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MANAGEMENT OF INDUSTRIAL CRISES IN NIGERIA: A THEORETICAL APPROACH

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Abstract

This paper is titled management of industrial strike in Nigeria: A theoretical approach. The main aim of the paper is to discuss strike action in general and specifically to discuss how industrial strike is managed in Nigeria industrial organization. The paper heavily depends on theory of Alienation by Karl Marx (1818-1883) in his explanation of industrial strike in Nigeria. The paper pointed out that the major reason for strike action in Nigeria industrial organization borders on disagreement between labour and management. The paper also posits that so long as the demand for labour continues to increase and the management inability to meet the demands make it difficult to end strike action in industrial organization in Nigeria. The paper maintained that continuous strike in industrial organization in Nigeria brings about slow economic growth in industrial organization and underdevelopment in Nigeria in general. The paper also pointed out that different interest groups are involved in the management of industrial conflict in Nigeria. That is, employers, union leaders, government and even the judiciary as an organs of the government. The paper also pointed out that collective bargaining, conciliation, reconciliation, mediation and threat are among the means used to manage industrial strike in Nigeria. The paper concludes that so long as the agreement reached between labour union and management are not implemented, there will be no end to industrial strike in Nigeria industrial organization. Based on the conclusion, the paper made some recommendations that can reduce industrial strike in Nigeria; that management, labour union, government should be ready and willing to implement all contractual agreement that borders on conditions of service and safety of security of job among others.

Keywords: Industrial Strike, Labour Union, Reconciliation, Mediation, Management.

Introduction

Nigeria as a nation gained her independent from Great Britain in 1960 and subsequently attained the statue of a republic in 1963 (Crowder, 1985). Since the inception of her independence, the country has passed through different phases of development process. From the period under discussion, Nigeria as a nation witnessed the rise and development of industrial organizations. These industries range from small,

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medium and large scale that started during the colonial system of governance in Nigeria championed by multi-national companies mostly established and owned by foreign nationals particularly from Britain (Crowder, 1995).

"Indirect rule" as a system of governance introduced by the colonial master came to an abrupt end with the granting of independence in 1960. Between the period of independence till date, Nigeria has witnessed different forms or system of governance ranging from parliamentary, military and democratic system of governance (Okoli, 2000). In 1979, Shehu Aliu Shagari was democratically elected as a civilian president of Nigeria. With the transition from military to democratically elected civilian government witnessed the birth of a new constitution known as "the constitution of the federal republic of Nigeria" (1979). With the inauguration of civilian administration and a new constitution in place, it marked the epoch or the dawn of a new era in Nigeria. The term democracy as it often connoted is the "government of the people by the people and for the people" (Jackson, 2013). There is a paradigm shift from military and autocratic style of government to liberal style of governance in Nigeria. Enshrined in the new constitution is freedom of speech, religion worship, association among other fundamental human rights that was hitherto lacking during military regime in Nigeria.

Freedom of speech and association that is enshrined in the constitution of the federal republic of Nigeria witnessed the increase of labour union activities in Nigeria industrial organizations. Different labour unions were formed and consolidated with the view to protecting the interest of workers in teaming industries in Nigeria. Labour union and their leaders become the voice for the helpless workers in Nigeria industrial organization (Ibekun, 2009). Some labour union such as Nigerian Union of Teachers (NUT), Academic Staff Union of Nigeria University (ASUU), Nigeria Medical Association (NMA), Nigeria Bar Association (NBA), Nigerian Council of Engineers, Association of Nigeria Architects among other numerous associations or unions established to address the grievances of the Nigerian workers.

With the activities of the different union groups, Nigeria industries started to trend on the dangerous path of industrial strikes. A glance at some Nigeria newspaper and news reportages is full with headlines of incessant strikes actions or conflict in industrial organization in Nigeria. For example, "Osun state government versus striking workers" – Nigeria Tribune (2016), "Strike: relatives withdraw patients from Ondo state government hospital", www.nigerianewspertoday.com 12th may 2016, "Nationwide strike looms in government organizations. "Non-academic staff of Nigeria university embarked on industrial strikes, Herald newspaper 2016", "Nigeria Bar Association withdraw their service in courts, "Doctors and Nurses withdraw services in government organization in Benue State" The voice newspaper journey 2016 (Akor S.J 2016).

