

THE IMPACT OF INCREASED MINIMUM WAGE ON INDUSTRIAL HARMONY IN NIGERIA

BY

Attahiru Buhari¹, Mikailu Yahaya Jibrin²

*Department of Business and Management Studies,
Abdu Gusau Polytechnic, Talata Mafara, Zamfara State
Attahirunbuhari@yahoo.com*

Abstract

The present economic value is affecting every phase of Nigerian society including work relations. Whether judged in terms of rising unemployment, decline in workers' real income value, falling employment, or stagnated minimum wage and allowances industrial relations in the country has experienced full deprecations as a result of economic value. This study examines the influence of stagnated minimum wage and earns allowances on industrial relations in a valued economy. The research is descriptive research in nature, and hence the data used for the study is secondary data comprising of published books and papers, official websites, journals, magazines and articles. Since the data is secondary it is more dependable and reliable. The research drafting and analysis is based on the outcome of various researchers whose research has been considered as a springboard for preparing the present research work. Findings revealed that stagnated minimum wage and earn allowance significantly affect industrial relations in a valued economy. The paper recommends that to ensure industrial harmony in Nigeria government should proportionally increase the minimum wage and allowances of labour to match the rising inflation in the country.

Keywords: *Industrial Relations, Minimum Wage, Industrial Harmony, Nigeria*

1.1 Introduction

Rapid changes in our broader society particularly in the economic and social life of people, as well as high rate of technological advancement, high wave of globalization, quests for improve product quality and intense competition in the business arena has necessitated that organizations should restructure themselves to adapt to changing business situations in order to compete more effectively, and be able to survive, Ahiakwo (2008, Pp 21-20). These changes have influenced the value of workers and have also undermined the traditional relationship between

organizations and their employees. To create workplaces that promote goal congruence and industrial harmony, a new set of agreement for improving management-labour relations is highly important Koontz and Donnell (1976, p30).

Today, as employees face some complex challenges which include low wage rate in face of rising inflation, unhealthy working conditions, unfavourable work environment, job insecurity, poor job conditions, high rate of corporate downsizing and contract staff arrangement, among others, a good industrial relations is vital if industrial peace and harmony are to be experienced and sustained in the work place. In addition, for ensuring that the employees are well motivated and committed to pull in the same direction with the organizations in order to help them achieve set goals and objectives. Isaac (2010 Pp 109-125).

The emergence of industries and paid labour who work in the industries and the coming together to speak collectively as a voice in matters concerning workers welfare and better work condition, and to bargain collectively as a voice with the management bring about the setting up of rules that relates to workplace contract and behavior which is what industrial relations is all about. In other words, industrial relations are born out of employment relationship in the industrial setting. Without the existence of the two parties - labour and management, this relationship cannot exist. Poole & Warner (1998, Pp 98-101)

Employee-management relationship is therefore, that crucial for long term survival and continued prosperity of any given country (Poole and Warner, 1998: 772). According to Macdonald, (1997, p90), economic growth cannot take place without industrial growth. Industrial growth therefore, must be as a result of increase productivity which must result from industrial harmony. In some instances however, there exist different conflicts between management and workers due to poor industrial relations arrangement instituted by management, and these always result to negative consequences both to management and labour. To avert constant management-labour conflicts, good industrial relations must be in place.

Baridam (1995:146) posit that, "the desires of the employees and management are more or less unlimited. Wages can never be as high as workers desire, or profits and salaries as managers might wish. Nevertheless, the money available for distribution between contending claimants is always limited in the short run. Since both parties

are interested in surviving, they must show it somehow". This is where a relationship of mutual understanding is essential, as employees and management must interact at the place of work to establish the terms and conditions of employment that must be recognized by both parties, and even the Industrial Relations regulators, so as to drastically reduce industrial conflicts with their attending negative consequences to the larger society. However, irrespective of the general agreement reached by the parties involved in Industrial Relations, the environment influences the practice of industrial relations. This paper therefore explored the environmental factors influencing Industrial Relations in Nigeria, and the implications for business managers in Nigeria. Zeb-Obipi (2016; p40)

