

*Vedecký článok / Scientific article*

*Recenzované / Review*: 14. 10. 2025

*Akceptované / Accepted*: 28. 11. 2025

<https://doi.org/10.24040/eas.2025.26.2.98-116>



## **Investigation of the impact of workplace conflict on employees' job dissatisfaction. a study of textile industries in Nigeria**

### **Skúmanie vplyvu konfliktov na pracovisku na pracovnú nespokojnosť zamestnancov: štúdia textilného priemyslu v Nigérii**

**Peter Emorhievwunu<sup>a\*</sup>**

<sup>a</sup> Faculty of Management Sciences, Delta State University

*Abstract: The study examined the impact of workplace conflict on employees' job dissatisfaction in textile manufacturing firms in Nigeria. The dimensions of workplace conflict considered were interpersonal & intrapersonal conflict, vertical/hierarchical conflict, and job role-related conflict. Data was obtained with a questionnaire and analyzed descriptively and inferentially using multiple regression, which revealed that workplace conflict significantly influences employees' dissatisfaction with their jobs. On the various dimensions, employees' job dissatisfaction is significantly influenced by interpersonal & intrapersonal conflict, as well as task-based/job role-related conflict. But hierarchical level conflict did not substantially impact employees' dissatisfaction with their jobs. The study concluded that workplace conflict is a double-edged sword, a poisonous phenomenon that can bring down a mighty company if not properly handled. Thus, suggested proactive conflict resolution mechanisms.*

**Key words:** *Workplace conflict. Employee job dissatisfaction. Employee job satisfaction. Interpersonal workplace conflict. Vertical workplace conflict.*

**JEL Classification:** E24. J21.

## **Introduction**

The word satisfaction is somewhat ambiguous because it can be viewed from various perspectives. However, from the perspective of a particular responsibility, role, function, or

---

\* Korešpondujúci autor: Peter Emorhievwunu

Department of Business Administration, Faculty of Management Sciences, Delta State University, P. M. B. 01, Abraka, Nigeria

e-mail: peteremor4@gmail.com

This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0).

task performed by human resources in the business organization using non-human resources, satisfaction denotes the state of being happy with major aspects of ones' job. It reflects the gratification derived from the job, indicating that one's needs and expectations are fulfilled through performing it. Moses, Fred, and Ebenezer (2018) described job satisfaction as the attitudes and feelings one has about one's job, encompassing all aspects of a particular job, both good and bad, positive and negative. The opposite of satisfaction is dissatisfaction. This means that if one is not satisfied, he/she is dissatisfied and cannot be both at a time in a situation. Job dissatisfaction is predicated upon certain organizational factors and does not exist as an abstract phenomenon. These factors revolve around the work itself in addition to the environmental and human aspects of the organizational workplace (Moses, Fred, and Ebenezer 2018). Chiradeep (2021) Employees' dissatisfaction with their job goes beyond mere discontentment with daily job duties; it encompasses their satisfaction and dissatisfaction with team members and managers, the organizational policies, and the impact of their job on their personal lives, including staff welfare and compensation (Chiradeep 2021). One subtle contributor to dissatisfaction with a job in the workplace is conflict, which denotes the presence of hostility, absence of unity, peace, and harmony resulting from incompatibility due to differences in opinion, interest, ideas, or even needs in the workplace. Olu, Idowu, and Babalola (2020) described conflict as the struggle or contest between people with opposing ideas, beliefs, values, or goals.

Conflict manifests in diverse forms in the workplace, such as interindividual conflict, which occurs between individuals resulting from variation in personalities, values, or communication styles; intraindividual conflict, an internal conflict experienced by a person, often related to decision-making or personal values; intragroup conflict, which occurs within a team or department resulting from disagreements on tasks, goals, or priorities; and intergroup conflict, which can also arise between different departments, teams, or divisions within an organization. Vertical conflict, which is conflict between hierarchical levels, commonly employer/supervisor to employee/subordinates, is usually a result of unfair treatment, poor relationships, unclear job roles or workloads, bullying, harassment, discrimination, and disagreements between employers and employees.

The problem of the study is grounded in contrasting scholarly perspectives. Some scholars argue that conflict is a normal phenomenon in organizations, that it is part of organizational life, and that it indicates an organization is healthy when conflicts arise (Binyanya, 2021; Tetteh & Obuobisa-Darko, 2016). Making it look like they support workplace conflict. While some scholars believe that conflict is destructive and that it leads to employee demotivation and

declining job satisfaction (Phulpoto, Hussain, Sanaullah, Buriro, & Maitlo, 2021). This suggests that conflict in any form should not be tolerated in any organization. Thus, examining the impact of workplace conflict on job dissatisfaction is therefore crucial for understanding how different forms of conflict influence job dissatisfaction to aid managers and human resources professionals in designing effective conflict management strategies to enhance employee satisfaction and productivity.

