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IMPACT OF WORKPLACE DISPUTES ON EMPLOYEES' PERFORMANCE IN FEDERAL MINISTRY OF FINANCE, ABUJA, FCT, NIGERIA

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Abstract
The study ascertained the impact of workplace disputes on employee performance, with a specific focus on the Federal Ministry of Finance, Abuja. Survey research design was employed as the main approach for the study. Primary data were gathered from a selected sample of staff members at the Federal Ministry of Finance, Abuja through the use of questionnaires. The data collected was presented in tabular form, depicting frequency distribution, and subsequently analyzed using percentage and frequency distribution. The study used a sample of 80 staff members from the Federal Ministry of Finance, Abuja, encompassing individuals from top management, middle management, and junior staff levels. The questionnaire method was utilized for data collection purposes. The data collection process, simple percentage and chi-square statistical techniques were adopted to analyze the data gathered. The results obtained from the hypothesis testing revealed that industrial conflicts have an adverse impact on both employees and management, and further detrimentally affect the relationships between these two critical organizational components. Moreover, it was revealed that these conflicts exert a negative influence on employee performance and have detrimental effects on the overall performance and growth trajectory of the organization. Among the significant findings of the study, it was revealed that conflicts are recurrent in the organizational setting of the Federal Ministry of Finance, Abuja. As a result, it was recommended that management takes proactive measures to uphold effective communication channels between the management team and subordinates, ensuring that all staff members are apprised of management policies and actions, and are also given opportunities to contribute to the decision-making processes within the organization

Keywords: Disputes, Employees, Employee performance, Performance, Industrial Conflicts, Workplace Disputes

1.0 INTRODUCTION

The workplace is a dynamic environment where conflicts often arise due to differences in perspectives, values, and interests between employees and employers (Agwu, 2019). These conflicts can range from small interpersonal issues to larger concerns such as unfair treatment, discrimination, or harassment (Agwu, 2019). Industrial conflicts manifest in forms such as strikes, slowdowns, lockouts, grievances, and negotiation failures, all of which can disrupt the normal operations of an organization (Tjosvold, 2017).

Individual grievances are significant issues in the workplace and can stem from unfair treatment, harassment, and contract violations (Richard, 2019). The impact of these grievances can erode morale and hinder productivity, emphasizing the need for transparent performance evaluation processes and robust anti-harassment policies (Tetteh, 2021). Conflicts can arise from technology-related issues, health and safety concerns, and breaches in employment contracts (Rahim, 2018). Managers spend a significant amount of time resolving workplace disputes, highlighting the importance of effective conflict management in organizational effectiveness (Adomie, 2018). While conflicts are inevitable, they also present an opportunity for competition within the workplace, where parties seek incompatible positions, thereby driving progressive change (Obisi, 2018). In Nigerian industries, workplace disputes have become persistent and disruptive, hindering the growth of organizations in the country (Agwu, 2016).

The prevalence of individual grievances disputes in organizations, particularly in Nigeria, highlighteds the need for effective conflict management to support corporate objectives (Ojielo, 2019). It is essential for organizations to establish clear and transparent procedures for addressing individual grievances disputes and provide conflict resolution and communication skills training to employees and managers (Thomas, 2021).

Organizational justice, encompassing distributive, procedural, interactional, and retributive justice, forms the basis for effective dispute resolution and a positive workplace environment (Uchendu, 2019). Disagreements over workplace issues within organizations, including the Federal Ministry of Finance in Abuja, can have a significant impact on performance and productivity, emphasizing the need for effective dispute management (Yesufu, 2020). Disputes in organizations can lead to reduced job satisfaction, decline in productivity, and negative team dynamics, making effective conflict management a significant aspect of organizational theory and

behavior (Rahim, 2020). Therefore, this study aims to identify the impact and challenges of workplace disputes, particularly individual grievances, within the Federal Ministry of Finance in Abuja and explore effective conflict management strategies (Alimba, 2018).

1.1 Research Objectives

The main objective of this study is to examine the impact of workplace disputes on employee performance, using the Federal Ministry of Finance in Abuja as a case study. The specific objectives include:

i. To investigate the impact of workplace disputes on employee performance in the Federal Ministry of Finance, Abuja.
ii. To assess the impact of dispute resolution on employee performance in the Federal Ministry of Finance, Abuja.
iii. To evaluate the impact of organizational justice on employee performance in the Federal Ministry of Finance, Abuja.

