



IMPLICATIONS OF STRIKE ON SOCIO-ECONOMIC GROWTH IN NIGERIA

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Article history:	Abstract:
<p>Received: 20th June 2021 Accepted: 6th July 2021 Published: 31th July 2021</p>	<p>The main thrust of this paper is to analyze and discuss the socio-economic implications of industrial conflicts, particularly strikes, in Nigeria. The industrial conflict was identified as the discord that occurs when the goals, interests, or values of different individuals or groups in an industrial setting are incompatible. Conflict is however, inevitable. Such attributes as a refusal of union recognition, public policies, failure of collective bargaining, etc., were identified as some of the reasons and causes of industrial conflicts. However, the paper identified that the strike incidence and propensity in Nigeria are alarming. The paper further averred that while industrial conflicts, strikes, and work stoppages affect tremendously the economic development of Nigeria through low national productivity, it also has serious economic, sociological and educational consequences such as the dislocation and severance of the socialization function of work. The paper, therefore, recommended that all stakeholders involved in industrial relations should adopt systematic and sustainable mechanisms which include collective bargaining in addition to political solutions toward arresting the embarrassing, incessant, and recurring spate of strikes.</p>

Keywords: Implications, Strike. Socio economic. Growth

INTRODUCTION

Industrial conflict is a constant and inevitable part of any organization. The concept is associated with the "conflict theory" as organizations deal with people competing for self-interest. However, strike, an extreme form of industrial conflict, can be avoided, but most organizations hardly ever plan to avoid it even when they know it must occur. For example, the government knows that the Association of Nigerian Universities staff (ASUU) must go on strike on the expiration of the ultimatum but government hardly ever thinks of preparing in advance to avoid the strike.

A strike is a concerted and sustained refusal by workers to perform some or all of the services for which they were hired (Webster's Dictionary, 1995). The strike indicates a breakdown of the cordial relations between employees and employers. It is a useful means for employees to press and meet their demands, but the negative effect of a strike is difficult to measure in economic terms. However, a strike by a group in a long chain of production and distribution can put many people out of work in the same firm, in other firms, or even in other industries (Ezeagba, 2014). Nigeria is under an industrial chaos and crisis. From independence to contemporary times, there have been a series of industrial conflicts and strikes in the Nigerian industrial sector. Since the wake of the 21st century, the strike incidence and propensity have become unprecedented given the current democratic system of governance in the country.

For example, the current strike action by ASUU in Nigeria has affected many sectors of the economy that depend on universities for survival, especially the technological growth of the nation, books, and stationery enterprises. A strike imposes a cost on the employees, the employers, and the entire economy. The employees may suffer a loss when they are not paid during the strike period. On the part of employers, costs may be indicated by lost output, lost customers, and lost management confidence. For the entire economy, the loss of productivity, which affects Gross Domestic Product (GDP), constitutes the most significant quantitative cost to society (Fashoyin, 1992). In light of the aforementioned, whatever the case, the effects of the strike must be adequately considered.

Between the periods of 1999 to 2002, though the incidence of strikes was visibly infrequent, they witnessed about 153 work stoppages and had a very high number (19,674,052) of man-days lost (Wokoma, 2011). From 2003 to 2006, the country witnessed about 502 trade disputes and 1422 work stoppages involving about 1,638,335 workers, resulting in 12,353,391 man-days lost (see table 1 below). For the year 2007, the National Bureau for Statistics estimated

a total of 79 work stoppages and 3415 man-days lost (www.nigerianstat.gov.ng). Virtually all sectors of the economy have witnessed one form of industrial conflict or the other. It is unworthy of note to mention that even the 'essential services' workers, for example, the Nigerian Police Force, have embarked on strike action. There are regular and consistent strikes and threats of them. The prevalence of strikes in the country perhaps prompted Okene (2008, p. 4) to remark that "what was once thought to be a British disease seems to have become a Nigerian disease."

Industrial conflicts, particularly strikes, have become endemic (Wokoma, 2010). No sector is not bedeviled by industrial disputes and conflicts organized by the various houses and national unions. The roll call of these unions includes the Academic Staff Union of Universities (ASUU). The Non-Academic Staff Union of Universities (NASU), and the Nigerian Union of Teachers (NUT). Others are the Medical and Health Workers Union, Nigerian Union of Journalists (NUJ), and the National Union of Petroleum and Natural Gas (NUPENG) workers. Included, of course, are the 'almighty umbrella unions', the Nigerian Labor Congress (NLC), and the Trade Union Congress (TUC), among others.