Frequent industrial strikes in Nigeria industrial organization do not give room for industrial harmony and thereby result in low productivity and breakdown of peace and harmony in Nigeria industrial organization. There is no doubt that Nigeria industrial organization is witnessing incessant industrial actions or strikes such that the entire fabric of Nigeria society is negatively affected. The pertinent question that is demanding an answer at this junction is, "how can industrial strikes in Nigeria industrial organizations be managed?". The answer to the above question will be the focus of this theoretical

paper. The paper will be discussed from the following angles with the following headings:

- (a) Introduction
- (b) Theoretical application on industrial strikes
- (c) Typology of industrial strikes
- (d) Reasons for strikes in Industrial organization
- (e) Management of industrial strikes
- (f) Conclusion and recommendations

Theoretical Application of Industrial Strike

Alienation theory is one of the key concepts among Karl Marx's (1965) numerous scholarly works. Over the years, this particular theory has been interpreted and redefined by different scholars across the globe. To understand alienation, it is important to understand what Marx saw in the nature and character of work to man. To Marx, every human being has needs and in order to satisfy these needs, man must work. He maintained that it is the process of work that man developed himself to become a real man. The theory posits that the kind of work that developed a man is wholesome work but not just any type of work. The history of labour at the wholesome stage of man's development, the workers own products of their labour and has the power to decide what to do with it.

Karl Marx asserts that Alienation in industrial organization is traceable to capitalism. Under capitalism, workers are alienated from the products of their hands. Marx further claimed that alienation exists in industrial organization when a worker does not fulfill himself in his work but deny himself. That is a feeling of misery rather than wellbeing. According to Marx, alienation does not give man room to develop freely his mental and physical energy but rather man is physically exhausted and mentally debased. To Marx, as result of alienation, the worker therefore feels himself at home during his leisure time whereas at work, he feels homeless.

Marx pointed out a number of factors in capitalism that contributed to Alienation

- (i) The appropriation of surplus values via capitalism
- (ii) What they call objective of labour
- (iii) The commercialization of the labour

Marx said that as a result of the above factors, the labour that man supply is seen as an object that can be sold and purchase at the labour market. Marx maintained that as a result of capitalism, there is a change in man's relationship with what he produces. That man no longer own his products but the capitalist own the product of the worker. Furthermore, man does not own monopoly over his product rather he is alienated from his products. As a result of capitalism process, the workers are alienated from the process of production and equally alienated from his fellow human being. According to Robert Blummer (1965), Alienation therefore means the fragmentation in man's existence and consciousness which impaired the wholesomeness, experience and activities. He further assert that, there is a clear separation between employer and employee. Man no longer relate to his fellow being outside the work place. He is therefore alienated from his species.

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Melvin Seeman (cited in Marson, 2007) also contributed to the original theory of alienation by Karl Marx. To him, Marx has given us a general term and we have to identify a dimension of alienation. This includes the following:

- (a) Powerlessness: this implies the lack of control and opportunity to make decision within the capitalist system as a subordinate. The workers also lack power and opportunity to control their work.
- (b) Meaninglessness: Seeman (cited in Marson, 2007) also posits that worker derives no meaning from what he does even from the longer society where he exists. That the social world become threatening to his life.
- (c) Normlessness: To him, the work does not make rules concerning the nature of his work or production. It is the rule that capitalist set for him that he abides with.
- (d) That the workers lack the opportunity to socially related or mingle with fellow human being outside the production process.
- (e) Self-estrangement: That the workers are estranged from the product of their hand. The products are completely strange to the workers because they do not know the whole detail of the production process.

Theory of alienation has direct bearing with the management of industrial strike in Nigeria. This is because, industrial workers in Nigeria has the feelings of alienation at work. The employees have no control over the products of their hand outside the salary they earned. The rules regarding production are detected by the management or the owner of industry. The majority of workers often feel estranged from other human beings, as a result of commitment to work. Most of the workers can hardly afford the products of their hand due to high cost of the products they produced. Safety and security at work is not guaranteed. Workers can be sacked at a given time and majority of workers often complain of poor remuneration against the high cost of the products they produced and the services rendered. Conditions of services of work in most cases are not conducive for the workers. Some of the workers often complain of industrial hazard that is often inimical to their health and family life.

