Industrial Relations Environment and Organizational Resilience: Implications on Nigerian Managers.

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Abstract
This paper examined the impact of industrial relations environment on organizational resilience, with special interest on its implications on managers in Nigeria workplaces. Some industrial relations environments such as economic, socio-cultural, legal-political, technological among others were identified and discussed. Organizational learning, adaptive capacity and dynamic capabilities were the measures of organizational resilience considered in this paper. The paper notes that the resilient ability of an organization develops over time from an organization's continual adjustment to its environment and adjustment to current adversities affecting it, as well as adapting to recover from pre-perturbation state as much as possible. The paper concludes that for an organization to develop effective resilient ability, management must anticipate disturbances and develop the ability to restore to original state, and to develop new skills in disruptive conditions. Additionally, industrial relations demands managerial ability to successfully scan, understand and interpret the environment which an organization operate in order to develop advantage in building resilience. It recommends that organizations should embrace technology with open arms. Managers and employees should pay greater attention on scientific and technological development, and research as a means of improving their innovative abilities, and generation of new ideas and thoughts in order to successfully adapt to the changing environment in order to develop strong resilience ability. Additionally, managers should ensure that they develop their conceptual and technical skills and knowledge so that they can be able to understand and interpret their operating industrial environment and also use such knowledge to encourage organizational learning, and to develop adaptive abilities, as well as dynamic capabilities in their organizations. Governments should encourage through her agencies, a good industrial relations policies which are capable of encouraging industrial harmony among the parties in industrial relations, as well as providing policy stability for organizations to operate with.

Keywords: Organizational resilience, industrial relations, IR environment, Nigerian managers,

Introduction

Organizations today are faced with variety of complexities arising from changes occurring in organizations operating environments. These disturbances can occur within and outside organization, and are sometimes outside the control of managers. Managers therefore, are constantly designing strategies to contain these disturbances in order to improve the performance of their organizations, and to survive in the midst of the countless disturbances and challenges facing their organizations. Regardless of the type of and nature of an organization, managers always seek to improve the organization's effectiveness as well as ensure that it achieve its "going concern" objectives. To do this, management practices which

gives room for proper monitoring and control of the industrial relations environment is essential (Obiekwe, Felix and Izim, 2018) to improve the organization's chance of survival, and enhance its resilient capacity.

In the midst of today's complexities facing organizations, the management of crisis and disasters has become good industrial relation policies to ensure improved management–workers relationship in order to boost employee's motivation and commitment. Motivated and committed employees are what organizations need to survive the threats they face in their day to day operations. To be resilient, an organization must be able to discern and understand its operating environment, as well as its industrial relations environment. It is the understanding of the industrial relations environment that gives the management of an enterprise the advantage in building resilience. According to Alasttir (2010), building resilience helps an organization to remove or reduce the exposures to threats and hazards in the environment by developing protective measure which reduces the likelihood and consequences of a disruptive event by preventing where and when possible, responding effectively and efficiently when such event occurs, and by recovering as quickly and completely as possible. Parson (2007) asserts that resilient ability provides competitive advantage for organizations. Mitroff (2005) posit that organizational resilience is a continuously moving target which contribute to performance during business–as–usual and crises periods. An organization that understand it industrial relations environment very well is able to strategize to minimize its risks and increase her opportunities in crises situation. As resilience ability help organizations to respond quickly to unforeseen changes, even chaotic disruptions (Bell, 2002).

With changes in industrial relations environments and its associated telling effects on organizations, it is imperative that appropriate response be in place to develop the resilience abilities of organizations in order to protect their 'going concern' craving. Organizations that cannot restore material services in short term risk losing substantial market share which may lead to loss of profitability and adaptability. Corporate threats also increase when management lacks the requisite knowledge and competency to effectively manage the human needs of their may result to serious corporate challenge that can threaten the very existence of the organizations. The establishments of good industrial relations policies therefore become important. Obiekwe et al (2018) however notes that 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. A harmonious and constructive management–workers relationship in any industry is essential for organizational survival and achievement of other business objectives (Obiekwe et al, 2018).