2.0 LITERATURE REVIEW

2.1 Concept of Workplace Disputes

Workplace disputes are inherent clashes of interests and conflicts emerging from differences in perspectives and goals between various stakeholders within industrial settings, including employers, employees, unions, and management (Akanji, 2019). These conflicts can range from minor disagreements to severe disruptions within the organization, reflecting the failure of communication and negotiation between the parties involved (Kornhauser, 2019). Workplace disputes can manifest in various forms, including strikes, lockouts, and other manifestations of oppositional attitudes between different entities within the work environment (Fajana, 2020). These disputes can also stem from the emotional and psychological dimensions of dissatisfaction and frustration among workers, often channeled through unions to improve their bargaining position (Onyeonoru, 2018).

The occurrence of workplace disputes is widespread and can lead to a range of consequences, from absenteeism, sabotage, and organizational unrest to more overt actions such as strikes and lockouts, reflecting the ongoing challenges of managing and resolving disputes within the industrial relations system (Rahim, 2021). Workplace disputes serve as a positive indicator of

effective organizational management, providing opportunities for constructive outcomes such as problem-solving, creativity, and innovation (Rahim, 2021). In fact, little or no conflict within an organization may lead to ineffectiveness, poor decision-making, and a culture of complacency, suggesting that a certain level of conflict is necessary for maintaining a dynamic and responsive organization (Rahim, 2021). According to Smyth (2017), workplace disputes do not necessarily have to result in overt forms of protest to be considered a dispute; the mere existence of unresolved issues between parties qualifies as a dispute, indicating the breadth of situations that can fall under this category.

Cregan & Brown, (2020) provides a broader sociological explanation, emphasizing the inevitable conflict of interest between employers and employees due to the authority relationship that exists, reflecting the broader societal dynamics of power and authority. Workplace disputes are an inevitable and intrinsic element of work relationships, shaped by one's broader conceptualization of the origins, functions, and structures of these relationships (Rahim, 2021; Fajana, 2020). Conflict is seen as a natural and expected aspect of industrial relations, reflecting the inherent tensions between labor and management and, when handled effectively, can lead to beneficial outcomes for both parties (Rahim, 2021; Ajala, 2020). Considering these perspectives and understandings, it is important for organizations to manage workplace disputes effectively through open communication, negotiation, and fair practices to ensure that conflicts lead to constructive outcomes and improved labor-management relations (Mahony & Klaas, 2024)

2.2 Concept of Individual Grievances Conflicts

Individual grievances conflicts in the workplace represent a significant facet of organizational dynamics, involving disputes that directly impact individual employees and can have broader implications for the overall work environment. Scholars such as Einarsen (2018) have extensively studied workplace harassment, which is a common dimension of individual grievances conflicts. Harassment, whether verbal, physical, or psychological, has been shown to have detrimental effects on both individual employees and organizational culture. This highlights the importance of addressing not only the visible manifestations of conflicts but also the underlying issues contributing to unfair treatment and mistreatment within the workplace (Abdul and Sehar 2021).

Unfair treatment, a prevalent aspect of individual grievances, can manifest in various forms, including unequal opportunities, biased evaluations, or discriminatory practices. The emotional

toll of workplace conflicts, including individual grievances, is emphasized in studies by De Dreu and Weingart (2019), who highlighted the potential negative consequences on employee well-being, job satisfaction, and overall productivity. The impact of these conflicts on employees is profound, contributing to a toxic work environment and eroding morale if left unresolved. Individual grievances may stem from perceived violations of employment contracts, encompassing disputes over compensation, benefits, job responsibilities, or other terms outlined in the employment agreement. Legal dimensions often come into emphases when these conflicts involve violations of employment laws or contractual agreements. Stone (2017) in the field of employment law highlights the significance of organizations complying with legal standards to prevent legal repercussions stemming from individual grievances.

Efficient conflict resolution is significant in managing individual grievances, and scholars such as Rahim (2021) have proposed various conflict resolution strategies. These include integrating problem-solving approaches, fostering open communication, and implementing fair and transparent policies. Creating a supportive organizational culture that encourages employees to voice their concerns without fear of retaliation is essential for resolving individual grievances conflicts (Pitchforth, 2017; Folger, 2016).

