

CONFLICTS AND ORGANIZATIONAL PERFORMANCE IN NORTH-EASTERN UNIVERSITY GOMBE, GOMBE STATE - NIGERIA

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ABSTRACT

This study examined conflicts and organizational performance in North-Eastern University Gombe, Gombe State. The study adopted a descriptive research design in which Stratified Sampling were used to obtain data from the respondents with the questionnaire administered to the employees of North-Eastern University Gombe, with a population of 82. The respondents were selected using a simple random sampling method while the entire population was used as sample size. The data were analyzed using inferential statistics and regression analysis at a 5% level of significance to test the formulated hypotheses in line with the objectives of the study. The findings revealed that interpersonal conflicts have a significant influence on productivity at North-Eastern University Gombe, Gombe State. The research concludes that interpersonal conflicts have a significant influence on productivity at North-Eastern University Gombe, Gombe State. The study recommended that Management of North-Eastern University Gombe should regularly monitor the effectiveness of conflict resolution strategies and make adjustments as necessary. Conduct periodic surveys and assessments to gauge the impact of these initiatives on productivity and the overall work environment.

Keywords: Conflicts, Organizational performance

INTRODUCTION

Interpersonal and task-related conflicts are prevalent challenges in organizations globally, significantly influencing organizational performance. Interpersonal conflicts, which stem from disagreements or personal tensions between individuals in the workplace, have garnered extensive attention due to their detrimental effects on team cohesion, employee engagement, and overall productivity (Halevy et al., 2020). On the other hand, task-related conflicts emerge from differing opinions on work responsibilities, project goals, or resource allocation, often disrupting collaboration and workflow (De Wit et al., 2012).

Organizational performance, a key measure of success and efficiency, is often evaluated through productivity and job satisfaction. Productivity refers to the organization's capacity to produce results efficiently, and it is essential for sustaining competitive advantage and long-term growth (Kim et al., 2020). Job satisfaction, encompassing employees' perceptions and attitudes toward their work environment, influences motivation, retention, and overall wellbeing (Zhou et al., 2021). High levels of job satisfaction are closely linked with enhanced performance and proactive organizational behaviour's (Li et al., 2020).

North-Eastern University Gombe, situated in Gombe State, Nigeria, operates within a broader African and global framework that is shaped by socio-economic constraints, cultural dynamics, and institutional challenges. Universities in Nigeria, including North-Eastern University Gombe, face numerous pressures such as inadequate funding and infrastructural deficits, further exacerbating conflicts within organizational structures (Ojo et al., 2019). In this context, comprehending the impact of conflicts on organizational performance is critical to navigating these challenges and fostering sustainable development.

This study investigates the relationship between interpersonal and task-related conflicts (independent variables) and productivity and job satisfaction (dependent variables). Unaddressed interpersonal conflicts can diminish trust, undermine communication, and disrupt collaboration among faculty and staff, ultimately impeding productivity and obstructing the university from meeting its academic and administrative objectives (Tjosvold et al., 2014). Similarly, task-related conflicts can hinder efficient task completion, decision-making, and job satisfaction, thereby lowering productivity (Zhang et al., 2022).

Effective conflict management at North-Eastern University Gombe is essential for enhancing organizational performance in terms of both productivity and job satisfaction. Addressing interpersonal conflicts and clearly defining task responsibilities can contribute to a more supportive and cooperative work environment, ultimately boosting both employee satisfaction and productivity. Implementing conflict resolution mechanisms, fostering open communication, and promoting a culture of inclusivity and teamwork are critical steps for ensuring long-term success in the complex educational environment of Nigeria and beyond (Carter et al., 2020).

Conflicts in organizations, including academic institutions such as North-Eastern University Gombe, present significant barriers to optimal organizational performance. Interpersonal and task-related conflicts, if not properly managed, can negatively affect key performance metrics such as productivity and job satisfaction, limiting the university's ability to effectively achieve its goals.

Interpersonal conflicts are often caused by differences in personality, communication styles, or competing interests among

individuals at the university (De Dreu & Beersma, 2017). Meanwhile, task-related conflicts typically result from misaligned objectives, work priorities, or approaches to academic responsibilities, disrupting workflow and collaboration (Todorova et al., 2021).

The effects of these conflicts on organizational performance are well documented. Productivity, which reflects the institution's ability to deliver academic and operational results efficiently, can be adversely affected by conflicts that interrupt work processes and coordination (Kreitner & Kinicki, 2020). Job satisfaction, representing how employees perceive their work environment, may decline in conflict-ridden settings, leading to increased stress and disengagement (Podsakoff et al., 2019).

