

STRIKE ACTION AND ORGANIZATIONAL GOAL ACHIEVEMENT: EVIDENCE FROM THE OYO STATE WING OF THE NIGERIAN UNION OF TEACHERS

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Abstract

Strike action remains one of the major instruments of collective bargaining through which labour unions pursue improved members' welfare and organizational goals. This study investigated how strike action could affect organizational goal getting in the Oyo State Wing of the Nigerian Union of Teachers (NUT), with attention to members welfare and how well collective bargaining actually worked. A descriptive survey design was used, so in a way it was more like a broad snapshot rather than deep experimentation. The population was made up of registered NUT members, and from that group, 350 respondents were chosen through a multi stage sampling method. Data was collected through structured questionnaire. For analysis, the study employed descriptive statistics, Pearson Product Moment Correlation, and Multiple Regression Analysis, with SPSS at the 5% significance level. The findings show strike action had a strong, positive effect on members' welfare. In particular, wide scale strike action ($\beta = 0.590$, $p < 0.001$) and economic strike action ($\beta = 0.607$, $p < 0.001$) significantly improved members welfare, and it seems the model accounted for 95.3% of the variation ($R^2 = 0.953$; $F = 3083.885$, $p < 0.05$). The study also points to a rather clear positive connection between strike action and collective bargaining effectiveness, ($r = 0.774$, $p < 0.05$) which in turn made the null hypotheses get rejected, both of them. So, overall, the study concludes that strike action still counts as a veritable tool for reaching organizational aims, especially because it better members' welfare and it strengthens collective bargaining effectiveness. It recommends putting dialogue and collective bargaining first, before strike

action, then ensuring government implements the negotiated agreements promptly, to improve teachers' welfare, and finally building tougher mechanisms for monitoring plus implementing those agreements so industrial harmony can stay steady and sustainable.

Keywords: Strike Action, Organizational Goal Achievement, Staff Welfare, Collective Bargaining Effectiveness, Nigerian Union of Teachers

Introduction

Strike action remains a prominent instrument of collective bargaining through which workers and trade unions seek to protect employment interests, influence working conditions and compel attention to unresolved demands (Doellgast & Benassi, 2020). It occurs when negotiations between employees and employers fail to produce acceptable settlements on issues such as remuneration, welfare, employment security, working conditions or the implementation of collective agreements (Charney et al., 2021; Rueckert, 2025). The International Labour Organization (ILO) identifies the right to strike as a fundamental means through which workers and their organizations may promote and defend their economic and social interests, although its exercise may be subject to national legislation, notice requirements, conciliation and other dispute-resolution procedures (International Labour Organization [ILO], 2024). Thus, strike action is not merely an interruption of work; it is also a component of the broader collective-bargaining process through which workers attempt to influence employment relations and institutional decisions (Armstrong, & Taylor, 2023; Policy, 2024).

Globally, strike action has remained relevant across different labour-market and institutional settings, including the United States, Canada and South Africa, although its consequences vary according to the

nature, duration and context of the dispute. In Canada, Baker (2013), examining teacher strikes in Ontario, found that the effects of strikes on student achievement were not uniform: some grade-level strikes had relatively small effects, while strikes involving older pupils were associated with larger negative effects, particularly in mathematics. Evidence from the United States provides a complementary perspective. Using a large dataset of teacher strikes between 2007 and 2024, Lyon, Kraft and Steinberg (2026) found that teacher strikes were associated with increases in wages and benefits and reductions in pupil-teacher ratios over the longer term, while finding little evidence of substantial effects on student achievement over five years. However, strikes lasting ten or more days were associated with short-term reductions in mathematics achievement. These findings demonstrate that strike action can simultaneously generate costs for service delivery and produce outcomes relating to employees' compensation and working conditions (ILO, 2023). The international evidence therefore cautions against treating strike action as uniformly beneficial or uniformly detrimental (Adebayo, 2022; Fajana, 2021).

The education sector is particularly important in this regard because teachers' unions represent large workforces and their industrial actions can affect both employment relations and the provision of education (Uzoh et al., 2018; Nwachukwu,

& Okeke, 2024). In South Africa, for instance, Deacon (2014) examined the tension between teachers' constitutional right to strike and learners' right to basic education. The study shows that teacher strikes can interfere with learners' education while also raising important questions concerning the legitimate exercise of collective labour rights. The South African experience illustrates the competing interests that can arise during education-sector industrial action: teachers seek to defend employment and professional interests, while governments, schools, parents and learners bear some of the consequences of the resulting interruption. This does not, however, mean that the existence of disruption exhausts the significance of strike action. Rather, it demonstrates the need to examine both the immediate consequences of industrial action and the objectives that unions seek to achieve through it.

Across Africa, similar industrial-relations tensions have been evident in the public sector, particularly in education. Teachers' unions in countries such as South Africa, Ghana, Kenya and Nigeria have engaged governments over remuneration, working conditions, professional recognition, employment security and the implementation of agreements. The African context is particularly important because governments are major employers and public-sector unions frequently negotiate with government institutions over employment conditions and the provision of public services. The experience of South Africa demonstrates the potential conflict between workers' collective rights and service users' interests, while evidence from other African contexts indicates that unresolved

employment grievances can generate recurrent industrial disputes. Consequently, African industrial relations require an understanding of strike action not only as a source of service interruption but also as a bargaining mechanism within relationships involving workers, unions, employers and government.

