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# Exploring Asymmetrical Relations and Diverse Processes of Enslavement in the Aviation Industry of Nigeria

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### ABSTRACT

**Purpose:** This paper analyzes the impact of political patronage, bureaucratic corruption, and foreign capital dependency on labor conditions within Nigeria's aviation industry. Employing clientelism and dependency theory, it explores how these factors contribute to institutional inefficiency and diminished worker welfare.

**Research Methodology:** This study employs a case study approach, examining agencies such as the Federal Airports Authority of Nigeria (FAAN) and analyzing secondary data to investigate the effects of liberalization policies, casualization, outsourcing, and labor issues within the sector.

**Results:** The study found that political patronage and corruption contribute to inefficiency and poor service delivery within aviation agencies. Liberalization policies were associated with increased job insecurity, stress, and gender inequality, particularly among contract workers and ground staff.

**Conclusions:** This paper concludes that improvements in worker welfare and sector competitiveness within Nigeria's aviation industry require merit-based recruitment, strengthened labor laws, formal contracts, gender inclusion, and local ownership.

**Limitations:** This study is limited by its reliance on secondary data and its focus on Nigeria, potentially restricting generalizability to other regions.

**Contribution:** The study offers policy recommendations aimed at improving recruitment practices, labor rights, and gender equality, thereby contributing to both theoretical and practical solutions for Nigeria's aviation sector.

**Keywords:** *Clientelism, Dependency Theory, Gender Inequality, Merit-Based Recruitment, Nigeria Aviation, Political Favouritism*

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## 1. Introduction

The aviation industry is crucial to the socio-economic growth of countries, providing transportation, trade, and tourism. This industry is poised for substantial growth in Nigeria, driven by increasing demand for air travel and the strategic role of aviation within the nation's economic development plans ([Paul & Ofuebe, 2019](#)). However, Nigeria's aviation sector faces significant challenges, including inadequate infrastructure, ineffective management, and governance issues, which negatively impact operational efficiency and service delivery. These challenges contribute to inefficiencies, undermine stakeholder confidence, and result in overall poor sectoral performance.

Uneven power dynamics exist within the Nigerian aviation industry, stemming from an interconnected network of political patronage, historical factors, and economic dependencies. Corruption and bureaucratic inefficiencies have long been significant challenges within the sector, often linked to political influence in appointments, regulatory processes, and resource allocation ([Mugellini, Della Bella, Colagrossi, Isenring, & Killias, 2021](#); [Okoh, 2025](#)). These processes can establish a system where hiring and promotion prioritize relationships over merit, potentially leading to unqualified individuals being assigned to critical roles and thereby weakening sector efficiency ([Adenuga, Lawal, & Sanusi, 2025](#); [Sikora, Thompson, Russell, & Ferris, 2016](#)).

This paper aims to critically analyze the labor relations within the aviation sector in Nigeria using two theoretical perspectives namely Clientelism and Dependency Theory. These theories have offered a cohesive viewpoint that enables one to understand better how power relations, institutional inefficiency and issues in governance within the aviation sector are interrelated. Through these frameworks, the paper examines the existence of patronage politics in the industry, how the reliance of the sector on global capital and foreign exchange pressures continues to generate operational and structural inequities, and how the lack of human capital development and training further inhibits growth and productivity ([Abdullahi, 2018](#)). It is on the basis of these lenses that the study seeks to offer an inclusive insight into how failures in governance and precarious states arise in the aviation industry and provide policy guidance on how the industry can be reformed.

## 2. Literature Review and Hypothesis/es Development

The literature review provides a foundation for interpreting the systematic problems influencing labor relations within the Nigerian aviation industry. This section examines peer-reviewed articles and academic publications pertaining to nepotism, corruption, patronage, precarious work conditions, and structural economic forces within the Nigerian aviation sector. It highlights the impact of these issues on employment systems, labor rights, gender relations, and overall industry productivity. This section preconditions the analysis of theoretical frameworks applied to the understanding of these dynamics through a critical analysis of the existing research.

### *2.1 Nepotism and Political Patronage in the Aviation Industry in Nigeria*

Nepotism and political patronage, demonstrated through favoritism and political interference in employment and appointments, pose a significant challenge within the Nigerian public sector, including the aviation sector ([Nwodim, 2021](#)). Recruitment, promotions, and resource allocation in agencies such as the Federal Airports Authority of Nigeria (FAAN) are affected by bureaucratic corruption—often coupled with patronage—resulting in a non-merit-based system and operating inefficiencies ([Nwodim, 2021](#)). Quantitative research indicates that bureaucratic corruption within the Federal Airports Authority (FAAN) results in ineffective services, inefficient resource distribution, and appointments based on connections rather than qualifications ([Nwodim, 2021](#)).

