

Conflict Management Strategies and Industrial Harmony in the Manufacturing Industry in Kwara State

Nuha Salihu Aremu^{a*}, Ismaila Bolarinwa Kadiri^b and S. O. Okesola^c

^{abc}Department of Industrial Relations and Personnel Management, University of Ilorin, Ilorin, Nigeria

*Corresponding Author: aremu.ns@unilorin.edu.ng

Abstract

Conflict is an inherent feature of organisational dynamics, particularly in manufacturing firms where close interactions between employees and management frequently give rise to disputes. In Nigeria, such challenges are evident in companies like Lubcon Nigeria Limited, Kwara State. While prior studies have largely emphasised managerial perspectives, employees' views remain underexplored. This study examines the role of conflict management strategies in enhancing industrial harmony at Lubcon Nigeria Limited. Using a sample of 151 workers drawn from a population of 248 staff, data were collected through structured questionnaires and analysed with regression techniques. The findings indicate that collective bargaining and compromise strategies have a moderately positive influence on industrial harmony. The study concludes that effective conflict management significantly promotes harmonious workplace relations and recommends that Lubcon Nigeria Limited strengthen the use of collective bargaining and compromise as strategic tools for sustaining industrial peace and organisational stability.

Keywords: *Conflict management, collective bargaining, compromise, and industrial harmony*

Introduction

Every organisation, including manufacturing companies, harmonious relationship does not exist without effective conflict management. It is generally understood that when people (management and employees) come in contact with one another, conflicts of interest may arise. Hence, conflicting interest leads to disharmony in the organization. It is essential to note that conflict is a conventional phenomenon in the workplace; finding the best strategies to manage it is a task every manager must perform. Conflict, as defined by John-Eke and Akintokunbo (2020), is a disagreement largely caused by differences in individual opinions, goals, ideas, feelings, and values that clash with each other in the interaction between two or more people, teams, and organization. Conflict may be interpersonal or intergroup, with interpersonal conflicts occurring between a manager and his subordinate or between two individuals at the same level of the management hierarchy. Intergroup conflicts often occur between two labour unions, between two departments, or between teams while attempting to implement the policies and practices of the organisation (Omene, 2021).

Due to inevitable social interaction in the workplace, conflict is predestined; however, its management determines whether the result will be positive or negative (John-Eke & Akintokunbo, 2020). The focus is on creating a harmonious and productive workplace that encourages collaboration and effective communication among team members. Rather than reacting negatively to disputes, emphasis is placed on proactive strategies that prevent conflict by promoting understanding and cooperation.

Therefore, effective conflict management is essential for organisations, as addressing disputes and the consequences of interpersonal issues within the workplace often takes a significant portion of the manager's time (Longe, 2024). The consequences of unresolved conflict can be severe, with the potential for lost productivity, increased absenteeism, and strained management-employee relations. Moreover, disharmony in the workplace can hinder an organisation's ability to adapt and succeed in today's challenging business environment. (Harel et al.,2020, Collins, 2023).

On the other hand, constructively managed conflict can have a positive effect on organisational performance. When conflicts are addressed effectively, employees may feel a greater sense of dignity and justice, leading to increased commitment to the organisation's mission. It is evident from the above that when a dispute arises, the attainment of industrial harmony in the organisation is threatened. Girigiri and Badom (2021) describe industrial harmony as an environment that minimizes industrial conflict by promoting effective communication between management and employees. When decision-making involves all stakeholders, it promotes creativity, enthusiasm, and productivity. Such harmony leads to improved service delivery, while job satisfaction and personal fulfillment become defining traits of both employers and workers. Managers often fail to use conflict positively. Chauchan et al. (2020) asserted that managers are expected to identify and remedy this unacceptable malfunctioning in the workgroup and/or organisation, which is likely to "harm employees' commitment towards the organisation". Common causes of industrial conflict may include salaries and wage disputes, poor work conditions and arrangements, lack of transparency on the part of the employer, and discrimination that results from unfair treatment of employees. To this end, it is critical for companies to employ effective procedural conflict management strategies in ensuring organisational sustainability and promoting industrial relationships (Aremu et al., 2021).

