

Managing Contemporary Industrial Conflict in Selected Manufacturing Industries in Port Harcourt, Rivers State, Nigeria

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Abstract

The primary objective of this paper is to investigate the effective conflict management strategies employed within selected manufacturing industries in Port Harcourt, Rivers State, Nigeria. Industrial conflict encompasses various expressions of dissatisfaction within the employment relationship, particularly those related to employment contracts that empower employees to negotiate. Conflict management, on the other hand, encompasses various methods and approaches to resolving conflicts within organizations. The implementation of conflict management techniques and programs in organizations has yielded numerous advantages. These benefits include increased productivity, improved self-regulation in conflict scenarios, enhanced interpersonal communication skills, reduced suspension rates, prevention of violence, fewer detentions, and the promotion of respect for diverse perspectives and opinions among individuals in the workplace. This study collected primary data from employees at Best Peacock Paint and Paterson Zochonis (PZ) Nig. Plc in Port Harcourt. Data analysis employed statistical tools such as absolute numbers, tables, and percentages to address research questions and gather personal information from respondents. Hypothesis testing utilized the χ^2 (Chi-Square) statistical technique. The analysis results revealed that conflict management strategies like collective bargaining, compromise, and accommodation positively contribute to employee performance within manufacturing industries. As a result, this study recommends, among other measures, that employers take proactive steps to manage all forms of industrial conflict to prevent exacerbation. Additionally, employers should avoid allowing unfounded assumptions to interfere with their pursuit of desirable outcomes successfully.

Keywords: *Industrial conflict, Conflict management, Employee performance*

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Background to the Study

Conflict emerges when two parties engage in arguments or disagreements, and a conflict situation is marked by an inability to resolve these differences amicably. Conflict is an inherent and inevitable aspect of human existence, stemming from interactions and relationships between individuals and groups. In recent decades, conflict management has garnered increased attention in organizational literature, reflecting a shift in attitudes towards conflict within organizations (Prentice, 2006; Ndulue & Ekechukwu, 2016). This shift is driven by the recognition of the numerous advantages associated with conflict management programs, including increased productivity, improved self-regulation in conflict scenarios, enhanced interpersonal communication skills, reduced suspension rates, violence prevention, fewer detentions, and the promotion of respect for diverse perspectives and opinions in the workplace. Consequently, the importance of effectively managing conflict outweighs the option of avoidance.

Conflict has become a persistent and troubling issue within Nigerian industries, significantly impeding the growth of various organizations in the country. In numerous instances, internal (intrapersonal) and interpersonal conflicts have consumed considerable organizational resources and time, to the point where it appears that conflict management has become the primary focus of some organizations (Mayowa, 2015; Valente, Afonso & Nemeth, 2022). This situation can be attributed to the failure of some leaders in Nigerian workplaces to approach conflict management with the same systematic approach as they do with information, human resources, and financial management systems. Instead, conflict tends to be viewed and handled on an ad-hoc basis, often treated as localized events. This fragmented approach to workplace conflict management has rendered conflict dysfunctional in some organizations, evident through frequent strikes, unhealthy rivalries among sub-units and individuals, workplace sabotage, reduced productivity, increased labor turnover, absenteeism, inefficiency, a higher rate of industrial accidents, low morale, the withholding of critical knowledge, and various other detrimental behaviors exhibited by workers.

Effective conflict management entails the implementation of specific strategies aimed at mitigating the negative aspects of conflict, enhancing the positive aspects of conflict, and ultimately improving performance and efficiency within an organized environment. These strategies encompass collective bargaining, compromise, and accommodation. Therefore, acquiring the skill of conflict management is an essential component of high-performance work organizations that strive to optimize productivity by employing effective conflict resolution mechanisms (Raimi, 2020).

Industrial conflict has deeply entrenched itself within Nigerian industries, casting a long shadow of adverse consequences on the country's social development. It has remained a prominent and persistent factor in the annals of the nation's labor relations. Over the years, numerous conflicts and disagreements have arisen, pitting employers against employees and the government against civil servants. These disputes frequently escalate into strikes, lockouts, acts of sabotage, output restrictions, boycotts, and other disruptive

actions, all of which have far-reaching repercussions that often impact citizens who rely on the products or services of the warring organizations this corroborates with the number of disputes resulting in strikes. (NLC, 2009).