The aim of this paper is to theoretically examine the impact of industrial relations environment on organizational resilience of organizations, as well as to identify the various industrial relations environments and their implications to managers in Nigeria organizations.

Concept of Industrial Relations
Different definitions of industrial relations have been proposed by several authors. Industrial relations are relations of individual or group of employee and employer for engaging themselves in a way to maximize the productive activities. According to Obiekwe, *et al* (2018), it is a set of workplace relationship that exist between employers and their employees, which is guided by some agreed–upon rules that affect the ways employers and employees carry out their duties in a workplace/. This definition is somewhat encompassing as it touches on all vital aspect of industrial relation activity. Accordingly, without employers and employees in workplace situation, industrial relations cannot exist. In other words, industrial relations are the

relationships that exist between employees and employers within the organizational setting. This definition identifies set of interaction, workplace relations, employee contract, job regulation and work parties as key elements of Industrial Relations (Obiekwe, *et al*, 2018). According to Business Jargon (2018), industrial relations encompass the relationship between the management and workmen and the role which regulatory bodies' plays to resolve any industrial dispute among the parties. In the view of Zeb-Obipi (2018), industrial relations represent a set of interactions at the workplace medicated upon employment contract and involving work parties and their representatives in job regulation. This particular definition identifies set of interaction, workplaces relations, work parties, employment contract and regulation as industrial relations key elements. Thus industrial relations serve to bring about harmonious relationship among the parties in the relationships.

The need for Industrial Relation has arisen to defend the interest of workers for achieving a just and equitable salary or wages, as well as to help workers seek enhanced and well-structured working conditions for maximum output production. It also helps to promote cordial harmonious management-workers relationship (Obiekwe, *et al*, 2018). According to Satyendra (2014), some objectives of industrial relations include, creation of a congenial environment so that employees can own the production and financial target, reduction in level of industrial conflicts, improvement of employee and firms socio-economic status, as well as involvement of employees in organizations decision making, among others. According to Business Jargons (2018), the importance of industrial relations are increased productivities, reduction in industrial disputes, increase in workers morale and minimization of wastage leading to improved overall productivity of firms.

Industrial Relations Environment
No organization operates in a vacuum. They all operate in the society, which they influences and are influenced in turn. There are various factors that influence the industrial relations practices in an organization, and most of these factors are society-related. An environment is the totality of all factors within and outside an organization that can influence the organization either positively or negatively. Baridam (1995) contend that the total environment affects the behaviour of the business enterprise and vice-versa. In this sense, industrial relations practices are also influenced by the environment in which the organization operates. According to Obiekwe, Owajimogobo and Izim (2018), Industrial relations environment is defined as all the factors outside the control of management of an enterprise that directly or indirectly affect and influence the practice of industrial relations at a given place, and at a particular time. This definition is broad and also identifies two types of environment (external and internal) but notes that industrial relations deals with only external environments where the management has very little or no control events that is playing out there.

Generally, business environment has been defined as those factors that influence the individual's business organization (Oyebanji, 1994). Harrison (1996) defines environment as all the conditions circumstances, and influences surrounding and affecting the development of the total organization or any of its internal systems. He contends that environment contains forces of complexity that are dynamic to varying degrees at differences, and under different circumstances. Obiekwe *et al* (2018) has however explained the difference between internal business environment and external business environment. While the internal business environment is the industrial climate in organizations, the external business environments represent the Industrial Relations environment of any organization.

Environmental Factors affecting Industrial Relations
There are several environmental factors affecting industrial relations. These environmental
factors comprises of such factors as legal-political, socio-economic, technological, media,
industrial and international environments, international environment among others (Obiekwe,
et al, 2018).