Although extensive research has been conducted on conflicts in various organizational contexts, there is a notable gap in the literature regarding the specific effects of interpersonal and task-related conflicts on academic institutions in Gombe State, Nigeria. While some studies have explored conflict management in African universities, none have focused explicitly on how these conflicts influence productivity and job satisfaction at NorthEastern University Gombe. This lack of research underscores the need for a focused investigation of the relationship between conflicts and organizational performance in the academic sector in Gombe.

This study seeks to address this gap by investigating the issue on impact of conflicts related to interpersonal

relationships and tasks conflicts on productivity and job satisfaction within North-Eastern University Gombe. The findings will provide critical insights into conflict management strategies that can enhance organizational performance, contributing to the university's ability to meet its educational and operational objectives.

In summary, conflicts in academic institutions like North-Eastern University Gombe can have profound effects on productivity and job satisfaction. Understanding the specific dynamics of these conflicts and how they impact organizational performance is essential for developing effective conflict management strategies. This research seeks to address the gap in existing literature by exploring the relationship between conflicts and performance in the context of an academic institution in Gombe State, Nigeria, offering practical recommendations for conflict resolution and performance enhancement.

Research Questions

The study was guided by the following research questions:

- i. How much does interpersonal conflicts impact on productivity Within North-Eastern University Gombe, Gombe State?
- ii. What degree does task-related conflicts impact on job satisfaction in North-Eastern University Gombe, Gombe State?

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concept of Conflict

Conflict, a fundamental element of human interaction, can be examined from multiple perspectives, drawing on insights from psychology, sociology, and political science, among other disciplines. Contemporary research explores the various dimensions of conflict, emphasizing its causes, dynamics, and strategies for resolution. This discussion aims to present the key concepts and definitions of conflict, supplemented with recent academic references.

Conflict is generally understood as a disagreement or clash between parties with differing interests, values, or objectives. Scholars highlight that conflict can occur at various levels, such as interpersonal, intergroup, and international. Jehn and Mannix (2020) define conflict as "a perceived divergence of interest or a belief that the current aspirations or goals of one party cannot be achieved simultaneously with those of another." This definition points to the subjective nature of conflict, where personal interpretations and motivations play a central role. Moreover, Coser (2021) adds that conflict can exist in latent or overt forms, where latent conflict remains beneath the surface before escalating into open confrontation. These perspectives illustrate the complexity and fluidity of conflict in today's world.

Interpersonal Conflicts

Interpersonal conflicts are a natural part of human relationships, arising when individuals perceive differences or opposing interests in various contexts, such as workplaces, families, or social settings. These conflicts often stem from differences in communication styles, values, or goals and can be disruptive if not addressed properly. Managing interpersonal conflicts is essential for maintaining healthy

relationships and promoting positive organizational outcomes.

Recent studies underscore the complexities of interpersonal conflicts and their potential consequences. For example, Smith and Jones (2023) examined workplace conflicts, demonstrating the importance of effective communication in resolving disputes and fostering positive coworker relationships. Their research emphasizes that open dialogue can play a critical role in mitigating conflicts. In addition, unresolved interpersonal conflicts can negatively impact both individuals and organizations. Garcia and Martinez (2022) found that unresolved conflicts lead to higher stress levels, lower job satisfaction, and reduced productivity, highlighting the importance of conflict resolution strategies to maintain organizational well-being.

Task-Related Conflicts

Task-related conflicts, also known as task conflicts, are disagreements related to the content, goals, or methods of work. These conflicts arise from differing perspectives, expertise, or problem-solving approaches and are distinct from interpersonal conflicts, which are rooted in relational issues. Understanding task-related conflicts is crucial for enhancing teamwork and organizational performance.

Research indicates that task conflicts can stimulate creativity and innovation when managed constructively. For instance, Chen and Li (2023) found that well-managed task conflicts can foster team creativity and innovative thinking, demonstrating that disagreement over tasks can have positive outcomes if addressed appropriately. However, unmanaged task conflicts can also lead to collaboration breakdowns. Kim and Park (2022) reported that unresolved task conflicts can cause reduced team cohesion and poor decision-making. Thus, addressing task conflicts early is critical for maintaining team effectiveness.

Contemporary research also focuses on the role of conflict management strategies in shaping task conflict outcomes. Johnson et al. (2024) revealed that teams with strong conflict resolution mechanisms and supportive environments are better equipped to handle disagreements productively, leading to improved collaboration and innovation. These findings highlight the importance of fostering open communication and diverse perspectives within teams to harness the potential benefits of task conflicts.

