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Impact of Workplace Conflict on Job Satisfaction among Public Sector Employees in Jalingo Local Government Area, Taraba State

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ABSTRACT

This study examined the impact of workplace conflict on job satisfaction among public sector employees in Jalingo Local Government Area, Taraba State. The study was anchored on the Contingency Theory of Conflict Management, developed and expanded by Rahim (2002), which posits that the effectiveness of conflict management depends on the nature of the conflict, the circumstances surrounding it, and the approach adopted to address it. The study adopted a descriptive survey research design. The population of the study comprised 2,000 public sector employees, from which a sample size of 333 respondents was selected using the Taro Yamane sampling technique. A multistage sampling technique was used to select respondents from the identified public sector organisations in Jalingo Local Government Area. Data were collected through a structured questionnaire administered directly to the sampled respondents. The collected data were analysed using frequency, percentage, mean and standard deviation, while the hypotheses were tested using an appropriate inferential statistical technique at the 0.05 level of significance. The findings revealed that workplace conflict has a significant impact on job satisfaction among public sector employees. The study further found that interpersonal disagreements, poor communication, differences in work interests, workload-related disputes and strained workplace relationships contribute to reduced job satisfaction, while effective conflict management and supportive workplace relationships enhance employees' satisfaction. The study concluded that unmanaged workplace conflict can negatively affect employee morale, commitment and job satisfaction, thereby undermining organisational effectiveness. The study recommended that public sector organisations should establish effective conflict-resolution mechanisms, promote open communication, provide regular conflict-management training, and encourage supportive workplace relationships. These measures would help minimise destructive workplace conflicts and improve job satisfaction and organisational performance among public sector employees in Jalingo Local Government Area.

Keywords: Conflict, Job-Satisfaction, Public Sector, Employees

INTRODUCTION

Globally, workplace conflict and job satisfaction continue to be critical determinants of organizational effectiveness and employee well-being, especially in the ever-evolving field of human resource

management. Global trends have shown increasing concerns regarding employee mental health, workplace stressors, and systemic conflicts, particularly in the public sector. According to recent studies, workplace conflict arises when individuals perceive that their goals, values, or interests clash with those of others within the organization, leading to interpersonal disputes, low morale, and inefficiencies (García-Cabrera & García-Soto, 2020).

On the other hand, job satisfaction refers to an employee's affective and cognitive evaluation of their job, encompassing factors like remuneration, recognition, work environment, and management practices. The interaction between these variables greatly influences employee productivity, engagement, and organizational loyalty, which are critical in public administration (Kim and Fernandez, 2021).

In developed economies, public sector organizations have made notable progress in adopting proactive conflict resolution mechanisms and employee satisfaction models. Studies in the United States, United Kingdom, and parts of Europe have shown that organizations that implement inclusive decision-making, transparent grievance systems, and employee support programs experience fewer workplace conflicts and higher job satisfaction (Van der Wal, 2020; CIPD, 2022). Robbins and Judge (2023) emphasized that modern leadership approaches such as emotional intelligence, ethical leadership, and participatory management help reduce tension in government institutions. Furthermore, Herzberg's two-factor theory continues to hold relevance in developed contexts, as job enrichment, autonomy, and growth opportunities remain top drivers of satisfaction (Raziq and Maulabakhsh, 2022).

Across Africa, however, public institutions still struggle with persistent conflict and dissatisfaction among employees. These issues are often rooted in systemic corruption, nepotism, poor leadership, and underfunding of public services (Obi, 2021). In many African countries, public sector employees report low job satisfaction due to irregular salaries, political interference, and lack of clear career paths. For instance, in a multi-country study, Ayele and Mohammed (2022) found that more than 60% of public workers in Sub-Saharan Africa experienced unresolved workplace conflicts that significantly hampered service delivery. In South Africa and Kenya, government workers cited poor managerial support and perceived inequality as major stressors (Mugera, 2023; Mofokeng & Bezuidenhout, 2020). These findings indicate that while efforts are being made to reform the civil service, the absence of strong institutional frameworks for employee welfare continues to foster workplace dissatisfaction.

In Nigeria, the public sector has long been characterized by bureaucratic inefficiencies, poor motivation, and persistent interpersonal and interdepartmental conflicts. Nwachukwu & Ujoatuonu, (2020) opined that conflicts in public institutions are frequently triggered by poor leadership, inequitable distribution of tasks, lack of promotion opportunities, and political interference in administrative decisions. These conflicts often lead to low job satisfaction, absenteeism, low productivity, and in extreme cases, employee turnover. Eze and Okafor (2021) emphasize that unresolved workplace conflicts undermine teamwork and foster a toxic environment that discourages innovation and efficiency. Moreover, Nigeria's civil service structure is often perceived as rigid and resistant to change, further compounding challenges related to employee morale and satisfaction.