It is worth noting that several research endeavors have delved into the management of conflict in industries, with two notable studies standing out for their relevance to this inquiry (Ahiazu, 2000; Ogundipe, 2013). Despite their contributions to understanding the dynamics of industrial conflict, these researchers fell short of providing a comprehensive strategy to effectively address the multifaceted issues surrounding industrial conflict. This gap in empirical knowledge necessitates further exploration. In light of this imperative and the need to bridge the existing gap in the literature, this study is centered on an examination of the management of industrial conflict in Nigeria. This investigation specifically focuses on selected manufacturing industries in Port Harcourt as case studies. Consequently, the primary objective of this study is to scrutinize the diverse methods employed by management, government, and labor to resolve conflicts, with the overarching goal of fostering organizational growth and stability. The specific objectives for the study are to:

Scrutinize the conflict management strategies implemented by Best Peacock Paint Ltd and PZ Nig. Plc.

- i. Explore the primary causes of conflicts within these companies.
- ii. Pinpoint the prevalent types of conflict observed in the studied companies.
- iii. Assess the impact of conflict on the two manufacturing industries.

Research Hypothesis

The following null hypothesis (Ho) was formulated and subjected to statistical testing to ascertain the disparities between observed and expected information regarding conflict management strategies in the two companies:

Ho₁: There is no significant difference in the conflict management strategies adopted by Best Peacock Paint Ltd and PZ Nig. Ltd.

Literature Review

Conceptual Issues

The existing literature on this subject draws heavily from the contributions of classical industrial theorists such as Taylor, Mayo, Macgregor, and Maslow. These theorists had diverse perspectives on work, work structure, and roles within industrial organizations, which gave rise to two prominent schools of thought: scientific management and human relations. Understanding these approaches is essential for uncovering the intricacies of conflict in industrial organizations.

In his work "Industrial Theory and Practice Relations" (2005), Salome defines conflict as the expression of employee dissatisfaction and differences with management. Borisoff and Victor (2007), views industrial conflict as a manifestation of discontent that can manifest as individual or collective grievances in the workplace. Individual grievances

may arise when an employee feels aggrieved by specific treatment from a supervisor, while collective grievances may stem from a general discontent among all employees regarding prevailing pay rates. Trade disputes can emerge when group grievances are channeled and promoted in an organization through a trade union. Industrial conflict often arises because the values and interests of various sub-groups within the organization differ, leading to tensions in union-management relationships.

Ndulue and Ekechukwu (2016 citing Taylor, 1947) note that it is the responsibility of management to determine wages and design work procedures. Taylor's principles introduced concepts like piece-rate and incentive payment, laying the foundation for the belief that financial rewards and punishments could motivate the average worker. This perspective assumes that money is the primary motivator in organizational work, and workers will be motivated when they receive fair wages as determined by management. In this view, conflict in industrial organizations is seen as an aberration and a threat to organizational survival. It fosters suspicion, mutual distrust, hinders communication, and results in negative actions such as boycotts, strikes, sabotage, and lockouts.

In contrast, the human relations school, notably popularized by Mayo (1993), suggests that productivity is influenced not primarily by management control or incentive payment systems but by social group pressures. This perspective emphasizes open communication, employee participation, leadership, and collective involvement in decision-making. It implies the recognition of labor by management as an essential element. For Scott (2022), conflict, like sex, is considered an essential and creative element in human relationships. It serves as a means of driving change and achieving societal values of welfare, security, justice, and opportunities for development.

Ajala (2003), succinctly encapsulates the discourse surrounding conflict by stating that conflict is the driving force that propels society forward. However, when conflict is poorly managed, it can have detrimental effects on both society and the overall development of a nation, as exemplified by recent strikes initiated by the Academic Staff Union of Universities (ASUU). Regarding the impact of strikes on students, Mojalefa (2021), notes that industrial conflicts like these can prolong the duration of students' university education. During ASUU strikes, many students may become involved in various anti-social activities, including political thuggery, armed robbery, drug trafficking, kidnapping, and prostitution. When considering the effect of strikes on the economy, the issue of capital flight comes into play. For instance, due to the frequent strikes in the Nigerian education system resulting from government neglect in the educational sector, many parents who can afford it opt to send their children abroad for education. Additionally, the cessation of research activities in universities during strikes hampers national development. ASUU members also bear the brunt of strikes as their salaries are halted, making it challenging for them to meet their family obligations. These strikes have numerous other adverse consequences that warrant serious attention.