1.2 Methodology

The research is descriptive research in nature, and hence the data used for the study is secondary data comprising of published books and papers, official websites, journals, magazines and articles. Since the data is secondary it is more dependable and reliable. The research drafting and analysis is based on the outcome of various researchers whose research has been considered as a springboard for preparing the present research work

1.3 Objective of the study

The broad objective of this study was to evaluate the effect of Increased Minimum Wage on Industrial Harmony in Nigeria and at the same time identify the relationship between increased minimum wages and industrial harmony

2.0 Literature Review

2.1 Industrial relations

Concepts of industrial relations

The term Industrial Relations encompasses the study of the employment relationship (Poole & Warner, 1998:772). It is essentially collectivist and pluralist in outlook and is concerned with the relationship which arise in and within the workplace (Bach, 2002:p54), and how the relationships are managed. According to Satyendra (2014: p39), it covers the relationship of employees with the management in the organization. Industrial relations thus is concerned with anticipating, addressing

and diffusing workplace issues that may interface with an organization's business objectives, and also with resolving disputes between and among labour and management.

Zeb-Obipi (2016: 56) after analyzing different definitions from various authors, defined Industrial Relations as a set of interactions at the workplace mediated upon employment contract and involving work parties and their representatives in job regulation. This definition identifies set of interactions, workplace relations, employment contract, job regulation and work parties as key elements of Industrial Relations. On his own, Macdonald (1997: 79) posits that Industrial Relationships and processes are influenced by the government and its agencies through policies, laws, institutions and programmes, and by environment-political, social, economic, technological and cultural characteristics.

Fajana (1995: Pp 210-225) defined it as the totality of orientations, policies, concepts theories, procedures and sound practice of management conflict at work. It also involves a coherent approach to the problem of motivating and controlling employees, of handling grievances and conducting relationship with the labour (Poole, 1986). It is the relationship between trade union and the employers in the industry, and the intervention of government in that relationship Onasarya (Pp78-90). This view is corroborated by Budd and Bhave (2008: P 89) when they assert that it is a whole field of relationship that exist because of the necessary collaboration of men and women in the employment process of modern Industry. It is also the study of the laws, convention and institutions that regulate "the workplace" (Isaac, 2010P:89).

From the various definitions above, industrial relations deal with the relationships between employees and employers within an organizational setting. It is important that this relationship remain a healthy one as the success of the industry and general economic development depends on harmonious industrial relations, which is highly influenced by the actions of the main actors in Industrial relations activities. Based on this, a working definition of Industrial Relations is hereby presented as follows:

Industrial Relations can be defined as a set of workplace relationships that exist between employers and their employees, which is guided by certain agreed-upon

rules that affect the ways employers and employees behave and carry out their functions in a workplace. This definition clearly shows that without employers and employees in workplace situation Industrial relations cannot exist.

2.2 Aims of Industrial Relations

The main aim of Industrial Relations is to maintain industrial harmony between employers and employees by resolving their conflicts and disputes through established grievance procedures and collective bargaining. It seeks to use peaceful and harmonious relationship to boost workers morale and commitment thereby increase organizations productivity and profits. When management and labour earnestly put in mechanism to ensure achievement of Industrial Relations aims, the interest of labour and management would be safeguarded by the followings: ensuring mutual understanding of all parties, avoidance and reduction of industrial conflicts and strikes, promotion of harmonious relationship among all parties, and enhancement of Industrial democracy in workplace.

Satyendra (2014:Pp 30-49) identified some objectives of Industrial Relations as:

- Maintenance of Industrial peace which is essential for achieving the production and financial targets
- Creation of a congenial environment so that employees own the production and financial targets.
- Efficient production of goods and services through good terms and conditions of employment
- Reduction in level of industrial conflicts
- Improvement of employees and firms socio-economic status.
- Maintenance of Industrial democracy
- Employees' involvement in organizations decision making.
- Provision of social protection at work place.