The global and African evidence reveals an important feature of the phenomenon: strike action has consequences at more than one level. At the operational level, it can interrupt normal activities, reduce service delivery and impose costs on organizations and service beneficiaries. At the industrial-relations level, however, it can increase bargaining pressure and stimulate negotiations concerning the demands that produced the dispute. These outcomes are not necessarily contradictory. A strike can generate immediate organizational costs while simultaneously contributing to the achievement of some employee or union objectives (Ibrahim, & Omunuwa, 2026); (Keizer et al., 2024; Castillo et al., 2026). The significance of industrial action therefore depends partly on what happens after the action, including whether negotiations occur, agreements are reached, commitments are implemented and the concerns underlying the dispute are addressed (Adavbiele, 2015; Aremu & Atolagbe, 2016; Ogunode, 2020, 2021). This broader understanding provides a more appropriate basis for examining strike action within trade-union organizations.

Statement of the Problem

The central problem is not merely the occurrence of strike action in Nigeria's education sector, but the uncertain

effectiveness of strike action as a strategy for achieving trade-union objectives. Existing Nigerian studies have extensively documented its disruptive consequences, including interruptions to academic activities, altered school calendars, reduced instructional time, productivity losses and adverse educational outcomes (Adavbiele, 2015; Aremu & Atolagbe, 2016; Ogunode, 2020, 2021). However, comparatively limited attention has been given to whether such actions achieve the objectives for which unions undertake them. Consequently, it remains unclear whether strike action primarily generates disruption or also contributes meaningfully to organizational goal achievement.

This issue is particularly relevant to the Oyo State Wing of the Nigerian Union of Teachers (NUT), where industrial action has been employed as a means of exerting bargaining pressure over issues affecting teachers and the education system. Although available evidence indicates that industrial disputes can stimulate government–union negotiations and responses to unresolved labour concerns (Fajana, 2021; Uzoh et al., 2018), there is insufficient systematic evidence showing whether such actions translate into sustained improvements in members' welfare, collective bargaining outcomes, policy implementation and organizational effectiveness.

Furthermore, the existing literature is predominantly oriented toward the negative consequences of industrial action, thereby giving comparatively less attention to its strategic and outcome-oriented dimensions (Fajana, 2021; Ogunode, 2020, 2021). This creates an empirical gap concerning the extent to which strike

action contributes to organizational goal achievement from the perspective of the union itself. The problem is therefore one of effectiveness and insufficient empirical evidence, rather than simply the recurrence of strikes. Accordingly, this study examines the extent to which strike action contributes to the achievement of the organizational goals of the Oyo State Wing of the Nigerian Union of Teachers.

Objectives of the Study

The broad objective of this study is to examine the effect of strike action on organizational goal achievement in the Oyo State Wing of the Nigerian Union of Teachers (NUT).

Specifically, the study seeks to:

- i. Examines the effect of strike action on members' welfare in the Oyo State Wing of the Nigerian Union of Teachers;
- ii. Assess the effect of strike action on collective bargaining effectiveness in the Oyo State Wing of the Nigerian Union of Teachers;
- iii. Examine the effect of strike action on policy implementation in the Oyo State Wing of the Nigerian Union of Teachers; and
- iv. Assess the effect of strike action on organizational effectiveness in the Oyo State Wing of the Nigerian Union of Teachers.

Research Hypotheses

The following null hypotheses were tested:

H₀₁: Strike action has no significant effect on members' welfare in the Oyo State

Wing of the Nigerian Union of Teachers;
and

H₀₂: Strike action has no significant effect on collective bargaining effectiveness in the Oyo State Wing of the Nigerian Union of Teachers.

Literature Review

Concept of Strike Action

Strike action is a form of collective industrial action through which workers jointly withdraw their labour or otherwise refuse to perform work in order to compel an employer or other relevant authority to address a labour dispute (Yesufu, 2000, Fajana, 2006, Hamzat, & Fashoyin, 2007; Citaristi, 2022). Under Nigerian law, a strike involves the cessation of work or a concerted refusal to continue working in consequence of a dispute over employment terms or physical working conditions (Trade Disputes Act, Cap. T8, LFN, 2004). Thus, strike action is fundamentally connected with disputes concerning employment, remuneration, working conditions, workers' rights and collective agreements.

Strike action is also an important instrument within industrial relations because it provides workers with collective bargaining power when negotiation and other dispute-resolution mechanisms fail to produce acceptable outcomes (Fashoyin, 2007; Adebayo, 2019; Armstrong, 2020; Nwagwu, 2020). From a pluralist perspective, conflict between employers and employees is not necessarily abnormal because the parties may possess legitimate but competing interests. Consequently, collective action, including strikes, can be used to alter the balance of bargaining power and secure concessions from

employers or government. In Nigeria, this is particularly relevant in the public sector, where government is simultaneously the employer, policy-maker and regulator of labour relations. Studies have reported that unresolved welfare concerns, non-implementation of agreements and weaknesses in collective bargaining have contributed to industrial action among public-sector workers (Uzoh et al., 2018; Daft, 2021; Naqash, 2025; García-Ruiz, & Rocchi, 2026).