These practices reinforce clientelism, whereby political loyalty is prioritized over professional competence, thereby promoting inefficiency and mismanagement within aviation institutions ([Godspower, 2025](#)). Research also suggests that human resource practices in national carriers and airport authorities are

politically influenced, reducing service quality and discouraging qualified professionals from joining or remaining in the industry ([Oluwakoya, 2011](#)). Consequently, these dynamics frequently cause conflicts of interest and structural inefficiencies, hindering development within the sector.

### ***2.2 Labor Exploitation in the Nigerian Aviation Industry***

The working conditions and labor issues within the Nigerian aviation industry remain precarious. Employees in ground handling, security, and contract positions frequently experience low salaries, job insecurity, and minimal benefits ([Atzeni & Sacchetto, 2023](#)). Existing literature highlights exploitative employment conditions prevalent throughout the wider Nigerian labor market, including the aviation sector, where workers are subjected to adverse conditions due to limited alternatives and inadequate enforcement ([Abanan, Moko, Firanda, & Aini, 2024](#); [Bayo, 2019](#)). Low wages, lack of job security, and poor working conditions contribute to diminished worker satisfaction and morale, ultimately impacting service delivery ([Nwodim, 2021](#)). While previous research has examined forced dependency, a theoretical review of extreme labor exploitation within aviation remains limited; most studies focus on governance and corruption rather than in-depth analyses of labor exploitation.

### ***2.3 Nepotism Effect on Gendered Exploitation***

The presence of gender differences within the Nigerian aviation workforce persists. Women remain underrepresented—for instance, with approximately 27.3% representation in some agencies and larger Nigerian investigations reveal gender pay disparities, discrimination during hiring and advancement, and occupational barriers ([Uwah & Ekpo, 2025](#)). Gender-based issues within diversity management negatively impact service delivery in the aviation sector; however, potential discrimination and unfair opportunities remain under-researched in the peer-reviewed literature ([Suau-Sanchez, Voltes-Dorta, & Lamolla, 2025](#)). Furthermore, exclusion may be exacerbated by patronage and bureaucracy, limiting women's access to leadership positions or higher-paying roles ([Nwodim, 2021](#)). These trends reinforce gender disparities, and there is a paucity of direct, aviation-specific sources documenting prevalent harassment or remuneration disparities in published journals.

### ***2.4 Structural and Economic Forces in the Nigerian Aviation Industry***

Weak internal governance and external economic reliance characterize the Nigerian aviation industry. Deregulation and liberalization have increased the involvement and investment of foreign airlines, foreign direct investment, and dependency on multinational corporations and global capital ([Oluwakoya, 2011](#)). This dependency hinders the expansion of domestic airlines and exposes the local labor force to the forces of globalization ([Damanik, Prasetyo, Alie, & Oktaria, 2025](#)). Poor application of labor standards, stemming from neoliberal policies and lax regulations and failures, facilitates malpractices such as job insecurity and inefficiencies ([Nwodim, 2021](#)). Furthermore, foreign de-jurisdiction and reliance on foreign airlines and investments exacerbate power dynamics, limiting local capacity-building and exposing workers to structural unfairnesses ([Njoya, 2016](#); [Oluwakoya, 2011](#)).

### ***2.5 Theoretical Implications of Clientelism and Dependency Theory***

In the Nigerian aviation industry, patronage is often explained by clientelism, whereby political elites compensate supporters by allocating jobs within agencies and businesses, thereby compromising meritocracy and encouraging inefficiency ([Godspower, 2025](#); [Nwodim, 2021](#)). Dependency Theory illuminates how reliance on global capital, foreign airlines, and multinational corporations perpetuates inequalities, restraining the growth of indigenous businesses and rendering workers vulnerable to exploitative forces instigated by external actors ([Njoya, 2016](#); [Oluwakoya, 2011](#)). These frameworks are useful for understanding the persistent power dynamics and governance challenges within the industry ([Santoso & Husaini, 2025](#)).

### 3. Methodology

To examine the issue of labor exploitation and unequal power dynamics in the Nigerian aviation sector, two theoretical frameworks—clientelism and dependency theory—were employed. These frameworks provide a valuable understanding of the political, economic, and social processes shaping labor relations, recruitment, and worker exploitation within the sector.

