ISSN: 2480-2853
Volume 7, Number 3, 2023
Contemporary Accounting and Management Research Journal

CONFLICT MANAGEMENT STRATEGIES AND INDUSTRIAL HARMONY IN OIL AND GAS INDUSTRIES IN RIVERS STATE

Dr. Agabe, N. A.
Department of Management, Ignatius Ajuru University of Education
Port Harcourt, Rivers State, Nigeria
Email: agabwc2016@gmail.com

ABSTRACT

The study focused on conflict management strategies and industrial harmony in oil and gas industries in Rivers State. This study therefore examines dimensions of conflict management strategies (collective bargaining and compromise strategies) and measures of industrial harmony (absence of strike and mutual trust). Four research questions and four hypotheses guided the study. The population was 50 respondents drawn from ten oil and gas companies. The sample size was 50 respondents through purposive technique. Data were generated through the use of structured questionnaire. Descriptive statistic was used to analyze the data. Findings from the study revealed that collective bargaining strategy has a significant relationship with absence of strike (r=0.641, P<0.05). Also, collective bargaining strategy significant relationship with mutual trust (r=0.615, P>0.05) and compromise strategy (r=0.576, P>0.05) has significant relationship with absence of strike and also on mutual trust (r=0.542, P>0.05). The study concluded that for industrial harmony to be achieved, organizations need to consider collective bargaining strategy and compromise strategies as a tool for harmony in oil and gas companies. It was recommended that management of the oil and gas industries should acquire conflict management skill and apply them appropriately as occasion demand.

Keyword: Conflict management strategies: Collective bargaining strategies, compromise strategies, industrial harmony, absence of strike and mutual trust

INTRODUCTION

Organizations in Rivers State have witnessed a huge increase in numeral of industrial harmony leading to strikes. And strike occur when the relationship between employers and employees are inherently conflictual because what is gained by workers in terms of collective bargaining, avoidance strategy and compromise are seen as cost by the employers. Organizations have also experienced disharmony in recent times, instability and other forms of industrial conflict. This situation has resulted in constant strike, no trust and neglect of staff. Most of these problems have been because of poor collecting bargaining, inadequate avoidance strategy and no compromise (Enyi, 2001). Never-ending industrial disputes, brain- drain, under-funding or poor financing of quality facilities, politicking corrupt practices and abuse of trust (Ladan, 2012; Mukoro, 2013).

Suggestively, the imperatives of industrial harmony for Organizations are the most potent panacea in a developing economy like Rivers State. Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad & Osas, 2013). According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Industrial harmony requires that: All management personnel understand their responsibilities and what is required of them, and have the training and authority necessary to discharge such duties and responsibilities efficiently; Duties and responsibilities for each group of employees are stated with clarity and simplicity in the organizational/institutional structure; Individual employees or work-groups know their objectives and are regularly kept informed of progress made towards achieving them; here is an effective link in the interchange of information and views between senior management and members of the work group; Supervisors are briefed about innovation and changes before they occur so they can explain management's policies and intentions to the work-group; Employers cooperate with trade unions in establishing effective procedures for the negotiation of terms and conditions of employment and for the settlement of disputes; Employers encourage the establishment of effective procedures among member organizations/institutions for the settlement of grievances and disputes at the level of the establishment or undertaking; Employers take all reasonable steps to ensure the organization/ institution observes agreements and agreed upon procedures; The organization maintains a communication system, which secures the interchange of information and views between different levels in the organization/institution and ensures that employees are systematically and regularly

Thus, there has been growing a fear about strained labour management relations in an organization in the recent times. This concern arises from the need to improve relations and particularly collective bargaining process in this state. Industrial relation is a management tool applied to eradicate or remove industrial conflict thus ensuring industrial peace and harmony. This is done through bridging the relationship gap between management and workers. When management establishes good industrial relations within an organization traipses of industrial conflict and misunderstanding would be naturalized and peace is enthroned (Fashoyin, 2002).