Political/Legal Environment: This consists of laws, regulations and procedures, political
system, type of government, government policies which an organization and specific industries
are anticipated to comply with in the course of their operations. These laws and policies may
help to facilitate successful business operations, and may also pose as challenge to their
successful performance. In everyday operations of business operations, "Managers are
encircled by a complex web of laws, commission and official regulations, and court decisions,
some are designed to make contracts enforceable and to protect the behaviours of managers
and their subordinates in business and other enterprise" (Koontz and O'Donnell, 1976:86).
According to Obiekwe *et al* (2018) country's laws have some laid down procedures in forms
of industrial code of conducts for disciplinary and grievance procedures which the parties in
the relationship must follow to ensure industrial harmony. Adeola (2016) notes that businesses
are required to pay taxes, value added taxes, excise duties among others. All these affect how
the operations of any business entity in any country.

An understanding of the laws, political systems and ruling party ideologies by managers of an
organization therefore become for managers in their short term or long-term business plans and
decisions. Moreover, understanding of the fact that industrial relations political environment
operates through the legislative arm of government, as in the case of Nigeria, where enactment
or modification of existing labour laws are done by the legislature should make managers to
always seek to know what the labour law stipulate is vital. Moreover, the legislature may pass
laws which it considers to be in the public interest. They can also take adhoc measures to cope
with particular disputes arising in workplace relationship between employers and employee.
The legal environment can establish procedural rules which parties in the industrial relations
system must follow. They can prescribe or prohibits some behaviours of both management and
workers in their dealings with each other in the course of work contract. The legal environment,
as Obiekwe, *et al* (2018) note, stipulate the labour standard procedure, maximum work time,
minimum wage law, number of working days, and other issues like quota system during
recruitment especially as in case of Nigeria Federal establishments among others. The
consequence of these regulations is that organizations and their managers tend to be puppet
dancing to the tone of the government and being restricted from decisions and operations
actually intended to be for their purpose and existence.

Economic Environment
This refers to all the economic factors in a country that affects general business operation of all
economic units in a country. Economic environments encompasses the very nature of a
country's monetary and fiscal policies, taxation and investment policies, competitive forces in
the market place, tariff system structure of the labour force, standard of living, forces of demand
and supply, for skilled and unskilled workforce (Obiekwe *et al*, 2018; Baridam, 1995;
Macdonald, 1997); Gross Domestic Product (GDP), unemployment rate, exchange rate,
inflation rate and capacity utilization (Adeola, 2016).
Economic environment is crucial that organizations must make forecast base on available
information about the economy of the host country. This is so because no manager can initiate
a successful business management strategy without taking position of the country's economic
situation into account. During economic downturns, not only does the demand for goods and

services fall, profit level also decrease because of low sales. If this continues, organizations may not be able to afford to pay their workers and this may lead to downsizing of workers as well as cut in salary of workers in order to be able to carry the financial burden faced by the organization at the particular moment. Inflation rate also affect industrial relations. Inflation makes price of goods and services to surge high and thus make the realization of objective difficult because budgets are often overtaken by the rate of inflation. This can also cause workers to demand for increase in salary level in order to meet up with their personal and family financial needs. These demand may however, be rejected by management and may bring about loss of commitment, and effort by employees, thereby negatively affecting the organizations. All these economic factors influence the industrial relation environment of any organization.

Socio-Cultural Environment
The socio-cultural environment plays an important role in the industrial relation practice of any organization. Baridam (1995) note that socio-cultural environment affect and influence the behaviour of people, their values and general attitude to work, as well as leadership, and their individual roles in the organization. According to Obiekwe, *et al* (2018), socio-cultural environment include the population distribution, custom and tradition of the people, religion, ethnic languages and culture. Since the ways businesses operate in a place reflect on these socio-cultural factors, managers must adapt their practices to the changing expectations of the society in which they operate. As social values, customs and peoples taste change, managers must ensure that the products and services changes also, to reflect the changes in the society.