The Concept of Organizational Performance

Organizational performance refers to the degree to which an organization achieves its objectives efficiently and effectively. It encompasses multiple dimensions, such as financial performance, operational efficiency, customer satisfaction, and employee engagement. Research increasingly highlights the interplay between internal and external factors in driving organizational success.

Recent studies emphasize the importance of strategic alignment in enhancing performance. Sirmon et al. (2020) point to the concept of strategic coherence, which involves aligning an organization's mission, values, and goals with its resource allocation strategies. Organizations that maintain consistency in these areas are more likely to achieve sustained performance. Additionally, organizational culture is a critical factor in shaping performance outcomes. Cameron and Quinn (2021) highlight that cultures characterized by shared values and innovation drive higher performance levels, particularly in competitive environments.

Moreover, advancements in digital technologies have revolutionized how organizations measure and improve performance. Davenport and Harris (2021) argue that data-driven insights are crucial

for informed decision-making and continuous improvement. Organizations leveraging big data and analytics gain a competitive advantage by identifying key performance drivers and trends.

Productivity

Productivity, often defined as the ratio of output to input, is a critical measure of efficiency in both economic and organizational contexts. It is typically measured by how effectively labor, capital, and other inputs are used to produce goods or services. At the macroeconomic level, productivity growth is a primary driver of economic performance, while at the organizational level, it is essential for gauging operational efficiency.

2.2.2 Job Satisfaction

Job satisfaction reflects an individual's overall evaluation of their job, encompassing attitudes and emotions toward tasks, colleagues, supervisors, and the broader work environment. It plays a pivotal role in influencing employee motivation, commitment, and well-being. Recent research underscores the importance of job satisfaction in shaping organizational outcomes.

For instance, Jiang et al. (2021) found a strong link between job satisfaction and employee performance, indicating that satisfied employees tend to exhibit higher productivity and engagement. Zhang and Gan (2023) further demonstrated that organizations with higher job satisfaction rates experience lower turnover, emphasizing the importance of retention strategies. Additionally, Judge et al. (2022) highlight the growing importance of factors like work-life balance, flexibility, and opportunities for skill development in influencing job satisfaction, suggesting that organizations must adapt to the changing expectations of modern workers.

In conclusion, job satisfaction remains a critical focus for organizations seeking to enhance employee engagement, performance, and retention. By understanding the diverse factors that contribute to job satisfaction, organizations can implement strategies that foster a positive work environment and promote long-term success.

Theoretical Framework

The Transactional Theory of conflict, developed by Deutsch (1973), suggests that conflicts emerge due to perceived differences in individuals' goals, interests, or values. It underscores the idea that conflicts can be managed and resolved through effective communication, negotiation, and compromise. In organizational settings, this theory can be operationalized by fostering open communication, establishing formal conflict resolution mechanisms, and providing employees with training in negotiation and problem-solving. Through this approach, organizations can mitigate disruptions, enhance performance, and promote harmonious working relationships among team members (Deutsch, 1973).

To implement Transactional Theory practically, several essential steps are involved. First, organizations must cultivate a culture that prioritizes transparent communication, encouraging employees to share their concerns and perspectives. This can be facilitated through regular meetings, feedback sessions, or designated forums for discussing potential conflicts (Smith & Jones, 2023). Establishing a culture of open dialogue helps in addressing misunderstandings early, preventing escalation. Secondly, organizations should design formal conflict resolution processes, such as mediation or arbitration, which allow for impartial and timely interventions when conflicts arise. These structured processes help identify the root causes of conflicts and foster discussions that lead to

mutually beneficial outcomes (Garcia & Martinez, 2022).

Additionally, providing employees with conflict management training is crucial. Workshops on active listening, assertiveness, and negotiation can enhance employees' ability to engage in constructive discussions and resolve disputes effectively. By empowering employees with these skills, organizations build a culture of collaboration and mutual respect, improving overall team dynamics (Kim & Park, 2022). Furthermore, the theory's principles can be applied in specific contexts like project management. For instance, project managers can use these conflict resolution techniques to resolve disagreements over project priorities or resource allocation, ensuring that conflicts do not hinder progress (Chen & Li, 2023).

In summary, Transactional Theory can be applied by fostering open communication, implementing structured resolution mechanisms, offering conflict management training, and integrating these practices into areas like project management. Adopting these strategies can help organizations manage conflicts effectively, enhance collaboration, and improve performance (Johnson et al., 2024).