The reason(s) for alienation that often lead to industrial strikes is when the management fail to meet their obligation to workers often complain which makes strike action to become the only major way that workers vent out to their alienation tendency at work place. Industrial strike often than not lead to closure of industrial organization or stoppage of work. Stoppage of work represents loses to the capitalist or the owners of industry as they are referred to by Karl Marx in his alienation theory. To avoid losses or industrial strikes, management often want to prevent or avoid industrial strikes. The major goal of every management of industrial strikes is to ensure that the needs, wants, desire and obligations of both management and employees are at equilibrium level. That is, the interest of labour and management are well protected.

The theory of alienation is applicable to the management of industrial strikes in Nigeria. This is because all the elements or position of the theory is embedded in the reasons for industrial strikes in Nigeria industrial organization. The relevant question at the point is, what are the causes of strikes in Nigeria industrial organization?. The answer to this question is very important because it is the foundation that can lead to discussion on how industrial strikes are managed in Nigeria industrial organization.

Typology of Industrial Strikes

In every nation of the world, both developed and under-developed, strike action is a very vital and influential tool used by trade union and other labour organizations to ensure their demands are met. The general feature of strike is that involves ceasing to work by certain group of workers just to exert pressure on the management of organization so that their demand get accepted. By way of simple definition, strike means when workers come together and collectively cease to work in a particular organization.

There are several names used to described strike action and this includes labour strike, on strike, greve (of French greve) or simply called strike (whatishhumanresources.com 2012). A strike does not just take place by it usually take place in response to employees or workers grievances.

The pertinent question that one is necessary ask at this juncture is how many types of strike do we have across the globe and in Nigeria in particular? There are so many typology of strike just like we have so many sociologists and anthropologists but for the purpose of this discussion, the typology of strike will be to the ones discussed below and it will be done via numbering and on the basis of ordinal statistical scale.

- (1) First is general strike. This is a type of strike that involves members of all or most of the union in a country or an industry. This type of strike forced demand that is common to all workers. This type of strike often than not has political undertone that aim at putting pressure on the ruling class or government action or inaction. The purpose of general strike in Nigeria for instance is to make or force government to either reverse or take certain actions that will be favourable to the populace and not really because of workers of a particular industrial organization (Chidi, 2010).
- (2) The second typology of strike is economic strike. This type of strike is a situation whereby labour stop their work to press for economic demands such as wages or bonuses. This type of strike gives workers the opportunity to ask for wages or salary increment, allowances for excess work load and overtime among others. Example of this type of strike in Nigeria is when Academic Staff Union of Nigeria University (ASUU) embarked on economic strike to demand for "Earn Allowance" or Excess work load (Nation April 2019)
- (3) Another typology of strike is known as sit down strike: According to Robsone (cited in Coser 2005), sit down strike is a type of strike that workers do not cease from coming to place of work when on strike but are not just working while at their work place. This type of strike enables the workers to monitor the activities in the workplace to ensure that management do not bring their workers to work or take their place at work. The workers on sit down strike will not work and at the same time will not leave the work environment. Another name for this type of strike include "pen down or tool down strike"
- (4) The fourth typology of strike is sympathetic strike. This is a kind of strike that when workers of one unit or a particular industry go on strike in sympathy with workers of another industry who are already on strike. In Nigeria, it is also called solidarity strike. That is, when union members of teachers (NUT) declare strike sympathy with Academic Staff Union of Nigerian University (ASUU).

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- (5) **Hunger strike.** This typology of strike enables workers of industry to embark on industrial protest by refusing to eat or fast near the work place in order to demand the employer to redress their grievances. Example of hunger strike is Bajaj Auto workers two-day hunger strike. On January 7 and 8 of 2017, the hunger strike was held by workers to protest the management's anti-worker and anti-union activities (whatishhumanresources.com 2019).
- (6) **Slow Down Strike:** this is a kind of strike that enables the workers to keep on working while embarking on strike. The aim and the process involves deliberate slowing down of production activities that ensure workers do not produce at optimal level. A situation where workers are producing below capacity level, it will result to economic lost to the employers.
- (7) **All-out strike:** This type of strike represents a situation that involves all workers that are involve in industrial disputes and the strike usually continue until and agreement is reached. This type of strike usually involves a proportion of workers and it may not last for a long period.
- (8) **Wild Cat strike:** this type of strike in most cases is carried out by workers without seeking or getting an approval from unions. In other words, wild cat strike do not get the consent of union before workers embark on strike.

