et.al, 2019) For decades, Nigerian Federal Universities have been encountering challenges of poor funding, inadequate infrastructure, obsolete educational system, dilapidated structures and equipment, and brain drain and successive governments have not been able to proffer solutions to these problems. A harmonious workplace that ensures workers' aspirations are considerably satisfied and employers' expectations are equally met is very paramount for industrial harmony. This is because both principal actors in the workplace will work hard in ensuring the vision of the organisation is pursued with utmost dexterity, a kind of partnership in progress (Adebayo, 2020). In other words, as workers are motivated, their morale and sense of commitment to the organisation will increase. The employer-employee relationships play a significant role in the achievement of Organisational goals. Industrial and labour unrest portends great concern to organisation in particular and the nation at large due to its effects on

employees 'productivity. Strike actions which are the ultimate forms of dissent between employers and employees adversely affect productivity (Haung & Cai, 2022; Ogundele & Oyewole, 2020).

According to Osodeke (2024), public university system might collapse soon if the Government fails to wake up to the task of revitalizing the university system. Quoting Osodeke, the Punch in its editorial (9th October, 2024) whereas the Government provides N15 Million for electricity to the Federal Universities, some, like University of Lagos (UNILAG), spend in excess of N200 Million for the purpose. According to the editorial, the Federal Universities are facing another looming shutdown if ASUU carried out its threat to embark on strike. A University is effective if it successfully meets the needs and expectation of its numerous stakeholders. If the institution consistently achieves a higher output from its existing staff by reducing the average number of days the numerous teaching and research facilities remained idle or increasing the number of lecturer –student contact hours per semester, we can safely conclude that the institution is efficient. (Ibrahim & Mohammed, 2017) According to Robbins and Judge, (2013), Successful dispute resolution will result in the creation of a positive work environment, development of human strengths, foster vitality, and resilience, and unlock potentials of employees that will create hope and optimism which this study sought in negotiation between the Governments and Academic staff union of universities, (ASUU).

Competitive negotiations are often seen as distributive, win-lose situations where one party's gain corresponds to the other's loss, focusing on maximising individual outcomes with success dependent on strategies employed. Gelfand and Dyer (2019) and Bhatia et al. (2023) highlight that the competitive bargaining process revolves around dividing a fixed set of resources, where each party aims to secure more than half, leading to mutually exclusive goals and potential disputes. However, negotiators often fall into a fixed-pie bias, perceiving their interests as opposite to the other's (Abigail et al., 2018), resulting in egocentric behaviour and overlooking opportunities for mutually beneficial trade-offs (Ma et al., 2019). This false assumption of incompatibility in preferences can escalate disputes, as negotiators tend to rely on the simplicity of fixed-pie perceptions (Fleck et al., 2016). In contrast, successful collaborative negotiations hinge on three critical elements: trust, the willingness to share information, and the openness to asking specific questions (Parvaneh & Alireza, 2019; Olaniyan, 2020), which foster a more cooperative and productive dialogue.

The available literature, particularly in the academic setting, points to a serious lack of empirical research that can specifically explain the impact of negotiation strategies on dispute resolution. Many of the empirical studies reviewed relate to negotiation strategies, but none focus on public tertiary academic institutions. (Kowo and Vareckova, 2023, Bello, 2019). Furthermore, these studies are of foreign origin and given environmental, economic, legal and social differences, the results may not be consistent with the Nigerian situation. The few studies available in Nigeria, such as Umar, Tambuwal & Shehu (2022), focus only on secondary school teachers, while a study by Akomolafe (2018) only examines the impact of strike action on Nigerian university students. Oyinloye's (2017) study was also limited to the impact of underfunding on public secondary schools in Nigeria.

Another study conducted by Ali (2018) focused on evaluating the challenges of university education in Nigeria. To this end, it is evident that the relationship between negotiation strategies and dispute resolution in Nigerian universities has not received adequate research attention from the relevant existing studies. On this basis, this study strived to fill these gaps and therefore provided empirical evidence on the impact of negotiation strategies on dispute resolution in Nigerian universities, with a focus on Southwestern Nigeria.

Dispute that usually manifests by way of strikes, work stoppages, picketing, among others has caused loss of academic calendars, brain drain, among others. This paper addresses the internal dispute and the competitive and collaborative negotiation strategies adopted by the various unions and management members of the six Federal Universities sampled in South West Nigeria to tackle the menace and its impacts on resolution of the Labour disputes. This paper examines the impact of competitive and collaborative strategy on industrial strike and collective agreement in Federal Universities in South West Nigeria.