In practice, conflict management strategies go a long way in strengthening the bond among the employees and half of the problems automatically disappear. According to Demer (2002) and Adebayo (2007), is of the view that conflict management strategies are collective bargaining, avoidance strategy, compromise, reconciliation suppression and the use of force as in organisations. Collective bargaining is equal to negotiation plus agreement (Makinde, 2013). Otherwise, Fajana (2000) corroborates the above point of view by pointing out those endless negotiations without necessarily reaching agreements does not in any way suggest that a bargain has been reached. In this regard, it becomes easy to see that the outcome of collective bargaining is the collective agreement which must be enforced by both parties.

Avoidance strategy- refers to the withdrawal of information (Afifi & Guerrero, 2000), as when people suppress arguments or avoid discussing some issues to prevent a conflict, to protect self-identity, to manage a relationship, or to manage information (Afifi & Guerrero, 2000; Caughlin & Golish, 2002; Knobloch & Carpenter-Theune, 2004). Then compromise means settlement of dispute by mutual concession. Conflict Management is very important because it is always wise to prevent a fight at the first place rather than facing its negative consequences. Stress disappears, employee feel motivated, happy and the workplace definitely becomes a much better place to stay as a result of conflict management. Therefore, the necessity for new strategies to workplace conflict management has become the central focus of public employment guiding principle (Gibbons, 2007). Conflict of interest is bane of conflict between the workers and their employers in many organizations and as such cannot be overlooked by the social partners in industrial relations. Similarly, another study by Akume and Abdullahi (2013) focused on the challenges and prospects of effective industrial conflict resolution in Nigeria. Conflict management startegies are an important aspect of the workplace. A conflict is a situation when the interests, needs, goals or values of involved parties interfere with one another. A conflict is a common phenomenon in the workplace. Different stakeholders may have different priorities; conflicts may involve team members, departments, projects, organization and client, boss and subordinate, organization needs vs. personal needs. Often, a conflict is a result of perception. Is conflict a bad thing? Not necessarily. It is on this premise that our intellectual curiosity was spurred to examine the place of conflict management strategies and industrial harmony in oil and gas industries in Rivers State.

Statement of the Problem

There have been strike actions over the years in organizations in these three senatorial districts resulting in the loss of Labour time and little or no level of productivity. Due to poor relationship between the top management and the operatives, many organizations have not been able to enjoy industrial harmony for a length of time. Most of the conflicts that has occurred in Organizations have been linked to ineffective or breakdown of collective bargaining machineries. A lot of man working hours and revenue has been lost due to crises in organizations. Thus, Oboh (2017), bargaining in some organizations is characterized by comparatively frequent strikes, lock-outs, work-to-rule, whereas there are long records of uninterrupted industrial peace in other organizations. It perceived that other parties (Union and Management) co-exist and collectively take decisions that affect both the organization and employees respectively. Also, management of oil and gas industries fail in avoidance strategy-fails to spot or acknowledge the existence of avoidance, it doesn't just go away. Ugbomhe et al. (2017), that disagreements, walkout, work-to-rule scenario, deadlock and negligence of agreement reached would take place instead of settlement of dispute. Rather, it continues to operate subversively below the surface, becoming detrimental to the oil and gas industries. And this emerges from organization's inability to realize its strategic goals and an employee are becoming increasingly frustrated and is starting to burn out, because expectations are not being examined and challenged at the top. According to Nwadiaro (2011), is that: In some cases, the crises which lead to collective agreement in labour relation between employees (union) and employees representatives are not always successfully recommend. Therefore, staff becoming more defensive, accusatory and openly cynical in the way management respond to issues (Ignoring the issue at hand, change of conversation and complete withdrawal from the situation). Indeed, employees want to be seen as pleasant and easygoing in an industry. Third problem associated with an oil and gas industries is toll on emotions (lack of compromise). Employees with high morale are likely to work harder, stay with the firm and be more productive. When employees feel they are being bullied, taken advantage of or facing favoritism, they may begin looking for another job or performing poorly. Management actions increased employee frustration when needs are not being met and less innovation, that is why it is important to note that splitting the difference, is more like a form of avoidance when there are issues that need to be discussed (McGraw, 2011). Several studies have been carried out in the area of conflict, its management and its effects in organizational settings. Chininye (2019) studied on conflict management strategies and industrial harmony - a theoretical review of Rivers State health sectors. Matthew et al. (2019) looked at conflict management strategies: A tool for industrial harmony in Unilever Nigeria PLC. Oseyomon et al. (2015) looked at conflict management and industrial harmony: The nexus. Nwuche et al. (2016) looked at organizational conflict management styles and industrial harmony in Nigeria manufacturing firm. Hardly any of these studied on the researcher topic, dimensions, measures and the geographical scope. Hence, the study examines the relationship between conflict management strategies and industrial harmony in oil and gas industries in Rivers State.