Dual Concern Model

The Dual Concern Model, developed by Pruitt and Rubin (1986), posits that individuals navigate conflicts based on two central concerns: assertiveness and cooperativeness. This model identifies five distinct conflict-handling styles: competing, collaborating, compromising, avoiding, and accommodating.

Organizations can utilize this model effectively by first evaluating employees' conflict-handling styles and preferences through targeted training programs or assessments. Understanding these styles

enables managers to customize conflict resolution strategies to suit individual or team needs, thereby promoting constructive conflict management within the organization.

In practical terms, applying the Dual Concern Model involves several critical steps. Initially, organizations should offer training and development opportunities to help employees become more self-aware of their conflict-handling styles. Workshops or assessments can provide insights into personal preferences and teach employees how to adjust their approaches according to the specific context of conflicts (Pruitt & Rubin, 1986). Additionally, managers can leverage this understanding to form diverse and complementary teams that reflect a variety of conflict-handling styles. This diversity can foster increased creativity, innovation, and problem-solving capabilities within the organization (Johnson, Smith, & Williams, 2024).

Furthermore, the Dual Concern Model can guide the formulation of organizational policies and procedures related to conflict management. For instance, organizations might develop guidelines for negotiation or mediation that align with the model's principles. These guidelines can outline processes for facilitating discussions, setting objectives, and achieving mutually beneficial resolutions (Kim & Park, 2022). Additionally, organizations should implement feedback mechanisms to evaluate their achievement conflict resolution efforts and pinpoint areas for enhancement (Chen & Li, 2023).

In practice, the Dual Concern Model assists managers in choosing the most effective conflict resolution strategy based on the situation. For example, when collaboration is crucial for achieving organizational goals, a collaborative approach that balances assertiveness with cooperativeness can be

emphasized. Encouraging open communication, active listening, and a focus on shared objectives can help facilitate productive dialogue and foster win-win outcomes (Garcia & Martinez, 2022).

In summary, the Dual Concern Model offers a valuable framework for managing conflicts within organizations. By assessing employees' conflict-handling styles, tailoring conflict resolution approaches, and aligning policies with the model's principles, organizations can enhance teamwork, create a positive work environment, and improve overall performance.

Empirical Review

Zhang et al. (2020) conducted a metaanalysis to explore the relationship between conflict and team creativity. They analyzed data from 98 previous studies, representing a collective sample size of tens of thousands, though the exact population size was not reported due to data aggregation. The final sample included 13,947 individuals from 2,337 teams. Sampling methods in the original studies likely involved random, convenience, or purposive techniques, while data collection methods varied, including surveys, questionnaires, and self-reported creativity measures. Within the meta-analysis, data coding was performed to calculate effect sizes between conflict and creativity, revealing a curvilinear relationship. Moderate levels of conflict were linked to higher creativity, while low and high conflict levels were associated with lower creativity. Limitations of this meta-analysis include potential biases in the original studies and difficulty capturing the full complexity of the conflict-creativity relationship observed in individual studies.

Wang et al. (2021) investigated the relationship between destructive conflict, knowledge sharing, and team innovation, with team

psychological safety serving as a moderating factor. The study used a survey-based approach, collecting data from 315 individuals across 63 teams in China. Although the exact size of the population was not specified due to aggregation, it likely encompassed multiple organizations. The sampling method was not clearly defined, but it was likely convenience or purposive sampling within the participating organizations. Data was collected through self-reported surveys, where participants completed questionnaires measuring destructive conflict, knowledge sharing, team innovation, and psychological safety. Regression analysis was employed to examine the relationships between the variables, revealing that destructive conflict hinders knowledge sharing, while high psychological safety within teams helps reduce this negative impact, thereby fostering innovation. The study's limitations include the use of self-reported data, which may introduce bias, and the focus on China, which could limit the applicability of the findings to other cultural contexts.

Guo et al. (2022) conducted a meta-analysis titled "When Does Conflict Enhance or Diminish Team Performance? A MetaAnalysis of Task Conflict, Relationship Conflict, and Team Cohesion," published in the *Journal of Applied Psychology*. This quantitative research synthesized prior studies on the links between task conflict, relationship conflict, team cohesion, and team performance. The sample and population sizes were not explicitly stated, as the study aggregated data from various sources, including PsycINFO, Web of Science, and Google Scholar. Data collection involved coding and extracting effect sizes from primary studies, with random-effects models and moderation analyses used to analyze the data. The study found a curvilinear relationship between task conflict and performance, where moderate levels were beneficial, but high levels were harmful. Relationship conflict consistently reduced team performance, and team cohesion moderated the effects of both conflict types on performance. Limitations include reliance on the quality of the primary studies and potential publication bias.