Conflict remains an inevitable aspect of organisational life, especially in the manufacturing sector, where diverse interests and goals often collide. Although several strategies such as avoidance, collaboration, accommodation, and competition have been proposed in existing literature, there is still no clear consensus on which conflict management approaches are most effective in promoting industrial harmony (Wobodo, 2019). Building on prior work in industrial relations and Nigerian manufacturing settings, collective bargaining and compromise emerge as particularly salient strategies because they emphasise negotiation, mutual concession, and structured dialogue between labour and management (Omene, 2021; John-Eke & Akintokunbo, 2020). In many manufacturing companies, including Lubcon Nigeria Limited, the failure to properly align these strategies with organisational objectives has resulted in strained employer-employee relationships, weak workplace cohesion, and, ultimately, reduced productivity and organisational growth.

Moreover, the responsibility of managing conflict is frequently viewed as the sole duty of management, leaving employees ill-equipped to handle disputes that arise among themselves or with their superiors. Many Nigerian manufacturing firms lack a structured approach to deploying appropriate conflict management mechanisms tailored to the nature of specific disputes, and this weakness is compounded by the fact that employees themselves are often not adequately equipped with the skills and knowledge required to manage conflicts constructively. Therefore, this study concentrates on collective bargaining and compromise as key conflict management strategies in Lubcon Nigeria Limited.

Literature Review

Conflict management is a way of addressing and resolving disagreements and disputes among employees to maintain a productive and harmonious work environment. Getting involved in conflict occurs from time to time but knowing how to handle it becomes a challenge. Similarly, effective conflict management refers to the ability of a potential manager to resolve disagreement in a way that minimizes disruption, promotes team's cohesion, and ensures high-quality performance (Gonzalez-Garcia et. al., 2024). Conflict management strategies aim to reduce the harms and enhance benefits of a potential conflict, boosting learning and organisational effectiveness (Smriti and Kumar, 2021).

Conflict management strategies are structured ways of turning workplace disputes into opportunities for improved relationships, problem-solving, and organisational effectiveness. They aim not only to reduce tension but also to enhance cooperation, communication, and understanding among parties involved. Conflict management strategies are concerned with the adoption of effective strategies to undermine the dysfunctional implications of conflict while enhancing its functional aspect in order to improve productivity and effectiveness of the workplace (Jamiu, 2021). Conflict management strategies are concerned with the adoption of effective strategies to reduce the negative implications of conflict while enhancing its positive aspects in order to promote productivity and effectiveness of the workplace (Jamiu, 2021). Similarly, John-Eke and Akintokunbo (2020) reported conflict management strategies as a means of limiting unfavourable and the negative impact of conflicts through the usage of several measures designed to create a level of consciousness as well as promote an understanding of the conflict situation by various parties involved. It should be noted that several strategies exist, however collective bargaining and compromise are frequently highlighted in industrial relation and manufacturing context because both strategies emphasize negotiation, concession and structured dialogue between labour and management.

Collective bargaining

Collective bargaining is a formal negotiation between employers and employees, usually through unions, to reach agreements on employment terms such as wages, working conditions, and other employment benefits. Doellgast and Benassi (2020) reported that the term collective bargaining was pioneered by Beatrice and Sydney Webb, to describe the process of agreement of terms and conditions of employment through representatives of employers or their associations and representatives of employees and their unions. Collective bargaining is a means of putting end to conflict between employees and management as well as the determination of conditions and terms of employment (Agabe, 2023). In addition, Uzualu and Ochem (2024) defined collective bargaining as a democratic mode of resolving disputes without industrial action. If the terms are agreed and consented to by the parties, it is a social partnership that shapes the framework upon which industrial democracy can be achieved in the enterprise. Morris (2021), in his words, noted that collective bargaining is a negotiation process between employers and employees' representatives to create an agreement that will regulate the terms and conditions of employment. This conflict management involves reaching a mutually acceptable decision by each party, with emphasis on flexibility and the mutual benefit of the agreement (Cheta-Maclean, 2023).