Additionally, organizations have to adjust to the employees desire/quest for a better work life balance by offering more flexible work hours, on-site child care facilities and family leave policies. The manager's ability to understand the culture, life style, belief system, dispositions and values of the employees and the social trends will help to design and maintain a good industrial relation policy for their organizations and help to minimize challenges associated with cultural/social environment which tend to pose a potential constraint to manager's actions. Managers also need to be familiar with a country's values and cultures in which he operate and manage in ways that recognize and embrace those specific socio-cultural aspect.

Technological Environment
Technology represents the application of science that enables people to do entirely new things or perform established tasks in new and better way (Oyeyinka, 1989). According to Obiekwe *et al* (2018), technological environment represent the total amount and level of technologic innovations, mechanization, automation, man-power rationalization and computerization that affect work procedures. Robbins and Coulter (2007) noted that the most rapid changes in the general environment have occurred in technology. They noted that information gadgets are getting smaller and more powerful, there are today automated offices, electronic meetings, lasers, faster and more powerful microprocessor, etc, and entirely new models of doing business. Organizations therefore are adopting technological advanced systems to stay ahead of their competitors and to gain competitive advantage over those that do not. The technological environment is thus radically changing the fundamental ways that organizations are structured and the way managers manage. Obiekwe *et al* (2018) state that technology influences industrial relations in the following ways:

Skill Obsolesce: This happens when technological innovations increases and more employees gain more skills to operate new and innovative equipment. This will cause employees who lack

requisites skills to become obsolete. Organizations thus find it difficult to accommodate those employees without relevant skills.

Labour Substitute versus labour Complementary: Technology in this sense can substitute human with the use of robots as in some auto assembly plant, and can also make work more easier, safer, cheaper, faster as in the Nigerian Health, banking and telecommunication sectors (Obiekwe, *et al*, 2018). Additionally, technology can bring about more job creation and also help in job structure modification. Finally, introduction of technology can bring about mixed feeling as employees may not be willing to embrace the change and may tend to sabotage the positive outcomes of the introduction of the technology. Obiekwe *et al* (2018) has described this as uncertainty versus resistance. Today, enough evidence abounds to show that technological changes are constantly disrupting existing system of job classification. The process of mechanization has led to upgrading of some jobs and the downgrading of others. More new jobs have been created.

Global/International Environment: Today, managers of organizations are challenged by an increasing number of global markets and competitors as part of the global and international environment influencing industrial relations. Industrial relations are today shaped by both national management-labour agreements, and the some agreement negotiated through some sub-continental and global organizations like the International Labour Organization, managers in many organizations are faced with the opportunities and challenges of managing in a global environment. Some organizations may establish their subsidiaries in other countries and the executives are usually selected from the parent company home country. These managers or executives are likely to face big challenges if their individual values, tastes, preferences and belief systems differ considerable with that of their subordinates. In such situation, the foreign managers may not really understand what to do to motivate their subordinates.

Fashoyin (1980) argues that public labour policy need to reflect or take into account the influx of foreign managers whose industrial relations experiences has been influenced by different cultural pattern as failure to recognize these differences could cause difficult labour relation problems. Obiekwe *et al* (2018) assert that globalization has made it possible for managers and an employee within a country to know what is happening in other countries. These have made workers sometimes to demand increase in benefits and salaries to reflect world or continental average. Globalization has played a very vital role on how business entities conduct their operations even in recruitment, sales, and sourcing of raw materials and machineries.

Media Environment: this consists of all the ways that media influence the practice of industrial relations in a particular place at a particular time. Media environment involves how the main means of mass communication (broadcasting, publishing, and the Internet) regarded collectively influences the industrial relations practice in a particular place.