However, strike action has both potential benefits and costs. On the one hand, it may strengthen workers' bargaining position, draw attention to unresolved employment issues and stimulate negotiations (Drucker 2007; Robbins & Judge, 2022; Bhargavi et al., 2026; Pudjono, 2026). On the other hand, prolonged industrial action may interrupt organizational activities and reduce service delivery. Empirical evidence from Nigeria's education sector has predominantly examined these disruptive consequences, including interruptions to teaching, academic calendars and institutional activities (Alutu, 2023; Monogbe & Monogbe, 2019). This dual character makes it inappropriate to treat strike action as either inherently beneficial or inherently harmful. Its organizational significance depends partly on whether the objectives for which it is undertaken are subsequently achieved.

For the present study, strike action is therefore conceptualized as a collective bargaining instrument used by the Nigerian Union of Teachers (NUT) to exert pressure on relevant authorities in pursuit of members' welfare, negotiated agreements, policy responses and other organizational objectives.

Legal Framework Governing Strike Action in Nigeria

Strike action in Nigeria operates within a statutory framework that regulates trade disputes, collective action and the procedures that parties are expected to follow before industrial action is undertaken. The principal instruments include the Constitution of the Federal Republic of Nigeria 1999 (as amended), the Trade Unions Act, the Trade Disputes Act, the Labour Act and the National Industrial Court Act. The Federal Ministry of Labour and Employment identifies these instruments among Nigeria's principal legal instruments for labour administration. Section 40 of the Constitution guarantees freedom of peaceful assembly and association, including the right to form or belong to a trade union for the protection of legitimate interests. However, the constitutional framework does not provide an unrestricted right to strike. The regulation of industrial action is primarily contained in labour and trade-dispute legislation. The International Labour Organization's review of Nigeria's legal framework identifies the Trade Disputes Act and Trade Unions Act as important instruments governing strike action.

The Trade Disputes Act, Cap. T8, LFN 2004 provides the principal statutory framework for the settlement of trade disputes. Section 48 defines a strike as the cessation of work by persons acting in combination, or a concerted refusal to continue working, undertaken in consequence of a dispute and intended to compel an employer or another relevant party to accept or reject particular employment terms or working conditions.

The definition demonstrates that strike action is legally connected to a trade dispute and is intended to exert pressure in the employment relationship. The Act also establishes procedures for dispute settlement before industrial action can lawfully proceed in relevant circumstances. Section 18 restricts participation in strikes connected with trade disputes where prescribed dispute-resolution processes have not been complied with, including mediation, conciliation, arbitration or referral to the National Industrial Court. The Trade Unions Act further places conditions on participation in strikes, including requirements concerning the nature of the dispute and compliance with statutory arbitration procedures. The legal framework is particularly significant for public-sector unions because industrial action may affect essential public services. The Trade Disputes Act contains additional provisions concerning workers in essential services, including requirements relating to notice before cessation of work. The National Industrial Court Act also gives the National Industrial Court jurisdiction over labour and trade-union disputes and matters relating to strikes, lockouts and industrial action, as well as the interpretation of collective agreements and settlements.

Consequently, strike action by the NUT cannot be understood solely as a management or industrial-relations strategy; it operates within a legal framework that emphasizes collective representation while also requiring compliance with established dispute-resolution procedures. This legal context is important in evaluating the effectiveness of strike action because the achievement of

union objectives must occur within the boundaries of legally recognized industrial relations processes.

Theoretical Review

This study is anchored on the pluralist theory of industrial relations and Dunlop's systems theory of industrial relations, and both of these help explain industrial conflict, collective bargaining, and basically how actors try to pursue organizational objectives, too.

Pluralist Theory of Industrial Relations (Fox, 1974)

The pluralist theory sees organizations as made up of employers, employees, trade unions, and government agencies, each with legitimate but competing interests (Fox, 1974). In contrast to the unitarist angle, it treats conflict as unavoidable but potentially useful, especially when it is handled through collective bargaining, negotiation, mediation, and arbitration (Golis, 2026). Trade unions are taken as legitimate institutions, balancing managerial authority and protecting workers' concerns, while strike action is treated as a lawful bargaining instrument if discussions stall (Armstrong, 2020; Fajana, 2006). This perspective still matters because it frames strike action as a credible route towards organizational aims like higher pay, better promotions, pensions, and improved working conditions within the Oyo State Wing of the Nigerian Union of Teachers (NUT). Even with criticism that it can underplay the power imbalance between employers and employees (Budd, 2018), the theory remains quite relevant for labour management relations.