- Establishment of stable and harmonious relationship between the employees, employers, and the organization, and between them and the government authorities

2.3 Implication of Increased Minimum Wage to Industrial Harmony in Nigeria

It is important to unearth the net impact of higher wages, particularly businesses experiencing higher sales. In a letter to federal government, 600 economists, including seven Nobel Prize winners, explained how a minimum wage increase would stimulate the economy. They specifically cite the impact of low-wage workers spending their additional earnings, raising demand and job growth, and providing some help on the job front. An increase in the minimum wage would stimulate the economy twofold: by increasing firms' productivity and by increasing economic activity. In regards to an increase in firms' productivity, a higher minimum wage would shock firms into more efficient behavior because greater worker compensation minimizes turnover. Because a higher retention rate leads to increased productivity and minimizes the costly repercussions of regularly hiring new employees, a decrease in worker turnover (and therein fulfilled workers) will lead to an overall increase in productivity and output. In regards to an economic stimulus, increased wages will lead to more discretionary income for workers. They would have a larger amount of disposable income, which allows them to consume more in the market; therefore the demand for goods and services grows. Labor economists pay extra attention to the restaurant and food industry because it is highly populated with minimum wage and "near-minimum wage" workers. Many case studies have been conducted to observe the changes in employment as they relate to the minimum wage. Card and Krueger unlocked an important piece of information in 1992 with their investigation of how the employment growth rate does not exhibit negative effects with an increase in the minimum wage for fast food workers. In more recent years, economists have begun questioning the role of technology as a potential substitute for labor. Many of them believe that because the minimum wage is so low in terms of real wages (adjusted for inflation) increasing the minimum wage will only result in benefits for employees, businesses, and the greater economy. The unique variables of the industry make it extremely dynamic for minimum wage research as well as exhibit the most potential to be affected by the minimum wage.

A sensitive topic for many Nigeria is their income. Many people's income relies on minimum wage. In 2012, 55.6% millions of people received an hourly pay at or below minimum wage. There is an ongoing debate in government as to what the minimum wage should be. Stuck at 7.25 naira, federal government has suggested raising the minimum wage to thirty thousand naira depending on a person's perspective, raising minimum wage could be positive or negative. Minimum wage has the ability to change lives, and change the economy. Small businesses and unemployment, teenage demographics, and the cost of civilian goods would be most affected. The only mystery is whether things would change for the better or for the worse. Many areas could be affected by a change in minimum wage, but ...show more content The extra money could come from the company's investors, in the form of lower profits; customers, in the form of higher prices; or workers, in the form of fewer jobs. Since the marketplace is very competitive, businesses will resist lowering investors' profits and raising prices for customers because of the potential risk of losing them. This leaves only providing fewer jobs as a way to get the money they need to afford an increased minimum wage. There are always exceptions, but historically, businesses have financed increases in the minimum wage by laying off minimum wage workers. If this was to happen, the national unemployment rate, currently stuck at 7%, would skyrocket. This would be detrimental to low income Nigeria. Instead of helping low income families, many could end up losing their source of income. As time goes on, the unemployment should lower, but the initial spike in unemployment could hurt many families and lives. Specifically, teenagers would be critically affected by an increase in minimum wage. Many teenagers are working, and most of their jobs are minimum wage jobs. Half of minimum wage employees are under the age of 25. According to Sherk 62 percent of minimum wage employees are enrolled in school during the non- summer months. A lot of teenagers would see themselves without a way of income if the hourly-wage is increased. The last increase in minimum wage resulted in thousands of teens losing their jobs.

2.4 Minimum Wage and Industrial Relations in a Recessed Economy

Minimum wage legislation was introduced in a large number of countries in the last few decades to reduce low pay and improve the living standard of workers. Although it is most common to have one single rate at a national level, in many countries the rates vary by region, industry or occupation (Betcherman, 2013: p49).

Wage is at the centre of industrial relation. It is one of the most complex and problematic issues in industrial relations and human resources management. People work with the objective of receiving pay for services rendered at the end of a given period, usually based on terms, stated in the agreement or contract of employment. Compensation and wages remain the singular most important obligation an employer has towards an employee (Cole, 2002; Onyinyechi & Ayanfeoluwa, 2014: Pp 221-229).