Specifically, in Taraba State, and more precisely in Jalingo Local Government Area, workplace conflict remains a persistent challenge in public offices. Local government employees frequently experience role ambiguity, favoritism in promotions, inadequate communication between staff and management, and a lack of transparent grievance mechanisms. These factors contribute significantly to dissatisfaction among employees and reduce their commitment to organizational goals. According to Iliya and Barde (2023), public servants in Taraba State report feelings of neglect and frustration due to delayed salaries, lack of professional development, and political interference in local administrative affairs. The study also highlights that unresolved disputes in government offices in Jalingo often escalate due to the absence of structured conflict resolution frameworks and weak human resource management practices.

In Jalingo Local Government Area in Taraba State, workplace conflict in the public sector manifests in various forms such as inter-departmental competition, inadequate communication, favoritism, and poor conflict management structures. These tensions have been exacerbated by economic downturns, delays in salary payments, and infrastructural decay in public offices. Adegboye and Yusuf (2023) emphasized that in Northern Nigeria, including Taraba State, a lack of structured mediation systems and weak human

resource practices contribute significantly to job dissatisfaction. Furthermore, public servants often experience low morale due to perceived inequities in promotions, political favoritism, and lack of career advancement opportunities (Usman & Zubairu, 2022). These conditions not only demotivate workers but also affect public trust and the efficiency of government operations in Jalingo LGA.

Therefore, evaluating the relationship between workplace conflict and job satisfaction among public sector employees in Jalingo is both timely and necessary. Understanding the dynamics of conflict and its psychological and organizational impact on employees will provide a foundation for proposing practical interventions that enhance productivity, reduce turnover, and improve the overall work climate. This study seeks to contribute to the growing body of literature on public administration in Nigeria by offering empirical data and contextual insights that can inform public sector reforms, particularly in underserved and less researched regions like Taraba State.

Statement of the Problem

Public sector organizations play a pivotal role in the administration and implementation of government policies, service delivery, and national development. However, in recent years, many public institutions across Nigeria, including those in Jalingo Local Government Area of Taraba State, have increasingly been affected by persistent workplace conflicts and diminishing levels of job satisfaction. These challenges have become a major concern for administrators, policymakers, and the general public due to their negative impact on employee morale, institutional efficiency, and the quality of public service delivery.

Workplace conflict, which includes interpersonal disagreements, poor communication, role ambiguity, favoritism, and leadership issues, has become a common occurrence in public offices in Jalingo. These conflicts often result in strained relationships, lack of cooperation among staff, psychological stress, and a toxic work environment. In many instances, conflicts go unresolved due to the absence of structured conflict management systems and ineffective administrative responses. This situation has led to low employee morale, reduced productivity, increased absenteeism, and in some cases, premature exits from the civil service.

Similarly, job satisfaction among public sector employees in Jalingo is reportedly low, as many workers face numerous challenges such as delayed salary payments, lack of promotion opportunities, inadequate recognition, poor working conditions, and limited access to training and career development programs. Employees who are dissatisfied with their jobs are less likely to be motivated, committed, or productive, thereby weakening the capacity of public institutions to meet their objectives and satisfy public expectations. The absence of mechanisms to address these job-related concerns further aggravates the problem, leaving many workers disengaged and unfulfilled in their roles.

Despite the clear implications of workplace conflict and job dissatisfaction on employee performance and organizational success, there is a noticeable gap in research focusing on how these two factors interact within the public sector in Taraba State, particularly in Jalingo LGA. Most existing studies tend to generalize findings at the national level, often overlooking the unique socio-political and administrative dynamics that characterize local government operations. Consequently, there is insufficient empirical data to guide local administrators and stakeholders in formulating context-specific interventions that address conflict and improve job satisfaction in public service.

This study, therefore, seeks to evaluate the impact of workplace conflict and job satisfaction among public sector employees in Jalingo Local Government Area. The goal is to generate evidence-based insights that will inform policy decisions and institutional reforms aimed at fostering a more harmonious work environment, enhancing employee satisfaction, and ultimately improving the effectiveness and efficiency of public service delivery in the area.

Research Questions

The following research questions will be formulated to guide this study

i. What are the effects of workplace conflict on public sector employees in Jalingo Local Government Area?
ii. How does job satisfaction influence the performance of public sector employees in Jalingo Local Government Area?

Objectives of the Study

The main objective of this study is to evaluate the impact of workplace conflict on job satisfaction among public sector employees in Jalingo Local Government Area, Taraba State. The specific objectives of the study are:

i. To examine the effects of workplace conflict on public sector employees in Jalingo Local Government Area.
ii. To assess the influence of job satisfaction on the performance of public sector employees in Jalingo Local Government Area.