Summarily, conflict within the context of work relationships is defined as inevitable disagreements among or within any of the actors in the workplace. Various scholars' perspectives on the concept of conflict, especially industrial conflicts, establish that conflict is an inherent aspect of these relationships and is not inherently dysfunctional. Instead, the outcome of conflict depends on how it is managed or addressed by the parties involved. Whether conflict is viewed as central or peripheral to the employment relationship hinges on one's conceptualization and broader perspective of the origins, functions, and structure of this relationship. From one perspective, reflected historically and contemporaneously in the work of industrial relations scholars, the employment relationship is characterized as a pluralistic, mixed-motive relationship involving two parties, labor and management, with opposing interests. Consequently, conflict is deemed inevitable in this relationship.

Sources/Causes of Industrial Conflict

Habeeb and Kazeem (2018), emphasize that the causes of conflict in industries are numerous, with some being specific to individual organizations or industries while others originate from external sources. In essence, the sources of industrial conflict can be both internal and external, and they often interact with each other. Onyeononu (2005), similarly identifies two sources of conflict within organizations, namely, internal and external. In this regard, internal sources of conflict encompass disputes that arise within the organization itself. Conflict within a work setting primarily revolves around the conflicting interests of employers and employees. Employers aim to maximize output at the lowest cost, often seeking to reduce wages, extend working hours, increase worker productivity, and resort to layoffs or terminations when economically convenient. Conversely, labor unions representing the workforce strive for continuous employment under favorable conditions, including reasonable working hours, job security, safety, comfort, sanitation, and esteem. In this context, both employers and employees seek a larger share of the industrial resources that cannot be fully granted to both parties. Additionally, conflict arises because the needs of all three stakeholders in industrial relations often clash with one another. Therefore, as noted by Habeeb and Kazeem (2018) internal sources of conflict encompass factors such as: Management style; Work environment conditions; Delay in wage payments; Unjust termination of employees; Effectiveness of the promotion system; and other terms and conditions of employment.

External sources of conflict include government industrial and economic policies, the nature of labor legislation, unpatriotic and unethical conduct among political and economic elites, national economic mismanagement, and the general distribution of wealth and power in society. It is essential to recognize that both workers and management respond to these external factors. While some external causes of conflict may not directly trigger industrial disputes, they do influence broader societal expectations. The United Nations (2020) contends that the causes of industrial conflict in Nigeria stem from the indifferent attitude of employers and the government in addressing workers' demands or treating them lightly. Additionally, it highlights the lack of recognition of the labour structures as entities for reconciling potential conflicts between employers and

employees as huge disincentives for conflict resolution. This shows that conflict resolution matters are almost always driven by political motives, often exaggerating trivial issues to gain popularity, which can lead to confusion within their organizations.

Types of Industrial Conflict and Management Approach

Understanding the various types of industrial conflict that can arise in our daily activities is crucial. While there are numerous forms of conflicts, we will focus on the following categories as identified by the economics discussion (2019)

- i. Hierarchical Conflict:** This type of conflict can occur between different levels of the organization. For example, conflicts may arise between the board of directors and top management, between middle management and supervisory personnel, or between management as a whole and the workforce.
- ii. Functional Conflict:** Conflict can also emerge between various functional departments within the organization. An illustrative example is conflict between the production and marketing departments in an industrial organization.
- iii. Line-Staff Conflict:** Line-staff conflict may occur when staff personnel lack formal authority over line personnel, leading to clashes in roles and responsibilities.
- iv. Formal-Informal Conflict:** Conflict may arise between the formal and informal structures within the organization. This could manifest as a misalignment between the performance norms of the informal organization and those of the formal organization.

According to Rahim (2002), conflict management entails the development of effective strategies to mitigate the negative aspects of conflict and enhance its constructive functions, ultimately optimizing learning and organizational effectiveness. This implies that managing conflict does not necessarily involve avoidance or termination but rather seeks to reduce the likelihood of unproductive escalation. In essence, conflict management is the process through which organizations and individuals address grievances or disputes to find a middle-ground solution that fosters resolution, consensus building, and a genuine commitment to decision-making.

As highlighted by Uchendu, Anijaobi, and Odigwe (2013), since conflict is an inevitable part of organizational life, how it is managed determines whether it has a positive or negative impact on organizational performance. Timely recognition and the prompt resolution of underlying tensions before conflicts escalate are essential components of effective conflict management in the workplace.

