

Effect of Strike/ Industrial Action on Organizational Conflict

(A Study of Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus)

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Abstract: The effect of strike/Industrial action on employee's performance.. The instrument used for data collection was the questionnaire and interview. The instrument for data analysis was Chi-square method of testing of hypothesis and simple percentages of analyzing the tables. The population of the Study was 15,500 but 390 was used as sample for the analysis. Objectives of the study include: (i) To examine the perception of an average university student on industrial action by Labour unions in the university including Academic Staff Union of Universities (ASUU). (ii) To determine whether industrial action by the staff of the universities has influence on the students performance during the disruption in academic activities period. (iii) To determine whether Industrial Actions by Lecturers significantly contribute to low CGPA of students. These research questions will guide the study (i) What is the perception of an average university student on industrial action by Labour unions in the university including Academic Staff Union of Universities (ASUU) (ii) Do Industrial actions significantly contribute to Low CGPA of students? (iii) Do Industrial actions have direct influence on students' overall academic performance? The Hypotheses are (i) Ho: Students have a negative perception about industrial actions carried out by academic staff of Universities. Hi: Students have a positive perception about industrial actions carried out by academic staff of Universities. (ii) Ho: Industrial actions do not influence reading habits of students when academic activities are disrupted. Hi: Industrial actions have influence on reading habits of students when academic activities are disrupted. (iii) Ho: There is no significant relationship between industrial actions and low CGPA of students. Hi: There is a significant relationship between industrial actions and low CGPA of students. The research amongst others recommended that: Government/Management should make it a point of duty and a necessary obligation in ensuring that wages and salaries of workers are paid as and when due. Most workers have no other sources of income outside their monthly entitlement. Even in some Nigerian families, fathers and mothers are in the same or similar organization like teachers and civil servants remunerated by the same master.

Keywords: Strike, Performance, Employee, Salary

I. INTRODUCTION

Background of the Study

Strikes are the most significant aspect of industrial conflict. Strike is defined as the temporary stoppage of work in the pursuance of grievance or demand. In practice however, it has been difficult to separate strike from other forms of expression of

industrial dispute as employer lock out workers and workers themselves embark on strike action. It is more useful to view both phenomena as part and parcel of the conflict situation, not as opposite. Rarely does a strike occur over a single issue for an obvious cause may be linked with several other issues that not immediately apparent to the observation that have caused dissatisfaction because solutions to them have been long in coming. The actual occurrence of strike depends on several factors including prevailing circumstances (Adetiba, 2012).

Strike action also called labour strike or industrial action is a work stoppage caused by the mass refusal of employee(s) to work. A strike usually takes place in respond to employee grievances (Omolayo, 2000).

Ojielo (2002), strikes are sometimes used to put pressure on government to change policies. Occasionally, strike destabilizes the rule of a particular political party or ruler. In such cases, strikes are often part of a broader social movement taking the form of a campaign of civil resistance. A notable example is the stoppage of work by the indigenous railways workers in (1932) led by Pa Michael Imodu during the colonial era and the first general strike of (1945) in Nigeria.

Since 1970 to present time, workers demand for improved condition of work and wages have increased the number of strike actions as management most times would not accurately satisfy the needs and requests of employees even in the face of economic recession.

In this study, however, we are going to examine the effect of strike/industrial action consequences in Chukwuemeka Odumegwu Ojukwu University Igbariam campus objectives.

The education sub-sector especially tertiary institutions in Nigeria have witnessed in recent time incessant closures due to industrial actions. The effect of these repeated closures of schools and academic programs on students' learning effectiveness can better be imagined than described. Tertiary education in Nigeria has thus suffered tremendous setbacks as a result of industrial actions by both the academic (ASUU) and the non academic staffs. This has always subjected the students to pitiable conditions, disrupting academic programs, giving students' undeserved extension in their study years, poor students' concentration on academic programs and poor lecturer-student relationships amongst others. Consequently, students' academic performance has comparatively become so low while various forms of examination malpractice are on the increase

(Olugbenga, 2011).

University worldwide is regarded as the citadel of learning, the fountain of intellectual development and a ground for the production of leaders of tomorrow. All over the world investment in University education is a critical component of national development effort (Olugbenga, 2011).