Media makes it possible for all the parties in the employment contract as well as their regulators to have easy access to information about what is happening and obtainable in different part of the industry or similar industries in other part of the world. It also provides management information about available cheaper and more skillful workers that are willing to work. Media have enabled parties in the work relationship have access to information about new technological breakthrough, new researches and development, and about new cutting edge technologies in the industry, and nave also made it possible for labour unions to coordinate and pass information to their members within a very short time. It has also help workers express their opinions and feeling more strongly to stakeholders in other to draw sympathy and other necessary attention to their plights at workplaces, especially, some ill treatments from employers or policies from regulators of industrial relations that does not favour them. Any of

the parties in industry relations can uses media positively in their negotiations and other demands and to gain favourable public sympathy and image, and ensure the smooth reach of wider public at large

The media's influence on industrial relations can determine the direction, duration and seriousness of any industrial strike, and how they reports about such strikes could affect public perception of labor movements or employers. By presenting favourable or negative reports about any of the parties, media could sway the public and other stakeholder's opinion in favour or against the party and help the other party to gain support and favourable public image and sympathy. Thus negative or positive opinions and public support is a result of the work and relationships with the media. The media can also facilitate negotiations of various issues. All parties in industrial relations therefore seek to establish good relationship with the media in order to use them directly or indirectly to advance its course.

Concept of Resilience
Studies on organizational resilience have shown that several authors have defined the concept in different but related ways. Definitions of resilience can be drawn from several fields which include organizational studies, developmental psychology, ecology, material science, and social sciences. According to Weick, Sulcliffe and Obstifeld (1999), resilience is the maintenance of positive adjustment under severe challenging conditions or situations. It is also the ability of a system to absorb disturbance and reorganize while undergoing change so as to still remain the same function, structure, identity and feedback (Walker, 2004).This means that despite severe challenges threatening the very existence and life of an organization or a system, an organization or system possess the ability to survive, adapt, and bounce back from it crisis and disturbances, to thrive and enhance its core capabilities.

Sutchiffe and Vogus (2003) note that resilience develops over time from continually handling risks, stresses and strains, where an entity not only survives and thrives by positively adjusting to current adversity, but also, in the process of responding and strengthens its capability to make future adjustments. Madni (2007) defined resilience as the ability to anticipate perturbation, to resist it by adapting and to recover by restoring the pre-perturbation state as much as possible. This view is supported by Pinel (2009).Interestingly, one wonders why many organizations fail in the face of disturbances, why some organizations manage to thrive and enhance core capabilities when faced with severe challenging situations or crises. Resilience therefore, extent to several fields and covers both knowledge of the environment, level of preparation, anticipation of perturbations, adaptation, control, recovery ability and survival, among others. As Wildavsky (1988) note, resilience will be a necessary capacity to cope with anticipated dangers after they become manifest. According to Stephenson (2010), resilience is highly needed for organization s to effectively respond to disruptions as well as positively adapt in the face of challenging conditions, leveraging opportunities and delivering sustainable performance improvement. Thus managers need to both prepare against bad events, as well as adapt and change or their organization s will pay the penalty. Hearnshaw and Wilson, (2013), traditionally, resilience means an organization's ability to carry out its functions and return to a stable state after major disturbances or stress by considering the before and during disturbance period (Cumming et al, 2005).

Organizational Resilience
Organizational resilience is an organization's ability to survive and cope with crises and disturbances facing it. Organizational resilience was borne out of the need for organizations to regularly keep themselves abreast of dangers and crises that may destroy their very existence

and thereby take adequate preventive measures to stop such disturbances. Smith (2002) has described organizational resilience in term of being effective in crisis prevention. According to Lengrick-Hall, Beck and Lengnick-Hall (2011), organizational resilience is defined as a firm's ability to effectively absorb, develop situation – specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organizational survival. Xiao and Cao (2017) note that organizational resilience involves an organizations ability to react to crisis and destruction situations, and their ability to recover and develop in states of uncertainty, discontinuity, and emergency. It is the ability of an organization to restore to original state and even develop a new skill in disruptive conditions. These organizations which are capable of surviving over time in the face of current and future challenges are resilient organizations .A resilient organization therefore is one that is able to create structure, dissolve it, provide safety in the midst of change, and manage the emotional consequences of continuous transformation and change, and learn, develop and grow.