2.3 Concept of Dispute Resolution

Dispute resolution role in addressing conflicts and disagreements within human society, legal systems, and governance (Yesufu, 2020), it encompasses several major aspects, such as peaceful and non-violent resolution, ensuring fairness and justice, preserving relationships, and being efficient and cost-effective, which collectively contribute to fostering harmony and ensuring equitable outcomes (Walliman, 2018).

The process of dispute resolution involves negotiation, mediation, and arbitration, each serving as systematic stages aimed at amicably resolving conflicts without resorting to adversarial legal processes or violent means (Udoh, 2018). The principles driving dispute resolution focus on understanding interests, repairing relationships, and reducing tensions, highlighting the significance of addressing underlying needs and concerns for all parties involved (Tsevendorj, 2017). Preventive measures in dispute resolution, as emphasized by Rose (2019), involve developing conflict resolution skills and conflict management strategies to reduce the likelihood

of disputes occurring in the first place. These measures equip individuals and organizations with the necessary tools and strategies to handle conflicts effectively before they escalate.

The interest-based approach to dispute resolution, as outlined by Spangler (2018), shifts the focus from win-lose to win-win mindsets, prioritizing the identification and fulfillment of each party's underlying needs and concerns, thereby leading to more comprehensive and mutually satisfactory agreements. Furthermore, third-party intervention in dispute resolution, as elaborated by Smyth (2018), emphases a significant role in facilitating effective communication and aiding parties in navigating the complexities of their disputes. The presence of neutral facilitators helps in overcoming communication barriers and resolving misunderstandings, thereby enhancing the overall effectiveness of the dispute resolution process (Cropanzano, Bowen, & Gilliland, 2022).

Dispute resolution also encourages collaborative problem-solving and transformative dialogue, fostering a cooperative atmosphere and promoting long-term relationships by focusing on common goals and interests (Siti, 2018). This collaborative approach helps build a more positive and cooperative relationship between parties, leading to more sustainable and effective outcomes. Voluntariness and flexibility are highlighted as essential elements in the dispute resolution process, ensuring that parties engage in the process willingly and that methods can be tailored to the specific needs and characteristics of the dispute (Rusell, 2018; Roche, 2020).

2.4 Concept of Organizational Justice

Organizational justice is a fundamental concept that emphases a significant role in shaping employee attitudes and behaviors within an organization. It encompasses key aspects such as distributive justice, procedural justice, and interactional justice, each of which contributes to different dimensions of fairness and has distinct implications for employee perceptions (Lind & Tyler, 2020). Distributive justice focuses on the perceived fairness of outcomes, such as rewards, pay, and promotions, based on employees' contributions and efforts. Research suggests that when rewards are distributed fairly, it is closely linked to higher job satisfaction and performance levels (Colquitt et al., 2019).

Procedural justice emphasizes the fairness of decision-making processes within an organization, focusing on transparency, consistency, and unbiased procedures. This significantly influences employee attitudes and behaviors, fostering trust in management and commitment to the

organization (Bies, 2021). Interactional justice, on the other hand, centers on the quality of interpersonal treatment employees receive, emphasizing respect, dignity, and transparency in interactions. High levels of interactional justice contribute to a positive work environment and impact employee trust, respect for management, and feelings of injustice (Siti, 2018). Fair processes, particularly during times of organizational change or restructuring, are essential for mitigating negative reactions and reducing resistance to change (Bies, 2021). Transparent and consistent processes can help employees support and adapt to changes, contributing to a smoother transition and implementation of new policies (Thibaut and Walker, 2020).

Organizational justice not only influences individual outcomes but also significantly impacts team dynamics and organizational performance. It fosters greater cohesion, collaboration, and overall team performance, as teams with high perceptions of justice exhibit increased trust and cooperation, essential for effective teamwork and achieving organizational goals (Ambrose and Schminke, 2021). Perceptions of organizational justice within an organization directly impact employee engagement, productivity, and overall success. A lack of perceived justice can lead to detrimental behaviors, such as absenteeism and low productivity; however, ensuring organizational justice leads to increased positive engagement and productivity (Robinson and Greenberg, 2020).