That all sectors of the economy are bedeviled by an industrial crisis suggests that the wheel that is turning the nation is gradually grinding to a halt. This increasing incidence of strikes implies that the very fabric of the Nigerian economy is being threatened by looming severe socioeconomic adversities. Instances of these abound. During the just-ended 5 month (July to December 2010) ASUU strike in the South-East state government-owned universities, economic and social activities that usually boomed in these universities and their environs were grounded and brought to a halt. Also, the NLC/TUC 3 day 'national shut down' warning strike in November 2010 brought untold economic hardship and the severance of human social interactions and relationships. Perhaps, these were the reasons why the warning strike had to be called off barely 24 hours after it commenced.

ASUU demands that the government fulfill an agreement it reached with it in 2009 on how to save the nation's universities from collapse. On the other hand, the 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, to fund her children's education. As far as the government is concerned, there are other competing items for the limited funds available. This has caused serious altercations between the government and ASUU, resulting in persistent industrial strike actions.

The incessant strike action by the Academic Staff Union of Universities (ASUU) 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 grade. 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 the 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. This has made them a problem for social peace and order in Nigeria. However, the extent to which ASUU strikes affect students' academic performance requires a close examination, and this research is geared towards examining the extent to which they have affected the performance of students, particularly in Rivers State Universities.

It is not difficult to see that our country is brimming with frustrated young men and women. The more desperate among them form cults, kidnappings, and armed robbery groups and take it out on society. Sadly, their victims are not in a position to make things better for themselves. You are looking at the unacceptable face of a monumental national scandal, so many institutions, and so few opportunities for the training of our leaders of tomorrow. The problem is that most people do not see this as a major national scandal. The majority of students in most of the higher institutions in the West African sub-region are Nigerians. These are the young men and women whose parents can afford to send them off every year to more educational institutions of higher learning. If they do not do that, their children and wards would remain here and be subjected to the yearly trauma of taking JAMB and IJMB (Akintoye & Uhumwuangho, 2018).

In 2020, there were myriads of strike actions. Notable among them is the current ASUU strike that has lasted for more than 8 months with its attendant consequences. It is therefore of great interest in this paper to x-ray the content and context of industrial conflicts, especially strikes, the causes of industrial conflicts, and the critical socio-economic implications of industrial conflicts and strikes. This paper will also proffer some solutions to this recurring menace. The observations and unsavory experiences of the writer, informal discussions on the topic, as well as a review of relevant literature formed the data sources for this paper. The main purpose of this paper is to examine the strike costs and productivity in Nigeria. In particular, the paper will identify the causes of strikes in Nigeria and develop a theoretical model that can be used to analyze the effects of strikes on the economy. The paper will then suggest ways to reduce strikes in Nigeria.

THEORETICAL FRAMEWORK

Ralf Dahrendorf's conflict theory arose out of a critical evaluation of the work of Karl Marx (Dahrendorf. 1959). He accepted that Marx's description of capitalism was generally accurate in the 19th century, when Marx was writing, but he argued that in the 20th century, it had become outdated as the basis for explaining conflict. Dahrendorf argued that important changes have taken place in countries such as Britain and the U.S.A. They are now 'post-capitalist societies.

Dahrendorf claimed that, far from the two main classes becoming polarized, as Marx had predicted, the opposite had happened. The proportion of skilled and semiskilled workers has grown, as has the size of the 'new middle class' of white-collar workers such as clerks, nurses, and teachers. Inequalities in income and wealth have been reduced, partly because of measures taken by the state.

Social mobility has become more common, and, crucially, the link between ownership and control in the industry had been broken. Managers, rather than owners, exercise day to-day control over the means of production. In these circumstances, Marxists claim that conflict was based upon the ownership or non-ownership of wealth was no longer valid. This was because there was no longer a close association between wealth and power. Shareholders, for example, might own the wealth of a company, but in practice, they do not exercise close control over the management. Given these changes, Dahrendorf argued that conflict was no longer based upon the existence of the two classes identified by Marx, nor was it based upon economic division. Instead, Dahrendorf saw the conflict as being concerned with authority (Dahrendorf, 1959).