In most recent times, the quest for improved minimum wage for the Nigerian worker and the lack of action by the federal government informed union's walkout on representatives of government on May 1, 2017 during the Workers Day Celebration at Eagle Square Abuja. The insensitivity of government to workers' plight in the face of economic recession is advancing the frontiers of government-labour face out in many ways. Apart from the recession, the federal government in 2016 removed fuel subsidy and increase the unit pump price of Premium Motor Spirit (PMS) from eighty seven Naira to one hundred and forty five Naira. The increase has attendant effect on price of commodities and services, food stuffs, and has significantly reduced the real value for the worker's salary as well as resulted to the free-fall of the Naira. The negotiations between government and Nigerian Labour Congress (NLC) including Trade Union Congress of Nigeria (NUT) for palliatives and a minimum of fifty six thousand naira following the economic realities yielded no fruits. Government inaction since then is raising industrial relations tension in the country (Iroegbu, 2017: Pp 107-121). As workers in the Nigeria battle for survival in a recessed economy, the country pays employees' one of the lowest wages in the world (that is, eighteen thousand Naira minimum wage). Even at the fifty six thousand Naira minimum wage proposed to the federal government, the Nigeria worker still remains one of the least paid in the world. For instance, Argentina pays her workers monthly minimum wage of \$ 6,370, Algeria, \$2,145; Botswana, \$652; Brazil, \$3,660. Other are Chad, \$1,217; Republic of the Congo, \$1,826; Ecuador, \$5,124; Equatorial Guinea, \$2,618; Estonia, \$6,534; Gabon, \$3,043 (Nigeria today, 2017).

Banjoko (2006:Pp 90-04), noted that wage related issues has led to labour-management relations problems (violent strikes, picketing or work stoppages) much more than any other issues in an organization. The need to inspire and motivate

employees via the design, establishment and implementation of a robust pay system that will induce commitment, dedication, loyalty and best performance is an imperative for any business, private or public which aspires to attain the highest organizational productivity. As a precursor to his writing on scientific management theory, Fredrick Winslow Taylor (1896) believed that money is a prime motivator for work efforts; he developed a 'wage system' to ensure a productive workforce. Fapohonda, Adiku, and Lawal (2012) describe minimum wage not only as the smallest hourly wage that an employee is paid as mandated by federal law, but also as a social protection which requires the effort, commitment and collaboration of all stakeholders.

This corresponds to ILO Convention 131 of 1970, which stipulates: that minimum wage is a must minimum sum payable to a worker for work performed or services rendered within a given period, whether calculated on basis of time or output, which may not be reduced either by individual or collective agreement, which is guaranteed by law and which may be fixed in such a way as to cover the minimum need of the worker and his/her family in the light of economic and social condition (Fapohonda, *et al.*, 2012, Pp 48-87). Minimum wage is definitely the irreducible minimum salary/wages that any federal governments will fix to protect its vulnerable population from the exploitation of employers: No employer is allowed to go below it (Ahiuma and Young, 2013: Pp 20-30). Wage laws, structure and administration are central to employment relations, employee motivation and productivity. Casio (2003); Iniodu & Ukpong (2009: p89) argue that improved minimum wage enhances an employee's sense of respect and esteem and reduces industrial conflict. Similarly, Klein & Dompe (2007:P70) noted that wage is a tool for managing the imbalance in bargaining power that low wage workers face in the labour market. Onyinyechi & Ayanfeoluwa, (2014:Pp23-30) contend that increase in minimum wage will enhance labour relation between employers of labour and labour unions. Maychrowska & Zolkiewski (2012), suggested that minimum wage should depends on prevailing economic situation; that has a positive relationship with cordial labour relation, and a negative relationship with industrial conflict. According to Neumark & Wascher (2004: Pp34-79), Formby, Bishop and Kim (2006), Onyinyechi & Ayanfeoluwa, (2014: P94), poor minimum wage has not only contributed to industrial conflict; it has also given small gain to lower tail families. Neumark & Wascher (2008: P78) argued again that minimum wage policy raises

only the income of poor families, especially those whose incomes are below the stipulated minimum wages. Falk, Enerst & Christian (2006: P89), believe that minimum wage increase leads to a rise in reservation wages, which would persist even after the removal of the minimum wage. Inadequate Minimum wage also results in significant industrial disorder and incessant labour dispute (Folawewo, (2007P: 78); Onyinyechi & Ayanfeoluwa (2014: 38)). Government non compliance and insensitivity to the demand of a better minimum wage over the years has led to aggressive trade union activities in Nigeria.