Compromise

A compromise is a conflict management strategy in which two or more parties make mutual concessions by each giving up part of their demands or interests in order to reach a mutually acceptable solution. It is based on the principle of give-and-take, where each party sacrifices and gives up certain demands to achieve a workable solution. This view was made clearer by Ololube (2024), who opined that the essence of compromise lies in its ability to balance resolution by integrating diverse perspectives, interests and needs. He added that compromise, when approached with a spirit of goodwill and open communication, can effectively address conflicts and lead to sustainable resolutions. According to Wobodo et al. (2020), the adoption of a compromising approach creates an atmosphere of a win-lose outcome among the conflicting parties. Compromising strategies might also yield a less satisfactory outcome since they involve a relatively lower level of negotiation effort in their application (Chaudhary & Arora 2023; Alotaibi 2020).

Industrial harmony

Industrial harmony is seen as a stable and cooperative relationship between employers and employees, as well as their unions, within a workplace or across an industry. According to Longe (2024), Industrial harmony is a constructive and multifaceted concept, frequently employed within the framework of industrial relations to describe a state of cooperative and stable labor-management relations. As reported by Uzoamaka, Chinedu, and Ifeoma (2022), industrial harmony is a state of organisational stability, where management and employees work together in unity and total cooperation to achieve their desired objectives. Moreover, its emphasis in the workplace is on labour relations equilibrium and the creation of a conducive work environment responsive to dedication and commitment to accomplish the desirable set goals and objectives in the workplace. Similarly, workplace harmony in its ideal state shows an industry in a condition of relative equilibrium where there are cordial and productive relationships between individuals and or groups (Odunukwe et al., 2023).

Relationship between conflict management strategies and industrial harmony

Proactive collective bargaining is widely recognized as a vital strategy for fostering industrial harmony by promoting open dialogue and collaborative negotiation between employers and employees. As Doellgast and Benassi (2020) highlight, when approached with mutual respect and a genuine commitment to resolving differences, collective bargaining serves as an effective tool to prevent industrial discord and build stable workplace relationships. Supporting this view, Igbokwe (2024) notes that collective bargaining, when conducted in a cooperative rather than adversarial manner, can significantly reduce tensions and promote a balanced power dynamic. Thus, collective bargaining, especially when combined with a spirit of goodwill and complementary conflict management strategies, plays a crucial role in creating lasting industrial peace and cooperation.

Girigiri and Badom (2021) emphasize the vital role of compromise in complementing collective bargaining efforts to achieve a harmonious workplace. Their argument aligns with Lewin's (1947) foundational theory on group dynamics, which stresses that successful conflict resolution depends on parties' readiness to make concessions and reconcile differences. Compromise allows

both employers and employees to have their interests acknowledged and partially fulfilled, promoting satisfaction and collaboration. This process is critical for enhancing organizational productivity, as supported by studies like those of Odunukwe, Anah, and Ezeh (2023), which demonstrate the positive correlation between workplace harmony and organisational performance. Thus, compromise acts as a pragmatic tool that transforms potential conflicts into opportunities for mutual gain.

Furthermore, the workplace is often conceptualized as a coalition of competing interests between labour and management, an idea rooted in the pluralist theory of industrial relations (Fox, 1966). Girigiri and Badom (2021) reiterate this perspective, recognizing conflict as inherent in labour-management relations. Consequently, conflict management strategies, particularly collective bargaining and compromise, are essential for balancing these competing interests and maintaining industrial harmony. According to Clegg, Kornberger, and Pitsis (2021), such strategies are effective when parties engage in continuous negotiation and demonstrate flexibility, thereby preventing disputes from escalating into disruptive actions such as strikes or lockouts. In this way, the combined application of collective bargaining and compromise creates a dynamic framework that supports stable, cooperative industrial relations, benefiting both organizational success and worker welfare.