2.0 Conceptual Review

2.1 Negotiation Strategies

Negotiation, according to Schiff (2020) is defined as combination of different conflicting positions by agreement into a joint decision. Thus, negotiation process can be conceptualized as an offer-counter offer model, where two players alternate making offers sequentially. Each offer and response constitutes one round of bargaining, and the negotiation continues until an agreement is reached or a disagreement arises. Negotiations in industrial settings often involve trade unions aiming to secure improved pay and working conditions from hesitant management. While many companies now adopt more cooperative approaches, traditional confrontational methods still persist in numerous organisations (Ward & Halbert, 2024)). Negotiations typically feature competitive and confrontational dynamics between trade unions and managers (Gomez et.al. 2019).

Industrial negotiations are characterised by the overt exercise of power, threats, and a tendency to push boundaries (Gelfand & 2019, Ukhoke & Mercy, 2022), Employees' power often lies in their ability to go on strike, while

companies can retaliate by punishing individuals or forcing them to resign. However, the collective representation of a large workforce by trade unions empowers them, both in terms of their mandate and the potential impact of failed negotiations, such as resorting to strikes or strict adherence to work rules (Kjellberg, 2019). This negotiation process aims to improve employee benefits and rights by leveraging collective strength (Kay & Skarlicki, 2020). It can range from daily workplace issues affecting specific sections of the workforce to broader negotiations on employment terms for the entire workforce. Commonly negotiated topics include pay raises, improved working conditions, and other agreed-upon matters.

There are various negotiation strategies but this paper focused on competitive and collaborative negotiation strategies.

2.1.1 Competitive Negotiation Strategy

The competitive negotiation strategy is sometimes called distributive, zero-sum, individualistic, or adversarial strategy (Bhatia et al, 2023, Schuster & Trötschel, 2022). It involves a competitive approach where the parties involved have opposing interests, and they try to maximise their gains while minimising their losses. (Bhatia et.al., 2023: Schuster & Trötschel, 2022). This type of negotiation is characterised by a fixed pie perception meaning that whatever one party gains, the other party loses. The primary goal of competitive negotiation is to maximise individual gains and obtain the most favourable outcome for oneself while minimizing concessions, a negotiation strategy where each party tries to maximise his/her own gain at the expense of the other party (Doellgast & Benassi, 2020). It focuses on winning at all costs. This type of negotiation is used when the parties have a fixed number of resources to divide such as in salary negotiations or in purchasing negotiations.

According to Abigail et.al. (2018), competitive negotiation assumes that there is a fixed amount of resources to be divided, and the goal is to claim as much of that pie as possible. In the same direction,(Lewicki et al 2015) described competitive negotiation strategy as a negotiation approach where the negotiating parties seek to divide a limited resource or assets, such as money, property, or time, among themselves. This strategy is also known as a win-lose or zero-sum game, where the gains of one party come at the expense of the other. In a distributive negotiation, the parties tend to engage in positional bargaining, where they take extreme initial positions, make demands, and then make concessions until an agreement is reached (Lewicki et al., 2015).

2.1.2 Collaborative Negotiation Strategy

The collaborative negotiation strategy is sometimes called cooperative, accommodative, integrative, or problem solving (Abigail et.al. 2018)). It emphasises on identifying the parties' underlying interests or needs to develop broad range of potential solutions from which an agreement that will satisfy the parties can be fashioned (McGovern & Rubenstein, 2020). Collaborative or principled negotiation is an integrative approach to resolving conflicts that focuses on understanding and addressing the underlying interests and needs of all parties involved (Lewicki et.al., 2015). Rather than adopting a competitive or adversarial stance, collaborative negotiation seeks to find mutually beneficial solutions that satisfy the concerns of all stakeholders. It is known as interest-based negotiation (IBN) because it is a conflict resolution strategy that focuses on identifying and addressing the underlying interests and needs of each party involved in the dispute (Stoeckli & Tanner, 2014). Negotiators try to understand the motivations and concerns of each party to find mutually beneficial solutions that satisfy everyone's interests. This approach contrasts with positional bargaining, in which negotiators take fixed and often opposing positions and make concessions to reach a compromise.