To Dahrendorf, authority is the legitimate power attached to the occupation of a particular social role within an organization. Thus, for example, the government has the right to take certain decisions, regardless of the wishes of the workforce. All organizations-or associations, as Dahrendorf calls them, have positions of domination and subjection. Some can take decisions legitimately and issue commands, and others are not. It is this situation that Dahrendorf saw as the basis for conflict in the societies of today. He believed that the existence of dominant and subordinate positions produces a situation in which individuals have different interests. Those occupying dominant positions (Federal Government of Nigeria) have an interest in maintaining the social structure that gives them more authority than others, while those in subordinate positions (Labour unions), on the other hand, have an interest in changing it. This conflict of interests is present in a much wider range of social relationships than the economic conflict of interests between the ruling class and the subject class that Marx identified as the basis of the conflict in society (Dahrendorf, 1959).

Therefore, from the theory of conflict by Ralf Dahrendorf, it can be reasonably assumed that the authority wielded by the Federal Government gives them the right to take decisions, and whenever these decisions contradict the interests of the labor unions, there is bound to be a conflict which may manifest through the grievances of the unions and result in strike action.

MEANING OF STRIKE

The term strike is a common phenomenon that cuts across all tiers of the globe. According to Hornby (2001), a strike is a period when an organized group of employees of a company stops working because of a disagreement over pay or conditions. It can be seen as an action/attitude exhibited by a group of people (that is, employees or students) to express their level of disagreement to attract favorable responses from those concerned. Strike actions over time have been used as a tool by union leaders to register their grievances concerning pay and conditions. The intensity of strike actions often varies from one sector to another, and from one country to another. Strike actions have been a recurring phenomenon in Nigerian's education subsector and, as such, strike actions have led to several grievous consequences in the program offerings in the nation, especially in the technical education program.

According to Aleksander (2009), Strike action is referred to as work stoppage; the concerted refusal of employees to perform work that their employers have assigned to them in order to force the employers to grant certain demanded concessions, such as increased wages or improved employment conditions. Strike action, also called a labor strike, is a work stoppage caused by the mass refusal of employees to work. A strike usually takes place in response to employee grievances. Strikes became common during the Industrial Revolution when mass labor became important in factories and mines. In most countries, strike actions were quickly made illegal, as factory owners had far more power than workers. Most Western countries partially legalized striking in the late 19th or early 20th centuries (Worral, 2014).

A Work stoppage is generally the last step in a labor-management dispute over wages and working conditions. Because employees are not paid when they go on strike and employers lose productivity, both sides usually seek to avoid it. When negotiations have reached an impasse, however, a strike may be the only bargaining tool left for employees. Employees can strike for economic reasons, for improvement of their working conditions, or for the mutual aid and protection of employees in another union. Besides, even if they do not have a union, employees can properly agree to stop working as a group. In that case, they are entitled to all the protections that organized strikers are afforded (Mather, 2008).

Ivanccvich (2007) documented that a strike is an effort by an employee to withhold work so that the employer will make greater concessions at the bargaining table. It is opined that it is a major bargaining weapon used by the labor unions. It varies from an economic strike where employees stop working until the demand for better conditions of employment is met, to a sit-down strike where employees strike but remain at the workplace. Armstrong (2004) asserted that strikes are the most politically charged of all the features of industrial relations. "Strikes are too often a weapon of first rather than last resort. However, labor unions have recognized that a strike is a legitimate last resort if all else fails" (Armstrong, 2004 in Edinyang & Ubi 2013).

FORMS AND NATURE OF STRIKES

There are several forms of a strike as documented in different works of literature. In this context, the following types of a strike are examined:

Jurisdictional Strike: this occurs when two unions argue about which one has jurisdiction over a type of work and attempt to exert pressure upon the employer to allocate it to one or the other (Clark. 2012). This strike is a 'fall out' from the multiplicity of unions in a given profession or discipline. This strike is described as illegal as their employer is caught in the middle between the two warring unions.

Sympathy Strike: it is a form of strike that is embarked upon as solidarity for another union. It is described as a sympathy strike because other unions who are not a party to the original strike consent to strike in sympathy with the original union (Clark, 2012). It is an attempt to exert indirect pressure upon the employer. This type of strike is common in tertiary institutions in the country where the Non-Academic Staff Union of Universities (NASU) embarked on a sympathy strike because of ASUU and vice versa.