Theoretical Framework

The interactionist approach, like human relations theory, believe that conflict is inevitable, and further takes a broader view of it. Therefore, according to this school of thought, conflicts need to be maintained at the lowest level on a continuous basis, so that the party involved remains viable, creative, and self-critical (Hambali & Mu'alimin, 2020). This view suggests that conflict should be encouraged, based on the belief that parties that are cooperative, calm, peaceful, and harmonious often become static, apathetic, unambitious, and lacking in innovation. In this regard, conflicts keep the parties' members lively in discussions and creativity, and as a result, conflict is promoted as it reinforces organisational harmony and performance. Moreover, this school of thought has identified several types of conflict: Process conflict, which relates to how the work is done (Dirrler & Podrutzik, 2023). The work of Ukata and Silas-Dikibo (2020) reported that a low level of conflict will not be harmful to day-to-day operations but will help to create uninterrupted functioning by better understanding of issues at hand. To this end, conflict can be positive in the workplace, but whenever a critical or major conflict occurs, it should be resolved as the uncontrollable level of conflict can be harmful and dysfunctional for the organisation.

This theory is adopted because it provides a more nuanced understanding of the types and levels of conflict, enabling organizations to differentiate between productive and destructive conflicts. For example, it highlights the benefits of task-related or process conflicts, which can lead to enhanced collaboration and innovation, while cautioning against relationship conflicts that might hinder group cohesion and morale. This ability to distinguish between different forms of conflict aligns well with the study's objective to explore strategies for harnessing conflict as a tool for growth and progress. Moreover, the interactionist theory's emphasis on maintaining a balance between constructive conflict and harmony makes it a versatile and adaptable framework for various organizational contexts.

Furthermore, interactionist theory directly addresses the micro-level dynamics of conflict within teams and organizations. This specificity makes it a more practical choice for understanding and addressing workplace challenges. Its focus on fostering a creative and self-critical organizational culture further reinforces its relevance to the study's aim of exploring ways to optimize team performance and organizational outcomes. In this regard, the adoption of inter-action theory of conflict would enable a better study of conflict management strategies in promoting industrial harmony in the workplace.

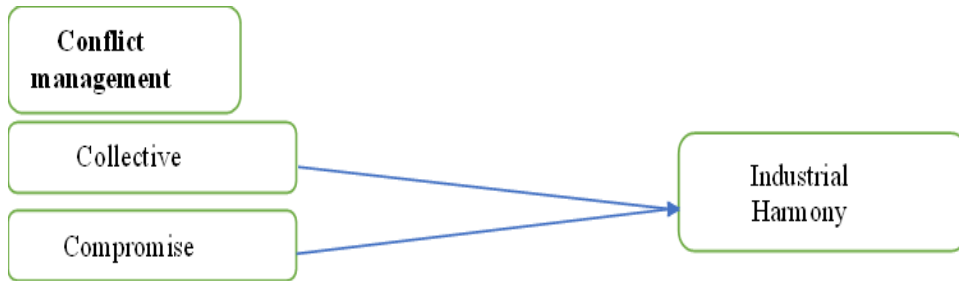


Figure 1: Conceptual Model

Methodology

The study aimed to examine the impact of conflict management strategies on industrial harmony in the Lubcon Nigeria Limited, Kwara State, Nigeria. The study employed a descriptive research design to examine the effects of collective bargaining and compromise on industrial harmony. The study used questionnaires to obtain data from the respondents. The population of the study stood at 248 staff of Lubcon Company, containing both permanent and casual employees. A sample size of 151 workers was obtained through the use of Raosoft online sample size calculator, and simple random techniques were adopted to select the respondents of the study. A structured questionnaire was used as the main instrument for data collection. The reliability of the instrument was measured with the Cronbach's Alpha coefficient. The content validity was used to ensure the questions on the questionnaire represent the entire range of constructs being measured. The reliability of the instrument was measured with the Cronbach's Alpha coefficient.

Table 1 Cronbach Alpha

Variables	Number of items	Cronbach Alpha Value
Collective Bargaining	4	0.7926
Compromise	4	0.8256

Source: Authors' Computation, 2025

Results and Discussions

Table 2 Demographic Characteristics of the Respondents

Demographic Constructs	Frequency	Percentage
Gender		
Male	51	33.8
Female	100	66.2
Marital Status		
Single	78	51.7
Married	73	48.3
Age		
20 - 25 years	55	36.4
26 - 34 years	17	11.3
35 - 44 years	25	16.6
45 - 54 years	43	28.5
55 - 65 years	11	7.3
Educational Qualification		
HND/B.Sc	96	63.6
MSc.	20	13.2
OND/NCE	12	7.9
PhD.	23	15.2
Length of Service		
Less than 5 years	58	38.4
5 - 10 years	33	21.9
11 - 20 years	49	32.5
21 years – Above	11	7.3
Employment Status		
Casual Staff	37	24.5
Permanent Staff	114	75.5
Total	151	100