Research Hypotheses

H_{01}: Workplace conflict has no significant effect on public sector employees in Jalingo Local Government Area.

H_{02}: Job satisfaction has no significant influence on the performance of public sector employees in Jalingo Local Government Area..

Conceptual Review

Workplace Conflict

Workplace conflict refers to any form of disagreement or tension that arises between individuals or groups within a work setting due to differences in interests, goals, values, or perceptions. It is a common phenomenon in organizations and can emerge at various levels between employees, between employees and supervisors, or between departments. According to Iqbal et al. (2018), workplace conflict is inevitable in any organizational setting because of the diverse nature of employees' backgrounds, personalities, and expectations. It may manifest in various forms such as interpersonal conflict, task conflict, and organizational conflict, each with its own causes and consequences.

Recent studies have emphasized that workplace conflict can be both functional and dysfunctional depending on how it is managed. Functional conflict can stimulate innovation, problem-solving, and improved decision-making, whereas dysfunctional conflict may lead to reduced productivity, employee dissatisfaction, and high turnover rates (Adeoye & Torubelli, 2019). For instance, Inuwa and Nasiru (2020) observed that unresolved workplace conflict in Nigerian public organizations contributed significantly to absenteeism, loss of morale, and a toxic work environment. Therefore, understanding the root causes and adopting effective conflict resolution mechanisms is critical to organizational success.

Job Satisfaction

Job satisfaction is a psychological concept that describes the level of contentment and positive emotional response an employee experiences regarding their job role, responsibilities, work environment, and organizational culture. It reflects how well an individual's job expectations and personal needs are met within the workplace. According to Aziri (2017), job satisfaction encompasses various dimensions such as satisfaction with pay, supervision, co-workers, career advancement opportunities, and the nature of the work itself. It is considered a key factor in determining organizational commitment, employee performance, and workplace morale.

Scholars have increasingly emphasized that job satisfaction is a multifaceted construct influenced by both intrinsic and extrinsic factors. Intrinsic factors include recognition, meaningful work, and autonomy, while extrinsic factors comprise salary, working conditions, and relationships with supervisors and colleagues. For instance, Inuwa (2019) noted that employees in Nigerian organizations showed higher satisfaction levels when they perceived fairness in reward systems and had supportive supervisors. Similarly, Uche and Lawal (2021) found a strong correlation between job satisfaction and employee retention in the public sector, indicating that satisfied employees are less likely to seek employment elsewhere.

Job satisfaction also plays a crucial role in shaping employee behavior and productivity. Employees who are satisfied with their jobs are more likely to exhibit positive attitudes, higher performance levels, and a stronger commitment to organizational goals (Okeke & Ogbonna, 2020). On the contrary, dissatisfaction can lead to negative outcomes such as absenteeism, low productivity, job burnout, and even workplace conflict. This was demonstrated in a study by Bello, Akinwumi, and Usman (2024), which linked low job

satisfaction among healthcare workers in northern Nigeria to high turnover rates and reduced service quality.

Public Sector

The public sector refers to the segment of a nation's economy that is controlled and operated by government institutions at the federal, state, or local levels. It includes government agencies, public corporations, educational institutions, and health care services that deliver goods and services intended to promote the general welfare and national development. As defined by Ojo and Lawal (2018), the public sector plays a vital role in governance, economic planning, and the provision of essential services such as security, education, infrastructure, and health. Unlike the private sector, which is driven by profit motives, the public sector is focused on service delivery, regulation, and equitable distribution of resources.

The structure and performance of the public sector vary across countries and are influenced by political, economic, and institutional factors. In many developing countries, including Nigeria, the public sector has historically been the largest employer of labor and a key driver of economic development. However, several studies have highlighted persistent issues affecting the sector, such as bureaucratic inefficiencies, corruption, poor service delivery, and inadequate accountability mechanisms. For example, Adepoju and Aluko (2019) noted that inefficiencies in Nigeria's public institutions significantly hinder socio-economic progress and reduce public trust in governance.

Public Sector Employees

Public sector employees are individuals employed by government institutions and agencies at federal, state, or local levels to provide services that are essential to the functioning and development of society. These employees work in diverse fields such as education, healthcare, law enforcement, civil service, public finance, and infrastructure management. They serve as key actors in implementing government policies, maintaining law and order, and ensuring the delivery of public goods and services. As noted by Ojo and Lawal (2018), public sector employees are instrumental in sustaining the governance structure of any nation and directly influence the effectiveness of public administration.

Public sector employment is characterized by distinct features such as job security, structured salary scales, bureaucratic procedures, and a service-oriented approach rather than profit-making motives. However, the work environment and expectations of public employees vary across countries and are shaped by governance systems, administrative traditions, and economic conditions. In Nigeria, for example, public sector employees have historically formed the backbone of national development efforts, yet they often face challenges such as inadequate remuneration, limited career growth, and delayed promotions (Adepoju & Aluko, 2019). These challenges significantly impact their morale, productivity, and overall job satisfaction.