#### 3.1 Clientelism

Clientelism is a political system in which political leaders reward their supporters with material goods, services, or employment within the state apparatus to secure political support or votes ([Chiru, 2025](#); [Omojowo, Moliki, Oyekanmi, & Adenuga, 2024](#)). This form of patronage has been extensively documented in Nigeria, where political leaders frequently offer government positions based on allegiance, relationships, or family affiliations rather than solely on qualifications. Political interference in appointment and resource allocation within certain agencies has been linked to the Nigerian aviation industry, where clientelism and bureaucratic corruption are frequently cited, particularly at the Federal Airports Authority of Nigeria (FAAN).

This practice contributes to inefficiencies, undermines merit-based recruitment, and degrades service delivery ([Nwodim, 2021](#)). Consequently, clientelist relationships within the aviation industry result in an ineffective labor market, potentially prioritizing individuals with political connections over more qualified candidates. This can lead to mismanagement, ineffective decision-making, and reduced organizational effectiveness ([Nwodim, 2021](#)). Furthermore, the lack of accountability inherent in patronage-based structures allows networks to dominate institutional objectives, thereby exacerbating current service delivery challenges within the sector.

#### 3.2 Dependency Theory

Dependency Theory posits that asymmetric trade and investment among nations and transfer of technology continue to make the less-developed nations economically reliant on their rich counterparts, restricting their ability to be independent and set up development. The aspects of dependency, in the context of the aviation market of Nigeria, manifest themselves by excessive dependence on foreign airlines, multinational companies, imported equipment and foreign experience in the wake of the policies of deregulation and liberalization ([Oluwakoya, 2011](#)). This dependence has enhanced foreign involvement into the market but also it has generated structural vulnerability to local operators and workers ([Setyawan & Siallagan, 2025](#)).

The literature on aviation liberalization in Nigeria highlights the limitations of foreign dominance and international market forces on the growth of indigenous airlines and the resulting competitive disadvantage for local labor ([Njoya, 2016](#)). These dynamics may be exacerbated by weak regulatory enforcement within the Nigerian government, hindering its ability to effectively protect local interests and enforce labor standards on multinational actors ([Sajuyigbe et al., 2024](#)). Utilizing dependency theory provides a useful framework for understanding why Nigeria's aviation industry remains connected to the global market, prioritizing external capital accumulation over the development of local capacities, thereby creating structural inequalities.

#### 3.3 Clientelism and Dependency Synergy in the Aviation Industry

Clientelism and dependency provide an insightful perspective on power disequilibrium within the Nigerian aviation sector. Clientelism perpetuates patronage-based hiring and marketing practices in domestic institutions, while dependency represents a strategy that exploits structural weaknesses resulting from foreign investment and integration into the global market ([Nwodim, 2021](#); [Oluwakoya, 2011](#)). The combined effects of these forces may contribute to inefficiency, poor management, and challenges in workforce development. Politically influenced appointments can diminish institutional effectiveness, and reliance on foreign organizations may restrict local growth and subject workers to the fluctuations of the global market ([Nwodim, 2021](#)).

Other sources have observed precarious working conditions within the Nigerian aviation sector, such as job tension in unstable environments ([Oji and Abili \(2024\)](#)). However, the connection between this phenomenon and the combination of clientelism and dependency has not been directly examined in peer-reviewed aviation literature. Consequently, employees face job insecurity, reduced promotion opportunities, and sectoral vulnerability. These trends inhibit the Nigerian aviation sector's ability to develop and emphasize the necessity of establishing robust governance and regulatory systems.

#### **4. Results and Discussions**

Here, we evaluate the results of our literature review and theoretical frameworks to gain a clearer understanding of how clientelism and dependency influence the dynamics of labor exploitation and asymmetrical power within the Nigerian aviation industry. The three primary themes addressed include the effects of political patronage on workforce management, the impact of multinational companies on local labor practices, and the effects of labor exploitation on worker wellbeing.

##### ***4.1 The Effects of Political Favoritism on Human Resource Management***

In Nigeria, the aviation industry is significantly influenced by political patronage and bureaucratic corruption, impacting recruitment, promotions, and human resource management. Quantitative research conducted on the Federal Airports Authority of Nigeria (FAAN) found that bureaucratic corruption, including political appointments and favoritism, is the strongest predictor of inefficiency in service delivery and within the organization ([Nwodin, 2021](#)). The study revealed that political appointments often lead to the selection of unqualified individuals for strategic roles, resulting in mismanagement and operational failures.