Conceptual Framework

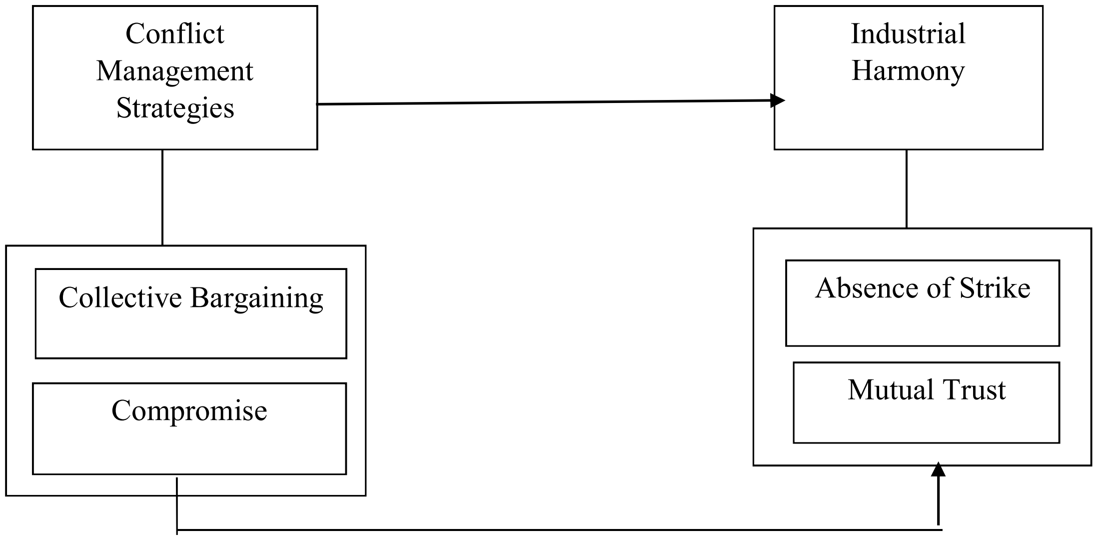

Figure 1.1: Operational Conceptual Framework on Conflict Management Strategies and Industrial Harmony in organizations districts in Rivers State
Source: Adopted from Matthew et al. (2019).

Aim and Objectives of the Study

The aim of this study was to investigate conflict management strategies and industrial harmony in oil and gas industries in Rivers State. Specifically, the objectives of the study are to:

1. Ascertain the effect of collective bargaining on absence of strike in oil and gas industries in Rivers State.
2. Ascertain the effect of collective bargaining on mutual trusts in oil and gas industries in Rivers State.
3. Examine the effect of compromise strategies on absence of strike in oil and gas industries in Rivers State.
4. Examine the effect of compromise strategies on mutual trust in oil and gas industries in Rivers State.

Research Questions

Below are the research questions guided the study:

1. What is the effect of collective bargaining on absence of strike in oil and gas industries in Rivers State?
2. What is the effect of collective bargaining on mutual trust in oil and gas industries in Rivers State?
3. What is the effect of compromise strategies on absence of strike in oil and gas industries in Rivers State?
4. What is the effect of compromise strategies on absence of strike in oil and gas industries in Rivers State?

Hypotheses of the Study

H_{01}: There is no significant relationship between collective bargaining and absence of strike in oil and gas industries in Rivers State

H_{02}: There is no significant relationship between collective bargaining and mutual trust in oil and gas industries in Rivers State

H_{03}: There is no significant relationship between compromise strategies and absence of strike in oil and gas industries in Rivers State

H_{04}: There is no significant relationship between compromise strategies and mutual trust in oil and gas industries in Rivers State

Literature Review

Conflict management strategies

According to Rahim (2002), conflict management strategies is concerned with the adoption of effective approaches to undermine the dysfunctional implications of conflict while enhancing its functional aspect in order to improve learning and effectiveness of the organization. It is also associated with the process through which interpersonal communication is utilized to allow two conflicted parties to reach an amicable and satisfactory point of agreement (Omoluabi, 2001). Managing conflict became very important since it was spotted as an inescapable phenomenon that permeates a multitude of organizational processes and outcomes.