Employee Morale

Employee morale refers to the overall attitude, satisfaction, and outlook that employees have toward their organization and their job roles. It is a psychological state that reflects how motivated, confident, and engaged employees feel at work. According to Aziri (2017), employee morale is influenced by several factors including work environment, leadership style, compensation, interpersonal relationships, job security, and recognition. High morale is often associated with increased productivity, lower absenteeism, and stronger commitment to organizational goals, while low morale can lead to dissatisfaction, poor performance, and high turnover.

Recent studies have consistently emphasized the critical importance of employee morale in achieving organizational effectiveness, especially in public and service-driven sectors. For instance, Bello and Ogunleye (2020) found that public sector employees in Nigeria who reported high morale also demonstrated greater levels of innovation, cooperation, and dedication to public service. The study linked this morale to supportive leadership, participatory decision-making, and opportunities for professional development.

Workplace conditions and employee treatment remain central to discussions on morale. Research by Adepoju and Aluko (2019) indicated that a lack of recognition, delayed salaries, poor communication, and limited career advancement opportunities significantly diminish morale in many Nigerian public institutions. In a similar vein, Eze and Okoli (2021) observed that low morale among local government

employees was a key factor behind low responsiveness and inefficiency in service delivery. These findings highlight the importance of both material and emotional support in building a motivated workforce.

Organizational Performance

Organizational performance refers to how effectively an organization achieves its goals and objectives, encompassing various dimensions such as productivity, profitability, service delivery, employee satisfaction, and innovation. It is a multidimensional concept that serves as a key indicator of an organization's health, competitiveness, and sustainability. According to Otley (2017), organizational performance is measured not only by financial outcomes but also by how well an organization manages its internal processes, adapts to environmental changes, and satisfies stakeholders. The concept is widely used in both public and private sector research to assess strategic effectiveness and operational efficiency.

Empirical studies have shown that several factors influence organizational performance, including leadership style, employee engagement, organizational structure, innovation capability, and technological adoption. For instance, Adepoju and Aluko (2019) observed that transformational leadership significantly boosts performance in Nigerian public institutions by inspiring employees and aligning them with organizational goals. Similarly, Nwachukwu and Hassan (2024) noted that organizations with participative management practices tend to experience higher performance levels due to increased employee commitment and morale.

The common causes and types of workplace conflict among public sector employees in Jalingo Local Government Area

Workplace conflict has remained a persistent issue in public institutions across Nigeria, including Jalingo Local Government Area (LGA). One of the leading causes of such conflict is poor communication. Ibeogu and Ozturen (2015) argued that ineffective communication between management and staff, and among employees themselves, leads to misinterpretation of roles, rumors, and tension. In the context of Jalingo LGA, staff often receive instructions through informal channels, which results in confusion, duplication of efforts, and friction among co-workers.

Another major source of conflict in public sector workplaces is role ambiguity. Obasan (2016) found that when job descriptions are not clearly defined, employees may step into one another's responsibilities, causing disputes over authority and decision-making. In Jalingo LGA, overlapping roles between administrative staff and field officers frequently lead to blame-shifting and accountability issues, especially in departments such as education, health, and works.

Resource scarcity has also been cited as a cause of conflict in many Nigerian local government settings. Akanji (2017) notes that insufficient access to office supplies, transport vehicles, and financial allocations creates competition among departments. In Jalingo LGA, civil servants are often forced to compete for limited government-provided tools, leading to resentment and departmental rivalry that affects service delivery.

The level of job satisfaction among public sector employees in Jalingo Local Government Area

Job satisfaction among public sector employees in Jalingo Local Government Area (LGA) has garnered scholarly attention due to its influence on productivity, commitment, and service delivery. According to Igbalumun and Ugwuegbu (2016), job satisfaction is a significant determinant of employee retention and motivation. Their study on local government workers in North-Central Nigeria found that employees with higher satisfaction levels tend to be more engaged, a finding that resonates with observations made in Jalingo where engagement correlates with resource availability and administrative support.

One of the major factors influencing job satisfaction in the public sector is remuneration. Akomolafe and Ibironke (2017) argue that poor salaries and irregular payment schedules have continually affected public workers' morale in Nigerian LGAs. In Jalingo, many workers complain of delayed salaries and unpaid allowances, especially among junior staff, which undermines their commitment and satisfaction with their jobs.

In addition to salary, working conditions significantly impact job satisfaction. Ogundele and Yusuf (2018) in their study of public employees in the North-East observed that a lack of office equipment, poor

infrastructure, and unsafe working environments reduce employee satisfaction. In Jalingo LGA, employees in departments such as environmental sanitation and rural health report inadequate tools, long work hours, and exposure to occupational hazards, all contributing to low morale.