Dunlop's Systems Theory of Industrial Relations (Dunlop, 1958)

Dunlop's systems theory sort of views industrial relations as a system with

employers, employees and their unions, plus government agencies, all operating in technological, economic, and political environments, so that employment relationships are regulated (Dunlop & Denston, 1958). When it comes to keeping things steady, stability is mainly supported by collective bargaining, negotiation, mediation, arbitration and also legal rules (Armstrong, 2020; Fajana, 2006). In Nigeria's education sector, you can see the system as state governments, the NUT, and regulatory bodies, and strike action tends to show up when negotiations break down. Overall, the theory points to how institutional interactions and legal frameworks shape whether organizational goals get reached. Even with the usual critiques, like overemphasizing stability compared with power imbalances and sidelining wider political influences (Budd, 2018), it still counts as one of the most used industrial relations frameworks.

Empirical Review According to the Objectives of the Study

Strike Action and Members' Welfare

Members' welfare constitutes one of the central objectives for which trade unions engage in collective bargaining and, in some circumstances, industrial action (Fox, 1974; Budd, 2018; Dessler, 2020; Robbins & Judge, 2022; Hertwig, & Thünken, 2026; Signoretti et al., 2026; Golis, 2026). Welfare encompasses remuneration, allowances, working conditions, job security, promotion, pensions, occupational safety and other employment-related benefits. Where negotiations fail to produce satisfactory outcomes on these issues, industrial action may become a means of increasing pressure on the employer or government.

Empirical evidence from Nigeria indicates that welfare-related concerns are important drivers of industrial action. In a cross-sectional study of Nigerian physicians, Omole et al. (2018); and Daft (2021) found that poor staff welfare was identified as the most frequently cited cause of strike action among the respondents, followed by salary-related problems, leadership and management issues, infrastructure deficiencies and other institutional concerns. The study also found that failure to implement government agreements was among the factors associated with industrial action.

Similarly, Uzoh et al. (2018) examined strike action among public-sector employees in Nigeria and argued that unresolved conditions of service and government's failure to honour agreements contribute to workers' resort to industrial action. These findings suggest that welfare is not merely a background cause of strikes but an important outcome against which the effectiveness of union action can be assessed.

However, the empirical literature also demonstrates that strike action may produce welfare-related costs. Ayuba et al. (2020), in a study of academic staff at Plateau State University, found a significant negative relationship between strike action and academic staff productivity and linked the findings to concerns about staff welfare and timely fulfilment of employment obligations. Thus, while strike action may be undertaken to improve members' welfare, prolonged action may simultaneously create costs for workers and their organizations. The literature therefore presents an unresolved empirical issue.

Existing studies have established that welfare concerns are associated with industrial action, but comparatively less attention has been paid to whether strike action actually translates into improved welfare outcomes for union members. This study addresses that issue by examining members' welfare as an outcome of strike action among the Oyo State Wing of the NUT.

Strike Action and Collective Bargaining Effectiveness

Collective bargaining involves negotiations between employers and workers or their representatives concerning employment conditions, remuneration and other matters of mutual interest. Strike action can be viewed as an extension of collective bargaining because it may be employed when negotiations reach an impasse or when previously negotiated agreements are not implemented. Empirical evidence from Nigeria indicates a close relationship between collective bargaining and industrial action. Uzoh et al. (2018) reported that public-sector industrial disputes are often associated with disagreements concerning working conditions and the implementation of collectively negotiated agreements. Similarly, research on public tertiary institutions in Southwest Nigeria has examined the relationship between collective bargaining, industrial harmony and strike action, indicating that the quality of bargaining processes is relevant to the occurrence and management of industrial disputes.

Research specifically examining collective bargaining and strike action in Nigerian universities has also identified bargaining

effectiveness as an important component of industrial relations. Olorunmuyiwa (2024), for example, examined the collective bargaining approaches of the Federal Government and ASUU, including the effectiveness of bargaining approaches and the relationship between bargaining and industrial action in Southwestern Nigeria. Nevertheless, much of the Nigerian literature treats strike action primarily as an outcome of unsuccessful collective bargaining rather than examining it as a strategic mechanism for strengthening subsequent bargaining outcomes. This distinction is important. If strike action merely produces temporary negotiations without measurable improvements in agreements, implementation or bargaining power, its effectiveness as a union strategy remains questionable. Conversely, where industrial action results in meaningful negotiations and enforceable agreements, it may contribute to the bargaining objectives of a union.

The present study consequently extends the literature by examining collective bargaining effectiveness as an outcome associated with strike action among NUT members in Oyo State, rather than examining only the causes of strikes or their disruptive consequences.

Strike Action and Policy Implementation

Policy implementation is another important dimension through which the effectiveness of collective action can be examined. In the context of teachers' unions, relevant policies may concern remuneration, promotion, pension arrangements, working conditions, education financing, professional

development and other employment-related matters. The existence of an agreement or policy does not necessarily guarantee its implementation; implementation requires appropriate administrative action, financial commitment and institutional compliance. Nigerian industrial-relations literature has repeatedly identified non-implementation of agreements as a source of labour conflict. Uzoh et al. (2018), for instance, observed that government's failure to fulfil commitments reached through negotiations contributes to workers' resort to industrial action. Evidence from the Nigerian health sector similarly found government's inability to implement agreements among the factors associated with industrial disputes.