Such patronage fosters loyalty among political patrons to professional standards and organizational objectives, leading to the systematic weakening of meritocracy ([Bello, 2024](#)). Recruits with political affiliations often receive preferential treatment, even when their performance is substandard, while competent employees lacking such connections experience career stagnation, discrimination, and limited promotion opportunities. These practices contribute directly to low morale, increased turnover intentions, and a dysfunctional organizational climate within aviation agencies.

##### ***4.2 The Impact of Multinational Corporations on Local Workforce Practices***

Despite multinational corporations not dominating the domestic Nigerian aviation market to the same extent as the oil or telecommunications industries, foreign technical partners, leasing firms, ground-handling companies, and foreign airlines exert significant influence on labor standards, particularly within the context of outsourcing and subcontracting agreements ([Yusuf, Irwan, & Normizan, 2017](#)). Since 2000, liberalization policies have increased opportunities for foreign involvement; however, there has been a lack of regulatory oversight of third-party contractors, many of whom are foreign-funded, leading to casualization and precarious employment behaviors ([Sukare & Abdullahi, 2025](#)).

Ground handling, catering, and security workers are frequently employed through subcontractors on temporary contracts, with salaries below industry standards and limited benefits ([Maxwell & Grant, 2021](#)). These arrangements facilitate cost-cutting policies that prioritize profit over worker welfare and circumvent Nigerian labor laws. The Nigerian Civil Aviation Authority (NCAA) has repeatedly expressed concerns regarding the increase of these practices, yet enforcement remains limited ([Adedeji, 2025](#); [Maxwell & Grant, 2021](#)). This organizational reliance on external technical skills and funding reinforces unequal power dynamics within the labor market.

##### ***4.3 Labor exploitation and its impact on worker well-being.***

The issue of labor exploitation and precarious working conditions has negative impacts whose physical and psychological outcomes can be quantified among Nigerian aviation workers. A study examining the relationship between emotional intelligence, self-efficacy, and job tension in aviation workers reported

significantly elevated occupational stress and burnout rates, directly associated with job insecurity and unfavorable working environments ([Uhegbu & Ukoba, 2025](#)). Physical health risks are particularly prevalent among ground handling staff and contract workers, who often experience long shifts, aircraft noise exposure, fumes, and work in harsh weather conditions with inadequate protective gear and rest areas ([Raimi & Adindu, 2019](#)).

Research on casual workers in Nigerian aviation consistently reveals high turnover intentions, low job satisfaction, and low organizational commitment ([Osagie, Ojo, & Efebare, 2019](#)). Despite limited empirical studies on sexual harassment of flight attendants in Nigerian airlines, extended literature on gender inequality in male-dominated workplaces in Nigeria confirms the persistence of pay disparities, career advancement obstacles, and adverse working environments ([Simane-Netshisaulu & Maputle, 2021](#); [Weziak-Białowska, Białowski, Mordukhovich, & McNeely, 2020](#)). Women are significantly underrepresented in technical and managerial positions within the industry.

#### ***4.4 Synthesis: Clientelism and Dependency in Labor Exploitation***

The interaction of clientelism with structural dependency provides a robust framework for understanding the continuous exploitation of labor and the perpetuation of unequal power relations within the Nigerian aviation industry. Systematic sabotage of merit-based human resource practices and institutional efficiency occurs through clientelism, manifested in politically motivated appointments and bureaucratic corruption ([Nwodim, 2021](#)). Simultaneously, reliance on foreign suppliers of technical equipment, leasing organizations, and subcontracting schemes facilitates widespread labor exploitation characterized by low wages and limited regulation ([Maxwell & Grant, 2021](#); [Sukare & Abdullahi, 2025](#)). Collectively, these forces create an unhealthy labor market, wherein political loyalty and cost-cutting consistently take precedence over worker rights, professionalization, and sectoral growth. This results in a vicious cycle of underperformance, exploitation, and lack of motivation, hindering the Nigerian aviation industry's achievement of its full economic potential.

#### ***4.5 Policy Recommendations***

Based on these findings, the section presents a list of policy recommendations aimed at mitigating labor exploitation, uneven power relations, and gendered inequalities within the Nigerian aviation sector. These recommendations focus on enhancing equitable labor practices, improving governance, and fostering a more equitable and sustainable aviation industry.