2.5 Concept of Employee Performance

Employee performance is conceptualized as the ability of employees to achieve organizational goals and contribute to the overall effectiveness of the organization through the efficient use of resources (Carton, 2023). This view emphasizes the significance of employee performance in driving organizational productivity and success. It is also viewed as the organization's ability to effectively combine human and physical resources to achieve superior results in a competitive environment, highlighting the strategic role of employee performance in leveraging an organization's resources for competitive advantage and superior financial performance (Nwachukwu, 2019). The multidimensional nature of employee performance is evident in the varied metrics used to measure it, including financial performance, shareholder value, and product market performance. These metrics provide insights into the financial impact of employee contributions and the influence of employee performance on shareholder value and market performance (Richard, 2019).

Employee performance is not limited to the end results but also encompasses the behaviors and activities that lead to those results. This perspective highlights the complexity and multidimensionality of performance, which varies across different job types and interacts in complex ways (McCloy, 2019). The lack of a unified definition of organizational effectiveness is attributed to the diversity of perspectives and methods used in different research fields. Each discipline approaches the concept differently, leading to diverse definitions and interpretations (Combs, 2020).

Employee performance not only reflects an organization's ability to achieve its goals by using resources effectively and efficiently but also emphases a significant role in achieving high profits, producing high-quality products, and gaining a significant market share (Koontz, 2017). This broader perspective emphasizes that organizational performance is linked not only to internal resource efficiency but also to competitive positioning and market success. Another perspective focuses on the reflection of the productivity of organizational members in evaluating the effectiveness of an organization. Employee performance is viewed as an essential indicator of the overall health and progress of the organization (Kehinde, 2018).

Employee productivity is emphasized as a measure of the effectiveness and efficiency of resources used to produce products demanded by consumers, underscoring the importance of resource utilization and its impact on productivity (Amah, 2018). Traditional human resource management (HRM) approaches to improving employee performance have been criticized for focusing primarily on evaluating past performance and providing extrinsic rewards based on that evaluation. This approach has been considered limited because it places too much emphasis on extrinsic rewards without taking into account the intrinsic aspects of employee motivation.

Modern performance management methods go beyond simple reward-based systems and include more holistic strategies, such as continuous feedback, employee development, and aligning personal goals with organizational goals. The goal is to create a work environment where employees are motivated not only by external rewards but also by meaning, personal satisfaction, and recognition.

2.6 Empirical Review

Ilevbare (2020) conducted a retrospective study in Osun State, Nigeria, and found a significant negative association between workplace conflict and perceived employee productivity. This suggests that workplace conflict can detrimentally affect employee performance across demographic groups. Armstrong (2020) explored the impact of strikes on employee efficiency and productivity, emphasizing the need for effective conflict resolution mechanisms to mitigate the negative effects of employment policies on worker productivity.

Olukayode (2019) demonstrated a positive relationship between integrative conflict management strategies, such as collective bargaining, and organizational performance, while non-integrative strategies had a negative impact. These findings highlighted the importance of collaborative conflict resolution techniques in enhancing performance levels. Ajike (2021) highlighted the positive correlation between conflict management and organizational performance in the financial sector, emphasizing the significant role of effective conflict management strategies, such as mediation and negotiation, in maintaining business efficiency and employee satisfaction.

Osabia (2019) shed light on the efficacy of alternative conflict resolution methods, such as mediation, in creating a cooperative work environment and resolving conflicts effectively. Uva (2019) emphasized the significance of comprehensive conflict management strategies, particularly collective bargaining, in enhancing employee performance and reducing the detrimental effects of workplace conflict. Okereke (2020) highlighted the role of effective conflict management techniques, such as active listening and collaborative problem-solving, in maintaining a positive work environment and improving organizational performance.

The studies also delved into the types and causes of workplace conflicts and their impact on organizational effectiveness. Mizanur (2021) identified intrapersonal and intergroup conflicts as common types of conflicts faced by employees, emphasizing the need for comprehensive conflict management policies to address the causes and consequences of workplace conflict. Ogunyemi (2021) stressed the negative impact of unresolved conflict on job satisfaction and productivity, underlining the importance of proactive conflict resolution strategies in enhancing employee satisfaction and performance.

Moreover, Eze (2020) demonstrated the positive impact of conflict resolution training on employee performance, emphasizing the role of such training in improving communication skills, reducing

stress, and fostering a harmonious work environment. Nwogu and Okuru (2018) highlighted the positive impact of collaborative conflict management styles on employee performance, emphasizing the significance of open communication and collaborative problem-solving in increasing productivity. Olanrewaju (2019) illustrated the substantial impact of workplace conflict on employee engagement and productivity, emphasizing the critical need for effective conflict management techniques to maintain high levels of employee engagement and productivity.