Source: SPSS output, 2025

H₀₁: Collective bargaining as a conflict management strategy has no significant effects on industrial harmony in Lubcon Nigeria Limited in Kwara state

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 ^a	.206	.201	2.19389

a. Predictors: (Constant), ColStr

b. Source: SPSS output, 2025

The model summary table 2 gives an R-square value of 0.206. Thus, this model is predicting 20.6% of the variance in the level of industrial harmony. The correlation coefficient (R) value of 0.454 (45.4%) posit that a significant and positive (moderate) relationship exists between collective bargaining strategies (independent variable) and industrial harmony (dependent variable), while the remaining 54.6% is due to other variables not captured in this model.

Additionally, the adjusted R-square is 0.20, indicating 20.1% of the variance is determined by the predictors captured in this model. The f-value of 38.698 in Table 3 with a probability value of less than 0.001 (<0.05) indicates that the collective bargaining strategy (independent variable) has a significant effect on industrial harmony (dependent variable). This shows that collective bargaining can explain the variation in industrial harmony. Therefore, the null hypothesis is rejected. Table 4 shows the contributions of the predictors. In this case, the collective bargaining strategy contributes with a beta value of 0.454, sig < 0.05, and t-value of 6.221. The contribution is statistically significant to the level of industrial harmony. Hence, the null hypothesis is rejected, and the study concludes that the collective bargaining strategy has a positive effect on industrial harmony in Lubcon Nigeria Limited.

Table 4 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	186.259	1	186.259	38.698	<.001 ^b
	Residual	717.158	149	4.813		
	Total	903.417	150			

a. *Dependent Variable: IndHar*

b. *Predictors: (Constant), ColStr*

Source: SPSS output, 2025

Table 5 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.666	1.633		4.083	<.001
	ColStr	.595	.096	.454	6.221	<.001

a. *Dependent Variable: IndHar*

Ho2: Compromise as a conflict management strategy has no significant influence on industrial harmony in Lubcon Nigeria Limited in Kwara state.

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.175	.169	2.23686

a. *Predictors: (Constant), ComStr*

Source: SPSS output, 2025

The model summary table 5 indicates R-square value of 0.175. Thus, this model predicts 17.5% of the variance in the level of industrial harmony. The correlation coefficient (R) value of 0.418 (41.8%) posits that a significant and positive (moderate) relationship between compromise strategies (independent variable) and industrial harmony (dependent variable), while the

remaining 58.2% is due to other variables not captured in this model. Additionally, the adjusted R-square is 0.169, indicating 16.9% of the variance is determined by the predictors captured in this model. The f-value of 31.555 in Table 6 with a probability value of less than 0.001 (<0.05) indicates that the compromise strategy (independent variable) has a significant influence on industrial harmony (dependent variable). This shows that collective bargaining can explain the variation in industrial harmony. Therefore, the null hypothesis is rejected. Table 7 shows the contributions of the predictors. In this case, the compromise strategy contributes with a beta value of 0.418, sig < 0.05, and a t-value of 5.617. The contribution is statistically significant to the level of industrial harmony. Hence, the null hypothesis is rejected, and the study concludes that the compromise strategy has positive influence on industrial harmony in Lubcon Nigeria Limited.

Table 7 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	157.887	1	157.887	31.555	<.001 ^b
	Residual	745.530	149	5.004		
	Total	903.417	150			

- a. *Dependent Variable: IndHar*
 - b. *Predictors: (Constant), ComStr*
- Source: SPSS output, 2025

Table 8 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.008	1.216		8.231	<.001
	ComStr	.426	.076	.418	5.617	<.001