Recent Nigerian research has also examined the relationship between policy implementation and strike-related unrest. Osawe et al. (2026), using qualitative evidence from policymakers, public-policy analysts and Nigerian youths, reported that transparency in policy implementation was associated with strike action and broader civil unrest. Although that study was not conducted among teachers and did not examine the NUT, it demonstrates the relevance of policy implementation to understanding collective protest and industrial conflict in Nigeria. The limitation of existing evidence is that policy implementation is frequently treated as a cause of strike action rather than as an outcome that may be influenced by strike action. This creates an important gap for the present study. The NUT may undertake industrial action partly because existing agreements or policies have not been implemented. The critical empirical question is therefore whether such action

subsequently increases the implementation of policies and agreements relevant to teachers. This study addresses this question by examining policy implementation as one of the organizational outcomes of strike action.

Strike Action and Organizational Effectiveness

Organizational effectiveness concerns the extent to which an organization is able to accomplish its objectives and sustain the activities required to fulfil its institutional purpose. For a trade union, effectiveness cannot be assessed solely through conventional corporate measures such as profitability or productivity. Rather, it should be considered in relation to the union's representative and collective objectives, including members' welfare, successful negotiation, protection of members' interests, implementation of agreements and influence on employment-related policies. Empirical studies in Nigeria have generally examined the relationship between industrial action and organizational or institutional performance from the perspective of disruption. For example, research on industrial action in Nigerian public tertiary institutions has reported interruptions to teaching, academic planning, examinations and other institutional activities (Alutu, 2023). Monogbe and Monogbe (2019) similarly found that ASUU strikes were associated with effects on teaching and learning within selected Nigerian universities. More recent evidence from public tertiary institutions in Adamawa State reported that industrial actions were associated with reduced productivity, disruption of teaching and research activities and delays in students' academic progression.

These studies provide useful evidence concerning the institutional costs of industrial action. However, they primarily evaluate organizational effectiveness from the perspective of the employer or educational institution, particularly in terms of productivity, teaching, learning and service delivery. This differs from the present study, which examines organizational effectiveness from the perspective of the trade union as the initiating organization. This distinction is important because the objectives of a union are not identical to those of the educational institution in which its members work. A strike may disrupt an employer's immediate operations while simultaneously generating bargaining outcomes that a union considers important. Consequently, assessing organizational effectiveness solely through disruption to educational activities provides an incomplete basis for determining whether strike action advances or undermines union objectives.

The present study therefore conceptualizes organizational effectiveness in relation to the extent to which strike action contributes to the achievement of the NUT's organizational objectives, particularly representation, members' interests, bargaining outcomes, policy implementation and organizational capacity.

Synthesis of Empirical Literature and Research Gap

The reviewed empirical literature establishes that strike action in Nigeria has been extensively examined in relation to its causes and disruptive consequences, particularly in the education and public-service sectors. Studies have documented

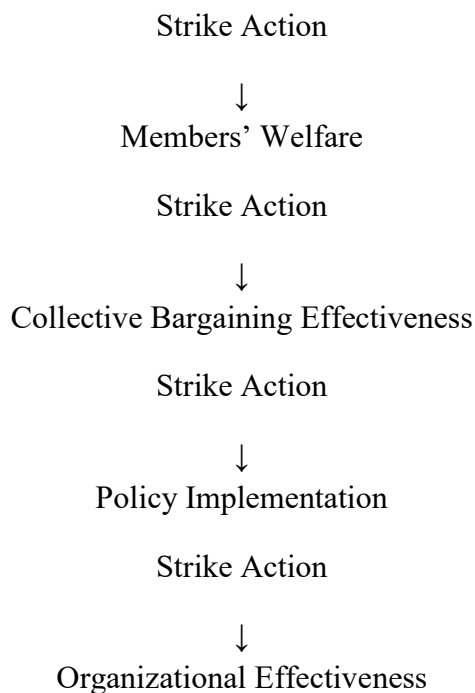
welfare problems, salary disputes, weak implementation of agreements and bargaining difficulties as important sources of industrial conflict (Omole et al., 2018; Uzoh et al., 2018). Other studies have focused on the consequences of strikes for teaching, learning, productivity and institutional performance (Alutu, 2023; Monogbe & Monogbe, 2019). However, four limitations are evident. First, conceptually, much of the literature treats strike action primarily as a disruptive phenomenon rather than examining it as a strategic instrument whose effectiveness can be assessed against union objectives. Second, empirically, welfare, collective bargaining outcomes, policy implementation and organizational effectiveness have rarely been examined together as outcome dimensions of strike action. Third, contextually, much of the Nigerian empirical evidence focuses on ASUU and tertiary institutions, healthcare workers or general public-sector employees, with comparatively limited evidence specifically concerning the Nigerian Union of Teachers at the state level. Fourth, analytically, previous studies have frequently evaluated organizational performance from the perspective of service delivery or employer productivity rather than from the perspective of whether industrial action advances the objectives of the union undertaking it.