Consequently, scholars have lined up a number of approaches and strategies to provide remedies to destructive conflict which are usually unhealthy for the organization. Indeed, it is usually achieved through diversity of opinions that help teams to identify new ways of solving problems and handling issues (Lepsinger, 2018). Robins et al., (2011) corroborated this assertion hence, they maintained that functional conflicts are constructive and supports an organizational objectives and enhances performance outcome.

Dimensions of Conflict Management Strategies

Based on the purpose of the study, the following are the dimensions of conflict management strategies:

Collective Bargaining

According to Armstrong (2012), collective bargaining is the establishment by negotiation and discussion of agreement on matters of mutual concern to employers and unions covering the employment relationship and terms and conditions of employment. It can as well be seen as a mechanism whereby unions and management are brought together in an interactive process and each is given an opportunity to contribute to determination of matters which are mutually important to the parties and for the survival of the enterprise (Uchendu, 2003). Bello and Kinge (2014) maintain that one of the major functions of collective bargaining is to settle conflict between employers and employees in order to achieve industrial harmony. Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005).

According to Diali (2007), the term collective bargaining was originated by Webb and Webb to describe the process of agreeing terms and conditions of employment through representatives of employers (and possibly their associations) and representatives of employees (and probably their unions). The outcome of this process is the collective agreement. Collective bargaining as one of the processes of industrial relations performs a variety of functions in work relations. It could be viewed as a means of industrial jurisprudence as well as a form of industrial democracy. It is a means for resolving workplace conflict between labour and management as well as the determination of terms and conditions of employment. Therefore, bargaining takes place in many forms. For example, it can occur between trade unions and individual companies (single-employer bargaining).

Compromise Strategies

This strategy is characterized with negotiation and a high degree of flexibility. According to Burnside (2008) the adoption of compromising approach creates an atmosphere of win – lose outcome among the parties in conflict. This is so because it is expected that for parties in conflict to arrive at an agreeable resolution, each party must give up something such that there is no clear winner or loser. This therefore proves that under this platform no party achieves complete satisfaction of needs and goals but provides partial satisfaction accepted by the parties concerned. In this regard, Snell (2002) added that this strategy is neither highly cooperative nor highly assertive thus resulting in satisficing rather than maximizing solutions.

On the other hand, Steyn (2001) affirmed that compromising is mainly suitable when there is a balance of power between the individuals or when limited resources have to be shared, in the sense that this strategy requires achievement of balance between personal and common interests. A person who typically uses a compromising conflict style attempts to balance the needs of both or all sides in a conflict by encouraging everyone to give in on at least some points. This style of conflict can be more time-consuming and require more "people skills" than other conflict resolution techniques. It is, however, often regarded as less problematic within a business environment than avoidance, accommodation or competitive combativeness. A compromising conflict management strategy involves trying to find a "common ground" that partly satisfies both parties. Thomas and Kilmann (2011) with this strategy, individuals realize that every party cannot always be entirely satisfied in every conflict situation. The parties accept that there are times when one must be ready to set apart individual wants and needs in preference for others in order to find a "common ground. Over time, individuals will get tired of always getting a little, but never being fully satisfied.

Concept of Industrial Harmony

The concept of industrial harmony has been reviewed by a number of management scholars using different predictor variables (Puttapalli & Vuram, 2012; Osad & Osas 2013; & Nwinyokpugi, 2015). However, evidence from these studies showed that no organization can survive or succeed without unflinching manifestations of harmonious and peaceful coexistence between the various stakeholders ranging from the internal stakeholders i.e. employees and shareholders to the external stakeholders such as the suppliers, distributors, host communities and regulatory agencies. Industrial harmony became a phenomenon in modern business because of the rational nature of human being (employees) as well as the general notion that they are the most valued asset of the organization whose level of commitment and engagement depends on how far the management is people-oriented.