- a. *Dependent Variable: IndHar*

Discussion of Findings

The finding from the first hypothesis indicates that collective bargaining as a conflict management strategy has a significant effect on industrial harmony in Lubcon Nigeria Limited in Kwara state. It showed that the collective bargaining strategy (ColStr) standardized coefficient of 0.454, t-test value of 6.221, and sig value of <0.001 (<0.05). The correlation coefficient (R) value of 0.454 (45.4%) posit that a significant and positive (moderate) relationship exists between collective bargaining strategy (independent variable) and industrial harmony (dependent variable). This resonates with position of Agabe (2023), who asserted that collective bargaining plays a pivotal role in reducing industrial action strikes and promoting mutual trust between employees and management. It provides a structured, negotiated approach to resolving labour disputes, creating a more stable and harmonious work environment. When both parties feel their interests are fairly represented, and the process is transparent and effective, it can lead to the development of a stronger partnership built on trust and cooperation.

The second hypothesis indicates that compromise as a conflict management strategy significantly influences industrial harmony in Lubcon Nigeria Limited in Kwara state. It showed that the compromise strategy (ComStr) standardized coefficient of 0.418, a t-test value of 5.617, and a sig value of <0.001 (<0.05). The correlation coefficient (R) value of 0.418 (41.8%) concluded

that the compromise strategy (independent variable) has positive (moderate) relationship with the industrial harmony (dependent variable). This supports the claims made by Chukwujama, Ihimand Nwangwu (2024) that organisations should effectively use a compromise strategy so as to promote a healthy work environment towards outstanding performance of the organisation. They further posited that a compromise strategy would compel employees to let go of the bottled grievances and personal interests and rather work towards attaining goals in the organisation.

Theoretical implications

The findings provide clear support for interactionist perspectives, which view conflict as inevitable but potentially functional when institutionally channelled. Evidence that collective bargaining and compromise are positively associated with industrial harmony in Nigerian manufacturing organizations shows that structured conflict management can convert underlying disagreements into stability, mutual trust, and productivity rather than breakdown. Also, the emphasis on maintaining conflict at manageable levels, and on task/process-oriented dispute handling aligns with interactionist arguments that moderate, well-handled conflict can promote innovation and organizational learning. The pattern of results also nuances existing theory by suggesting that proactive, cooperative forms of bargaining and compromise grounded in communication, respect for agreements, and problem solving are most compatible with industrial peace, whereas poorly implemented bargaining can perpetuate disharmony.

Practical implications

The findings offer clear, actionable lessons for practitioners in manufacturing settings. For managers and HR, they underscore the need to institutionalize regular, transparent collective bargaining sessions as a core organisational process rather than an ad-hoc response to crises. Doing so provides employees with a predictable and legitimate channel for voice, thereby reducing the risk of strikes, go-slows and informal resistance, while helping management anticipate and address emerging grievances early. However, these bargaining processes will only sustain industrial harmony if outcomes are clearly communicated, linked to organisational performance targets, and framed as joint problem-solving rather than one-sided concessions. For unions and employee representatives, the evidence highlights the necessity of investing in representatives' capacity for interest-based negotiation, data-driven arguments and constructive compromise, instead of relying solely on positional or confrontational tactics that can damage long-term relationships.

Conclusion

The study offered valuable insights into how conflict management strategies impact industrial harmony at Lubcon Nigeria Limited in Kwara State, Nigeria. It concluded that collective bargaining and compromise significantly influence industrial harmony. Hence, prove to be highly effective strategies, promoting mutual trust between employees and management while offering a structured framework for resolving and preventing prolonged disputes.

Recommendations

Building on the finding that collective bargaining has a significant positive effect on industrial harmony at Lubcon Nigeria Limited, the company should move beyond occasional or reactive negotiations and formally institutionalise periodic collective bargaining sessions. These sessions should involve recognised employee representatives and relevant levels of management and be scheduled at regular intervals to provide a predictable forum for raising and addressing concerns. To be effective, the bargaining process should operate with clearly defined agendas, procedures, and timelines for implementation and review of agreements. Key issues such as wages, working conditions, health and safety, welfare programmes, and career progression should be systematically tabled rather than left to emerge only when tensions escalate. Lubcon can reduce ad-hoc confrontations, limit the build-up of latent grievances, and strengthen mutual trust and cooperation between workers and management by ensuring transparency in how issues are prioritised, how decisions are made, and how agreements are monitored.