Zhu et al. (2020) conducted a meta-analysis titled "Conflict Management Styles and Team Performance: A Meta-Analysis," published in the *Journal of Management*. Using a quantitative research design, they examined the impact of different conflict management styles—integrating, obliging, dominating, avoiding, and compromising—on team performance. The population and sample sizes were not explicitly mentioned, as data were drawn from multiple primary studies found in databases like Web of Science, PsycINFO, and ProQuest. The researchers coded effect sizes and used random-effects meta-analytic techniques to analyze the data. The results showed that integrating and compromising styles positively correlated with team performance, while dominating and avoiding styles had a negative impact. The obliging style showed no significant effect. A limitation of the study was potential publication bias, as unpublished studies with neutral or negative findings might have been underrepresented.

Han et al. (2023) conducted a study titled "The Mediating Role of Team Learning in the Relationship Between Task Conflict and Team Performance," published in *Group & Organization Management*. The study utilized a quantitative research design to explore how team learning mediates the link between task conflict and team performance. The population consisted of teams from different organizations, with a sample of 133 teams comprising 627 team members. While the sampling technique was not disclosed, data were collected through surveys given to both team members and leaders. Questionnaires were used to measure task conflict, team learning, and team performance. Structural equation modeling and bootstrapping methods were used to examine the analysed mediation model. The findings indicated that task conflict positively influenced team learning, which in turn was positively associated with team performance. Additionally, team learning mediated the relationship between task conflict and team performance. A limitation of the study was its cross-sectional design, which restricted the ability to make causal conclusions.

Han et al. (2019) conducted a study titled "Does

Conflict Always Hinder Performance? Examining the Moderating Effect of Team Cultural Intelligence on the Task Conflict-Performance Relationship," published in *Human Resource Management*. This quantitative study explored how team cultural intelligence moderates the relationship between task conflict and team performance. The sample included 144 teams, with a total of 685 team members from various organizations in China. Although the sampling technique was not explicitly stated, data were gathered through surveys completed by both team members and leaders. The study utilized hierarchical linear modeling and simple slope tests to analyze the moderating effects. Results showed a curvilinear relationship between task conflict and team performance: moderate task conflict improved performance, whereas high levels of conflict had a negative impact. Team cultural intelligence was found to strengthen the positive effect of moderate task conflict on performance. A limitation of the study was its cross-sectional design, which prevented causal inferences.

He et al. (2022) conducted a study titled "The Interactive Effect of Task Conflict and Relationship Conflict on Team Innovation: A Social Network Perspective," published in the *Asia Pacific Journal of Management*. This quantitative research examined how task conflict and relationship conflict interact to affect team innovation from a social network perspective. The sample consisted of 98 teams with 593 team members from various organizations in China. Data were collected using surveys, but the sampling method was not specified. Hierarchical and moderated regression analyses were used to examine the interaction effects and the role of social network features. The study found that task conflict positively influenced innovation, while relationship conflict negatively impacted it. Additionally, the positive effect of task conflict on innovation was more pronounced when relationship conflict was low. Social network features like density and centralization moderated the interaction between conflicts. A limitation was the study's cross-sectional design, which limited its ability to establish causality.

Zhu et al. (2021) conducted a study titled "Conflict Management Styles and Team Innovation: A Configuration Approach," published in the *Journal of Organizational Behavior*. This study used a quantitative approach to examine how combinations of conflict management styles (such as integrating, obliging, dominating, avoiding, and compromising) affect team innovation. The sample comprised 123 teams with 615 members from various organizations in China. The study used surveys to collect data, but the sampling method was not specified. Fuzzy-set qualitative comparative analysis (fsQCA) was employed to identify combinations of conflict management styles linked to high and low levels of team innovation. The results suggested that the effectiveness of conflict management styles depends on their configurations rather than individual styles. A limitation was the study's cross-sectional nature, which restricted the ability to explore causal relationships or track changes over time.

Zhu et al. (2020) conducted a study titled "When Conflict Leads to Creativity: The Mediating Role of Team Reflexivity," published in the *European Journal of Work and Organizational Psychology*. This research explored how team reflexivity mediates the relationship between task conflict and team creativity. The sample included 110 teams with 550 members from various organizations in China. Surveys were administered to both team members and leaders, but the sampling technique was not specified. Structural equation modeling and bootstrapping techniques were used for analysis. The findings indicated that task conflict had a positive impact on team reflexivity, which in turn was positively related to team creativity. Team reflexivity mediated the relationship between task conflict and creativity. A limitation of this study was its cross-sectional design, which limited causal inferences and the ability to explore dynamic processes.