This is as every employee at the workplace desires to be recognized, accepted and integrated in every aspect of their work life (Nwokocha, 2015). In the same vein, Yusuf-Habeeb and Kazeem (2017) contend that for people to progress at work and other facets of life, there must be cooperation which is crucial to ensure task accomplishment and stability in life. Given this observation, industrial harmony can be considered as the bedrock of any successful entrepreneurial venture. Furthermore, Puttapalli and Vuram (2012) defined industrial harmony as being concerned with the mutual relationship between management team and employees in relation to the terms and conditions of employment at the workplace. Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad and Osas, 2013).

This process creates a peaceful working environment to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction.

Measures of Industrial Harmony

Absence of Strike

Yusuf-Habeeb and Kazeem (2017) is of the view that absence of strike is an affirmation that workers may protest against the activities of their organization if they perceive any form of unfair treatment or any unethical conduct against labor law. To this end, Singh (2013) defined strike as the stoppage of work activities in an organization or industry by workers who act in group in pursuit of a common agenda. In view of the modern-day business operational pattern, one of the most widely used approach by employees to express their grievances and dissatisfaction towards employers is through strike (industrial action). This action is geared towards passing a message to the management that there is something they are not doing well in relation to employee welfare schemes. Drawing from this definition, we can see that industrial action is not a good phenomenon for any organization because rather than enthrone peaceful and harmonious work relationship between employers and employees, it strains it. Hence, strikes could lead to temporary gains for the aggrieved, while the organization may suffer loss in output and profitability in the long run if the strike is prolonged. Therefore, it is through the absence of strike that employers and employees can work cooperatively in pursuit of a common goal without unnecessary stoppage or sabotage of work.

Secondly, it is through industrial action that workers are able to assert bargaining power in industrial relations. The right to strike is an important component of a successful collective bargaining system.

Mutual Trust

Trust is an important element in supervisor-subordinate relationships (Brower et al. 2009; Dirks & Ferrin 2002; McAllister1995; Serva et al. 2005). Trust in leadership has been linked to high task performance, more citizenship behaviors, and positive attitudes toward their jobs and organizations (Colquitt et al. 2007; Dirks & Ferrin, 2002). Also, when subordinates trust their supervisors, they are more willing to accept their supervisor’s influence (Dirks & Ferrin, 2002), which can enhance the effects of ethical climate on employees’ work attitudes and behaviors (Mulki et al. 2006) since ‘leaders are a key ethical guidance source for employees (Otken & Cenkci, 2012).

However, mutual trust refers to complementary trust experienced or expressed by subordinates and supervisors toward each other at a given point in time (Serva et al. 2005). Mutual trust can exist when both a supervisor and a subordinate have roughly the same level of trust for each other, and when each perceives that the other is aware of his/her intent and his/her trust. Indeed, trust researchers (Brower et al. 2009; Schoorman et al. 2007; Serva et al. 2005) have distinguished mutual trust from trust in leader and felt trust in that one party can trust the other without being trusted in return.

Theoretical Review

This study anchored on the following theory:

Contingency Theory

One of the theories that lend credence to this study is the contingency theory. This theory, according to Rahim (2001) is the hallmark of contemporary management and it has been widely accepted in management disciplines. It is a leadership theory that suggests that effective leadership depends on matching leadership styles with the situation at hand. It recognizes the importance of considering the needs of the employees in an organization, the task to be done and the situation or environment. Failure to do these often times result in ineffective leadership. Therefore, when decision quality and acceptance are low, the leader is expected to use the autocratic style of leadership. But if the decision quality and acceptance are high, then it becomes advisable for the leader to use the participatory style of leadership. Rahim (2001) applied this theory to conflict management by suggesting that in a conflict situation where there is low decision quality and acceptance, the dominating style could be more appropriate whereas when there is high decision quality and acceptance, then the integrating style may be justified.

Empirical Review

Various studies have been carried out on the issue of conflict management as it relates to different aspects of human endeavours. Wobodo (2019) studied on conflict management strategies and industrial harmony: a theoretical review of rivers state university, Port Harcourt. Its presence at the workplace infuses innovation and creative mindset in people through diversity of constructive opinions and criticisms. Matthew et al. (2019) studied on Conflicts Management Strategies: A Tool for Industrial Harmony. The non-existence of conflict may suggest tyranny, stagnation and uniformity; while its presence can be symptomatic of democracy, growth, self-actualization and diversity. Oseyomon and Eiya (2015) conducted a study on conflict management and industrial harmony: The nexus in Nigeria. Conflicts have sources and it can be managed. Conflict well managed can bring about industrial harmony and productivity. Sequel to this assertion, this study therefore examines conflict management strategies as a tool for industrial harmony in oil and gas industries in Rivers State.