Theoretical Framework

This study is grounded in the Systems Theory, which conceptualizes organizations as input-output processes. According to this theory, the quality of input invested in any part of society determines the output that the part contributes to society as a whole. Applying the Systems Theory to this study, it contends that high-quality inputs, particularly in terms of the effectiveness of the collective bargaining process, are pivotal for achieving industrial harmony within organizations (Raimi & Adias, 2018). The Systems Theory,

much like functionalism, perceives society as comprising interconnected parts that collectively contribute to societal stability. It is a foundational premise of this theory that these parts are interdependent and interrelated, playing a crucial role in the survival of the larger social system.

The notion of a system implies that seemingly independent entities are intricately connected, forming an interdependent whole. Structurally, systems consist of distinct and autonomous sub-systems engaged in continuous interactions that generate system output. The effectiveness of these interactions hinges on the viability of each individual sub-system. However, a sub-system's viability is contingent on the contributions of other sub-systems and their capacity to contribute to one another (Ackoff, 1974; Lazarus, 2014). Among various theoretical perspectives, the Systems Theory is particularly concerned with analyzing society from the viewpoint of the functional prerequisites that each part must fulfill for societal survival.

System theorists have also made significant contributions to understanding industrial relations and conflict management, notably in the 1970s. For instance, Ackoff (1974) developed a methodology for stakeholder analysis in organizational conflicts. He argued that stakeholder participation in conflict management is vital for system design, and effective bargaining with stakeholders can help resolve many organizational conflicts.

Applied to the present study, the Systems Theory underscores the importance of collaborative efforts among all parties involved, including employers, employee associations, and government, to implement effective conflict management strategies. This study posits that the recurring conflicts between employers and employees represent a dysfunction within the system. If each part of the system fulfills its functions effectively, especially those derived from a robust management system, manufacturing companies can establish and maintain harmonious working environments.

Method

This study adopted a survey research design, utilizing well-structured questionnaires for data collection. The research focused on a total population of 7,730 employees, comprising 3,000 from Best Peacock Paint Nig. Ltd and 4,730 from PZ Industries Plc, both selected manufacturing industries. The sampling technique employed was simple random sampling, ensuring an unbiased representation of all staff members through the ballot system. The study determined a sample size of 380 respondents using the Taro Yamane formula.

Data collection methods encompassed primary and secondary sources. Primary data were collected through questionnaires and interviews with management and staff from both organizations. Secondary data were sourced from existing statistical materials, including books, journals, and government publications. The research instruments underwent validation for face and content validity by experts in the field, and their reliability was established through a test-retest method. The data analysis involved

statistical techniques such as absolute numbers, tables, frequency percentages, and the Chi-Square (χ^2) statistical technique for hypothesis testing. This comprehensive approach aimed to provide valuable insights, draw conclusions, and offer valid recommendations for the study's objectives.

Results

Table 1: What are the conflict management strategies adopted by Best Peacock Paint Ltd and PZ Industries Plc?

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Prompt payment of wages</i>	207	54
<i>Compromising</i>	16	4
<i>Collective Bargaining</i>	98	26
<i>Accommodating</i>	59	16
Total	380	100

Table 1 illustrates the survey results, indicating that 207 respondents, constituting 54% of the total, acknowledged the importance of prompt payment of wages as a conflict management strategy employed by both Best Peacock Paint and PZ Industries Plc. On the other hand, 16 respondents, accounting for 4%, cited compromising as a viable strategy, while 98 respondents (26%) recognized the significance of collective bargaining. Additionally, 59 respondents (16%) endorsed compromise as an effective conflict management approach. These findings underscore the primary emphasis placed by the industries on ensuring timely salary disbursement as a central strategy for managing conflicts.

Table 2: What are the Major Causes of Conflict in the Companies?

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Delay in payment of wages</i>	189	50
<i>Unlawful dismissal of employees</i>	54	14
<i>Nature of physical environment of the work place</i>	44	12
<i>Style of management</i>	93	24
Total	380	100

In Table 2, the data reveals that 189 respondents, making up 50% of the participants, identified the delay in payment of wages as a significant root cause of conflicts within organizations. Additionally, 54 respondents (14%) pointed to unlawful employee dismissal, 44 (12%) identified the nature of the physical work environment, and 93 respondents (24%) cited the management style as contributing factors to conflicts. These findings underscore the dominant role played by wage payment delays as a major cause of industrial conflicts in organizations.

Table 3: What are the types of Conflicts Prevalent in the Companies?