In educational settings, Chukwuma (2020) emphasized the negative impact of unresolved interpersonal conflict on team cohesion and overall performance, highlighting the importance of effective conflict management techniques in creating a collaborative and supportive atmosphere to improve team performance. Idris (2021) highlighted the positive relationship between effective conflict management strategies, such as mediation and negotiation, and organizational effectiveness, emphasizing the role of conflict resolution techniques in improving overall organizational performance and ensuring a productive work environment.

Johnson (2021) explored the effect of mediation on employee productivity in UK retail, demonstrating that mediation significantly reduces workplace conflicts, thereby contributing to increased job satisfaction and productivity. Similarly, Afolabi (2020) investigated the impact of arbitration on the productivity of employees in the Nigerian banking sector, highlighting the positive influence of arbitration on worker productivity by fostering a sense of fairness and justice, although concerns were raised about the potential temporary reduction in productivity due to the length and complexity of the arbitration process.

Chen (2022) focused on the relationship between negotiation practices and employee performance in multinational companies operating in China, finding that companies utilizing negotiation as a primary conflict resolution strategy experienced lower employee turnover rates and higher productivity. Osei (2021) delved into the impact of Alternative Dispute Resolution (ADR) on organizational effectiveness and employee productivity in the Ghanaian manufacturing industry, revealing that the ADR process significantly enhances organizational efficiency, contributes to greater job satisfaction, and improves productivity. Additionally, Sanders (2020) highlighted the transformative impact of mediation on the work of healthcare professionals in the United States, showing that transformative mediation significantly improves communication, teamwork, and overall work performance.

Ahmed (2022) examined the effect of conflict resolution training on the performance of hospitality employees in the United Arab Emirates, demonstrating that trained employees exhibit better conflict management abilities, leading to reduced conflict and higher productivity. Smith and Robinson (2021) shed light on the positive impact of collaborative conflict resolution strategies on employee performance in American technology companies, emphasizing that collaborative conflict resolution fosters higher levels of job satisfaction and engagement, contributing to improved team productivity and innovation.

Liu (2020) delved into the role of restorative justice in conflict resolution in Chinese industrial enterprises and its impact on employee productivity, emphasizing that restorative justice processes improve employee morale, job satisfaction, and overall productivity. Davis (2021) explored the impact of formal grievance procedures on employee performance in Canadian public sector organizations, highlighting that transparent and fair complaints processes can contribute to improved employee performance by providing a clear and fair mechanism for resolving workplace conflicts.

Chang (2021) examined the relationship between mediation and employee productivity in Korean technology companies, finding that mediation reduces workplace conflicts and fosters increased employee productivity by creating a more collaborative environment. Kumar (2020) studied the effectiveness of integrated negotiation skills on employee performance in Indian service organizations, highlighting that integrative negotiations positively impact employee performance by enhancing engagement and satisfaction. Furthermore, Nguyen (2021) investigated the effect of conflict management workshops on the performance of employees in Vietnamese government institutions, demonstrating that regular conflict management workshops and training can significantly improve employee performance by providing practical skills for resolving workplace conflict.

2.7 Theoretical Framework

This study is built on two theories namely: the human relations theory and the Thomas-Kilmann Conflict Mode Instrument.

The Human Relations Theory: It was introduced by Elton Mayo, emphasized the significance of social factors and employee needs in influencing organizational performance. The theory highlighted the importance of satisfying employee needs through motivation and appropriate compensation packages to enhance productivity and performance (Lee, Chaudhry, & Tekleab, 2023). It highlighted the pivotal role of favorable interpersonal relationships between employees and managers, suggesting that organizational success hinges on nurturing positive employee-manager relationships (Saeed, 2017). The theory emphasized the importance of employee participation in decision-making processes and the provision of morale-boosting conditions to unleash their creativity and innovation, ultimately aligning their performance with organizational objectives (Dobre, 2018). The theory further emphasized the need for managers to cultivate better human relations among employees, understand their behaviors in different situations, and employ appropriate conflict management styles to minimize stress and enhance performance (Fusch & Fusch, 2021).