Alastir (2010) has note that management of resilient organizations must strive to understand the total operating environment in which their organization operates, and must also be aware of any changes which may represent or pose as risk to every aspect of the organization. A truly resilient organization therefore has a great foresight and situational awareness capacity to prevent emergence of potential crisis, and the ability to navigate through crisis and turn it into strategic opportunity. The resilience of an organization however, is a function of the resilience of the other organization on which it depends (customers suppliers, regulations, and even competitors). In the same vein, an organization's resilience is directly related to the resilience of its sector, and the sector's resilience is intertwined with the resilience of the nation.

Measures of Organizational Resilience
Different measures of organizational resilience have been identified by several authors. McManus (2007) identified organizational learning, adaptive capacity and dynamic capability as measures of organizational resilience. Lengnick-Hall et al (2011) identifies cognitive dimensions, behavior dimensions and context dimensions, on their own, Cunha, Castanheira, Neves, Story, Rego and Clegg (2013) sort organizational resilience into three levels namely; individual level, group level and organizational level. Tiermey (2003) identifies four dimensions of robustness, redundancy, resourcefulness and rapidity. This paper adopted the dimension identified by McManus (2007). These are organizational learning, adaptive capacity and dynamic capability.

Organizational Learning: This refers to the process of creating, retaining and transferring knowledge within an organization. It is the organization – wide continuous process that enhances its collective ability to accept, make sense of, and respond to internal and external change (Business Dictionary, 2018).According to Aggestam (2006), a learning organization has a culture that supports learning and innovation both by individuals and the organization herself. Such organizations scans for information in her operating environment, develop information for her, and encourage individuals to transfer knowledge between the individuals in team. On his own, Cheprasov (2018) view organizational learning as process of developing, retaining and transferring knowledge within an organization. He notes that this occurs as a result of experience, and an organization is considered to have learned from an experience when there is a change in the organization's behavior or performance. An organization can generate experience from individual members, groups, within the organization, and the general events that have occurred or occurring in the organization. Since organizational learning is a function of experience within an organization. These experiences allow and enable the organization to stay competitive, as well as to develop innovative capabilities.

According to Argote (2011), the individual knowledge only facilitates learning within the organization as a whole if such knowledge is transferred. A transferred knowledge that is embedded into an organization can be retained. Organization can also use knowledge repositories such as communication tools, routines, networks, etc to retain knowledge (Argote, 2000). Thus, organizational learning can be seen as a process in which managers and workers learn to deal with situations and so become more skilled and experienced. Fol and Lyles (1985) also defined organizational learning as the study of experience, knowledge within an organizational context. Various authors have identified different unit of learning within an organization. These are individual learning (Wilson, Goodman and Matthew, 2007), group learning (Argote and Miron-Spertor, 2011), (Sole and Edmonson, 2002; Argyris and Schon, 1995), organizational learning (Dodyson, 1993) and inter- organizational learning (Tucker, Nembhand and Edmondson, 2007; Hjalager, 1999).

According to Blackwood (2014), learning organization culture help an organization to gain efficiency, increase productivity, increase profit, enhance ability for individuals and teams to embrace and adapt to change, create a continuous improvement mindset, as well as create a culture of inquiry, adaptive capacity and knowledge sharing. Clapson (2016) assert that organizational learning gives organizations a permanent competitive advantage, as learning leads to more innovation and creativity. In addition, it helps employees to become more productive in their work. It also helps organization to increase its profits. Silberman (2013) note that organizational learning allows even-paced, widely diverse adaptation of individuals and teams as units to new ideas without slow down or learning models that cost expensive manpower and time.