Furthermore, the demonstrated positive influence of compromise as a conflict management strategy indicates the need for deliberate investment in negotiation and conflict-resolution capacity across the organisation. Lubcon Nigeria Limited should integrate compromise-focused training into its employee development and leadership programmes, targeting supervisors, line managers, HR personnel, union officials, and other employee representatives. Such training should equip participants with practical skills in interest-based bargaining, active listening, problem-solving, and option generation, enabling them to identify areas of common interest, frame disagreements constructively, and move beyond rigid “winner-takes-all” positions. Role-plays, simulations of workplace disputes, and joint management–union workshops can help normalise compromise as a legitimate and valued outcome rather than a sign of weakness or defeat. Over time, this capability-building will not only enhance the fairness and perceived legitimacy of dispute-handling processes but also contribute to easing workplace tensions, promoting a more cooperative climate, and sustaining industrial harmony and organisational performance.

Limitations

The study is constrained by its single-firm, single-state focus, as all data were collected only from employees of Lubcon Nigeria Limited in Kwara State, which limits the generalizability of the findings to other manufacturing firms, sectors, or regions in Nigeria. The descriptive design relies exclusively on self-reported questionnaire data, which are vulnerable to social desirability bias and common-method variance, especially on sensitive issues like conflict and harmony, since no interviews or observational data were used to locate responses. In addition, only two conflict-management strategies (collective bargaining and compromise) were operationalised, so the analysis omits other approaches such as collaboration, avoidance, or competition that are recognised in the literature. Finally, the cross-sectional design prevents any causal inference about the direction of effects between conflict-management strategies and industrial harmony, since both predictors and outcomes were measured at one point in time.

Suggestions for Future Research

Future research should adopt multi-firm and multi-state samples across different manufacturing sub-sectors to improve the external validity of findings beyond Lubcon Nigeria Limited and Kwara State. Longitudinal or panel designs could be used to track how changes in collective bargaining structures, and compromise practices influence industrial harmony over time, thereby clarifying causal directions. Scholars should also build more comprehensive models that incorporate multiple conflict-management styles (collaboration, avoidance, accommodation, competition) alongside collective bargaining and compromise, to compare their relative contributions to industrial harmony. Methodologically, future research could combine surveys with qualitative interviews, focus groups, and document analysis (such as collective agreements and grievance records) to capture how bargaining and compromise are actually practiced, and to reduce reliance on single-method self-reports.

References

- Agabe, N. A. (2023). Conflict management strategies and industrial harmony in the oil and gas industries in Rivers State. *BW Academic Journal*, 12, 12–12.
- Alotaibi, A. S., Mohamad, M. S., Jana Saim, N., & Zakaria, E. (2020). Conflict and conflict management in social work in the Kingdom of Saudi Arabia. *International Journal of Scientific and Research Publications*, 10(7), 126–132.
- Anita, A., Putri, A., Harahap, N., & Murtafiah, N. H. (2022). Conflict management in increasing organisational productivity of Islamic educational institutions. *At-Tajdid: Journal of Islamic Education and Thought*, 6(2), 135–147.
- Aremu, N. S., Adeyemi, A. E., & Abogunrin, A. P. (2021). Workplace conflict management and organisational sustainability in selected manufacturing organisations in Nigeria. *Covenant University Journal of Politics & International Affairs* (Special Edition).
- Chaudhary, S., & Arora, N. (2023). Turning conflict into collaboration: The power of constructive conflict management for your team. *Journal of Population Therapeutics and Clinical Pharmacology*, 30(15), e54–e66.
- Chauhan, R. S., MacDougall, A. E., Buckley, M. R., Howe, D. C., Crisostomo, M. E., & Zeni, T. (2020). Better late than early? Reviewing procrastination in organisations. *Management Research Review*, 43(10), 1289–1308.
- Cheta-Maclean, S., & Tobins, G. N. A. (2023). Organisational conflict management and resolution: The role of leaders. *International Journal of Economics, Environmental Development and Society*, 4(3), 286–299.
- Chukwujama, N. C., Ihim, M. C., & Nwangwu, J. C. (2024). Conflict management and organisational performance of deposit money banks in Nigeria: A study of First Bank of Nigeria, Awka, Anambra State. *Journal of the Management Sciences*, 61(6), 66–80.
- Clegg, S., Kornberger, M., & Pitsis, T. (2021). *Managing and Organisations: An introduction to theory and practice* (6th ed.). SAGE Publications.
- Dirrler, P., & Podrutzik, S. (2023). Time lost on task-, relationship and process conflict. *Business: Theory and Practice*, 24(1), 258–270.
- Doellgast, V., & Benassi, C. (2020). Collective bargaining. In *Handbook of research on employee voice* (pp. 239–258). Cheltenham, UK: Edward Elgar Publishing.