The main union whose incessant industrial action takes a heavy toll on the academic performance of the students is the Academic Staff Union of Universities (ASUU). The union was formed in 1978, a successor to the Nigerian Association of University Teachers formed in 1965 and covering academic staff in the University of Ibadan, University of Nigeria, Nsukka, Ahmadu Bello University, Zaria, University of Ife and University of Lagos. In the 80's, the union was active in its struggles against the military regime. In 1988 the union organized a National industrial action to obtain fair wages and university autonomy. As a result, the ASUU was proscribed on August 7, 1988 and all its property seized. It was allowed to resume in 1990, but after another industrial action, it was again banned on August 23, 1992. However, an agreement was reached on September 3, 1992 that met several of the union's demands including the right of workers to collective bargaining. The ASUU organized further industrial actions in 1994 and 1996, protesting against the dismissal of staff by the Sani Abacha military regime. After the return to democracy in 1999 with the Nigerian Fourth Republic, the union continued to be militant in demanding the rights of university workers against opposition by the government of President Olusegun Obasanjo. In July 2002, the national president of ASUU, petitioned Justice Mustapha Akanbi of the Independent Corrupt Practices Commission to investigate the authorities of the University of Ilorin for financial mismanagement and corruption (Olugbenga, 2011).

In 2007, ASUU embarked on an industrial action for three months. In May 2008, it held two week 'warning strikes' to press a range of demands, including an improved salary scheme and reinstatement of forty-nine lecturers who were dismissed from University of Ilorin in 1998. In June 2009 ASUU ordered its members in federal and state universities nationwide to proceed on an indefinite strike over disagreements with the Federal Government's on an agreement it reached with the union about two and a half years ago. After three months of industrial action, in October 2009, ASUU and other staff unions signed a memorandum of understanding with the government and called off the industrial action. Prior to the last industrial action embarked on by ASUU, the National Executive Council (NEC), of the Union met from Tuesday 29th November to Thursday 1st December 2011 at the University of Port-Harcourt to review, among other things: the level of implementation of the 2009 ASUU/Government Agreement; the extent of compliance with the 2011 ASUU/FGN Memorandum of Understanding (MoU) on the implementation of the Agreement; Government's unilateral dissolution of Universities' Governing Councils; the on-going institutional accreditation and the state of the Nation, including the issue of alleged removal of fuel subsidy,

but the lack of understanding between the two parties led to an indefinite strike embarked upon by the Union for fifty-nine days. It was later called off on the 1st of February, 2012. ASUU again went on a warning strike on 30th August, 2012. All these have left an unfavorable mark on the academic activities of the University students and it has also affected the academic calendar and the performance of the students. On 1st of July, 2013, ASUU embarked upon another Six months industrial action which was called off on the 17th of December, 2013 which really affected the Nigerian undergraduates leading to the involvement of students in many unwholesome activities. Often times, these incessant agitations by ASUU usually triggers industrial action by sister associations such as NASU, SSANU etc. (Fajana, 2000).

II. STATEMENT OF THE PROBLEM

The demand of ASUU and other industrial unions in the Nigerian Universities is that government should fulfill an agreement it reached with them in 2009 on how to save the nation's universities from collapse.

On the other hand, government is proposing a piecemeal selective approach. There is no doubt that education is too vital to the survival of any nation that it should be treated as a subject beyond politics or evasive polemics. It is not deniable that Nigeria is presently not doing enough, by world standards, in the funding of her children's education. As far as the government is concerned, there are other competing items for the limited funds available and government is not doing enough in the infrastructural development of the Nigerian Universities.

This has caused serious altercations between government and these industrial unions including ASSU resulting into persistent industrial actions. The incessant industrial action by the Academic Staff Union of Universities (ASUU) and all these industrial unions has inadvertently affected the academics of university students; it usually poses a lot of challenges to their study duration, performance in examinations and their final grading. The students are kept away from school for a long time; most of them are completely cut off from academics as conditions at home may not favor productive and rigorous academic exercise. The students and their parents become frustrated because of long expectation of school resumption that is far from sight. Some of the students while at home doing nothing get engaged in other things other than academics. In some cases they are easy recruits for criminal activities, such as armed robbery, kidnapping, and rape and on the other hand encourage cultism. This has made them a problem to the society peace and order in Nigeria, However the extent to which staffs of the universities including ASUU strikes affects student's academic performance require a close examination and this research is geared towards examining the extent to which it has affected the performance of students particularly in Chukwuemeka Odumegwu Ojukwu University Igbariam, Campus.

III. LITERATURE REVIEW

A comprehensive review of literature is generally believed

to be an essential ingredient for the development of knowledge through research.

It has been said that it is imperative that a researcher be familiar not only with the phenomenon he is studying but also with the findings and conclusions of pertinent studies that have been carried out in that area of study. Over the years several authors have defined the effect of strike/industrial action.