Recognition Strike: this is a form of strike that is primarily geared at forcing the employer to recognize and deal with the union (Clark, 2012). In a country, there are several unions. Some unions are more recognized than others. The perceived less recognized unions will result in embarking on a strike as a way of drawing the attention of their employers and the general public to recognize and deal with them. The strike actions sometimes embarked upon by the Non-Academic Staff Union of Universities (NASU) may be described as recognition strikes, as this has a way of drawing the attention of the government to recognize and deal with them, and not ASUU alone.

Economic Strike: this is one of the most popular forms of a strike in Nigeria. It is the typical strike based on a demand for better wages, hours, and working conditions than the employer are willing to grant (Clark, 2012). It is sometimes called 'bread and better strike'. The first strike embarked upon by ASUU in 1994 was on this ground and the recent strike actions embarked upon by ASUU. ASUP and COEASU were also based on economic considerations (that is. better wages salaries and working conditions).

Wildcat Strike: it is described as a quick, sudden, and unauthorized type of work stoppage. It is not approved by union leadership. It is often masterminded by a subgroup of employees who have not achieved. Ajayi (2014) further noted that this form of a strike is in violation of the contract and not authorized by the union because no reason or notice is given to an employer before embarking on it.

CAUSES OF STRIKE

Government failure: Arises from poor political leadership lips service; poor knowledge of the society and complete disregard for the tenets of good government. Lack of accountability, transparency in government business; unpredictability in government behavior, absence of rule of law, inefficient and ineffective public administration, bad and inconsistent policies, absence of sound management of natural resources were the notable government failures resulting to strike actions. Many times the Nigeria Labor Congress (NLC) and students have had to strike against government failures. For example, the Structural Adjustment Program (SAP) riot of 1988 and the petroleum price hike of 2001.

Obnoxious Policies: Workers do go on strike when management makes obnoxious policies that sometimes affect their fundamental human rights. For example, in 2001, the First Bank of Nig. Pic. came up with a policy that the bank could no longer allow a couple to work in the bank. Consequently, any couple involved, one of the spouses should go on voluntary retirement or both of them get the booth. To the staff and the general public, this was an unpleasant policy. The workers went on strike and the management had to rescind the guidelines. Another example, as Aigbokahevbolo (2000) observed in the year 2000, as a change effort, Edo state of Nigeria handed over formally missionary schools back to the missionaries. To the teachers and the public, this was an obnoxious policy. The teachers went on strike and the government had to reverse its decision.

Changes in an offer of Appointment: Arises when one party attempts to alter the direct compensation package and other conditions of service. This is the most popular cause of strike in Nigeria. For example, earlier, in 1980. a demand by the NLC for a minimum wage was ignored by the government, and only a 2-day nation-wide strike induced management to negotiate, which ultimately led to the enactment of the Minimum Wage Act of 1981 (Fashoy in. 1992). In 2001 Coca Cola Nig. Pic. casual workers went on strike in a bid to become permanent workers.

Non-implementation of Agreements: Workers and employers usually reach agreements after negotiations, but in some cases, one party may refuse to honor the agreements. For example, Since December 2002, ASSU has been on a total strike following the Federal Government's failure to honor the agreements it reached with ASSU in 2001 over proper funding.

A differential in compensation package and conditions of service: Sometimes, different payment scales and other conditions of service are applied to workers in the same organization because of differences in tasks. But the un-favored group always raises a grievance. For example, in Nigeria, with effect from 2001, the FGN approved a new salary scale for the academic staff of universities, called the University Academic Staff Scale (UASS), while the non-academic staff union is to remain on the old scale, Harmonized Tertiary Education Salary Scale (HARRIS). The non-academic staff union has raised a grievance. From February 2003 to date, April 2003, the non-academic staff union has been on strike demanding an equal scale.

Challenge to Union Legitimacy: It occurs when an individual grievance, such as termination of the appointment of an employee, becomes a collective grievance if the employees perceive the action as a challenge to union legitimacy. For example, in the year 2001, the University of Ilorin management terminated the appointment of 44 lecturers for participating in the 2001 ASUU nationwide strike. To ASUU, this was a challenge to the union's legitimacy. ASUU had to go on strike; the FGN had rescinded the decision by restating the sacked lecturers but planned to post them to other universities.

Unnecessary Delay in Payments of Salaries and other Emoluments: In Nigeria, many organizations always delay or refuse to pay their workers' salaries and other emoluments even when the organizations concerned have sufficient funds to pay. For example, secondary schools in Anambra state have been on strike for over a year for non-payment of salary.