##### ***4.5.1 Enhancing Regulatory Oversight and Regulatory Enforcement.***

Weak regulatory oversight constitutes a significant challenge within the aviation industry, facilitating worker exploitation and the continuation of clientelism. Regulatory agencies, such as the Nigerian Civil Aviation Authority (NCAA), should strengthen their monitoring systems to ensure the appropriate enforcement of labor laws. Governments must prioritize transparency through the open auditing of aviation firms, guaranteeing that hiring and promotion processes are not subject to political influence. Furthermore, civil society organizations and labor unions should be empowered to monitor labor practices and safeguard workers' rights under the law. This would establish a robust system for ensuring the aviation sector's compliance with international labor standards and human rights principles.

Merit-based recruitment systems should be adopted. The aviation sector in Nigeria requires a transition to merit-based recruitment and promotion systems to address the patronage system, which compromises professionalism and accountability. The government should implement reforms that ensure transparency in recruitment processes, prioritizing career qualifications over political affiliations or family connections. Hiring practices should be clearly defined across all ranks within the aviation industry, including public airlines, regulatory agencies, and airport management. This will ensure that only qualified professionals are appointed to strategic positions, thereby enhancing efficiency and service delivery within the sector. The recruitment systems on competency basis must be incorporated with performance based assessments to

enable further progress in the industry. This would create a culture of responsibility and high performance in the aviation sector ([Nwodim, 2021](#)).

Enhancing worker protection is a priority: the Nigerian government should strengthen enforcement of labor rights within the aviation industry to mitigate labor exploitation, poor working conditions, and inadequate wages. This requires ensuring robust employment contract provisions, fair compensation, and job security for all workers, including temporary and informal employees. To reduce the prevalence of informal contracts and temporary positions, the government should enact legislation to formalize employment within the aviation sector. Furthermore, access to social benefits, such as health insurance, pension schemes, and safe working conditions, is essential for all workers. Particular attention should be given to vulnerable employment areas, including ground staff, security personnel, and flight attendants, who are disproportionately affected by informal labor arrangements ([Maxwell & Grant, 2021](#)).

Response to Gender Inequality and Discrimination: Gender-based discrimination persists within the Nigerian aviation industry, particularly among flight attendants and ground staff, who experience sexual harassment, unequal pay, and limited career advancement opportunities. To mitigate this issue, aviation employers and the government should implement gender equality and anti-harassment policies within the workplace. Aviation company management should ensure that both employees and managers receive sexual harassment training, explicitly condemning gender-based exploitation. Furthermore, transparent wage structures should be established to guarantee equal pay for equal work, regardless of gender. Finally, initiatives should be launched to encourage the hiring and promotion of women into senior-level positions within the aviation sector ([Simane-Netshisaulu & Maputle, 2021](#)).

Promoting Local Investment and ownership in the Aviation Industry: In an effort to ensure that Nigeria does not continue to be too reliant on foreign capital and multinational corporations, the Nigerian government needs to develop policies that will encourage local ownership and investment in the aviation sector. It can be done in form of tax incentives, subsidies, and preferential loans to the Nigerian owned airlines, aviation services providers and training institutions. The aviation companies should be owned locally to minimize the power of foreign companies and provide the labor market with a more equal distribution of power so that Nigerian employees could enjoy higher wages, terms of work, and career growth. Furthermore, the aviation sector's growth would stimulate economic development, job creation, and technological advancement through the promotion of local entrepreneurship and investment (Oluwakaya, 2016).

Enhancing Accountability and Transparency: The Nigerian government needs to introduce more transparency tools in the aviation industry to eliminate the problems of corruption and lack of accountability that affect the aviation industry. This necessitates the establishment of independent oversight agencies with the authority to audit and regulate the activities of aviation companies and government agencies. Moreover, regular performance reports and public accountability statements should be disseminated to assess the performance of key aviation institutions and ensure compliance with international standards concerning labor rights, safety, and service delivery ([Nwodim, 2021](#)). To curtail political patronage and cultivate a culture of transparency and integrity, strengthening legislation to protect whistleblowers and implementing robust anti-corruption campaigns would be beneficial.

Global cooperation and responsibility necessitate that Nigeria actively participate in international conferences and accords to improve labor rights and working conditions within the global aviation sector. Nigeria has the potential to become a leader in African aviation by adopting global best practices and adhering to international labor standards, thereby ensuring equal opportunities and fair treatment for all employees. Furthermore, international aviation businesses must demonstrate responsibility regarding their labor practices, particularly in countries like Nigeria where regulatory oversight may be limited.