The practice of minimum wage has been on even before the First World War. Minimum wage has been the subject of several serious discourses and was first proposed as a way to control the proliferation of sweatshops in manufacturing industries. The sweat shops employed large numbers of women and young workers, paying them what was considered to be substandard wages. The sweatshop owners were thought to have unfair bargaining power over their workers, and a minimum wage was proposed as a means to make them pay fairly. The objective of minimum wage fixing is to give wage-earners the necessary social protection in terms of minimum permissible levels of wages (Ahiuma and Young, 2013: Pp 201-206). Developing countries have regularly increased their minimum wages to provide social protection to vulnerable and non-organized categories of workers. Many countries like Argentina, Brazil, China and South Africa have been among the main drivers of this upward trend. In China it was newly introduced in 2004 to curb wage inequality while it was also introduced in South Africa in 2002. In Nigeria issues of wage negotiation and increment date back to the period of colonial rule and are associated with civil service reform programs (Falk, Ernest & Christian, 2006: Pp 110-124). The Nigeria government has always set up ad hoc commissions to consider bonuses or wage revisions during periods of labour union agitation (Maychrowska & Zolkiewski, 2012: p100). Aminu (2008: 97) observed that Collective Bargaining has never played any significant role in wage fixing and labour relations especially in the public sector in Nigeria. In fact, government as the largest employer of organized labour has affected the practice of collective bargaining negatively through its employment practices and actions

2.4.1 Earn Allowance and Labour Union Dispute in a Recessed Economy

In a recessed economy like ours, issues concerning employees' earn allowance are prime determinants of work relations in the public and private sectors. The level and distribution of earn allowance and other benefits can have a considerable effect on government and labour union relationship as well as on the morale and productivity of the workforce. It is therefore vital that organizations develop pay systems that are appropriate for workers, that provide value for money, and that reward workers fairly for the work they perform (Noll, 2002: P34). These will help reduce the widespread protest and agitation that often degenerate to industrial unrest in the workplace. In 2002, 21.4 percent of disputes were caused by demand of higher wages and allowances. This percentage was 20.4 percent during 2003 and during 2004 increased up to 26.2 percent. In 2005, wages and allowances accounted for 21.8 percent of industrial disputes.

Poole and Jenkins (1998: 65); Milkovitch & Newman (1990: P54) posit that workers are concerned with the immediate measure of disposable income, although they recognize that allowances associated with terms and conditions of employment and all other benefits in cash or kind are also part of wages. The types and quantum of fringe benefits vary with countries. It is determined through government intervention with legislation and collective bargaining between employers and trade unions. It is therefore a result of tripartite consultation and agreement.

According to Armstrong (1999a, 2007b), the main components of payment systems include; basic pay, productivity incentives, social security, fringe benefits such as medical benefits, paid leave and allowances. Some of the allowances include rent in lieu of quarters, basic amenities for electricity, water, transport, subsidies for education of children, and Domestic Assistants when denied workers leads to industrial crisis Armstrong (1999: P32); Bratton, (1999: P35).

The extant compensation research literature provides evidence that pay, in its various forms, affects employee-organization relationships. The role of employee overtime remuneration and other rewards in motivating employees can hardly be denied. The frequent non-payment of employee overtime remuneration has been greeted with widespread protests and agitations that most times degenerate to

industrial unrest (Chigozie, 2005: Pp32-56). Harrison & Liska, (2008: 90) in their study affirm that reward is the centre pieces of the employment contract-after all it is the main reason why people work. This includes all types of rewards, both intrinsic and extrinsic, that are received as a result of employment by the employee. Intrinsic rewards include rewards within the job such as responsibility, autonomy appreciation from the boss and feelings of accomplishment among others. Extrinsic rewards are tangible rewards like pay bonuses and fringe benefits. Poor over remuneration has often been given as a cause of low morale among workers thus leading to numerous strikes.

In the study conducted by Probst & Brubaker (2001:P87), it indicated that the difference between job satisfaction and dissatisfaction lies in the amount and type of rewards that the employee expects that their contribution and efforts should be valued. Prasetya and Kato (2011: P89) in their analysis revealed that there is a significant influences from both financial and non-financial on the employee/employers' relations. They noted that the persistent industrial unrests among Nigeria's workers have been largely attributed to nonpayment/inadequate payment of overtime remuneration.