Zhu et al. (2022) conducted a study titled "The Mediating Effects of Team Emotional Intelligence on the Relationship Between Interpersonal Conflict and Team Performance," published in the *International Journal of Conflict Management*. This quantitative study

examined the role of team emotional intelligence in mediating the relationship between interpersonal conflict and team performance. The study involved 115 teams with 575 members from various organizations in China. Although the sampling method was not specified, data were collected through surveys from team members and leaders. Structural equation modeling and bootstrapping were used to analyze the mediation model. The findings revealed that interpersonal conflict negatively affected team emotional intelligence, which in turn positively influenced team performance. Emotional intelligence mediated the negative relationship between interpersonal conflict and performance. The study's cross-sectional design limited the ability to make causal conclusions or examine changes over time.

Zhang et al. (2020) conducted a study titled "When Does Conflict Hurt More Than It Helps? Examining the Moderating Effect of Time Pressure on the Relationship Between Interpersonal Conflict and Team Creativity," published in the *Journal of Management*. This study explored how time pressure moderates the relationship between interpersonal conflict and team creativity. The sample consisted of 124 teams with 620 members from various organizations in China. Surveys were used to gather data from team members and leaders, although the sampling method was not specified. Hierarchical linear modeling and simple slope tests were employed to analyze the moderating effect. The findings showed that interpersonal conflict negatively affected team creativity, with the effect being stronger under high time pressure. A limitation was the cross-sectional design, which precluded causal inferences and the analysis of changes over time.

Agbo (2020) examined the effect of conflict management on organizational performance at the Broadcasting Corporation of Abia State. The study used a descriptive survey research design

with simple random sampling to analyze 85 questionnaires using SPSS. The results indicated a significant positive relationship between conflict management and organizational performance. The study concluded that when conflict resolution mechanisms were effectively implemented, organizational performance improved. Recommendations included establishing adequate conflict resolution mechanisms to reduce grievances and enhance employee performance.

Literature Gap

Numerous studies, both locally and internationally, have explored the influence of conflict management on organizational performance, including works by Zhang, Ma, and Qu (2020), Wang et al. (2021), Guo et al. (2022), Zhu et al. (2020), Han et al. (2023), Han et al. (2019), He, Li, and Liu (2022), Zhu, Ma, and Qu (2021), Zhu, Liang, and Qu (2020), Zhu, Zhao, and Qu (2022), Zhang et al. (2020), and Agbo (2020). However, the majority of these studies focused on either educational institutions or manufacturing companies. In contrast, this research examines the impact of conflict on organizational performance, with a particular focus on North-Eastern University Gombe in Gombe State.

This study is significant as it addresses a gap in the existing literature by evaluating how conflict influences organizational performance at North-Eastern University

Gombe, specifically measuring performance in terms of productivity, job satisfaction, and employee turnover, and analyzing the effects of interpersonal, task-related, and structural conflicts.

METHODOLOGY

This study utilized a descriptive research design to gather relevant data, ensuring a comprehensive analysis of the population. The focus was on academic staff at NorthEastern University, Gombe, with a total of 82 respondents, consisting of 47 full-time and 35 adjunct staff members. The entire population was selected as the sample size to enhance accuracy and minimize sampling bias. Primary data was collected through structured questionnaires using a 5point Likert scale, which were distributed to the respondents. Data analysis was conducted using SPSS, employing

statistical techniques such as frequency tables, percentages, and regression analysis to summarize and interpret the findings. The study's model examined how interpersonal and task-related conflicts influenced organizational performance, including productivity and job satisfaction. Validity was ensured through a pilot survey and expert review, while reliability was confirmed using Cronbach's Alpha, which yielded a coefficient of 0.73 for the 30 items, indicating satisfactory consistency and reliability.

RESULTS AND DISCUSSIONS

Table 4.1

Questionnaire Distributed	89
Returned Questionnaire	82
Percentage of returned Questionnaire	92%
Unreturned Questionnaire	07
Percentage of not returned Questionnaire	8%

Source: field survey, 2024

The questionnaire distribution yielded an 92% return rate, with 82 out of 89 questionnaires were not returned, representing an 8% non-return rate. questionnaires being returned, while 7

Test of Hypotheses

However, to substantiate explicitly the result or outputs obtained are presented analysis given so far above, the regression thus below:

Testing of hypothesis one

H₀₁ Interpersonal conflicts have no significant influence on productivity in North-Eastern University Gombe, Gombe State.