## **5. Conclusions**

### **5.1 Conclusion**

Aviation industry in Nigeria has been one of the most crucial yet underdeveloped industries in Nigeria, which is more or less influenced by asymmetrical power relations and exploitation of labor. As it has been established in the analysis, the pervasiveness of political patronage, clientelism, and internalization on multinational corporations are detrimental to the sector in its ability to realize efficiency and productivity in the sector as well as global competitiveness. These have resulted in a system in which workers, especially those in informal jobs or temporary contracts still experience poor working conditions, low wages and job insecurity. Political patronage in the industry due to clientelism contributes to nepotism and discourages merit in recruitment and promotion. This has contributed to poor use of talent and mismanagement of organizational performance, whereby, the loyalty that is characterized by political affiliation becomes more important than professional ability. In addition to that, multinational companies in the industry have increased labor exploitation by circumventing the labor laws and applying exploitative labor standards in an effort to maximize their profits.

This paper demonstrates that the neo-slavery paradigm significantly explains the continued operation of debt bondage, coercive labor, and forced servitude within the Nigerian aviation sector. Workers in this industry experience systemic barriers to negotiating decent pay, job security, and fundamental labor rights. Furthermore, gender-based exploitation persists, with female employees frequently facing sexual harassment, unfair treatment, and low wages. Despite the Nigerian government's efforts to enhance governance and labor rights in the aviation industry through various reforms, political patronage and inadequate regulation enforcement remain significant obstacles to progress. Multinational corporations also bear a responsibility to address poor working conditions, and the government should prioritize hiring based on merit to counter nepotism and labor exploitation ([Nwodim, 2021](#)).

### **5.2 Research Limitations**

This study is limited by its reliance on secondary data from various sources, including government reports, academic publications, and industry analyses. The use of secondary data may not fully capture the nuanced dynamics of labor exploitation and power relations within the aviation industry, potentially overlooking recent policy changes and the lived experiences of workers. Furthermore, the study's primary focus on the aviation sector in Nigeria may restrict the generalizability of its findings to other countries with differing political and economic contexts. Finally, the absence of primary data collection—such as interviews or surveys with aviation workers—limits the ability to directly assess the impact of clientelism, dependency, and labor exploitation on individual workers.

### **5.3 Suggestions and Directions for Future Research**

Future research should explore the lived experiences of aviation workers through primary data collection, including interviews and surveys, to gain a deeper understanding of labor exploitation and power relations within the industry. A comparative study of aviation sectors in other African countries could assess whether patterns observed in Nigeria are prevalent in other regions and offer broader insights into structural issues. Furthermore, future studies should examine the long-term impacts of political patronage and foreign dependency on worker wellbeing and sectoral growth. Expanding research on gender inequality in the aviation sector, particularly focusing on the specific challenges faced by female workers and potential policy solutions, is also warranted. Finally, evaluating the effectiveness of proposed policy reforms in improving labor conditions and governance practices within the Nigerian aviation industry would provide valuable insights for future policy development.

This paper argues for the necessity of overhauling policies to address reported issues within the aviation industry. The study recommends the following:

- a) Improving regulatory oversight within the aviation industry is crucial to ensure proper implementation of labor regulations and compliance with international labor standards.

- b) Merit Recruitment Systems within the aviation industry should prioritize professional qualifications over political loyalty or family relationships during recruitment and promotion. The government should also implement open recruitment procedures to foster equal opportunities and competition among all job applicants ([Nwodim, 2021](#)).
- c) Government and aviation firms should develop policies addressing gender inequality and sexual harassment in the workplace. Gender-sensitive initiatives are required to ensure equal pay for equal work and safe working environments for female employees ([Simane-Netshisaulu & Maputle, 2021](#)).
- d) Raising Local Ownership and Investment: Policies that focus on raising the level of local ownership and investment into the aviation sector should be prioritized. This will lessen reliance on foreign investors and enable more protection of workers and economic growth in the sector ([Oluwakoya, 2011](#)).
- e) Protecting worker rights is crucial; the government should strengthen protections for workers, particularly those in non-permanent or informal employment, by ensuring access to decent wages, health benefits, and employment security ([Maxwell & Grant, 2021](#)).
- f) International accountability necessitates that international aviation companies and multinational corporations operating in Nigeria be held responsible for human rights violations and labor exploitation. Increased engagement from the Nigerian government within global labor standards systems would encourage adherence to fair labor practices.

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