- Girigiri, B. W., & Badom, P. M. (2021). Industrial harmony and work discontent: Employer and employee relations perspective. *International Journal of Research Publications*, 80(1), 209–219.
- Gonzalez-Garcia, A., Pérez-González, S., Benavides, C., Pinto-Carral, A., Quiroga-Sánchez, E., & Marqués-Sánchez, P. (2024). Impact of artificial intelligence-based technology on nurse management: A systematic review. *Journal of Nursing Management*, 2024(1), 3537964.
- Hambali, M., & Mu'alimin, M. P. I. (2020). Contemporary Islamic education management. *Yogyakarta, Indonesia: IRCiSoD*.
- Harel, T. O., Maoz, I., & Halperin, E. (2020). A conflict within a conflict: Intragroup ideological polarization and intergroup intractable conflict. *Current Opinion in Behavioral Sciences*, 34, 52–57.
- Igbokwe, C. I. (n.d.). Collective bargaining as a catalyst to industrial harmony in Nigeria's public service. *In South East Public Service in perspective*.
- Jamiu, F. Y. (2021). Effect of conflict management strategies on employees' performance in selected tertiary institutions in Kwara State (Master's thesis). *Kwara State University, Nigeria*.
- John-Eke, E. C., & Akintokunbo, O. O. (2020). Conflict management as a tool for increasing organisational effectiveness: A review of literature. *International Journal of Academic Research in Business and Social Sciences*, 10(5), 299–311
- Lewin, K. (1947). Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. *Human Relations*, 1(1), 5–41.
- Longe, O. P. (2024). Industrial relations and industrial harmony: Connecting the constructs for goals accomplishment in Nigerian workplace. *Nigerian Journal of Management Sciences*, 25(2).
- Odunukwe, I. E., Anah, M. O., & Ezeh, M. U. (2023). Workplace harmony and organisational productivity of selected deposit money banks in Anambra state. *Global Online Journal of Academic Research*, 2(1).
- Ololube, N. P. (2024). Institutional leadership: Laying the foundation for success. Port Harcourt, Nigeria: *Pearl Publishers*.
- Omene, G. R. (2021). Conflict management strategies as a prerequisite for effective organisational performance: An exploratory analysis. *International Journal of Business & Law Research*, 9(4), 187–199.
- Seriki, B. O. (2022). Effects of conflict management on organisational performance: A study of Toyota Nigeria Limited (Dissertation). *Moutaintop University, Mowe, Ogun State*.
- Smriti, A., & Kumar, R. (2021). Literature review on conflict management: A critical study. *International Journal of Advances in Engineering and Management*, 3(12), 132–140.
- Ukata, P. F., & Silas-Dikibo, I. D. (2020). Conflict management and conflict management skills needed in educational tertiary institutions in Nigeria. *International Journal of Social Sciences and Management Research*, 6(4), 28–47.
- Uzoamaka, N. P., Chinedu, O., & Ifeoma, A. R. (2022). Industrial harmony: Antidote to workplace deviant behaviour among lecturers in Nigeria. *Asian Journal of Economics, Business and Accounting*, 31–39.
- Uzualu, J. E., Ofo, N., & Ochem, C. E. (2024). A critical review of collective bargaining indices of industrial relations in Nigeria. *NIU Journal of Humanities*, 9(1), 249–261.

Wobodo, C. C. (2019). Conflict management strategies and industrial harmony: A theoretical review of Rivers. *The Strategic Journal of Business & Change Management*, 6(2), 981–994.