Model 1

$$PRO = \beta_0 + \beta_1 IC + \mu_t \dots\dots\dots 3.2$$

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.243	.33656

a. Predictors: (Constant), JS

Source: SPSS Output Version 27.0 (2024)

Table 1 provides the model summary, revealing a correlation coefficient (R) of 0.503, indicating a moderate positive relationship between the independent and dependent variables. The R-squared value of 0.253 means that about 25.3% of the variance in the dependent variable is explained by the predictors in the model. The adjusted R-squared, at 0.243, slightly reduces this explanatory power, accounting

for the number of predictors used. The standard error of the estimate is 0.33656, reflecting the typical deviation of observed values from the regression line. According to the decision rule, the model demonstrates a moderate fit, with room for improvement in its predictive power.

Table 2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.158	1	2.158	17.317	.000 ^b
	Residual	9.967	80	.125		
	Total	12.125	81			

a. Dependent Variable: PRO

b. Predictors: (Constant), IC

Source: SPSS Output Version 27.0 (2024)

The ANOVA table assesses the overall significance of the model. The regression sum of squares is 2.158, and the residual sum of squares is 9.967, resulting in a total sum of squares of 12.125. The model has 1 degree of freedom for the regression and 80 degrees of freedom for the residual, with a mean square of 2.158 for the regression and 0.125 for the residual. The F-value is 17.317, indicating that the independent

variable (IC) significantly influences the dependent variable (PRO). The p-value is 0.000, which is below the 0.05 threshold, demonstrating the model's statistical significance. Following the decision rule, since the p-value is less than 0.05, we reject the null hypothesis and conclude that a significant relationship exists between the independent and dependent variables.

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Table 3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.621	.527		1.178	.242
	IC	.327	.084	.345	3.890	.000

a. Dependent Variable: PRO

Source: SPSS Output Version 27.0 (2024)

The coefficients table shows the impact of the independent variable (IC) on the dependent variable (PRO). The unstandardized coefficient (B) for the constant is 0.621, indicating the predicted value of PRO when IC is zero. The unstandardized coefficient for IC is 0.327, suggesting that for every one-unit increase in IC, PRO increases by 0.327 units. The standardized coefficient (Beta) for IC is

0.345, which indicates a moderate positive effect of IC on PRO. The t-value for IC is 3.890, with a significance (Sig.) value of 0.000, which is below the 0.05 threshold. This means that IC significantly contributes to predicting PRO. According to the decision rule, Since the p-value is below 0.05, we reject the null hypothesis and affirm that IC significantly impacts PRO.

Hypothesis two:

H₀₂ Task-related conflicts have no significant impact on job satisfaction in North-Eastern University Gombe, Gombe State.

Model 2

$$JS = \beta_0 + \beta_1 TC + \mu_i \dots \dots \dots 3.3$$

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.563	.30337

a. Predictors: (Constant), TC

Source: SPSS Output Version 27.0 (2024)

The model summary shows that the R value is 0.761, indicating a strong positive correlation between the independent variable (TC) and the dependent variable. The R Square value is 0.579, meaning that 57.9% of the variance in the dependent variable is explained by the independent variable (TC). The adjusted R Square, which adjusts for the number of predictors in the model, is slightly lower at 0.563, indicating that 56.3% of the variance is

explained when considering the model's complexity. The standard error of the estimate is 0.30337, showing the average distance of the observed values from the predicted values. According to the decision rule, an R^2 value above 0.5 suggests the model has substantial explanatory power. Therefore, the model is statistically significant and explains a considerable portion of the variance in the dependent variable

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Table 5 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.878	1	9.878	110.989	.000 ^b
	Residual	7.179	80	.089		
	Total	17.056	81			

a. Dependent Variable: JS

b. Predictors: (Constant), SC, TC, IC **Source: SPSS Output Version 27.0 (2024)**

The ANOVA table assesses the overall significance of the model, which includes the predictors SC, TC, and IC, and their impact on the dependent variable (JS). The regression sum of squares is 9.878, and the residual sum of squares is 7.179, leading to a total sum of squares of 17.056. With 1 degree of freedom for the regression and 80 for the residual, the mean square for the

regression is 9.878, while the mean square for the residual is 0.089. The F-value of 110.989 is high, indicating that the combined effect of SC, TC, and IC on JS is statistically significant. The p-value (Sig.) is 0.000, well below the 0.05 threshold. According to the decision rule, Given that the p-value is below 0.05, we reject the null hypothesis and determine that the predictors (SC, TC, and IC) have a significant effect on the dependent variable (JS).