METHODOLOGY

The study explored cross sectional survey research design. The target population was 50 respondents derived from 10 oil and gas industries and purposive technique was used in accepting the 50 respondents (Heads and workers representatives) as a sample size. 5 likert scaling was used on the validated structured questionnaire. Spearman rank order correlation coefficient was used for the data analysis.

Analysis, Results and Discussions

Table 1: Number of sectors

S/No.	Name of oil and gas industries	No. of questionnaire shared
1	Slot Engineering Nig Ltd. - 205 Eneka Road, Opposite State Primary School Atali, Port Harcourt, Rivers State.	5
2	Tilone Subsea Limited. 127 Fiddil Commercial Avenue, Off Ordinance Junction, Trans Amadi Industrial Layout, P.O.Box 7579, Port Harcourt	5
3	Tolmann Allied Services Company Ltd. Plot 7 Trans Amadi Industrial Layout, Port Harcourt	5
4	Topline Limited. Plot 40, Birabi Street GRA Phase 1, Port Harcourt, Rivers State	5
5	Vandrezzer Energy Services Limited. No. 9, Trans-Woji Road, Woji Town, Port Harcourt.	5
6	Vhelbherg Int'l Ltd. Plot 202 Bank-Anthony Avenue, off Ordinance Road, Port Harcourt.	5
7	Well Fluid Services Limited. 95A Redeem Road, Off Ogininbga Link Road, Trans Amadi, Port Harcourt, Rivers State.	5
8	Wellopt Nigeria Limited. 76b Obi Wali road, Rumuigbo, Rivers State	5

9	Weltek Limited. Plot 307 Danjuma Drive, Trans-Amadi Industrial Layout, P. O. Box 6585, Port Harcourt.	5
10	Zitadel Limited. 52/54 Trans Amadi Industrial Layout, P.O.Box 13269, Port Harcourt.	5
	Total	**50**
	Total number retrieved	**48**
	Total error copies not retrieved	**2**

Source: Research activities (2023)

Hypothesis one and two

H01: ***There is no statistical significant relationship between collective bargaining and absence of strike.***

H02: ***There is no statistical significant relationship between collective bargaining and mutual trust.***

Table 2: Analysis of the effect of *collective bargaining* on *measures of industrial harmony*

Correlations

Table 2: collective bargaining and measures of industrial harmony

			Collective bargaining	Absence of strike	Mutual trust
Spearman's rho	Collective bargaining	Correlation Coefficient	1.000	.641**	.615**
		Sig. (2-tailed)		.000	.000
		N	48	48	48
	Absence of strike	Correlation Coefficient	.641**	1.000	.623**
		Sig. (2-tailed)	.000	.	.000
		N	48	48	48
	Mutual trust	Correlation Coefficient	.615**	.620**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	48	48	48

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 reveals that the Spearman's Rank Order Correlation coefficient is 0.641 and 0.615 which reflect a strong positive linear relationship between collective bargaining and measures of industrial harmony (absence of strike and mutual trust). And the Correlation test is highly significance at ($p<0.001$). Positive relationship means that collective bargaining is very well practiced and observed. Following this finding, the study concludes that there is a relationship between collective bargaining and measures of industrial harmony-absence of strike (0.641) and mutual trust (0.615). Therefore null hypothesis was rejected.