2.2 Dispute Resolution

Dispute resolution is the process of identifying, addressing, and resolving disagreements or conflicts among two or more people or groups. (Akinwumi et.al, 2019; Onyene, 2019). This paper examines the dispute between Labour (represented by (ASUU) and Management

(represented by Management members of the universities). Dispute resolution can be thought of as the methods and processes involved in facilitating peaceful ending of disagreements. Jeong (2019) and Osamoh (2023) are of the opinion that dispute can be handled in a non-adversarial manner that is devoid of threats, coercion, taking into consideration the interests of all the parties involved. This according to the researchers will lead to an enduring, mutually satisfactory negotiated agreement.

Jeong (2019) however distinguishes between resolution strategies and settlement process. He opined that in a settlement process, compromises can be achieved without satisfactorily removing deeply contentious issues or without meticulously examining the real sources of grievances. In these instances, he opined, dispute can reoccur in future over the same issue. Jeong warned against the imposition of settlement terms by coercion as this can only result in temporary solution and the agreement will surely be repudiated in future.

Agashe (2021) similarly made a contribution to two competing paradigm namely dispute 'management and resolution.' Agashe submitted that although the two concepts are mutually exclusive, both concepts are Siamese twins that go hand in hand and one cannot be adopted without making use of the other. The resolution is however said to be more broad-based and much more idealistic because it centers on the belief that the dispute issue can be eliminated and there is a possibility of reaching a mutually satisfactory agreement over the fundamental issue that divides the parties. The resolutionists, therefore, tackle the source of the dispute. They deal with the issues rather than the actors in the belief that mutually satisfactory agreement is possible. Therefore, the resolution approach has a greater chance of succeeding and sustaining itself.

2.3 Collective Agreement

A collective bargaining agreement is a documented contract negotiated by a union on behalf of employees with the management of a company, governing the terms and conditions of employment (Kowo & Vareckova, 2023). This encompasses aspects like wages, benefits, duties of employees, responsibilities of the employer, and typically includes provisions for resolving disputes. A collective agreement is a written pact between an employer and a union, detailing aspects of employment terms for workers within a specific group (Asamu et.al., 2023).

These terms are sorted out through collective bargaining between the employer and the union (Kowo & Verackova, 2023). The agreement typically covers wage rates, benefits, terms of employment such as job postings, obligations of the employer, employee, and the union, and a process for resolving disputes through grievance procedures and arbitration.

2.4 Industrial Strike

Strike is the stoppage of work caused by the mass refusal of employees to work in response to their grievances against the employer. Amadi, (2015). It is sometimes used to mount pressure on management/ Government to change anti-labour policies at Federal Universities. The right to strike as a form of dispute settlement mechanism is a necessary corollary to collective bargaining and is resorted to when parties have reached a deadlock in their negotiations. The right to strike is an indispensable component of a democratic society and has been 'justified as a countervailing force to the power of capital'. It is an ultimate weapon in persuading the other party to bargain (Ogbole, 2019). Strikes occur due to a failure in the process of fixing working conditions through collective bargaining.

The right to strike as a form of dispute resolution mechanism is a necessary corollary to collective bargaining (Morenikeji, 2023) and is resorted to when parties have reached a deadlock in their negotiations. The rights to strike are an indispensable component of a democratic society and have been 'justified as a countervailing force to the power of capital'. It is an ultimate weapon in persuading the other party to bargain (Ogbole, 2019). Strikes occur due to a failure in the process of fixing working conditions through voluntary collective bargaining.

Morenikeji (2023) is of the opinion that management of strike in Nigeria requires the attention of the government, educational managers, academic and non-academic staff, as well as other relevant stakeholders. This, according to them will ease the planning of academic and non-academic activities. Prolonged strike poses the challenge of re-planning educational activities, re-preparing the school calendar, re-assigning old task to new staff and not achieving certain long term goals due to the non-accomplishment as a result of the strike. Strike according to the researchers is an event that consumes and waste a lot of time which implies that urgent attention is needed to solve this problem.

2.5 Theoretical Review: Integrative Theory

Integrative theory frames negotiations as interactions with the potential for win-win outcomes. This theory suggests methods to create value by expanding the available resources so that there is more to distribute between the parties involved in the negotiation process. Integrative theory relies on objective criteria, strives to establish conditions of mutual gain, and underscores the importance of information exchange and group problem-solving (Lewicki et al., 2015). As integrative approaches focus on problem-solving, cooperation, joint decision-making, and mutual benefits, participants are encouraged to collaborate to develop solutions that benefit all parties. This involves uncovering interests, generating options, and seeking common ground between the negotiating parties. The success of integrative negotiation hinges on the sincerity and willingness of the parties to trust each other.