<i>Response</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Hierarchical conflict</i>	112	30
<i>Functional conflict</i>	168	44
<i>Line-staff conflict</i>	66	17
<i>Formal-informal conflict</i>	34	9
Total	380	100

Table 3 provides a comprehensive view of the types of conflicts observed within the two studied companies. Hierarchical conflict, identified by 112 respondents (30%), emerges as a notable concern. This type of conflict signifies disagreements and tensions among various levels of the organizational hierarchy, including management and workers, which can impact the organization's overall functionality. Functional conflict, recognized by 168 respondents (44%), stands out as the most prevalent type in the study. It reflects disputes and differences between different functional departments within the organizations, notably between production and marketing departments. This type of conflict can significantly influence the organization's operations. Additionally, 66 respondents (17%) mentioned line-staff conflict, while 34 respondents (9%) acknowledged formal-informal conflict. These findings underscore the significance of understanding and addressing these various types of conflict for effective conflict management within these companies.

Table 4: What are the Effects of Conflict in the two Manufacturing Industries?

<i>Responses</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Increased commitment of employees</i>	106	28
<i>Increased productivity</i>	94	25
<i>Good relationship between management and staff</i>	98	26
<i>Improved decision making among management and staff</i>	82	21
Total	380	100

In table 4, the data underscores the positive impacts of conflict management strategies within the two manufacturing industries under study. A substantial proportion of respondents, 106 individuals (28%), acknowledged that effective conflict management leads to increased commitment among employees. This suggests that when conflicts are managed well, employees are more likely to remain dedicated to their roles and the organization as a whole.

Moreover, 94 respondents (25%) recognized that conflict management contributes to heightened productivity within the organizations. This highlights the crucial role played by conflict resolution strategies in maintaining a conducive work environment, where employees can focus on their tasks and contribute to achieving organizational goals. Additionally, 98 respondents (26%) pointed out that effective conflict management

fosters good relationships between management and staff, which is vital for promoting a harmonious workplace atmosphere. Furthermore, 82 respondents (21%) emphasized the importance of improved decision-making resulting from effective conflict management, emphasizing that it allows both management and staff to collaborate more effectively in making informed choices. These findings collectively underscore the positive outcomes of conflict management strategies, highlighting their significance in enhancing various aspects of organizational performance and employee relations.

Test of Hypothesis

Ho1: There is no significant difference in the conflict management strategies adopted by Best Peacock Paint Ltd and PZ Industries Plc?

Table 5: Contingency Table for Hypothesis One

<i>Responses</i>	<i>Top</i>	<i>Middle</i>	<i>Total</i>
<i>Prompt payment of wages</i>	54	52	106
<i>Compromising</i>	48	46	94
<i>Collective Bargaining</i>	50	48	98
<i>Accommodating</i>	42	40	82
<i>Total</i>	194	186	380

Table 6: Chi-Square Computation for Hypothesis 1

<i>O</i>	<i>EC</i>	<i>O-EC</i>	$(O - EC)^2$	$(O - EC)^2 / EC$
54	54.1	- 0.1	0.01	1.8484
52	51.9	0.1	0.01	1.9267
48	47.9	0.1	0.01	2.0876
46	46	0	0	0
50	50	0	0	0
48	47.9	0.1	0.01	2.0876
42	41.9	0.1	0.01	2.3866
40	40.1	- 0.1	0.01	2.4937
	380			12.8306

Source: Computed with Microsoft Excel, 2013. Hence, DF is 3; level of significance is .05%; calculated χ^2 value is 12.8 and Table value is 7.815.

Decision

The decision-making process regarding the hypothesis testing in this study involved setting a confidence level of 95%, which corresponds to a significance level of 5%. This choice signifies that the researchers aimed to establish their findings with a high degree of confidence. To evaluate the hypothesis, the computed Chi-Square value was determined to be 12.8306. When compared to the Chi-Square table value (3.84) at the 5% significance level with 3 degrees of freedom, it became evident that the computed Chi-Square value significantly exceeded the critical value.

As a result of this decision, the null hypothesis, which originally stated that "There is no significant difference in the conflict management strategies adopted by Best Peacock Paint Ltd and PZ Nig. Ltd," was rejected. Conversely, the alternative hypothesis was accepted. This signifies that the conflict management strategies employed by both Best Peacock Paint Ltd and PZ Industries Plc are indeed significant. This finding implies that these strategies have proven to be effective in mitigating industrial conflicts within their respective organizations. In essence, the study's results demonstrate that the conflict management approaches implemented by these companies have yielded positive outcomes in terms of addressing and resolving conflicts, contributing to a more harmonious and productive work environment.