Theoretical Framework

This study was anchored on the Contingency Theory of Conflict Management as its theoretical framework. The Contingency Theory of Conflict Management, developed and expanded by Rahim (2002), asserted that there was no single best method for managing conflict in organizations. Instead, the effectiveness of conflict management strategies depended on situational variables such as the type of conflict, organizational culture, the relationship between parties, and the desired outcomes. The theory advocated a flexible, context-sensitive approach in which leaders and managers assessed each conflict situation and applied the resolution method that was most suitable to the circumstances.

One of the central ideas of the theory was that conflict itself was not inherently negative. When managed constructively, it could stimulate innovation, clarify roles, and strengthen relationships (Rahim, 2002). However, when poorly managed, it could lead to dissatisfaction, disengagement, and reduced organizational performance. The contingency perspective therefore advocated adaptive leadership, where conflict-handling styles such as collaboration, accommodation, competition, avoidance, and compromise were applied selectively based on the nature and intensity of the conflict (Thomas, 1992). For example, collaboration could be most appropriate in disputes involving high interdependence and shared goals, while avoidance could be suitable for trivial or temporary tensions.

In the public sector context, such as local government administrations like Jalingo Local Government Area, the theory was highly relevant. Bureaucratic structures, resource limitations, and interpersonal differences often created conditions for workplace conflict. According to Yunusa (2019), many public institutions failed to manage such conflicts effectively because they relied on one-size-fits-all approaches or ignored the importance of contextual factors. Applying the contingency theory, managers in Jalingo LGA could tailor their responses to specific departmental cultures and the personalities involved in each dispute, thereby improving conflict-management outcomes and staff job satisfaction.

Furthermore, the theory emphasized the need for conflict-management training, which equipped public servants with a repertoire of strategies that could be applied according to situational requirements (Rahim & Bonoma, 1979). For instance, a manager in the finance department of Jalingo LGA could use compromise when addressing workload disputes among employees of equal status, but could apply collaboration when implementing reforms involving multiple stakeholders. This adaptability helped to reduce the negative emotional and professional consequences of workplace conflict.

The Contingency Theory of Conflict Management provided a dynamic framework that acknowledged the complexity of workplace conflict. Its emphasis on situational assessment and strategic choice made it a practical model for public-sector managers, particularly in diverse and hierarchical settings such as Jalingo Local Government Area. By adopting flexible conflict-resolution strategies, organizations could transform conflict into a catalyst for organizational growth rather than allowing it to become a barrier to job satisfaction and productivity.

The theory assumed that no single method of managing conflict was universally effective in all situations. The effectiveness of a conflict-management approach, such as collaboration, competition, or avoidance, depended on the context, including the nature of the conflict, the individuals involved, and the organizational culture (Rahim, 2002). The theory also assumed that conflict was a natural and inevitable part of organizational life, particularly in complex or bureaucratic environments such as the public sector. Not all conflicts were harmful, as some could be constructive when they were managed appropriately (Thomas, 1992).

The Contingency Theory of Conflict Management had been widely accepted for its pragmatic and flexible approach to resolving organizational conflict. However, despite its usefulness, the theory had also faced criticism from several scholars and practitioners regarding its limitations in application, the possible oversimplification of human behaviour, and contextual vagueness.

One major criticism of the theory was its lack of clarity in defining situational variables. Although the theory emphasized that conflict resolution should depend on the situation, it often provided limited guidance on how managers could accurately assess such situations. According to Wall and Callister (1995), the theory failed to offer specific operational criteria that managers could use to determine which conflict-management style was most appropriate in complex real-world situations. This ambiguity could make its implementation subjective and inconsistent.

The Contingency Theory of Conflict Management was highly relevant to the public sector in Jalingo Local Government Area because it emphasized the application of context-specific conflict-resolution strategies. In public offices where employees came from diverse ethnic, political, and professional backgrounds, interpersonal conflicts were common. The theory encouraged leaders to assess each conflict according to its nature and then apply the most appropriate management style, whether collaboration, avoidance, or compromise (Rahim, 2002). This flexible approach helped to reduce tension and preserve employee morale.

Moreover, the theory supported the view that not all conflicts were harmful. Within the bureaucratic structure of Jalingo LGA, conflict could sometimes stimulate dialogue and organizational reform when it was properly managed. For example, the use of a collaborative strategy to address grievances concerning promotion or workload could increase employee trust and job satisfaction. By recognizing the positive potential of well-managed conflict, the theory aligned with efforts to improve organizational culture and employee satisfaction.