THE IMPLICATION OF STRIKE ON SOCIOECONOMIC GROWTH IN NIGERIA

The incessant stoppage of work owing to industrial conflicts has a lot of socioeconomic effects on the development of Nigeria. No matter the logic behind strike actions, it is obvious that there are attendant socio-economic misfortunes. While to an economist, a strike causes an economic fracture, which has serious negative economic consequences, to a sociologist, a strike causes a dislocation in the sociological importance of work as well as the socialization process. The educational sector is not also left out in the negative implications of strike action.

Implications on Economic Growth: Economically, strikes and other forms of industrial conflict and work stoppages obliterate the desired growth and development in the economy. This effect is two-fold: while it hinders national productivity, it, on the other hand, scares away the needed foreign investment. Human productivity is an important index in calculating national productivity. This is because it is the human element that transforms all other resources toward achieving increased national productivity. However, trade disputes and conflicts instigate work stoppages, which result in man-days lost. Thus, when labor productivity depreciates, in form of man-days lost, it automatically results in a reduction and loss in productivity which affects the nation's Gross Domestic Product (GDP) as well as the Gross National Product (GNP). Incessant strikes are a reflection of the unhealthy nature and structure of our industrial society. Thus, foreign investors are scared away and are not encouraged to invest in an environment of unstable industrial peace and harmony, where their return on investment will be distorted as a result of strikes and work stoppages.

Sociological Implications: Sociological!), industrial conflicts, strikes, and work stoppages have serious consequences. Foremost, we need to understand that work is a fundamental connection among humans, creating the basis for social integration (Durkheim, 1960). Grounded on the demonstrable societal significance of work as an elementary human condition, and as a principal means to fashion and preserve mores (socialization), we could concur therefore that:

Beyond the mere provision of income to cover basic needs, it is through the social bonding of work that links individuals to society, gives them social standing and status, serves as a basis for the construction of their identity. Given our cultural heritage, work is for most an existential necessity). providing livelihood and meaning in life (Mohammad et al. 2009. p. 5).

A cursor) analysis of the above reveals that work is a necessary social activity that provides a sense of societal belonging, a sense of self-worth, and above all, a sense of living to a worker. This is in line with Armstrong (2009) position that "to most people, to work is to earn a living and to make money. But they also work because of the other satisfactions it brings such as doing something worthwhile, a sense of achievement, prestige, recognition, the opportunity to use and develop abilities, the scope to exercise power, and companionship". Based on the foregoing, one can now understand why a professor in one of the Nigerian universities had to become a motor park tout 'agbero' during the protracted industrial face-off between ASUU and government in 2009!

Furthermore, unremitting work stoppage, owing to strikes, alienates men from other men in the industrial society. This results in a break down in the socialization function that work serves.

Another social cost of a strike is that it paints a bad image and casts a social stigma on both parties involved in the industrial conflict (Fashoyin, 2007). Strikes, especially frequent and prolonged ones, make society have a bad or negative judgment of the parties involved. For instance, ASUU has numerously been adjudged as a group of greedy, egoistic folks who are only after their own selfish interests, owing to their frequent and often protracted strikes. On the other hand, their employers, the government, have been labeled as a bunch of insensitive people. It becomes obvious from the above background and analysis that strikes serve as a constraint to the social development of Nigeria.

Implications for Educational Growth: As it is rightly said, an idle hand is the devil's workshop. Due to a lack of vision and mission, young people go around doing all forms of unlawful business, like gambling, yahoo, and so on. The rate of unwanted pregnancy during a strike is also alarming, as most students just wander about with no direction. During the period of strike, students, as a result of their idleness and frustration, engage in deviant behavior like robbery, arson, rape, touting, and constitute a nuisance to society. When they are apprehended, their academics are abruptly truncated. In the years past, the country has suffered an immense loss of brains to other countries. It is still happening, as a result of their search for greener pastures. With this marginal loss, the few remaining ones are inadequate to build up the academic performance of the students (Baridam, 2001).