The gap, therefore, is not simply that “few studies exist”; rather, existing studies provide fragmented evidence across different sectors, outcomes and perspectives, making it difficult to determine whether strike action contributes to the achievement of union objectives. The present study addresses

this gap by examining strike action and organizational goal achievement among the Oyo State Wing of the NUT through four linked dimensions: members’ welfare, collective bargaining effectiveness, policy implementation and organizational effectiveness.

Conceptual Framework

The conceptual framework is derived directly from the objectives and empirical gap identified in the literature. Strike action constitutes the explanatory variable, while organizational goal achievement is the overarching outcome. Organizational goal achievement is operationalized through four dimensions: members’ welfare, collective bargaining effectiveness, policy implementation and organizational effectiveness. The framework assumes that strike action may exert an influence on each of these dimensions. The relationship is not presumed to be automatically positive or negative; rather, it is an empirical question to be determined from evidence obtained from members of the Oyo State Wing of the NUT.

Conceptual Model:

Source: Authors' Conceptualization, 2026

Together, these four outcome dimensions constitute the study's broader construct of organizational goal achievement. The framework is consistent with the pluralist view of industrial relations, which recognizes the legitimacy of competing interests between employers and employees and the role of collective bargaining and industrial action in resolving such conflicts. It also reflects the systems perspective of industrial relations, in which workers, employers, government, rules and the wider environment interact to produce outcomes within the employment relationship.

Accordingly, the framework provides a direct link between the literature review and the study objectives, research questions, hypotheses and subsequent empirical analysis.

Methodology

This section sets out the methodology used for the study with the title Strike Action and Organizational Goal Achievement: Evidence from the Oyo State Wing of the Nigerian Union of Teachers. It talks about the research design, the study area, population, sample size and the sampling approach, the sources of data, the research device, validity and reliability, the procedure for data collection, the way variables were measured, and finally how the collected data were analyzed.

Research Design

The study adopted a descriptive survey research design, which helps in gathering numerical data from a representative group, to see how variables relate, without any alteration or manipulation ((Mark et al., 2019). The design works well here because it allows a fairly consistent way of collecting information on strike action, members' welfare, and collective bargaining effectiveness and it also enables statistical analysis and the extension of the findings beyond the immediate sample (Hirose, & Creswell, 2023).

Study Area

The study was carried out in Oyo State, Nigeria, concentrating on the Oyo State Wing of the Nigerian Union of Teachers (NUT). Oyo State has a solid public basic education system spread across its 33 Local Government Areas. The NUT, basically, represents public primary and secondary school teachers, and it has a major influence in collective bargaining, industrial negotiations, and in day-to-day members' welfare. Oyo State was chosen because it has a record of teachers' industrial clashes, and because the NUT there remains quite active in labour relations, rather than being passive.

Population of the Study

The population of the study comprised members of the Nigerian Union of Teachers (NUT) in Oyo State, including executive officers, branch officials and ordinary members across the 33 Local Government Areas of the State. The population was selected because NUT members constitute the relevant group with direct knowledge and experience of issues relating to strike action, collective bargaining, members' welfare and organizational goal achievement.

During the preliminary stage of the study, the researchers consulted the Oyo State Wing of the NUT to ascertain the membership structure and obtain information on the accessible population. However, a comprehensive and up-to-date membership register covering all NUT members across the 33 Local Government Areas was not made available to the researchers. Consequently, the exact size of the total membership population could not be independently verified during the period of the study. The study therefore treated the NUT membership across the State as the target population and drew respondents from accessible branches and members across the State in accordance with the sampling procedure described below.

Sample Size Determination and Sampling Procedure

Because a complete and up-to-date membership register covering all NUT members in Oyo State was not made available to the researchers, the exact size of the target population could not be independently established. Consequently, Cochran's formula for estimating an appropriate sample size for a large or unknown population was adopted:

$$[n_0 = \frac{Z^2 pq}{e^2}]$$

Where (n_0) represents the required sample size, (Z) is the standard normal deviation at the 95% confidence level (1.96), (p) is the estimated proportion of

the population possessing the characteristic of interest (0.50), ($q = 1-p$), and (e) is the acceptable margin of error (0.05). Substitution gives:

$$[n_0 = \frac{(1.96)^2 (0.50)(0.50)}{(0.05)^2} = 384.16]$$

Thus, a minimum sample size of approximately 384 respondents was indicated. However, the study obtained 350 usable responses, which were considered adequate for the statistical analyses employed in the study.

A multistage sampling procedure was adopted to reach NUT members across Oyo State. At the first stage, selected Local Government Areas were identified from the administrative structure of the Oyo State Wing of the NUT. At the second stage, NUT branches within the selected Local Government Areas were identified, after which respondents were selected from the accessible branches. At the final stage, individual NUT members who met the study criteria were selected using a simple random procedure where an accessible list of members was available, while eligible members available through the selected branches were approached where a complete branch-level list was not available. The sampling procedure was designed to obtain respondents from different categories and locations within the NUT structure and to reduce undue concentration of responses in a particular branch or location. Given the absence of a complete statewide membership register, the study does not claim statistical representativeness of the entire NUT membership in Oyo State; rather, the findings are interpreted in relation to the accessible respondents who participated in the study.