Adesulu (2012). strikes are the most significant aspect of industrial conflict. Strike is defined as a temporary stoppage of work in the pursuance of a grievance or demand. In practice however, it has been difficult to separate strike from the other forms of expression of industrial dispute as employer lock-out workers and workers themselves embark on strike action. It is more useful to view both phenomena as part and parcel of the conflict situation, not opposite.

A. The Positive Influence of Strike Action

Employers Advantage:-

Saving on ways during strikes:

A chance to implement major changes to the work force model and to the fabric/machinery of a building.

Employers Disadvantage:-

Lots of revenue from not producing product or service. Bad publicity generated from Industrial action.

Employees Advantage:-

Highlight the workers complaint at a higher level, ie the general public. Strength in numbers to negotiate higher ways conditions.

Employees Disadvantage :-

Chance of losing your Job.

The Right to Strikes

As is shown later, the argument against the right to strike in the public sector in Nigeria rests more on the effect of the strike on the economy, public health and safety than on the sovereignty doctrine. If however, the right to strike is denied, then there ought to be effective and mutually satisfactory method of regulating employment condition in the public sector. Yet as demonstrated, collective bargaining in this sector is subsidiary to other methods of employment rules and wage commissions, are by and large, unilateral determination since they preclude real participation of employees (Ojielo, 2002).

Given the inequities that are usually associated with unilateral decision-making and bargaining machinery, the role of the strike as a means of ensuring favorable employment condition in the public sector then becomes crucially important. In other words, without effective collective bargaining, the strike is the main avenue for giving expression to employee's grievance. And since only the strike can induce the public employer to negotiate, it is therefore the effective means of conducting industrial relations in the public sector.

Types of Strike

The strike options has many varieties and these varieties can be distinguished by scope and methods adopted. The following are some of the commonest forms of strikes.

Wild cat Strike

This is so called because no reason or notice is given to the employer before embarking on it. Hence, it is in violation of the contract and authorized by the union. Wild cat strikes are always cases of longtime outstanding disagreement,

Sympathy Strike

This is a solidarity action embarked upon by workers who are not directly involved in the dispute. Sympathy strikes merely express moral and functional support aimed at bringing pressure on the employer involved in the trade dispute,

Constitutional Strike

Refers to actions that conform to the due procedure of the collective agreement. The arguments usually specify the time at which strikes may be called by the workers and the procedure for conducting a strike ballot may be a requirement. That is, these are strikes embarked upon after all laid down constitutional provision has been followed.

Unconstitutional Strike

This on the other hand, does not conform to the provision of the collective agreement or the relevant public policies. It is often used by employer to describe employees strike action where the laid down procedures have not been properly explained before engaging in strike.

Sit Down Strike

Sit down strike involve the presence of workers at work but literally not working.

Official Strike

Official strikes are joint action by the collectivity of members of a union usually authorized by the leadership of the union.

Unofficial Strike

These are strikes without the authority of the union leadership. Usually such strikes occur because the membership have lost confidence in the leaders and are therefore willing to exert pressure on the employer without the leaders permission.

Cause of Strike

Structural Organizational Conflict

This refers to attempt by one party to change either the structure of bargaining or the contents of the negotiable or non negotiable list. In (1984) the employers association in the banking industry sought a change in the bargaining structure such that certain issues (luncheon vouchers, gratuity etc) which have been negotiated at the company level, would be moved to the multi employer bargaining level. The reason was that they lost out at the company bargaining

level. This attempt led to the declaration of a trade dispute by the union,

Inadequate Decision Making Power

This refers to the limitation of negotiations in committing their respective constituencies to an agreement. When an agreement signed by management negotiators is repudiated by top management because the foremen did not have a mandate to commit the employers, unions customarily resort to strike action. In fact, this explains why many unionists are unwilling to negotiate with the middle level management officials, insisting instead on dealing with top management.

Management Policies

This refers to management approach to bargaining relations with the union. Where management develops a negative policy towards union disputes and strikes are inevitable. Even when a positive policy is involved, management approach to bargaining and the implementation of agreement may be a source of conflict and strikes. Indeed non-implementation of collective agreement is a continuing source of conflict in Nigeria.

Intra Organizational Conflict

This refers to internal union conflict, arising from several forces, including the heterogeneous and diverse interest in the union. In 1986, a faction of the National Union of Petroleum and Natural Gas Workers, in a bid to demonstrate its claim to leadership of the union, organized a very damaging strike of its Tanker- driver members. This strike paralyzed the delivery of petroleum products to major urban cities; yet, it had little to do with the labour-management relationship.