2.5 Industrial Harmony

Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad and Osas, 2013: Pp 23-30). According to Puttapalli and Vuram (2012: P64), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Industrial harmony requires that:

- All management personnel understand their responsibilities and what is required of them, and have the training and authority necessary to discharge such duties and responsibilities efficiently;
- Duties and responsibilities for each group of employees are stated with clarity and simplicity in the organizational/institutional structure;

- Individual employees or work-groups know their objectives and are regularly kept informed of progress made towards achieving them;
- There is an effective link in the interchange of information and views between senior management and members of the work group;
- Supervisors are briefed about innovation and changes before they occur so they can explain management's policies and intentions to the work-group;
- Employers cooperate with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes;
- Employers encourage the establishment of effective procedures among member organizations/institutions for the settlement of grievances and disputes at the level of the establishment or undertaking;
- Employers take all reasonable steps to ensure the organization/institution observes agreements and agreed upon procedures;
- The organization/institution maintains a communication system, which secures the interchange of information and views between different levels in the organization/institution and ensures that employees are systematically and regularly kept informed, factually and objectively, of changes and progress in the system.

Industrial harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation (Odia and Omofonmwan, 2007: p221). Industrial harmony enhances labour productivity and in turn improves performance in our education sector, achieving economic growth, and enhancing living standards and quality of life. It creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction.

Industrial harmony according to Ladan (2012:Pp120-124) is imperative for a productive educational system for two (2) basic reasons: -

- It enhances labour productivity as one of the critical means of improving performance in the education sector, achieving economic growth, enhancing living standards and quality of life. Unfortunately, academic performance in schools has been constrained by frequent labour unrests in Nigerian educational institutions.
- It creates a peaceful working environment that is attractive to tolerance, dialogue and other alternative means of resolving industrial/labour disputes.

Managers and workers to help boost morale in order to increase organizations productivity. Constant reviews or follow up of results of an organizations industrial relations program is highly vital for maintenance of a peaceful and stable management-labour relationship.

In addition good industrial relations encourage acceptance of planned change in operation and production procedures, a situation the employees are most likely to resist and kick against when there is no harmony between them and management. Furthermore, effective industrial relations is a basis for improve productivity and higher profits.

3. Summary

A thirty nationwide minimum wage by 2024 would generate a significant increase in living standards for about 41.5 million workers and their families in the Nigeria while creating a minimal effect on employment and a small price increase borne by all consumers. The effects in Mississippi would be roughly similar. How can such a major improvement in living standards occur without adverse employment effects? While a higher minimum wage induces some automation, as well as increased worker productivity and slightly higher prices, it simultaneously reduces worker turnover and increases worker purchasing power. Our results leave open the possibility that minimum wages much higher than thirty might generate negative employment effects. At thirty, however, the negative and positive effects on employment largely offset each other. A phased-in thirty minimum wage will be absorbed partly by employee turnover reductions and productivity increases, and mainly by modest price increases in restaurants and by increases in consumer spending.

4. Conclusion

The establishment of good industrial relations depends on the constructive attitude of all the parties involved in a work arrangement to bring about industrial harmony. It is certain that a harmonious and constructive management employee relationship in any industry is indispensable if the organization must survive and achieve its business objectives.

A healthy labour management relations is vital in creating and improving the economic conditions of organizations and their employee. Therefore, organizations' industrial relations arrangements must be made to provide and accommodate stability in relations between managers and workers to help boost morale in order to increase organizations productivity. Constant reviews or follow up of results of an organizations industrial relations program is highly vital for maintenance of a peaceful and stable management-labour relationship.

In addition good industrial relations encourage acceptance of planned change in operation and production procedures, a situation the employees are most likely to resist and kick against when there is no harmony between them and management. Furthermore, effective industrial relations is a basis for improve productivity and higher profits.

5. Recommendations

Given the Nigerian circumstances, the industrial/human resources manager should be a man of versatile academic experience with a good understanding of the Nigerian legal, social and economic background in order to know what is expected of him and how his subordinates are likely to react about any issue at any particular time.