The Thomas-Kilmann Conflict Mode Instrument: The instrument was developed by Thomas and Kilmann, provides a framework for understanding individual behaviors in conflict scenarios based on assertiveness and cooperativeness, ultimately defining conflict management styles (Tjosvold, 2018). In the context of this study, the instrument is relevant as it highlighteds the importance for managers to understand their conflict management styles and choose the most suitable style based on the organizational context and its potential impact on employee performance (Corn, 2018). It also emphasizes the need for managers to proactively address conflicts, guide employees in handling conflicts, and provide training to minimize conflict within the organization (Falshaw & Glaister 2022; Graham, 2019).

3.0 METHODOLOGY

The study utilized a descriptive research design to investigate its impact on employee productivity within the Federal Ministry of Finance, Abuja. This research design was chosen to provide detailed descriptions of the characteristics of the group under study and to address the questions of who, what, where, when, and how, effectively focusing the study. The target audience comprised managers and technical staff of the Federal Ministry of Finance, with a total estimated population size of 106 employees, selected purposively for the study due to a lack of precise information regarding department heads and administrators at the time of the study. The sample size of 80 was

scientifically calculated using the Yaro Yamane Sample Size formula, and a simple random sampling method was employed for participant selection to ensure equal opportunities for inclusion in the study.

Primary data was collected from the respondents at the Federal Ministry of Finance, Abuja, using a survey, enabling the researchers to gather a substantial amount of information efficiently and conveniently through random sampling. The questionnaire, along with a detailed study explanation, was distributed to the participants, who were given adequate time to complete the survey. Subsequently, the researchers collected all the surveys and proceeded to analyze the data using descriptive and inferential statistics. The data analysis was carried out using the Statistical Package for Social Sciences (SPSS version 22), and the results were presented in tabular form.

4.0 RESULTS AND DISCUSSIONS

Sociodemographic information about respondents is provided, including classification of respondents, nature or job responsibilities of respondents, and availability of company information.

Table 1: Classification of respondents

Variables	**Frequency**	**Percentage**
Management staff	48	64.0
Head of Unit/Department	32	38.0
Total	**80**	**100.0**

Source: Field Survey, 2026

According to Table 4.1, analyzed by category, 48 respondents (64.0%) were the Federal Minister of Finance in Abuja and 32 respondents (0.0%) were heads of department in the Federal Ministry Finance, Abuja. This shows that all respondents had sufficient knowledge of management and its impact on industrial disputes, especially the controversial aspects of individual grievances regarding the performance of employees in the Federal Ministry of Finance, Abuja.

Table 2: Management Staff

Variable		**Frequency**	**Percentage**
Yes	65	0.0	
No	15	10.0	

Total	**80**	**100.0**

Source: Field Survey, 2026

Regarding conflicting individual complaints regarding the performance of employees of the Federal Ministry of Finance, Abuja, 45 (90.0%) respondents responded "yes" while 5 (-10.0%) responded "yes". the respondents answered "no".

Workplace Disputes

Table 3: Responses on Questions on Workplace Disputes

		SA	A	D	SD	U	Total
		Freq(%)	Freq(%)	Freq(%)	Freq(%)	Frq(%)	Frq(%)
1	Unacceptable working conditions such as short working hours, low wages and lack of benefits.	20(40.0)	22(44.0)	2(4.0)	4(8.0)	2(4.0)	80(100.0)
2	Poor interpersonal relations between management and employees.	33(66.0)	12(24.0)	1(2.0)	1(2.0)	3(6.0)	80(100.0)
3	The decentralization of decision-making is weak and there is no representation of employees within management.	28(56.0)	18(36.0)	2(4.0)	1(2.0)	1(2.0)	80(100.0)

Source: Field Survey, 2026

The study reveals that a majority of respondents (40%) find working conditions in an organizational department unacceptable, with insufficient working hours, low salaries, and lack of social benefits being the most significant issues. Poor interpersonal relations between management and employees are also a significant cause of labor disputes, with 66.0% of respondents strongly agreeing that these issues lead to workplace conflicts. However, 23.75% of respondents disagreed, and a further 2% disagreed, suggesting that poor interpersonal relations between management and employees at the Federal Ministry of Finance in Abuja contribute to these conflicts.

The study also found that 56.0% of respondents strongly agree that poor decentralization of decision making and workers' non-representation in management contribute to these issues. However, a small percentage (4.0%) disagreed or strongly disagreed, while a small percentage

(2.0%) were undecided. Overall, the study highlights the importance of addressing these issues to improve working conditions and reduce labor disputes.