Where n =
NE
I =

Interpersonal and Personal Sources of Conflict

This comprises attitudes, benefits, and value system of individual negotiators or officials on both sides which significantly influence the state of labour relation. Quite often, such conflicts are erroneously taken as legitimate issues of labour relations. Thus leaders particularly in the union side are often at pains to

distinguish between personality and labour management conflict. This lack of differentiation is manifested in the frequent demand by unionist for the removal of officials with whom they do not get along on the disguise that works against the interest of the worker.

Theoretical Review

Strike usually takes in response to employee grievance. This work anchored on Herzberg theory known as hygiene theory. Herzberg believed that those elements of working environment that causes dissatisfaction are different in both nature and character from those environmental elements that will produce real satisfactions. Those elements of work environment that produces dissatisfaction are under hygiene factor and

they are company policy and administration, supervision and technical aspects, salary, interpersonal relationship and working condition.

IV. METHODOLOGY

Research Design

The type of research design used in conduct of this work is survey research as it deals with getting detailed and factual information direct from the respondent, for presentation analyzing and interpretation of data, thus in describing the effect of strike/industrial conflict on organization performance,

Area of Study

The area of study focuses on Effect of Strike/Industrial Conflict on Organizational Performance with .reference to Chukwuemeka Odumegwu University Igbariam Campus.

Population of the Study

Silverstone (2000) describes population as the totality of any group of persons or objects, which is defined by some unique characteristics. Therefore the population of this study will be made up of (15,300) fifteen thousand three hundred. The population will be grouped into students, academic staff, and non-academic staff.

Sample Size

A sample is a part of population observed for the purpose of making scientific statement about the population. A sample is usually chosen from the population of the study when the population is too big to be studies as a whole. The sample of this study is 390 and is selected from different departments in the University. In view of this submission, the researcher adopted a statistical model initiated by Taro Yamani in Keyton (2001) to determine the sample size of this study. The formula:

$$n = \frac{N}{1 + N(e)^2}$$

Sample
Population size
Degree of tolerable error
Constant

Therefore, applying the formula and allowing 5% error margin we have

$$n = \frac{15300}{1 + 15300(0.05)^2}$$

$$n = \frac{15300}{1 + 15300(0.25)}$$

$$n = \frac{15300}{1 + 38.25}$$

$$n = \frac{15300}{39.25}$$

n = 389.80 Therefore
n = 390

Sources of Data

Both primary and secondary data were used in this study. The primary data encompasses that information get directly from the respondent in first hand manner in addition primary data can be elicited through three ways, questionnaire, interview and observation. However, secondary data involves that

information elicited from academic work of other people and library materials like textbooks, journals, articles, documentaries, newspaper and magazines etc.

Method of Data Generation

The main research technique used for this study is questionnaires while face to face oral interviews of some of those included in the sample was also supportive. The response obtained through these techniques was considered in the appropriate areas of this study.

Analytical Technique

The data collected for this were analyzed using chi-square test, denoted by the letter (χ^2). However, before the use of chi-square test, raw score of data collected from questionnaire were properly presented in tablet (i.e. simple tabulation) and the percentage (%) of these frequencies calculated. According to Osuala (2001) the (χ^2) is computed as follow:

$$\chi^2 = \sum \frac{(fo - fe)^2}{fe}$$

$$fe = \frac{ro \cdot rc}{n}$$

o = Observed Frequency

e = expected Frequency

Expected frequency (E) is calculated by adding all the observed frequency and divide by the number of the observation.

Degree of freedom

Degree of freedom for this type of test is obtained as $DF = (n - 1)$

Level of Significance

The level of significance used is 5% i.e. 0.05 this is the given level of significance under which the calculated χ^2 is read.

Decision Rule

If the calculated value of χ^2 is greater than the critical or table value of χ^2 reject the null hypothesis (H_0) and accept the alternate hypothesis and reject if otherwise.