The integrative negotiation strategy is hereby recommended as a more appropriate theory for negotiating parties because of its prescription of value creation, joint decision making, information exchange among the parties, problem solving among others.

2.6 Empirical Review

Kowo and Lubica (2023) postulated that the increasing demand for better working conditions of workers in Nigeria has resulted in conflicts between unions and management. The study analysed the influence of collective bargaining strategies on conflict management in Nigerian organisations. The objectives of the study were to determine the effect that negotiations on third party interventions in an organisation and also to examine the effect of joint consultations on relationships between Labour and management. For the purpose of this study primary data was used. Ex-post facto method was employed. While Yaro formula was adopted to determine the sample size. A sample size of one hundred and sixty-five (165) employees out of the two hundred and eighty (280) employees was employed. Data was analysed using manual and electronic based methods through the data preparation grid and statistical package for the social sciences, (SPSS). Linear regression analysis method which also makes use of ANOVA was employed to test the two hypotheses. The findings of hypothesis one shows a significance level below 0.01 which indicate a statistical confidence of above 99%. This implies that negotiations and collective bargaining have effect on emerging third party intervention. The findings and result in hypothesis two show that reconciliation significantly affects joint consultation in collective bargaining.

Thus, the study recommends that employers association should continue to play their role in ensuring they improve the working conditions of employees and also play their participatory and supporting role as regards issues relating to collective bargaining and conflict management in their various organizations. It also recommends that employees must carefully understand the implication of every action they take in the organization and be careful when negotiating the terms and conditions of their work and issues relating to their working condition.

Longe (2019) investigated the impact of workplace dispute management on organizational performance in a Nigerian manufacturing firm, using data from 250 employees selected through stratified random sampling. The questionnaires were validated through structured instruments and analysed using descriptive and inferential statistics. Spearman correlation analysis indicated a positive correlation between organizational performance and dispute management strategies such as collective bargaining, compromise, and accommodation. The study recommends that manufacturing firms adopt comprehensive dispute management strategies and establish dedicated conflict resolution teams to enhance organizational performance.

Achot and Kithimii (2021) investigated the impact of disputes, focusing on Jonglei State in South Sudan. The study aimed to examine the relationship between disputes and dispute resolution, assess the indicators of disputes' effects, and explore the link between dispute resolution and organizational performance. Using a descriptive case study design with both qualitative and quantitative methods, the researchers sampled 55 respondents from a population of 182 using purposive and simple random sampling. Data were analyzed using SPSS (version 20.0). The study found a significant positive correlation between the effects of disputes and organizational performance ($r = 0.632$, $P < 0.01$), as well as between dispute resolution and organizational performance ($r = 0.512$, $P < 0.01$). These variables explained 59% of the variance in organizational performance. The study recommends that organizations prioritize effective dispute resolution mechanisms and provide training in conflict management to improve organizational performance.

Tumwebaze et al. (2020) conducted a study to investigate the impact of negotiation as a dispute resolution strategy on employee performance, using Kampala Capital City Authority (KCCA) as a case study. The researchers employed a cross-sectional research design, using a simple random sampling technique to select 222 technical staff as the sample size. The findings indicated that both the level of negotiations (average mean = 4.15, Std = 0.618) and employee performance (overall average mean = 4.04, Std = 0.602) were satisfactory, suggesting a positive work environment. A regression analysis revealed that negotiation could explain 7.9% of the variance in employee performance (Adjusted $R^2 = 0.079$, $p = 0.00$). Consequently, the null hypothesis, which stated that negotiation does not have a significant effect on employee performance at KCCA, was rejected. The study recommends integrating negotiation strategies into organizational culture and providing regular negotiation training to improve employee performance.

Mbogo, Wario, and Trawo (2019) identified the impact of negotiation strategies on the performance of commercial banks in Kenya. Given the existing global environmental dynamics affecting the financial sector, the study highlighted that the industry is transitioning to meet the needs of its customers. The results showed that negotiation

strategies had a significant positive impact on the performance of Kenya's commercial banks. The study recommends that commercial banks refine and adopt effective negotiation strategies to improve customer relations and operational performance.