Resulting from the industrial action of a strike, a program that was supposed to last for eight semesters and four years may be extended to five or six years due to the prolonged ASUU strike. The effect of this prolonged period of strike not only on the students' duration on campus, but also on the rent of the students, as they are expected to pay for the house rent even when school is off section. Agreeably, industrial action in schools distorts academic plans and programs. It keeps students out of schools and makes them open to social vices and indolence. The trend of strike actions across Nigerian tertiary institutions has resulted in an inconsistent academic calendar system, as against a uniform system which would ease policy and decision making for the government, administrators, parents, and students.

Over the years, the normal academic calendar of Nigerian universities has hardly ever been devoid of hitches. This is occasioned by what is perceived by the lecturers as the insensitivity, irresponsibility, and negligence of the government. The unrelenting union had in the past embarked on numerous strike actions to press their demands for funding the educational sector adequately and other pressing issues. The government, for its part, has remained indifferent to their plight during those periods. Perhaps the government sees the academic sector as having little or no direct significance to the economic development of the nation. The students are left to suffer during this impasse. The unwholesome brunt students are made to bear can not indeed be quantified in terms of their academics. Prominent among these is the disruption of the academic calendar. As a result, students who are meant to spend four to five years finishing their first degree rather spend six to seven years. Invariably, the academic calendar of universities all over the country can not be controlled centrally by the federal ministry of education while each university becomes autonomous in the running of its own calendar (Ogbuka, 2000).

Conflict in Nigeria, especially through strike actions, has become perennial and disturbing so much that it affects the performance of students. In many organizations today, interpersonal and intergroup conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). Official strikes are usually authored by the leadership of the union, while unofficial strikes are without the authority of the leadership. Usually, such a strike occurs because the members have lost confidence in the leaders and are therefore willing to exert direct pressure on the employer without the authorization of the leaders (Fajana, 2000). Aloye and Sheidu (2014) suggest that individuals from diverse backgrounds will always work together in organizations whereby an increase in diversity is often associated with an increase in conflict.

CONCLUSION

Due to the nature of man and his society, conflict is inevitable. Strikes have been identified as an offshoot of an imbalanced, exploitative relationship between parties involved in an employment relationship. Though the causes of strikes are complex, it becomes oftentimes difficult to pinpoint the main causes of strikes. However, generally, a strike is an expression of grievance, mostly attributable to the failure of collective bargaining. A strike is a weapon of last resort that is to be employed when other means of achieving an agreement or resolving disputes have failed (Okene, 2008). The socioeconomic effects and challenges of strikes can not be overemphasized. While it hinders national productivity, education, and economic development, it serves to alienate man from the social interactions obtainable in his workplace, as well as hinder the socialization process.

RECOMMENDATIONS

The incessant industrial conflicts and strikes in Nigeria need to be urgently addressed and checkmated. Because of the identified effects of industrial conflicts, the following measures, amongst other things, are recommended as ways of reducing industrial conflicts and effects.

- i. There should be proactive and corrective mechanisms put in place. Proactive actions should be able to detect and prevent the possibility of an industrial conflict, and corrective actions should quickly resolve the conflict when it arises. One of such mechanisms is the institutionalization of industrial democracy.
- ii. There is a need for legislation that will give legal backing to a collective agreement. Such legislation would give statutory recognition to a collective agreement, and make it enforceable within a legal framework. This will go a long way in containing the propensity to default in honoring the collective agreement.
- iii. There is a need for the government, as an employer, to emulate the human resource management and employee relation strategies applicable in the private sector. This is because strike propensity is very high and predominant in the public sector and infrequent in the private sector. Towards achieving this, public sector employers should accord premium to labor. Employee morale should be boosted by all means possible. Employers should recognize that human resources are the soul of the business and not the sole, to be trampled on.
- iv. There should be, specifically, a serious and important political re-arrangement, restructuring, and re-organization of the country to reflect the meaning and spirit of true federalism. The issue of having a centralized trade union within a supposedly federal republic is uncalled for. Thus, if the country is properly arranged and governed along with federal principles, it will translate to the division of trade unions along federating units. This will put an end to a situation whereby trade unions respond to the dictates of the central labor union without recourse to the industrial situation of their locality.
- v. Finally, the place of collective bargaining cannot be jettisoned. Collective bargaining has been identified as a means through which the protection of the economic and social interests of parties involved in an employment relationship can be achieved. However, for effectiveness, collective bargaining has to be embedded within the concept of social dialogue - which includes all types of negotiation, consultation, or simply exchange of information between, or among, representatives of government, employers and workers, on issues of common interest relating to economic and social policy.

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