The next focus of this theoretical paper is the reasons for strikes in industrial organization in Nigeria

Reason for Industrial Strike In Nigeria

According to McCormick et al (2010), disagreement, strikes and conflict in some form and degree is part of virtually every facet of human life and one would therefore not expect the industrial scene to be free of it. To McCormick, people tend to see strikes, disagreement and conflict in general as an undesirable component of human life that it's indeed can be difficult if not impossible to rule out strikes from modern day industrial organization. So many social researchers, scholars from the field of economics, psychology, sociology, social philosophy among others have written so much about strikes in particular with the view to bringing out the general causes, types and how to manage them.

One of the reasons for industrial strike in Nigeria has to do with salaries and wages. Management inability to meet the wages and salary demanded by labour often cause strike. Either the workers are demanding for their salary and allowances that has not been paid or demanding for increase in wages and salary. It is the failure between government and labour to reach an agreement concerning wages and salary that often causes strike. Hyman (2012) support the above view by positing that all the strikes recorded are caused by inadequate wages. It is a general held view and argument that strikes arises from who get what, this in itself is regarded as product of labour market in which on one hand, there are workers who have to sell their labour power in order to survive, while on the other hand, there are buyers of labour power who owns the means of production called capitalists by Karl Marx (1965).

Another factor that brings about strike in the industrial organization in Nigeria has to do with disagreement over conditions of services. It is often the failure on the part

of the owners of industry in Nigeria to honour the agreement reach with labour in their conditions of service that often lead to industrial strike. The position is supported by Ibeku (2009) that, industrial strike or conflict is seen by different scholars as something to be associated with strikes, work-to-rules, lock-outs, disagreement over condition of services.

In every industrial organization, there are different social groups that interact with one another. In the course of social interaction, conflict or disagreement could arise which can eventually lead to industrial strike. In other words, social interaction is also one of the reasons for industrial strikes in industrial organization in Nigeria. McCornick (2010) supported this position when he asserted that industry like every other human activities involves social interactions, it is from this social interaction that contradictions emerge leading to full blown industrial strikes.

To Allen (2012), in supporting the view of Hyman (2012) on the reason for industrial strike, he opined that two powerful interests exist in every industrial organization. That is, the labour and management. These two interests are irreconcilable. They are engaged in a perpetual conflict over the distribution of revenue. It might be stated that the interest have a common purpose in increasing total revenue, but the conflict over distribution of additional increment of revenue is determined by the power of situation. Employees with no power may get nothing. There is no automatic distribution based on a sense of fairness or equity.

It is worthy of note that due to lack of equity in the distribution of resources forced workers to continue to demand for increase wages or salary because of feeling that the reward of their labour is not commensurate with their pay. In addition, in most cases, such demand often conflict with management position and the eventual effect often than not lead to strike action. Another reason for strike in Nigeria industrial organization is attributed to the concentration of power in hands of a few people, that is, the management. The workers that constitute the vast majority are often alienated from power sharing. This position of the employees place them at disadvantage position in terms of demand, the resultant effect is strike action. In addition to the above factors is working condition which has been identified to influence industrial strike. The working conditions are manifested in poor housing, transport and safety facilities in both work and residential place. Kir (2013) supported this view when he asserted that, among other things, when people embark on industrial strike or action, they aim at improving their working condition

In addition to the above reasons that cause industrial strike in Nigeria is poor informed human relationship communication and authoritative supervision. Scholar like Karl (2013) seem to agree with this position when he claimed that bad communication and misunderstanding can lead to organizational conflict, as human relations manual triumphantly declared, they can equally well operate as dampers of conflict in so far as they prevent industrial members from finding out about their interest position and forming group for its promotion. No doubt, as a result of bad communication and restriction in interest group formation, a vacuum can be created in the minds of the workers. This vacuum situation often lead to a conflict situation that will eventually result into industrial strike

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Government intervention in the affairs of industrial organization in most cases affect the industrial organization negatively or positively. Government leadership approach (to industrial strike) which is patterned after the "classical school of thought" gives room for free association and union activities. Union leadership activities coupled with workers self-consciousness also brings about industrial strike. Research has shown that workers feel for or sympathize with their fellow co-workers suffering from what can be perceived as "universal injustice" by embarking on industrial strikes especially sit-ins (Jackson 2008).

Another reason for industrial strike in Nigeria is failure on the part of industrial management to send the staff on training and further education. According to Obot (20007), the factors which influence strike in any organization have to do with management style. This in turn will depend on external factors like education, training, and development of leadership and followers. By sending workers on training and development courses will bring about or contribute to industrial harmony which is an antidote to industrial strikes. From the above discussion, one can point out that factors that can cause industrial strike are internally and externally generated.