Management should put in place an effective grievance procedure that is simple and easy to understand. Organizations should also structure their industrial/personnel relations units to be flexible, responsive, and proactive and time conscious when dealing with issues that concern employees workplace and well-being as these are vital for peaceful harmonious industrial relations.

In addition organizations should do proper environmental scanning in order to understand the factors impacting on it negatively, so as to design control measures to minimize the negative impacts of such environments to ensure that available opportunities are well utilized. In addition, management should explore every possible avenue to resolve any industrial conflict.

Management should also educate the employees on the needs and expected gains of new technology and policies, and how it will benefit them and the organization, as well as train them to adopt and use any new technology. This is because, if the introduction of new technology and methods that are aimed at enhancing work process and improve individual and organizational productivity are not well anticipated and prepared for, the employees will be likely to resist the planned change because of fear of the unknown and uncertainties associated with the new technology in the workplace.

Government on their part should ensure that her economic policies are geared toward development of a good industrial climate and environment that encourages industrial harmony, and which will also boost organizational and national development.

Workers should strive to use collective means to address any situation that may arise out of their employment contract with management, and should also be ready to accept changes that may arise in the workplace due to need for innovation and improve product quality. Workers should therefore develop themselves to acquire more relevant skills and competencies in order to avoid becoming skill obsolete and possible redundancy in order to remain relevant in existing and emerging industrial relations trends and issues.

REFERENCES

Ahiakwo, J.A. (2008). Industrial environment and corporate performance: A study of selected firms in Rivers State. *Unpublished MBA dissertation* presented to Department of Management, Faculty of Management Sciences, Rivers State University of Science and Technology, Port Harcourt, Nigeria.

- Baridam, M.B. (1995). *Business: A management approach*. Port Harcourt: ParagraphicsHttl://www.citehr.com/596-industrial-relation-india-ppt-download.html. Retrieved 18thAugust, 2016.
- Isaac, L. (2010). What is industrial relations? Culled from: <http://www.leoisaac.com/hrm/indue101.htm>. Retrieved on 19 Aug 2020
- Kazmi, A. (2002). *Business policy and strategic management*. 1st edition, Delhi: Tata McGraw- Hill Publishing Company Limited.
- Koontz, H. & O' Donnell, C. (1976). *Management: A system and contingency analysis of managerial functions*. 2nd edition: New York: McGraw-Hill.
- Macdonald, D. (1997). *Industrial relations and globalization challenges for employees and their organizations*. Paper presented at the ILO workshop on employees organizations in Asia-pacific in the twenty-first Century, Turin, Italy 5-13 May.
- Nwachukwu, C.C. (2006). *Management: Theory and practice*, 1st edition Onitsha: Africana First Publishers.
- Onasanya, S.A.B. (1999). *Effective personnel management & industrial relations*. Lagos: Centre for management development. Unpublished
- Ottih W. (1996). Modeling organizational environment relations for the management of turbulent environment. *West African Journal of Business*, 1 (1) 17.
- Oyeninka, O. (1989) Nigeria "s steel needs in 1990s, *Management in Nigeria*, 25 (2): 8.
- Poole, M. & Warner, M. (1998). *IEBM handbook of human resource management (eds)*. London: Thomson Learning.
- Poole, M.P. (1986). *Industrial relations: The origin of national diversity*. London: Routledge and Kegan Paul
- Satyendra (2014). Industrial relations. Retrieved from <http://ispatgure.com/industrial-> HYPERLINK "http://ispatgure.com/industrial-%20relations/" HYPERLINK

"<http://ispatgure.com/industrial-%20relations/>" HYPERLINK

"<http://ispatgure.com/industrial-%20relations/>" HYPERLINK

"<http://ispatgure.com/industrial-%20relations/>" HYPERLINK

"<http://ispatgure.com/industrial-%20relations/>" HYPERLINK

"<http://ispatgure.com/industrial-%20relations/>" HYPERLINK

"<http://ispatgure.com/industrial-%20relations/>"relations/ on 10 June 2020

Zeb-Obipi, I. (2016). *Industrial relations*. Ph.D class lecture delivered at the Department of management, Rivers State University Port Harcourt, Nigeria. 28 July.