Discussion

The study's findings regarding the positive impact of conflict management strategies such as collective bargaining, compromising, and accommodating align with existing literature on the subject. Numerous studies in the field of industrial relations and conflict management have emphasized the significance of these strategies in effectively addressing and mitigating conflicts within organizations. For instance, research by Kochan and Boudreau (1981), highlights the importance of collective bargaining as a means to establish clear communication channels between employers and employees, leading to the resolution of conflicts and improved organizational outcomes.

Moreover, the findings resonate with the principles of integrative and distributive bargaining discussed by Roger and William (1981), in their seminal work, "Getting to Yes." These negotiation strategies, which involve elements of compromising and accommodating, aim to create win-win solutions to conflicts by focusing on mutual interests and problem-solving. Such approaches have been widely recognized as effective means to manage and resolve conflicts in various organizational contexts.

Furthermore, research by Folger and Robert (1984), emphasizes the importance of accommodating and compromising as conflict resolution strategies that prioritize maintaining relationships and cooperation among conflicting parties. This approach aligns with the study's observation that these strategies contribute positively to conflict management in the selected manufacturing industries.

In light of the study's findings, it is evident that the approach to conflict management in Best Peacock Paint and PZ Nig. Plc corresponds with established principles in the field of conflict resolution. The absence of a significant difference in their conflict management approaches underscores the universality of effective conflict management strategies and reinforces the importance of employing such strategies in organizations to maintain harmonious work environments and address conflicts proactively.

Conclusion

The current study focused on conducting a comparative analysis of conflict and its management strategies within selected Nigerian manufacturing companies located in

Port Harcourt, Rivers State. The key findings of the study shed light on the multifaceted nature of conflicts in organizational settings and reaffirmed the notion that conflicts are an inevitable part of such environments. This observation aligns with existing literature, which underscores the prevalence of conflicts in workplaces due to diverse interests, goals, and perspectives among employees and management.

One of the central conclusions drawn from the study was the recognition of conflict management strategies, particularly collective bargaining, compromising, and accommodating, as voluntary and effective approaches to resolving conflicts within the selected manufacturing companies, specifically Best Peacock Paint Nig. Ltd and PZ Industries Plc in Port Harcourt, Rivers State, Nigeria. These findings reinforce the importance of organizations adopting proactive conflict resolution mechanisms that prioritize cooperation and open communication between all stakeholders. By implementing such strategies, organizations can foster a harmonious work environment and facilitate conflict resolution, ultimately enhancing organizational performance. In summary, the study's conclusions emphasize the positive impact of efficient conflict management on organizational performance and the achievement of corporate goals and objectives. Successfully managing conflicts can create a ripple effect, leading to a workplace where both management and employees can thrive, ultimately contributing to the overall success and sustainability of the organization.

Recommendations

The findings of this research have led to several recommendations aimed at improving conflict management and enhancing overall organizational effectiveness. These are highlighted below:

Early Conflict Resolution: Employers should prioritize early intervention and resolution of industrial conflicts to prevent them from escalating. Addressing conflicts at their initial stages can prevent further complications and disruptions within the organization. Additionally, employers should avoid making hasty assumptions that could hinder the pursuit of desirable outcomes, emphasizing the importance of evidence-based decision-making in conflict resolution.

Promote Constructive Conflict: Managers should actively encourage and stimulate constructive conflicts within the organization. This can be achieved by fostering an environment where employees feel comfortable expressing divergent views and opinions. Rewarding outstanding performance and innovative solutions to conflicts can further incentivize employees to engage in positive conflict resolution.

Moreover, organizations should establish clear and effective communication channels to facilitate the swift resolution of conflicts when they arise.

Resource Allocation Transparency: Management should address issues related to the allocation of shared resources among employees promptly and transparently. Any

perceptions of favoritism or unfair resource distribution can lead to conflicts that may undermine overall organizational performance. Ensuring equitable resource allocation and clear policies can help mitigate potential conflicts in this regard.

Conflict Management Training: Organizations should invest in conflict management training programs for their employees. Conducting seminars and workshops on organizational conflict management can equip employees with the necessary knowledge and skills to handle conflicts effectively. Such initiatives contribute to individual and organizational effectiveness by empowering employees to navigate conflicts in a constructive and productive manner.

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