Management of Industrial Strike in Nigeria Industrial Organization

Industrial strike is part of every industrial organization irrespective of the location or country. It is very difficult if not impossible to eliminate strike action from industrial organization. This is the more reason why the focus of employees, employers and the public and even the government to ponder on how to manage industrial strike. The same way that air is very necessary for human existence so is how strike action is a necessary tool used by labour union across the globe to drive home their demand and activities. Since management, labour union and government anticipate strike action in Nigeria industrial organization, various mechanism are put in place to manage industrial strokes;

In managing industrial strike in Nigeria industrial organization, the following group or organization are directly or indirectly involves. That is, labour union, management/employer, government and judiciary among others.

It is worthy of note that due to modernization, the nature of industrial strike and its management is following a modern trend. Farnham and Pinlott (2017) have argued that the nature of class conflict (and by extension, industrial strike in modern society has subsequently changed from that suggested by Mark in his 19th century analysis under classical capitalism. The capitalists are identified with ruling class in both society and industry, while the unorganized wage labourers are relatively powerless both in industrial relations and in political matters. However, this has changed in modern society. To a greater extent, the organized labour has some measure of power that cannot be overlooked by employer of labour.

One of the ways that strike action is managed in Nigeria is the organization of conflicting interest groups, the establishment of forum where both groups meet to resolve their differences, the institution of mediation and arbitration and the tendencies towards and institutionalization of workers participation in industrial management (Okongo 2015). What is worthy of note is that the management of industrial strike in modern establishment has gone through different phases. For instance, in the earliest period of

industrial revolution, strikes are resolved mainly through the non-institutional mechanism of informal negotiation, meetings and dialogues. However, in the contemporary period, industrial strike management has taken different dimensions in Nigeria via the following ways;

Collective Bargaining: This means of managing industrial strike in Nigeria is also known as internal dispute settlement mechanism and it entails direct negotiation between concerned parties without external bodies in the management of strike under normal and ideal condition or situation. Internal mechanism should be the first mechanism for strike management and this position is backed up by statutory provision of Nigeria Trade Dispute Act of 1976. Under this provision, all disputing parties are directed to first utilize any existing management procedures agreed by them for settling the dispute or strike. This particular management of industrial strike is often used as a key means of managing industrial issues such as improve wages, improved condition of work and for regulating employment relations (Fashoyin 2010).

Essentially, collective bargaining as a means of managing industrial strike is made up of the bipartite process of strike management via negotiations, discussion and exchange of ideas to arrive at an agreed term regarding conditions of employment and relationship between employers and employee in the work place. International Labour Organization (ILO, 1996) explain collective bargaining to mean all negotiation which take place between an employer, a group of employers and one or more employers the organization for determining working conditions and terms of employment regulating relations between employers and workers (Gernigon et al 2000).

Conciliation/Reconciliation: This is another method used to manage industrial strike in Nigeria. To Ootobo (2005), conciliation is a process of peace-making in industrial relations aims to bring about the speedy management of disputes or strike. Conciliation is an extension of the bargaining process in which the parties try to reconcile their differences. It usually involves an intermediating known as a third party. The third party is independent of the two parties and acting impartially, the aim is to bring disputants to a position where they can reach agreement. Under this strike management method, the conciliator has no power of enforcement and does not actively take part in the settlement process but just acts as a broker that brings two warring parties together.

In addition to the above, reconciliation is an essential aspect of strike management. It can be seen as a product of adjudication (Ajayi & Buhari 2014) when the warring parties have been persuaded to end the dispute and peace restored. A feast is usually organized to confirm the readiness of conflicting parties towards reaching points of compromise.

Another method used to manage strike in Nigeria is via mediation. To Ajayi and Buhari (2014), mediation is one of the oldest methods of strike management. According to Adam (2000), mediation is a non-coercive process of intervention and eventual settlement carried out by the mediator(s) called the third party either reduces or bring strike to peaceful settlement. Olaoba (2011), described mediation as a method of dispute management that has been so critical to traditional societies in Nigeria. The common saying is "no victor no vanquish" is a term usually employed by the mediators to create psychological equilibrium for the two parties involved in the disputes (Isurmna 2005). Mediation as a means of managing industrial strike in Nigeria as a concept is very

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innovative in Nigeria industrial setting. This particular idea is a reflection of Nigeria traditional approach to managing dispute. A readily example is, industrial strike settled through mediation is ASUU/federal government labour strike which was mediated upon by some stakeholders in the federation.