Hypothesis three and four

H₀₃: ***There is no statistical significant relationship between compromise strategies and absence of strike.***

H₀₄: ***There is no statistical significant relationship between compromise strategies and mutual trust.***

Table 3: Analysis of the effect of *compromise strategies* on *measures of industrial harmony*

Correlations

Table 3: C*ompromise strategies* and measures of industrial harmony

			Compromise strategies	Absence of strike	Mutual trust
Spearman's rho	Compromise strategies	Correlation Coefficient	1.000	.576**	.542**
		Sig. (2-tailed)		.000	.000
		N	48	48	48
	Absence of strike	Correlation Coefficient	.576**	1.000	.511**
		Sig. (2-tailed)	.000	.	.000
		N	48	48	48
	Mutual trust	Correlation Coefficient	.542**	.520**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	48	48	48

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 reveals that the Spearman's Rank Order Correlation coefficient is 0.576 which reflect a strong positive linear relationship between collective bargaining and measures of industrial harmony (absence of strike and mutual trust). And the Correlation test is highly significance at ($p<0.001$). Positive relationship means that collective bargaining is very well practiced and observed. Following this finding, the study concludes that there is a relationship between collective bargaining and measures of industrial harmony-absence of strike (0-576) and mutual trust (0.542). Therefore null hypothesis was rejected.

DISCUSSIONS

For hypotheses 1 and 2 sows that collective bargaining influences measures of industrial harmony (absence of strike and mutual trust). Collective bargaining can play a pivotal role in minimizing strikes and fostering mutual trust between labor and management. It provides a structured, negotiated approach to resolving labor 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.

For hypotheses 3 and 4 sows that compromise strategies influences measures of industrial harmony (absence of strike and mutual trust). Compromise plays a pivotal role in maintaining an absence of strikes and cultivating mutual trust in labor-management relations. It helps resolve conflicts, creates stability, enhances employee satisfaction, builds positive relationships, encourages open communication, and ensures the sustainability of collaborative efforts.

Ultimately, compromise is a cornerstone of harmonious and productive labor-management interactions.

CONCLUSIONS

From the findings of this study it is necessary to conclude that conflict is one of the major causes of failure in any organization and thus its management is of paramount importance if the organization must continue as a going concern. Thus the types of conflict management skills possessed by the management of the organization and style it is adopted determines to a very large extent, the ability of the oil and gas industries have the kind of environment necessary to achieve on encouraging level of productivity among the workers.

RECOMMENDATIONS

On the strength of the findings and conclusion on the study, it is here recommended that:

1. Strategies which promote industrial harmony and democracy should be chosen by oil and gas industries.
2. Heads of departments in oil and gas industries should encourage industrial harmony in their various organizations.
3. Oil and gas should develop and implement conflict resolution training programs for employees and managers. Equip them with the necessary skills and techniques to identify, manage, and resolve conflicts in a constructive manner.
4. Trade disputes should be managed in good time so that it does not degenerate to industrial conflict and strikes as strike actions cause disruptions in the system and in some cases avoidable death.
5. Management of the oil and gas industries should acquire conflict management skill and apply them appropriately as occasion demand.

REFERENCES

Daniel, D (2001). *Conflict resolution*. McGraw-Hill.

Ekundayo, H. T. (2012). Towards strengthening the relationship between trade unions and university management in Nigeria. An International Multidisciplinary *Journal, Ethiopia, 6*(2), 266-273.

Fajana, S. (2002). *Industrial relations in Nigeria: Theory and features (2nd Edition*). Labofin and Company.

Nwokocha, I. (2015). Employers and the enhancement of industrial harmony in private sector organizations in Nigeria. *Journal of Humanities and Social Science, 20*(5), 28-35.

Odia, L. O. & Omofonmwam, S. I. (2007). Educational system in Nigeria: problems and prospects. *Journal of Social Sciences, 14*(1), 81-86.

Omoluabi, P. F. (2001). Principles and processes of conflictology. *Ife Psychologia, 9*(3), 1-13.

Osad, O. I. & Osas, U. E. (2013). Harmonious industrial relations as a panacea for ailing enterprises in Nigeria. *Journal of Asian Scientific Research, 3*(3), 229-246.

Otobo, D. (2005). *Industrial relations: Theory and controversies.* Malhhouse Press Ltd.

Puttapalli, A.K. &Vuram, I.R. (2012). Discipline: The tool for industrial harmony. International *Journal of Multidisciplinary Educational Research, 1*(1), 21-43.

Rahim, M. (2002).Towards a theory of managing organizational conflict. *The International Journal of Conflict Management, 13*(3), 206-235.

Robbins, S. P. (2009). *Organizational theory: Structure, design and application*. Safar Publication.

Robbins, S., Judge, T. & Vohra, N. (2011). *Organizational behavior* (14th ed.). Pearson as Prentice Hall.