Research Instrument

Data were collected through a structured questionnaire that was tied loosely to the study objectives and also the literature. The tool used a five-point Likert type scale, from Strongly Agree (5) to Strongly Disagree (1). In general, it had four parts, namely respondents' demographic characteristics, strike action, members welfare, and collective bargaining effectiveness, even though the exact wording could shift slightly. The questions themselves were adapted from well-known industrial relations and human resource management writings then adjusted so it fit the purpose of the study.

Validity and Reliability of the Instrument

For validity, face validity was checked through an expert review, involving Human Resource Management, Industrial Relations, and Research Methodology specialists. Content validity was handled by matching the questionnaire statements with the study objectives, research questions, hypotheses, and the variables (Bougie, & Sekaran, 2025). Reliability was tested using a pilot study with 20–30 respondents drawn from an NUT branch that was not part of the main sample. Internal consistency was calculated via Cronbach's Alpha, and a minimum coefficient of 0.70 was seen as acceptable (Fan, 2026).

Method of Data Collection

Questionnaires were administered directly to selected respondents, with help from trained research assistants when it was necessary. Permission was secured from the Oyo State Wing of the NUT, respondents were assured of confidentiality and voluntary involvement, and the completed questionnaires were collected immediately or on agreed dates, so as to help maximize the response rate, even if it felt a bit rushed at times.

Method of Data Analysis

The data were coded and analyzed with SPSS (Version 26 or later). Descriptive statistics such as frequencies, percentages, means and standard deviations were used to describe respondents' traits and their answers, while Cronbach's Alpha was applied to check reliability. Pearson Product-Moment Correlation was also used to explore ties between strike action, members' welfare, and collective bargaining effectiveness. Meanwhile, Multiple Regression Analysis was used to test how strike action affects members' welfare and collective bargaining effectiveness, in a more direct way. The regression outcomes were interpreted with β coefficients, R^2 , F-statistics and p-values. All hypotheses were examined at the 5% (0.05) significance level. The null hypothesis was rejected when $p \leq 0.05$, and kept when $p > 0.05$, this then served as the ground for deciding whether strike action significantly influences members' welfare and collective bargaining effectiveness within the Oyo State Wing of the Nigerian Union of Teachers.

Results and Discussion of Findings

This section presents the analysis and interpretation of the data gathered from respondents about how strike action impacts organizational goal achievement in the Oyo State Wing of the Nigerian Union of Teachers (NUT). The work is arranged in line with the study objectives and hypotheses, though it still feels a bit conversational in places. First comes the response rate, then we look at respondents' demographic characteristics, after that you have descriptive statistics of the study variables. Next there is the reliability analysis, then multiple regression, and PPMC which is (Pearson, Product Moment Correlation Coefficient) used for testing the hypotheses. Lastly there is a discussion of the findings alongside the existing

literature, to tie everything back to what other scholars have said or noted.

Table 1: Response Rate

Questionnaire Status	Frequency	Percentage (%)
Questionnaires Administered	350	100
Questionnaires Returned and Valid	304	86.86
Questionnaires Not Returned/Invalid	46	13.14
Total	350	100 %

Source: Field Survey, 2026

The table shows that out of the 350 questionnaires that were sent, 304 questionnaires, (87%) were properly filled in and sent back, while 46 questionnaires (13%) were either not returned or were considered invalid because the responses were incomplete. The response rate of

87% is quite exceptionally high, and it goes beyond the minimum acceptable threshold that is suggested for survey research. So, the collected questionnaires give a sufficient groundwork for the next statistical analyses and for interpreting the study findings.

Table 2: Socio-demographic Characteristics of the Participants

Participant Characteristics	n	%
Gender		
Male	131	43.1
Female	173	56.9
Total	304	100.0
Age Range		
21-30 years	40	13.2
31-40 years	107	35.2
41-50 years	60	19.7
51-60 years	85	28.0
61 years and above	12	3.9
Total	304	100.0
Job Description		
Senior Staff	193	63.5
Junior Staff	111	36.5
Total	304	100.0
Educational Qualification		
OND/NCE	188	61.8
HND/Degree	88	28.9
Masters	28	9.2
Total	304	100.0
Length of Service		
0-5 years	88	28.9
11-10 years	56	18.4

16-20 years	117	38.5
21 years and above	43	14.1
Total	304	100.0

Source: Field Survey, 2026

Table 2 shows the socio-demographic profile of 304 participants. There were more females, about 173 of them, making 56.9%, while males were 131 (43.1%), so it seems the sample includes both genders in a fair way. On age distribution, the largest group was those between 31 and 40 years (107; 35.2%). After that came the 51–60 years bracket with 85 people (28.0%), then 41–50 years (60; 19.7%), 21–30 years (40; 13.2%), and finally 61 years and over with 12 respondents (3.9%). Overall, this points to most respondents being in their most active working period, and also having relevant job know how.