Couple with the above method of management of strike in Nigeria is negotiation method. According to Anyim et al (2012) "negotiation is the secret to harmonize the interest of the parties concerned. Negotiation to manage industrial strike usually involve a round table discussion where the grievances, demands and position of warring parties are deliberated upon with the view to managing the dispute from escalating.

Another method of managing industrial strike is via adjudication and according to Olaoba (2005), adjudication is a more formal dispute or strike management mechanism and it involves bringing all disputants in a strike action to meeting in a specific environment such as panel, a tribunal or a court. To him, adjudication in some instances could take the form of dialogue. In other words, adjudication is another prevalent means of strike management.

In order to enhance industrial harmony, peace and tranquility in Nigeria industrial organization, the federal government of Nigeria established some organs that can manage industrial strikes. Some of these organs include Industrial Arbitration Panel (IAP); labour court and national industrial court among others. The role of the different organs set up by the government is arbitration. By way of definition, arbitration is a procedure for the management of industrial strike under which the parties agree to be bound by the decision of an arbitrator whose decision is generally final and legally binding on both parties (Orojo & Ajomo, 1999). Industrial arbitration panel (IAP) is a standing body that arbitrates over matters which have failed to be resolved through conciliation. By law, it comprises of a chairman, vice chairman and at least ten other members, two of whom are nominated on the employees association and two on the workers' union.

The federal minister of labour and productivity is saddled with the responsibility of affirming the decision in IAP and in any situation where there is a disagreement in the disputes management within a period of twenty one days. Any of the parties can appeal and in that case the minister of labour shall refer the case to industrial court. The industrial court set up for the purpose of managing industrial strike by federal government of Nigeria is made up of the president and four other members. The federal government appoints all members after the consultation with the advisory judicial council. The recommendation is, the president must have been a judge of the high court or a practicing lawyer of at least ten years.

In addition to the above ways of managing industrial strike in Nigeria, management result to the use of threat or sack in order to manage industrial strikes. When workers are faced with the threat of losing their job if they refuse to end strike, it is an easy way of managing strike action. This is so because of growing unemployment and security of existing job; couple with the fact that most Nigerian workers have so many dependents and fear of losing a job make some workers to think twice before embarking on strike.

A leadership style adopted by the management is another means of managing industrial strike in Nigeria. Nigeria is presently practicing democratic style of

governance. This democratic regime encourages most industrial management to shift from dictatorial and autocratic style of leadership to democratic and laissez-faire style of management style. The democratic and laissez-faire style of management in industrial organization brings about freedom of action, activities, work and ever expression to the extent that workers no longer work in fear and under threat. With this type of leadership style, industrial organization in Nigeria is seen as one big family where strike action can be reduced.

Conclusion

This theoretical paper arrived at a conclusion that strike action in industrial organization in Nigeria is inimical to economic growth and development project in Nigeria and in industrial organization in particular. Moreover, the forces that contribute to industrial strike is both internal and external factors. In addition, the paper concludes based on discussion that boarders on reasons for industrial strike can be averted via proactive action instead of fire-brigade action to manage industrial strikes. Finally, the paper conclude that except there is a total commitment and willingness on the part of employers, labour union and government to implement the decision and agreement reach either before or during strike if not strike action will continue to be a reoccurrence issue in Nigeria industrial organization

Recommendations

Based on the discussion and conclusion reached in the course of this write up, the paper therefore recommends the following as a panacea that will reduce industrial strike in Nigeria.

First, government should embark on review of labour law in Nigeria to be in line with the current trend across the globe. That is, obsolete labour law that reminds one of colonial master era in Nigeria and military dictatorship in Nigeria should be abrogated and replace with modern labour law in line with democratic regime in Nigeria.

Management of industrial organization in conjunction with the federal government should setup a standing panel or committee that should be addressing and looking at possible ways or reasons that can cause strike and to prevent it in the first place. This is in line with the adage that prevention is better than cure.

In addition, management of industrial organization should have budge that is solely meant for implementation of any agreement reach with organized labour particularly the one that has to do with monetary terms and labour should avail themselves to training and development in labour law and trade unionism in line with trend in industrialized nation of the world.

Finally, it is also advisable and recommended that union leaders should be encouraged to be part of decision making body in industrial organization in Nigeria. This will give room for workers interests to be protected and avoid decisions that can lead to strike action.

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