3.0 Methodology

3.1 Research Design

The study adopted the descriptive cross sectional research design. The population of this study is three hundred and nine (309) consisting of present and past ASUU executives and Management members of the six selected Federal Universities namely University of Lagos (UNILAG), Federal University of Agriculture, Abeokuta, (FUNAAB), Federal University, Oye-Ekiti (FUOYE), Federal University of Technology, Akure (FUTA), University of Ibadan (UI), and Obafemi Awolowo University, (OAU), Ile-Ife in Southwest Nigeria. The selected universities are those that are owned by federal governments in southwest, Nigeria. The assumption behind these selections is that some degree of age of the Universities and hence the entrenchment of ASUU in the various universities for such length of time. The study used Slovin's (1963) formula to determine the sample size with a 5% significance level. A total sample of 209 participants from the six federal universities were selected, including 149 ASUU executives and 60 Ex Officio members. The sampling technique deployed for the study is the simple random sampling. This is because all samples have homogeneous characteristics and emanate from federal universities.

3.2 Data Collection

The data collection instruments for the study comprised of Conflict Resolution outcomes Questionnaire (CROQ) by Magdalene (2016), Collaborative Negotiation Strategy Questionnaire (CLNSQ) by Morrison and Vaandering (2018) and Competitive Negotiation by Lewicki, Barry, and Saunders (2016). A pilot survey was conducted to pre-test the questionnaire, allowing for correction of errors and improvement of clarity, comprehension, and relevance. Ten respondents participated, helping assess the instrument's reliability. Research hypotheses were tested using inferential statistics of Pearson's Product Moment Correlation (PPMC) statistic and multiple regression analysis at 0.05 significant levels.

3.3 Model Specification

The model can be represented as:

$$DRE = \beta_0 + \beta_1CNS + \beta_2CoNS + \varepsilon$$

Where:

DRE = Dispute Resolution Effectiveness; CNS = Competitive Negotiation Strategy

CoNS = Collaborative Negotiation Strategy; β_0 = Intercept term; ε = Error term

4.0 Results and Discussions

4.1 Test of Hypothesis One

Statement of Hypothesis One: Competitive negotiation strategy has no significant effect on industrial strikes in Federal Universities in South West Nigeria.

In order to test the hypothesis, Pearson's Product-Moment Correlation Analysis was conducted between Competitive negotiation and industrial strikes.

Table 1: Relationship between competitive Negotiation strategy and industrial strikes in Federal Universities in South West Nigeria

Variables	N	Mean	SD	r	Sig	Remark
Competitive strategy						
198	2.6364	- 0.427	-0.410	0.00	significant	
Industrial strikes						
198	4.0657	0.758				

Source: Authors' Field Survey (2025)

The result, as presented in Table 1, indicates that there exists a weak, negative and significant relationship between competitive negotiation strategy and conflict resolution ($r = -0.410$, $p = 0.00 < 0.05$). The implication of this is that there is negative relationship of competitive negotiation strategy and industrial strikes in South West, Nigeria This means that the competitive negotiation strategy can influence industrial strikes in Nigerian Federal Universities in a negative way.

Hence, the null hypothesis which states that competitive negotiation strategy has no significant influence on industrial strikes in Nigerian Federal Universities is rejected. The findings align with Kowo & Lubica (2023) and Achot & Kithimii (2021). Kowo & Lubica highlights the challenges of enforcing agreements in conflict resolution, reflected in the negative impact of competitive negotiation on industrial strikes. Achot and Kithimii emphasize the positive effects of dispute resolution on performance, supporting the recommendation for collaborative strategies to improve conflict resolution and organizational outcomes.

4.2 Test of Hypothesis Two

Statement of Hypothesis Two: there is no relationship between collaborative negotiation strategy and collective agreement in Federal Universities in South West Nigeria.

The results are presented in Table 2.

Table 2: Relationship between collaborative negotiation strategy and collective agreement

Variables	N	Mean	SD	r	Sig	Remark
Collaborative negotiation						
198	3.8384	1.331	0.786	0.000	Significant	
Collective agreement						
198	4.0657	1.310				

Sources: Authors' Field Survey (2025)

Table 2 shows that there is a strong, positive and significant relationship between collaborative negotiation strategy and dispute resolution in Federal Universities in South West, Nigeria ($r = 0.786$, $p = 0.00 < 0.05$). This implies that collaborative negotiation strategy has significant relationship with collective agreement. Therefore, the hypothesis which states that there is no relationship between collaborative negotiation strategy and collective agreement in Nigeria Public University is rejected. The study aligns with Kowo & Lubica, 2023 emphasized enforcing dispute resolution is a challenge in Nigerian universities. Achot and Kithimii (2021) support the positive impact of dispute resolution on performance, as seen in the current study. Longe (2019) highlight the importance of integrating negotiation strategies, reinforcing the recommendation for collaborative approaches.