Dispute Resolution

Table 4: Responses on Questions on dispute resolution

		SA	A	D	SD	U	Total
		Freq(%)	Freq(%)	Freq(%)	Freq(%)	Frq(%)	Frq(%)
1	Make a positive impact by providing conflict resolution advice to employees.	25(50.0)	17(34.0)	2(4.0)	1(2.0)	5(10.0)	80(100.0)
2	In the event of a labor conflict, the necessary changes to management processes and procedures must be made.	31(62.0)	8(16.0)	1(2.0)	5(10.0)	5(10.0)	80(100.0)
3	Establish formal conflict prevention procedures to prevent future conflicts.	28(56.0)	13(26.0)	5(10.0)	2(4.0)	2(4.0)	80(100.0)

Source: Field Survey, 2026

Regarding dispute resolution, based on table 4.4, 50.0% of respondents strongly agreed that there is frequency conflict management in the Federal Ministry of Finance, Abuja. Additionally, 34.0% agreed, while 4.00%, 2.0%, and 10.0% expressed disagreement, strong disagreement, and uncertainty, respectively, on whether industrial conflicts have a positive impact when consulting with workers to resolve conflict.

In the same table, 62.0% of respondents strongly agreed that effecting necessary changes in process and procedure management in industrial conflicts is significant, while 16.0% agreed. Only 2.0% disagreed with the statement, and 10.0% strongly disagreed. There were also 10.0% of respondents who were undecided on the matter.

Lastly, regarding the establishment of a formal procedure for conflict prevention to avoid future conflict, 56.0% of respondents strongly agreed, and 26.0% agreed. Meanwhile, 10.0% and 4.0% expressed disagreement and strong disagreement, respectively, with 2.0% remaining undecided.

Labour Union in Organizational Justice

Table 5: Responses on Questions on organizational justice

		SA	A	D	SD	U	Total
		Freq(%)	Freq(%)	Freq(%)	Frq(%)	Frq(%)	Frq(%)
1	There is a labor union resolution that effectively addresses improving the human interactions between employees and management.	21(42.0)	17(34.0)	2(4.0)	1(2.0)	9(18.0)	80(100.0)
2	Reduced time and resource waste aids in the labor union's resolve	29(58.0)	12(24.0)	3(6.0)	1(2.0)	5(10.0)	80(100.0)
3	The union strengthens its enforcement of stringent disciplinary measures against employees within the company.	28(56.0)	13(26.0)	2(4.0)	3(6.0)	4(10.0)	80(100.0)

Source: Field Survey, 2026

Regarding organizational justice in industrial conflict, based on table 4.5, 42.0% of respondents strongly agreed that there is effective resolution in the labor union concerning better human relations between management and staff. Additionally, 34.0% agreed, while 4.0%, 2.0%, and 18.0% expressed disagreement, strong disagreement, and uncertainty, respectively, on this matter. In the same table, 58.0% of respondents strongly agreed that less wastage in time and resource usage helps in the resolution by the labor union, while 24.0% agreed. Only 2.0% disagreed, and 6.0% strongly disagreed, with 10.0% of respondents remaining undecided on the topic. Lastly, considering whether the union enhances the enforcement of strict disciplinary rules on workers in the organization, 56.0% of respondents strongly agreed, and 26.0% agreed. Meanwhile, 4.0% and 6.0% expressed disagreement and strong disagreement, respectively, with 8.0% remaining undecided on the issue.

Table 6: Pearson correlation coefficient

Variables	**WD**	**DR**	**OJ**	**EP**

Workplace Disputes (WD)	1			
Dispute Resolution (DR)	-.412**	1		
Organizational Justice (OJ)	-.295**	.537**	1	
Employee Performance (EP)	-.621**	.694**	.582**	1

Pearson's correlation coefficients revealed that employee performance is negatively and significantly related to workplace disputes ($r = -0.621$, $p < 0.05$), indicating that increased disputes reduce employee performance. Conversely, employee performance is positively and significantly related to dispute resolution ($r = 0.694$, $p < 0.05$) and organizational justice ($r = 0.582$, $p < 0.05$), suggesting that effective dispute resolution mechanisms and perceptions of fairness enhance performance. The findings further showed that workplace disputes are negatively related to dispute resolution ($r = -0.412$, $p < 0.05$) and organizational justice ($r = -0.295$, $p < 0.05$), while dispute resolution is positively related to organizational justice ($r = 0.537$, $p < 0.05$).