The theory also underlined the importance of leadership and managerial competence in conflict situations. In Jalingo LGA, where leadership styles varied across departments, the contingency approach reminded managers that poorly handled conflict could escalate and reduce job satisfaction, whereas effective conflict resolution could enhance team harmony and employee performance. Therefore, training leaders in adaptive conflict-management techniques was considered important for improving staff well-being and organizational effectiveness.

Finally, the Contingency Theory of Conflict Management was particularly useful for policy design and administrative reforms in Jalingo LGA. It provided a framework for developing flexible grievance-handling procedures that considered departmental differences, power dynamics, and employee diversity. This approach contributed to long-term job satisfaction and staff retention by ensuring that workplace conflicts were addressed constructively, fairly, and according to the circumstances surrounding each conflict.

METHODOLOGY

The research design for this study, titled "An Evaluation of Workplace Conflict and Job Satisfaction among Public Sector Employees in Jalingo Local Government Area, Taraba State," outlined the methods that were used for data collection, measurement, and analysis in line with the stated research objectives. The study adopted a descriptive survey research design, which was considered suitable given the nature of the research problem. This design enabled the researcher to systematically collect and analyse data on workplace conflict and job satisfaction without manipulating the variables under investigation.

The population of the study included all employees working within the council at the time of the research. This encompassed various categories of employees, such as administrative staff, technical workers, cleaners, clerks, and managers. The population for this study consisted of the entire staff of the Jalingo Local Government Council, which was projected to be approximately two thousand (2,000) employees (Office of the Head of Service, 2025).

A sample size of three hundred and thirty-three (333) respondents was selected to represent the entire population for the study. The formula that guided the researcher in determining the sample size was the Taro Yamane statistical technique (1967), which was commonly applied in determining an appropriate sample size for a known population.

Simple random sampling was used to select a total of three hundred and thirty-three (333) respondents from the total population of two thousand (2,000) employees in the study area. The sample size was determined using the Taro Yamane (1967) formula, which was applied by the researcher to obtain an

appropriate sample for the study. The formula was mathematically expressed as follows: $\mathbf{n=N/(1=N(e)^2}$. Where;

n =signifies the population size.
K=constant value
N= signifies the population under study
e= signifies the margin of error

Therefore, $n = \frac{2{,}000}{(1+2{,}000(0.05)^2}$

$n = \frac{2{,}000}{(1+2{,}000(0.0025)}$

$n = \frac{2{,}000}{6}$

n=333.33

An approximately (333) respondent serve as the sample of this study

Data for this study were collected using both quantitative and qualitative methods of data collection. The quantitative data were collected through the use of structured questionnaires, while the qualitative data were gathered through observation techniques and the review of relevant documented materials.

The method of data analysis depended on the type of data that were collected, whether qualitative or quantitative, as well as on the specific research objectives. This stage was crucial to the research study, as it helped to interpret and make sense of the collected data, thereby enabling the researcher to answer the research questions and test the formulated hypotheses.

Data Presentation, Analysis and Interpretation of Results

Table 4.1 Biodata of Respondents

Biodata Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	176	56.1
	Female	138	43.9
	Total	**314**	**100.0**
Age	18–25 years	62	19.7
	26–35 years	141	44.9
	36–45 years	79	25.2
	46 years and above	32	10.2
	Total	**314**	**100.0**
Marital Status	Single	118	37.6
	Married	176	56.1
	Divorced/Widowed	20	6.4
	Total	**314**	**100.0**
Educational Qualification	Secondary	54	17.2
	NCE/OND	98	31.2
	HND/Bachelor's Degree	126	40.1
	Postgraduate	36	11.5
	Total	**314**	**100.0**

Source: Field Survey, 2026.

The biodata analysis revealed that out of the 314 respondents, 176 (56.1%) were male, while 138 (43.9%) were female. This indicates that male respondents constituted the majority of the study participants. Nevertheless, the proportion of female respondents was also substantial, suggesting that both genders were adequately represented in the study and their opinions contributed significantly to the findings.

Regarding age distribution, the results showed that 62 respondents (19.7%) were between 18 and 25 years, 141 respondents (44.9%) were between 26 and 35 years, 79 respondents (25.2%) were between 36 and 45 years, and 32 respondents (10.2%) were aged 46 years and above. This implies that the majority of

the respondents were within the 26–35 years age bracket, indicating that most participants were relatively young and in their active working years. The least represented group was respondents aged 46 years and above.

The marital status distribution indicated that 176 respondents (56.1%) were married, 118 respondents (37.6%) were single, and 20 respondents (6.4%) were divorced or widowed. This shows that married respondents formed the largest proportion of the participants, suggesting that a significant number of public sector employees in the study area have family responsibilities that may influence their experiences and perceptions regarding workplace conflict and job satisfaction.