V. RESEARCH VARIABLE (METHODOLOGY)

Objective	Independent Variable	Dependant Variables	Data Collection	Data Analysis
To examine the perception of an average university student on industrial action by labour unions in the university Academic Union Inclusive	Labour Unions both Academic & no Academic	Perception of students	Interviews & questionnaire	Survey design & chi square
To determine if industrial action by staff has influence on students performance	Influence of industrial action	Performance of students	Interviews & questionnaire	Survey design & chi square
To determine if industrial action by lecturers has influence on law CGPA of students	Disruption of Academic activities	CGPA of students	Interviews & questionnaire	Survey design & chi square

A. Data Presentation And Analysis

This deals with the analyses of data and findings of the research work using the response to the research question. The questionnaires were analyzed using simple percentage method, followed by test of hypotheses using chi-square test statistical tool for the stated percentage formular

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

E

Where O = Observed frequency E = Expected frequency

Expected frequency is calculated (e) by adding all the observed frequency and divide by the number of observation.

Level of significant = 0.05

Degree of freedom for this type of test is obtained as $D.f = (n - 1)$

Decision Rule= we accept H_0 when $\chi^2 < \chi^2_{tab}$

otherwise we reject H_0 .

Presentation of Data (Questionnaire Distribution)

Out of 390 copies of questionnaires administered, 306 were found useful i.e. completed and returned.

COOU	Distributed No. of Questionnaire s	Returned No. of Questionnaire	%
Students	332	250	63
Lecturers	20	16	4
Non-academic	48	40	10
Total	400	306	77

Question 1: Membership of labour union

Opinion	Responses	Percentage
Yes	56	18
No	250	82
Total	306	100

From the table above, it is evident that (82%) of the respondents do not belong to labour unions while (18%) of the respondents belong to labour union.

Question 2: Do strike and industrial conflict occur in Chukwuemeka Odumegwu Ojukwu University Igbariam Campus?

Table 4.2.2 Responses as to whether strike and industrial conflict occur normal in COOU?

Opinion	Responses	Percentage
Yes	306	100
No	0	0
Total	306	100

This shows that 100% of the respondents believe strike and industrial conflict occurs in Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus while non disagree to this.

Question 3: Have you ever experience strike and industrial conflict?

Table 4.3.3 Responses as to whether the respondents have experienced strike

Opinion	Responses	Percentage
Yes	306	100
No	0	0
Total	306	100

The table above shows that 100% of the respondents have witnessed or experience strike actions.

Question 4: Is strike favourable or not?

Table 4.4: Responses as to whether in favourable or not

Opinion	Responses	Percentage
Yes	184	60
No	122	40
Total	306	100

This shows that 60% of the respondent considered strike as a favourable element of realizing unions and while 40% considered it unfavourable.

B. Test of Hypotheses

Hypotheses 1

Ho : Strike and industrial conflict does not play effective role on organization performance.

H1 : Strike and industrial conflict play effective role on organization performance.

Question

What is the effect of strike and industrial conflict on organization performance?

Observed frequency

Opinion	Responses	Percentage
Positively	69	22.5
Negatively	245	77.5

Total	306	100
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Source: Field survey, 2018

Computation of expected frequency

$$E = 69 + 237$$

$$= 306$$

$$2$$

$$= 153$$

Computation of chi-square

Opinion	O	E	O-E	(O - E) ²	(O - E) ²
					E
Positively	69	153	84	7056	46.1
Negatively	237	153	84	7056	46.1
Total	306	306		14112	92.2

$$\text{Thecal } X^2 = 92.2$$

$$d.f = (n-1) = (2-1)$$

At 5% level of significance and 1 degree of freedom, tab $x^2 = 3.841$ while cal $X^2 = 92.2$

Decision Rule

Since from the above, cal X^2 of 92.2 exceed tab X^2 of 3.841 we will therefore reject the null hypotheses and accept the alternative hypotheses.

Decision

This means that strike and industrial conflict play effective role on organization performance.

Hypotheses II

Ho: The workers or management/government are not responsible for the cause of strike and industrial conflict in Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus.

HI: The workers or management/government are responsible for the cause of strike and industrial conflict in Chukwuemeka Odumegwu Ojukwu University.

Question

Are workers or management/government responsible for the cause of strike and industrial conflict?

Computation of chi-square

Opinion	O	E	O-E	(O-E) ²	(O-E) ²
					E
Government/	237	153	84	7056	46.1
Workers	69	153	84	7056	46.1
Total	306	306		14112	92.2

$$\text{Thus, cal } X^2 = 92.2$$

Decision Rule

Since from the above, cal X^2 of 92.2 exceeds tab X^2 of

3.841, we will therefore reject null hypotheses and accept the alternative hypotheses.

Decision

This means that management/government is responsible for the cause of strike and industrial conflict in Chukwuemeka Odumegwu Ojukwu University.

Hypotheses III

Ho: There is no way strike and industrial conflict can be reduced in Chukwuemeka Odumegwu Ojukwu University.