When it comes to the job description, senior staff made up the bulk, 193 (63.5%), whereas junior staff were 111 (36.5%), so in general it looks like most of the participants were quite experienced and had solid organizational know-how. Educationally, 188 people (61.8%) had OND/NCE, 88 (28.9%) carried

HND/Degree certificates, and 28 (9.2%) held Master's degrees, which suggests there was a fairly well - educated workforce able to give thoughtful, informed answers. On length of service, the biggest slice of respondents had worked between 16 and 20 years (117; 38.5%), then 0–5 years (88; 28.9%), then 6–10 years (56; 18.4%), and finally 21 years and above (43; 14.1%). Taken as a whole, the demographic picture implies that respondents had enough formal education, practical experience, and workplace exposure to offer credible insights about strike action and the achievement of organizational goals within the Oyo State Wing of the Nigerian Union of Teachers.

Testing of Hypothesis One

H₀₁: Strike action has no significant effect on members' welfare in the Oyo State Wing of the Nigerian Union of Teachers.

Table 3: Summary of Regression Analyses on the Effect of Strike Action on Members' Welfare in the Oyo State Wing of the Nigerian Union of Teachers (N=304)

Variable	B	SEB	B	T	p
(Constant)	.075	.046		1.622	.106
Strike	.486	.011	.590	44.801	.000
Strike	.490	.011	.607	46.037	.000
R		.976			
R ²		.953			
Adj. R ²		.953			
F		3083.885*			

*p < .05. Dependent Variable: Members' Welfare

Source: Authors' Computation, 2026

Table 2 shows the regression analysis, on how strike action affects the members' welfare in the Oyo State Wing of the Nigerian Union of Teachers. The results seem to point out that both dimensions of strike action do matter, and in a positive direction, which is clear from the coefficients. More precisely, the wide-scale strike action recorded a significant positive effect on members' welfare ($\beta = 0.590$, $t = 44.801$, $p < 0.001$), whereas economic strike action also pushed the welfare upward, and if anything, it is a bit stronger ($\beta = 0.607$, $t = 46.037$, $p < 0.001$). From the model strength angle, the explanatory power is very high, you can see this in the R value of 0.976 and the R^2 of 0.953. This suggests that roughly 95.3% of the changes in members' welfare are accounted for by just the two strike action variables together. In addition, the overall

regression model turned out to be statistically significant ($F = 3083.885$, $p < 0.05$), so strike action really serves as a meaningful predictor of members' welfare for the members in the Oyo State Wing of the Nigerian Union of Teachers.

In general, the findings imply that well-managed strike actions, especially those driven by economic issues, tend to link with better welfare outcomes for union members.

Testing of Hypothesis Two

H₀₂: Strike Action has no significant Relationship with Collective Bargaining Effectiveness in the Oyo State Wing of the Nigerian Union of Teachers.

Table 4 Relationship between Strike Action and Collective Bargaining Effectiveness in the Oyo State Wing of Nigeria Union of Teachers

Variables	Mean	SD	1	2
1 Sympathy Strike	3.78	.73	-	
2 Organizational Performance	3.63	.71	.774*	-

* $p < .05$, $N = 304$

Source: Author's Computation, 2026

Table 4 shows how strike action, as seen through sympathy strike, ties to organizational performance in the Oyo State Wing of the Nigerian Union of Teachers. From the descriptive statistics, respondents seemed to say sympathy strike was fairly high (Mean = 3.78, SD = 0.73) while organizational performance was also high (Mean = 3.63, SD = 0.71). So, overall, they generally viewed both things as fairly noticeable within the union.

Then the correlation test produced a strong positive link and it was statistically significant between sympathy strike and organizational performance ($r = 0.774$, $p < 0.05$). In other words, when well organized sympathy strike actions increase, organizational performance also tends to go up. The magnitude of the correlation suggests that sympathy strike is not just random but rather a key determinant, linked to the attainment of organizational goals in the Oyo State Wing. Because of

that result, the study rejects the null hypothesis that there is no meaningful relationship and it therefore concludes that sympathy strike, has a significant positive relationship with organizational performance.

Conclusion and Recommendations

Conclusion

The study concludes that strike action is an important mechanism through which members of the Oyo State Wing of the Nigerian Union of Teachers pursue their collective interests and welfare. The findings indicate that strike action has implications for organizational goal achievement; however, its effectiveness depends on how it is coordinated and aligned with members' legitimate interests and organizational objectives.

The study does not conclude that strike action enhances collective bargaining effectiveness because this relationship was not directly established by the relevant hypothesis. The conclusion is therefore limited to the relationships empirically examined and supported by the findings. Strike action should consequently be viewed as a strategic form of collective action and, where possible, pursued after negotiation and other bargaining mechanisms have been exhausted.

Recommendations

Based on the findings, the study recommends that:

i. The NUT Oyo State Wing should employ strike action strategically to advance legitimate members' welfare and employment interests, while prioritizing negotiation before industrial action.

ii. Government should promptly address teachers' welfare concerns and implement negotiated agreements to reduce recurrent industrial disputes.

iii. The NUT should strengthen its collective bargaining and negotiation strategies to improve its capacity to secure members' interests.

iv. The NUT and government should establish effective mechanisms for monitoring and implementing negotiated agreements to promote sustained industrial harmony.

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