In terms of educational qualifications, the findings revealed that 54 respondents (17.2%) possessed secondary school certificates, 98 respondents (31.2%) held NCE/OND qualifications, 126 respondents (40.1%) had HND or Bachelor's degrees, and 36 respondents (11.5%) possessed postgraduate qualifications. This indicates that the majority of the respondents were highly educated, with most possessing HND/Bachelor's degrees. The high educational attainment of the respondents suggests that they were capable of providing informed and reliable responses concerning workplace conflict and job satisfaction among public sector employees in Jalingo Local Government Area, Taraba State.

Table 4.2 Perceived Influence of Workplace Conflict on Employee Performance

S/N	Questionnaire Items	SA	A	D	SD	Mean	SD	Decision
1	Workplace conflict reduces employees' productivity in the public sector.	135 (43.0)	103 (32.8)	44 (14.0)	32 (10.2)	3.09	0.99	Accepted
2	Conflict among employees affects effective communication in the workplace.	127 (40.4)	110 (35.0)	47 (15.0)	30 (9.6)	3.06	0.96	Accepted
3	Workplace conflict creates stress and emotional tension among employees.	142 (45.2)	96 (30.6)	46 (14.6)	30 (9.6)	3.11	0.99	Accepted
4	Frequent workplace conflict leads to poor teamwork among employees.	130 (41.4)	104 (33.1)	50 (15.9)	30 (9.6)	3.06	0.98	Accepted

Source: Field Survey, 2026.

The results in the table indicate a strong consensus among respondents that workplace conflict has several negative effects on employees in the public sector. All the items recorded mean scores above the benchmark of 2.50 and were therefore "Accepted," showing general agreement across the responses. The highest mean score (3.11) was recorded on the statement that workplace conflict creates stress and emotional tension among employees, suggesting that stress and emotional strain are the most strongly perceived consequences of conflict in the workplace.

Similarly, respondents agreed that workplace conflict reduces employees' productivity (Mean = 3.09), contributes to low morale (Mean = 3.09), and affects effective communication (Mean = 3.06). These findings imply that conflict not only disrupts individual performance but also weakens interpersonal relationships and communication flow within public sector organizations. The relatively consistent standard deviation values (0.96–0.99) further indicate that respondent' views were closely clustered, showing little variation in opinions.

Table 4.3: Influence of Job Satisfaction on Employee Performance

S/N	Questionnaire Items	SA	A	D	SD	Mean	SD	Decision
1	Job satisfaction improves employees' productivity in the public sector.	146 (46.5)	95 (30.3)	45 (14.3)	28 (8.9)	3.15	0.97	Accepted
2	Satisfied employees are more committed to organizational goals.	140 (44.6)	100 (31.8)	46 (14.6)	28 (9.0)	3.12	0.98	Accepted
3	Job satisfaction enhances punctuality and regular attendance at work.	132 (42.0)	106 (33.8)	48 (15.3)	28 (8.9)	3.09	0.96	Accepted
4	Employees who are satisfied with their jobs perform their duties effectively.	148 (47.1)	92 (29.3)	46 (14.6)	28 (9.0)	3.15	0.99	Accepted

Source: Field Survey, 2026.

The results in the table show a strong agreement among respondents that job satisfaction significantly enhances employee performance in the public sector. All the items recorded mean scores above the acceptance threshold of 2.50 and were therefore "Accepted," indicating a general consensus that job satisfaction positively influences productivity, commitment, and efficiency among employees.

Specifically, the highest mean score (3.16) was recorded on the statement that adequate welfare packages improve employees' efficiency in the workplace. This suggests that welfare benefits are perceived as the most influential factor in enhancing job performance. Similarly, respondents agreed that job satisfaction improves employees' productivity (Mean = 3.15) and that satisfied employees perform their duties effectively (Mean = 3.15), indicating a strong link between satisfaction and performance outcomes.

Furthermore, the findings show that job satisfaction increases employees' commitment to organizational goals (Mean = 3.12), enhances punctuality and regular attendance (Mean = 3.09), and that promotion and recognition improve job performance (Mean = 3.11). The relatively low variation in responses (SD = 0.96–1.00) suggests consistency in respondents' views.

Test of Hypotheses

Test of Hypothesis 1: H_{o1} What are the effects of workplace conflict on public sector employees in Jalingo Local Government Area?

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	2.114	0.221	—	9.56	.000
Workplace Conflict	-0.482	0.058	-0.451	-8.31	.000

$R = .451$, $R^2 = .204$, Adjusted $R^2 = .201$

The regression analysis revealed that workplace conflict has a significant negative effect on the dependent variable. The coefficient of workplace conflict ($B = -0.482$, $\beta = -0.451$) indicates that an increase in workplace conflict leads to a decrease in the dependent variable. The relationship is statistically significant, as shown by the t-value ($t = -8.31$) and p-value ($p = .000 < 0.05$). Therefore, the study concludes that higher levels of workplace conflict significantly reduce the outcome variable, leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis.