The first hypothesis investigated whether or not competitive negotiation strategy has significant effect on industrial action at Federal Universities in South West Nigeria. The result of the test

performed indicates that there exists a negative and significant relationship between competitive negotiation strategy and dispute resolution. ($r = -0.410$, $p = 0.00 < 0.05$).

The implication of this is that there is negative relationship between competitive negotiation strategy and Dispute resolution. This means that the competitive negotiation strategy can influence industrial action at Federal Universities in South West Nigeria in a negative way. The study aligns with Lewicki et al. (2016) in finding that competitive negotiation strategy is significantly associated with Dispute resolution. Similarly, Sondern et al. (2023) demonstrate a direct connection between competitive negotiation strategy and dispute resolution. Supporting this, Huang and Cai (2022) identify competitive negotiation strategy as a key factor in resolving disputes. Hunsaker et al. (2022) also confirm that competitive negotiation strategy exerts significant impact on dispute resolution. Consistent with earlier research, Sondern et al. (2023) assert that competitive negotiation strategy is a strong predictor of dispute resolution. Additionally, Bendersky and Brockner (2020) reaffirm the direct link between competitive negotiation strategy and Dispute resolution.

The implication of these findings is that competitive negotiation strategies play a crucial role in effectively resolving disputes. The consistent association between competitive negotiation and dispute resolution across multiple studies suggests that in situations where assertiveness and a focus on maximizing one's own outcomes are necessary, competitive strategies can lead to successful resolution. This insight may inform how organisations, negotiators, and individuals approach conflict situations, particularly in contexts where interests are strongly opposed or where a decisive outcome is required. However, the potential for strained relationships should be considered, and the use of competitive strategies should be balanced with other approaches depending on the context and desired long-term outcomes.

Research hypothesis two examined the effect of collaborative negotiation strategy on collective agreements at Federal Universities in South West Nigeria. The result of the test performed indicates that there is a strong, positive and significant relationship between collaborative negotiation strategy and Disputes resolution at Federal Universities in South West Nigeria ($r = 0.786$, $p = 0.00 < 0.05$). This implies that collaborative negotiation strategy affect collective agreements resolution. This study aligns with Ogbole (2019), who found that collaborative negotiation strategy has a positive and significant effect on collective agreement. Similarly, Häusser et al. (2022) demonstrate that collaborative negotiation strategy significantly influences collective agreement. Lewicki, Saunders, and Barry (2015) also validate the positive and significant impact of collaborative negotiation strategy on negotiation outcomes. In addition, Ionescu (2020) confirms that collaborative negotiation strategy is a strong predictor of successful resolution outcomes. Osunsan (2020) likewise attests to the positive and significant association between collaborative negotiation strategy and Dispute resolution outcomes.

The implication of this finding is that adopting a collaborative negotiation strategy is crucial for achieving successful Dispute resolution outcomes. The consistent evidence across multiple studies suggests that organisations, mediators, and individuals involved in Dispute resolution should prioritise collaborative approaches to negotiation. By focusing on mutual interests, fostering open communication, and working towards win-win solutions, parties are more likely to resolve Disputes effectively and build long-term, positive relationships. This insight could guide training programs, negotiation tactics, and policy development aimed at improving Dispute management practices.

5.0 Conclusion and Recommendations

5.1 Conclusion

The study investigated the effects of negotiation strategies on dispute resolution in Federal Universities in Southwest, Nigeria. Negotiation strategies were evaluated through competitive negotiation strategy, collaborative negotiation strategy, while dispute resolution were assessed through the effects of the strategies on strikes and collective agreements. The results demonstrated that negotiation strategies have effects on dispute resolutions. The study found that collaborative strategy has positive effect while competitive strategy is negative but both of the strategies significantly influence dispute resolution. This indicates that employing either of these strategies will affect dispute resolution.

5.2 Recommendations

Based on the findings of the study, the following recommendations are made for union leaders and Management members in the Federal Universities in South West, Nigeria.

Leaders of ASUU, Management members and the Government strategists should apply competitive approaches in situations where clear outcomes are critical with caution and must ensure they are balanced with other strategies to prevent potential negative impacts on relationships.

Union leaders, Management members and the Government strategists should encourage a culture of collaboration within negotiations. Promoting mutual understanding and joint problem-solving can enhance conflict resolution and help maintain long-term positive relationships.

Implementing these recommendations can enhance the effectiveness of dispute resolution efforts and improve relationships within the universities

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