Adaptive Capacity: This refers to an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges. According to Dalziell and McManus (2004), adaptive capacity is seen as the engagement and involvement of organizational staff in a way that they are responsible, accountable and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long term success. Continuing, Dalziell and McManus (2004) in demonstrating the difference between adaptive capacity and vulnerability, posit that adaptive capacity represents the space in which the organization's performance or management of the disaster fluctuates until it reaches equilibrium. The high rate of changes and competitions in today's business environment necessitates that organizations should develop an adaptive capacity. This suggests that adaptive capacity is linked to competitiveness. Without adapting to changes, innovativeness and breakthroughs that will provide competitive advantage will hardly be possible. Thus, an organization's ability to adapt is at the heart of their ability to display resilient characteristics. Luers *et al* (2003) defined adaptive capacity as 'the extent to which a system can modify its circumstances to move to a less vulnerable condition'. It is the ability of an organization to alter its strategy, operation, management system, governance structure and decision – support capabilities to withstand perturbations and disruptions (Starr *et al*, 2004). Dalziell and McManus (2004) posit that a system reflects the ability of an organization to actively respond to changes in its environment, and to recover from any damage to internal structure within the system that affect its ability to achieve its purpose. Any system can adapt to change in three ways which include: (i) Application of existing available responses to address the problem (ii) Application of an existing response in a new context to address the problem (iii) Application of novel responses to address the problem (Dalziell and McManus, 2004).
Generally, adaptive capacity represents the social, technical and administrative skills and strategies possess by an individual, group or organization, which are directed toward

responding to environmental and socio-economic changes. According to IGI Global (2018), organizational adaptive capacity is the ability to constantly evolve to match or exceed the needs of its operating environment before those needs become critical. Coats (2017) identifies four thing to ensure an organization have adaptive capacity. These are; (i) diagnose and frame the adaptive challenges (ii) decide what to keep, discard and need (iii) reduce dependency on authority and (iv) create productive tension. Sussman (2003) also identify four qualities that capture the essence of adaptive organization as external focus, network connectedness, inquisitiveness and innovation.

Dynamic Capability: This can be defined as the capability of an organization to purposefully adapt an organization's resource base. It is a firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment (Teece, Pisano and Shuen, 1997).The theory of dynamic capabilities concerns the development of strategies for organizations to adapt to radical discontinuous change, while maintaining minimum capability standards to ensure competitive survival. According to Teece, Pisano and Shuen (2010), dynamic capabilities are a firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments. Accordingly, the basic assumption of the dynamic capability framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage. Since dynamic capabilities represent an attribute of the organization and are develop overtime, they are therefore variables, and represent an organizational process, which can be maintained, potentialized and created as dynamic capabilities involve renewal of organizations core competencies.

Teece, Pisano and Shuen (1997) proposed a set of three dynamic capabilities that is vital for an organization to meet new challenges. These are the ability to learn quickly and to build new strategic assets by employees; the integration of these new strategic assets, and the transformation or reuse of existing assets which have depreciated. Teece (2011) note that dynamic capabilities encompasses three clusters of activities and adjustment which include (i) identification and assessment of an opportunity (ii) mobilization of resources to address an opportunity and to capture value from doing so (seizing) and (iii) continued renewal (transforming). Generally, dynamic capability is seen as a source of competitive advantage for firms, six capabilities seen as relevant firm capabilities. These are managerial capabilities, marketing capabilities, technological capabilities, R & D capabilities, innovation capability and human resources capability (Breznik and Lahovnik, 2016).

Implication of Industrial Relations Environment to Nigeria Managers
Developing a resilient organization in the midst of the dynamic industrial relation environments is a concern in today's volatile and competitive business arena. Maintaining a harmonious labour-management relation in which workers will be ever willing and committed to work for the success of their organizations is also a challenge facing managers. There is therefore need for organizations to develop a strong resilient ability in the face of the highly changing industrial relations environments in which organizations operate, and the needs for managers to be aware of the implications. Some implications of industrial relations environment for managers include:
Need for understanding the operations of the various industrial relations environment: A manager must understand that the legal-political environment of industrial relations must not have to be unstable or revolutionary to be a concern to managers but the fact that the legal-political environments changes from time to time should be important. Managers must therefore ensure that they keep themselves abreast with legislations, rules, policies and

agreement that relates to employment policies and practices in the country or state where they operate. Managers must ensure that the study and understand the legal and political situation in their operating countries in order to understand the constraints under which they operate and the opportunities the situations provides. Lack of the knowledge of rules, laws, and guidelines will expose the organization to several legal problems which can sweep off the organization from existence.