Test of Hypothesis 2: H_{o2} How does job satisfaction influence the performance of public sector employees in Jalingo Local Government Area?

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	1.876	0.198	—	9.47	.000
Job Satisfaction	0.537	0.061	0.489	8.80	.000

$R = .489$, $R^2 = .239$, Adjusted $R^2 = .236$

The regression analysis showed that **job satisfaction has a significant positive effect on the dependent variable**. The coefficient for job satisfaction **($B = 0.537$, $\beta = 0.489$)** indicates that a one-unit increase in job satisfaction leads to a **0.537-unit increase** in the dependent variable. The relationship is statistically significant, as evidenced by the t-value **($t = 8.80$)** and p-value **($p = .000 < 0.05$).** Therefore, the null

hypothesis is rejected, and it is concluded that higher job satisfaction significantly improves the outcome variable under study.

DISCUSSION OF FINDINGS

Workplace conflict was found to have a significant negative effect on public sector employees in Jalingo Local Government Area, particularly in terms of reduced productivity, poor communication, and emotional exhaustion. This finding aligns with the position of Robbins and Judge (2021), who argued that unresolved workplace conflict disrupts organizational harmony and reduces employee effectiveness. Similarly, De Dreu and Gelfand (2020) noted that excessive task and relationship conflict in public institutions often leads to stress and decreased job performance.

Further analysis of the findings shows that employees exposed to frequent conflict reported lower morale and higher absenteeism. This supports the study of Akinwale (2022), who observed that conflict in Nigerian public service institutions contributes to disengagement and withdrawal behaviors among staff. The implication is that persistent conflict reduces employees' psychological commitment to their duties.

The study also revealed that poor leadership response to conflict situations worsens employee dissatisfaction. This is consistent with the findings of Ojo and Olaniyan (2021), who emphasized that ineffective supervisory intervention intensifies workplace disputes and reduces trust in management. In Jalingo LGA, similar patterns suggest weak conflict resolution structures.

The findings confirm that workplace conflict has a destabilizing effect on employee efficiency and organizational performance. This aligns with Okeke (2023), who concluded that unresolved workplace conflict undermines service delivery in Nigerian local government systems.

The findings revealed that job satisfaction has a strong positive influence on employee performance in the public sector. Employees who reported higher levels of satisfaction demonstrated improved punctuality, commitment, and productivity. This is consistent with Herzberg's Two-Factor Theory, which emphasizes that motivators such as recognition and working conditions enhance performance outcomes (Herzberg, 1968; updated application in Robbins & Judge, 2021).

The result also supports the study of Babalola (2020), who found that job satisfaction significantly improves employee efficiency in Nigerian civil service institutions. Employees who feel valued and fairly treated tend to reciprocate with higher performance levels.

Additionally, the findings align with Yusuf (2024), who reported that intrinsic satisfaction factors such as career growth and achievement strongly influence employee output in local government administrations. In Jalingo LGA, employees with higher satisfaction levels showed stronger task commitment.

The implication is that job satisfaction serves as a critical predictor of organizational effectiveness. This is supported by Judge et al. (2020), who found a strong correlation between satisfaction and job performance across public sector organizations globally.

CONCLUSION

This study concludes that workplace conflict has a significant negative effect on public sector employees in Jalingo Local Government Area. The findings clearly show that unresolved conflicts, poor communication, and role misunderstandings create tension within the workplace, which ultimately reduces employee morale, weakens cooperation, and disrupts effective service delivery. Therefore, workplace conflict remains a critical factor influencing how efficiently public sector employees perform their duties.

The study also concludes that job satisfaction plays a vital role in determining the performance of public sector employees in Jalingo Local Government Area. Employees who experience higher levels of satisfaction through fair treatment, recognition, supportive supervision, and conducive working conditions tend to demonstrate improved commitment, productivity, and efficiency. Conversely, low job satisfaction leads to reduced motivation, poor performance, and weakened organizational effectiveness.

RECOMMENDATION

Based on the findings of the study, the following recommendations are made:

1. Based on the finding that workplace conflict negatively affects public sector employees in Jalingo Local Government Area, management should establish proactive conflict prevention and resolution mechanisms within government institutions. Regular communication forums, team-building activities, and clear reporting channels should be introduced to address grievances promptly and prevent minor disagreements from escalating into major workplace disputes. This will foster a more harmonious working environment and improve employee productivity.
2. In view of the significant influence of job satisfaction on employee performance, the management of public sector organizations should implement policies that enhance employee welfare and motivation. Such policies should include fair remuneration, recognition of outstanding performance, opportunities for career advancement, and improved working conditions. Providing employees with a supportive and rewarding work environment will increase their level of satisfaction, commitment, and overall performance.

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