HI: There is way strike and industrial conflict can be reduced in Chukwuemeka Odumegwu Ojukwu University.

Question

Can strike and industrial conflict be reduced in Chukwuemeka Odumegwu Ojukwu University.

Observed frequency

Opinion	Responses	Percentage
Yes	233	76
No	73	24
Total	306	100

Source: Field survey, 2017.

Computation of expected frequency

$$E = \frac{233 \times 73}{306} = 56.1$$

Computation of chi-square

Opinion	O	E	O-E	(O-E) ²	(O-E) ² /E
					E
Yes	233	56.1	176.9	6400	418
No	73	153	-80	6400	418
Total	306	306		12800	836

Thus, cal $X^2 = 83.6$

Decision Rule

Since from the above, cal X^2 of 83.6 exceeds tab X^2 of 3.841, we will therefore reject the null hypothesis and accept the alternative hypothesis.

Decision

This means that there is always strike and industrial conflict can be reduced in Chukwuemeka Odumegwu Ojukwu University.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The major findings in this study are as follows:

1. The majority of strike actions engaged by workers are peaceful.
2. The management/ government are responsible for the strike actions embarked upon the workers. This is as a result of their non-chalant attitude over workers complaint and grievances.
3. That strike and industrial conflicts affects organizational performances negatively. Strikes also make the organization to be awake to its responsibilities and attend to workers demands.

CONCLUSION

It is not easy to predict with accuracy what the future trend of strikes in Nigeria will be. This is because the end of a particular strike is not synonymous with future industrial peace. This is because the day to day labour management relations in conflict ridden, resulting in the logic of unpredictable market situation, choice of means to achieve constantly changing goals and unintended consequences of social interaction among human beings of differing emotional and intellectual capabilities.

Thus, industrial conflict is an inevitable and continous struggle necessary for survival of both labour and management, though none has been able to advance workable solution to their differences. They rather contend that either management must win by weakening or eliminating the unions or that the organized labour force must win and take over the reins of power in industry.

Generally, strikes are caused by such issues as wages and salaries, conditions of service and unfavourable management/government policies on workers. The approach to these problems by management or government determines whether the strike would be peaceful or violent.

A strike is deemed to have a good effect on the workers when all or parts of their demands are granted by the government/management. On the other hand, strike can re-bounce leading to dismissal or termination of the appointment of workers involved or the lesser evil of non-payment of salaries within the striking period, destruction of properties, general decline in productivity and unintended loss of life from either the workers, management official or the general public. Strike has a general effect of battering the economic development of Nigeria as a whole.

Strike is best settled through the peaceful negotiation machinery, but majority of strikes are prevented through the intervention of the Federal Ministry of Employment, Labour and Productivity. However, conciliatory, arbitrator and the national

courts have helped in no small measures in reducing the duration of some strikes and stemming others. It is not ideal for country like Nigeria struggling to lurch itself into industrial orbit to get involved productivity loss and the cost of idle capital.

Recommendations

A judicious adoption and utilization of the below recommended therapy to industrial strike will promote industrial harmony and initiate a reliable declining rate of strike actions desired for the socio-economic development of Nigeria as a nation.

1. Government/Management should make it a point of duty and a necessary obligation in ensuring that the wages and salaries of workers are paid when due. Most workers have no other sources of income outside their monthly entitlement. Even in some Nigerian families, fathers and mothers are in the same or similar organization like teachers and civil servants remunerated by the same master. In a situation where their salaries are not paid for months such families, suffer a great deal of hardship and where this constitute a general phenomenon. Spontaneous strike actions which may be damaging to the image of the organization and country at large results.

2. An adequate and effective system of consultation between management and some workers should be adopted in our industrial establishments. More often than not, decisions and policies affecting workers on whom the onus of implemented action falls. For instance, a decision on the working conditions, resentment of some staffs, cut in wages and salaries, withdrawal of fringe benefits and so on, without popular consulting the workers who are going to bear the brunt of all these stringent measures would inevitably spark off a chain of resistance. In such a situation, government should liaise with the workers union leaders who may speak in the language they would understand.

3. Management should establish an effective communication system that could cater for the interest of every cadre of authority in the organization in order to be abreast of workers problems before they get out of hand. A two-way channel of communication upwards and downwards, should be responsible and sufficiently encouraged in the organization. The downwards communication system would send management decisions about the work itself, policies and procedure etc. to workers while the upward system is sent to the management through the union leaders.

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