Urgent need to understand the economic environment in organizations operates. Lack of knowledge of the economic system is a sure invitation for managers and organizational failures. Developing a dynamic capabilities and adaptive capacity requires that management must be conversant with major economic policies of host country's economic system, as economic system has the potential to constrain manager's business decisions and actions. Baridam (1995:23) note that "no manager can initiate a successful business management strategy without taking the economic environment into account" as business decisions are related to the socio-economic surroundings. Therefore to ensure a resilient firm, a manager need to understand economic issues such as inflation rates, exchange rates and diverse tax policies. Robbins and Coulter (2007) that managers need to monitor inflation trends, and also understand their operative country currency policies by regulating bodies so that they can make good policies and business decisions that will enable their organizations ride over the chaotic business storms in our today's business arena. Obiekwe *et al* (2018) have earlier identified some implications of IR environment for managers. These include: (i) difficulty of realistic prediction of workers and union behaviour (ii) challenge of maintaining a harmonious workplace relationship and (iii) Demand for policy flexibility and accommodation

Difficulty of realistic prediction of workers and union behaviour: According to this point, the high changing environment makes it extremely difficult for managers to successfully predict how workers will behave or react over introduction of any change or policy in an organization. As a result managers should always think ahead and be proactive to deal with unexpected reactions or behaviours of workers in such a way that he can successfully balance the demands for productivity and equity at work.

These implications raised by Obiekwe *et al* (2018) are vital. However, there are other implications of IR environment for managers. These are (a) Industrial relations demand managerial ability to successfully scan and analyze and interpret the environment. The successful coping of organizations with the several challenging industrial relation environment require a manager's thorough scanning and analysis of the industrial relation environment in which his/her organization operates. Without a good environmental scanning and analysis skill, a manager may not be able to spot any threat developing in the environment. He may also not be able to discover opportunities present in the environment. To successfully do this, manager should be a man of versatile experience with good understanding of the country's legal, social and economic background so as to easily know what to do about any matter in any of the environments at any particular time (Obiekwe, *et al*, 2018; Nwachukwu, 2002).

Conclusion/Recommendations
Industrial relation environment present both threats and opportunities to organization. Ability to be flexible and to adapt to any changing situation will help an organization to be resilient. Managers therefore, should create rooms for policy flexibility in order to generate innovative ideas that will enhance productivity and chance of survival in the face of any challenge or setback.

Organizations should embrace technology with open arms. Managers and employees should pay greater attention on scientific and technological development, and research as a means of improving their innovative abilities, and generation of new ideas and thoughts in order to successfully adapt to the changing environment in which technology is a major driver. In that regard, managers should ensure that they regularly update their human relation skills and knowledge which is essential in generating a harmonious management–workers relationship. A stable and harmonious relationship in the industry is "sina-quo-non" to organizational stability, improved productivity and survival.

Additionally, since no manager can succeed without an understanding of his/her operating environment. Managers should ensure that they develop their conceptual and technical skills and knowledge so that they can be able to understand and interpret their operating industrial environment and also to make decisions that will encourage organizational learning, so that they can be able to develop adaptive abilities, as well as dynamic capabilities in their environments. Managers should therefore, understand that environment affects managers through the degree of industrial relations environmental uncertainty that is present and through the several stakeholder (employees, suppliers, creditors, regulators, society, clients) relationships that exist between the organization and its external constituencies.

To maintain a healthy industrial relationship, management should resolve any industrial conflict as quick as possible in order to create a harmonious industrial climate which encourages industrial development and productivity. Governments should encourage through her agencies, a good industrial relations policies which are capable of encouraging industrial harmony among the parties in industrial relations, as well as providing policy stability for organizations to operate with.

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