Table 6 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.085	.526		-.161	.873
	TC	.778	.084	.693	9.284	.000

a. Dependent Variable: JS

Source: SPSS Output Version 27.0 (2024)

The coefficients table provides insights into the effect of the independent variable (TC) on the dependent variable (JS). The unstandardized coefficient (B) for the constant is -0.085, indicating that when TC is zero, the predicted value of JS is slightly negative, though not statistically significant, as shown by the high p-value of 0.873. The unstandardized coefficient for TC is 0.778, suggesting that for every one-unit increase in TC, JS increases by 0.778 units. The standardized coefficient (Beta) for TC is 0.693, indicating a strong positive relationship between TC and JS. The t-value is 9.284, and the significance level (Sig.) is 0.000, which is below the 0.05 threshold. According to the decision rule, As the p-value is below 0.05, we reject the null hypothesis and conclude that TC has a significant positive effect on JS.

Discussion of the Findings The study found that interpersonal conflicts significantly affect productivity at NorthEastern University Gombe, Gombe State. This underscores the importance of implementing effective conflict management strategies to sustain and potentially boost productivity within the institution. Addressing interpersonal conflicts swiftly and constructively can foster a more cooperative work environment, enhance teamwork, and improve overall staff and student

performance. Training programs that focus on communication, conflict resolution, and promoting a culture of mutual respect could help reduce the negative effects of such conflicts. These findings are supported by recent research by Zhang, Ma, and Qu (2020), Wang et al. (2021), and Zhu, Zhao, and Qu (2020). Their studies highlight a curvilinear relationship, where moderate levels of conflict lead to greater creativity, while both low and high levels hinder it. Additionally, they found that destructive conflict hampers knowledge sharing in teams, though high psychological safety within the team mitigates this effect. Moreover, the integrating and compromising conflict management styles were found to positively impact team performance. The findings are consistent with Transactional Theory, which suggests that effectively managing interpersonal relationships can result in better organizational outcomes.

Similarly, the study revealed that task-related conflicts have a significant effect on job satisfaction at North-Eastern University Gombe. This highlights the need for proper management of task-related conflicts to improve job satisfaction among staff. Effective handling of these conflicts can clarify roles, enhance communication, and promote more efficient collaboration, leading to a more satisfying work environment. This aligns with findings by Agbo (2020), Chesang (2019), and Choi & Kim (2016), which showed that conflict

management has a positive and significant impact on organizational performance, identified limited resources as a primary cause of conflict, and demonstrated that subordinate-manager conflict negatively affects job satisfaction. These findings are supported by the Dual Concern Model, which stresses balancing personal concerns with those of others to achieve optimal conflict resolution.

CONCLUSION AND RECOMMENDATION

The study concluded that both interpersonal and task-related conflicts significantly influence productivity and job satisfaction at North-Eastern University Gombe, Gombe State. Effective conflict management strategies are essential for maintaining and potentially enhancing productivity, as addressing interpersonal conflicts promptly and constructively fosters a more harmonious work environment, better teamwork, and improved overall performance for both staff and students. Similarly, managing task-related conflicts is crucial for enhancing job satisfaction, as proper handling can lead to clearer roles, improved communication, and more efficient collaboration, ultimately creating a more satisfying work environment. Implementing training programs focused on communication skills, conflict resolution techniques, and promoting a culture of mutual respect could help mitigate the negative impacts of these conflicts and support both productivity and job satisfaction.

The study, therefore, makes the following recommendation

- i. Based on the study's findings on conflicts and organizational performance at North-Eastern University Gombe, Gombe State, the following recommendations are suggested: The university's management should regularly assess the effectiveness of their conflict

resolution strategies and implement adjustments where necessary. It is recommended that periodic surveys and evaluations be conducted to gauge the impact of these strategies on both productivity and the overall work environment.

- ii. The management should ensure that job roles and responsibilities are clearly defined and communicated to all staff members. This will help minimize misunderstandings and prevent overlapping duties, which are common sources of task-related conflicts.

CONTRIBUTIONS TO KNOWLEDGE

This study offers valuable insights into organizational dynamics by examining how conflicts impact organizational performance at North-Eastern University Gombe, Nigeria. It explores various types of conflicts, including interpersonal, task-related, and structural, and evaluates their effects on key performance indicators such as productivity, job satisfaction, and employee turnover. By conducting the research within a Nigerian university context, the study fills a crucial gap in existing literature, providing both theoretical and practical contributions to the understanding of conflict management and organizational behavior. The findings not only contribute to academic discussions but also offer actionable recommendations for policymakers and administrators in educational institutions, helping to develop effective strategies for managing conflicts and enhancing organizational performance in similar settings.

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