Table 7: Estimated regression results

Variables	**Unstandardised**		**Standardized Beta**	**t**	**Sig.**
	B	**Std. Error**			
(Constant)	1.213	0.418	-	2.902	0.005
Workplace Disputes (WD)	-0.317	0.082	-0.334	-3.866	0.000
Dispute Resolution (DR)	0.428	0.091	0.429	4.703	0.000
Organizational Justice (OJ)	0.251	0.079	0.267	3.177	0.002

R^2= 0.625; Adj R^2 = 0.610; F-Statistic = 42.720; F-Statistic (Prob) = 0.000;
Number of Observation = 80; Dependent Variable: Employee Performance

The regression results revealed that the model is statistically significant ($F = 42.720$, $p < 0.001$) and explains 62.5% of the variation in employee performance ($R^2 = 0.625$; Adjusted $R^2 = 0.610$). The results showed that workplace disputes have a significant negative effect on employee performance ($\beta = -0.334$, $p < 0.001$), implying that increased disputes reduce employees'

performance. Conversely, dispute resolution has a significant positive effect on employee performance ($\beta = 0.429$, $p < 0.001$) and emerged as the strongest predictor. Similarly, organizational justice positively and significantly influences employee performance ($\beta = 0.267$, $p = 0.002$), indicating that fair organizational practices enhance employee performance in the Federal Ministry of Finance, Abuja.

4.1 Discussion of Findings

The study examined the effects of workplace disputes, dispute resolution, and organizational justice on employee performance in the Federal Ministry of Finance, Abuja. The findings revealed that workplace disputes have a significant negative effect on employee performance ($\beta = -0.334$, $p < 0.001$), indicating that increased disputes reduce employees' productivity and effectiveness. This result is consistent with earlier studies that identify workplace conflict as a major factor undermining employee performance and organizational efficiency (De Dreu & Weingart, 2019; Jehn, 2018; Jain, 2018). Frequent disputes tend to generate tension, reduce cooperation, and distract employees from organizational goals.

Conversely, dispute resolution emerged as the strongest predictor of employee performance, with a significant positive effect ($\beta = 0.429$, $p < 0.001$). This finding aligns with prior research which shows that effective conflict resolution mechanisms enhance employee productivity, reduce workplace stress, and improve organizational harmony (Colvin, 2018; Bendersky, 2018). Effective resolution processes foster trust, restore working relationships, and create a supportive work environment that promotes higher performance.

Similarly, organizational justice was found to have a positive and significant effect on employee performance ($\beta = 0.267$, $p = 0.002$). This suggests that employees who perceive fairness in organizational procedures and decision-making are more likely to demonstrate higher productivity and commitment. This result supports previous studies emphasizing that procedural fairness, transparency, and equitable treatment enhance employee motivation and performance (Colquitt et al., 2019; Soutien, 2020).

5.0 CONCLUSION AND RECOMMENDATIONS

This study examined the effect of workplace disputes, dispute resolution, and organizational justice on employee performance in the Federal Ministry of Finance, Abuja. The findings revealed

that workplace disputes have a significant negative effect on employee performance, indicating that unresolved conflicts reduce productivity, cooperation, and overall effectiveness among employees. Conversely, dispute resolution emerged as the strongest positive predictor of employee performance, showing that effective mechanisms for managing and resolving conflicts significantly enhance productivity and workplace harmony. Similarly, organizational justice was found to have a positive and significant influence on employee performance, suggesting that fairness, transparency, and equitable treatment in organizational processes promote higher employee commitment and improved performance. The study concludes that minimizing workplace disputes while strengthening dispute resolution systems and promoting organizational justice are essential strategies for enhancing employee performance in public sector organizations.

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

i. The Federal Ministry of Finance should establish effective and transparent dispute resolution systems such as grievance committees, mediation structures, and clear reporting channels to ensure that workplace disputes are resolved quickly, as this will significantly improve employee performance.

ii. Management should ensure fairness, transparency, and consistency in decision-making processes, including promotions, rewards, and task allocation. Enhancing perceptions of organizational justice will increase employee commitment and productivity.

iii. The organization should implement proactive measures such as clear job roles, improved communication, and regular staff engagement to minimize workplace disputes, as reducing conflict will enhance overall employee performance.

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