Additionally, scholars have conducted several studies to assess the impact of workplace conflict from various dimensions on job performance and satisfaction. Still, research on workplace conflict in the dimensions of interpersonal & intrapersonal conflict, task-based/job role conflicts, and vertical organizational level conflict (employer-employee) and their impact on job dissatisfaction, which is the opposite of satisfaction, is lacking, particularly among textile manufacturing firms in Nigeria. Our study is distinct in its focus on interpersonal/intrapersonal, task/role-related, and vertical conflicts within manufacturing organizations, a context that has not been directly explored. Thus, the objective of the study is to:

1. Examined the influence of interpersonal and intrapersonal conflicts on employees' job dissatisfaction in textile manufacturing firms.
2. Determine the influence of task-based or job-role-related conflicts exerted on employee job dissatisfaction in textile manufacturing firms.
3. Determine the level of influence vertical or hierarchical conflict has on employee job dissatisfaction in textile manufacturing firms.

To achieve these objectives, the study's data was obtained with the aid of a questionnaire, and the data was analyzed inferentially (Multiple regression) to determine the relationship between the variables under consideration.

## **1 Theoretical background**

A business organization is made up of people from various backgrounds, persons with diverse interests, needs, and aspirations, as well as complexions (skin colour), even tribe and culture. These people work in pursuit of one specific aim, which is the organizational goal or objective. In a work setting within an organization, because no two individuals, including twins, can think and perceive things the same way, disagreements, fights, and incompatibility are inevitable. In the workplace, every worker has varying needs and expectations, and when individuals perceive that these are not being met or are being ignored, it can lead to conflict. Albert (2020) described workplace conflict as a struggle for social power, economic or political power, or a strong disagreement between individuals or groups with opposing needs, ideas,

values, and goals in an organization. Kazimoto (2013) defined workplace conflict as the presence of discord that occurs when goals, interests, or values of different individuals or groups are incompatible and frustrate each other's attempts to achieve objectives in an organization. Factors such as unhealthy competition, inadequate communication, unfair treatment, and poor leadership styles have been highlighted as common triggers (Olukayode, 2015; Khaleda & Aleya, 2017; De-Nicola, 2023).

Literature has identified several dimensions in which workplace conflict can manifest in organizations, and some dimensions identified are interpersonal, intragroup, intergroup, intrapersonal, task, and relationship, as well as externally related conflict. However, our study looked at it from three dimensions: interpersonal & intrapersonal conflict, task-based/job roles conflicts, and vertical organizational conflict/hierarchical levels conflict.

**Intrapersonal and Interpersonal Workplace Conflict:** Interpersonal workplace conflict occurs between individuals due to differences in personality, communication styles, or values. The intrapersonal conflict is internal in nature, occurring within the minds of individuals (Khaleda & Aleya, 2017). Factors such as personality incompatibility, hostile work environment, perfectionism avoidance, passive aggressiveness, selfish and thoughtless behavior, not caring about the feelings of others, improper or abusive use of authority, and power struggles can indirectly and directly be accountable for interpersonal conflicts in organizations. For example, two coworkers or a supervisor and an employee who have different working styles can clash more frequently.

**Task/Role-Related Conflict:** Task-based conflict emerges from disagreements over project goals, deadlines, or methods. Role-related conflict often results from unclear expectations, role ambiguity, or overload, where employees struggle to meet demands beyond their capacity (Muhammad & Fatima, 2013; De-Nicola, 2023). These conflicts are particularly damaging as they directly affect productivity and employee morale.

**Vertical/Hierarchical Conflict:** Vertical conflict occurs between different levels of authority, such as managers and subordinates. It is often linked to ineffective communication, misuse of authority, or poor leadership approaches. While hierarchical disputes are common, their impact on job dissatisfaction varies across organizational contexts (Monyei, Ezinwa, Agbaeze, Ukpere, Ugbam, & Ndu, 2023).

## **1.1 Employees' Job Satisfaction and Dissatisfaction**

Job satisfaction can be used to mean the level of contentment workers feel with their work environment and even the job itself. According to Pushpakumari (2016), job satisfaction is

employees' attitude towards their job and associated roles and responsibilities. According to Ali (2020), a person who is highly satisfied with his/her job will be very dedicated to performing well in an organization, while a person who is not satisfied with their job will perform poorly and have a bad attitude about their work. This unsatisfactory performance and a negative attitude towards work, which is the opposite or antithesis of job satisfaction, are termed employee dissatisfaction. Employee job dissatisfaction refers to a negative emotional state experienced by an employee in relation to their job or workplace. According to Yean, Johari, Yahya, and Chin (2022), employees job dissatisfaction is linked to unhappiness at work because workers become unhappy when they are not happy with an occurrence at the workplace. Thus, job dissatisfaction is described as a state in which employees are not happy at their job (De-Clercq, Haq, Azeem, & Ahmad, 2020, 2019). Employees' dissatisfaction can be manifested as a lack of motivation, decreased productivity, and even a desire to leave the company. According to The Chartered Institute of Personnel and Development [CIPD], "people who experience conflict in the workplace have lower job satisfaction and are more likely to experience poorer mental and physical health" (CIPD, 2024). Phulpoto et al., in a cross-sectional study, discovered that conflict in the public sector workplace not only reduced job satisfaction but also negatively impacted employee performance. The researchers further emphasized that conflict not resolved can lead to employee demotivation, fear of job loss, and a decline in overall organizational productivity (Phulpoto, Hussain, Sanaullah, Buriro, & Maitlo, 2021).

## **1.2 Consequences of Conflict in an Organizational Workplace**

Prachi (2015) posits that conflict causes both physical and emotional disagreement, strong arguments between people and, in the long run, causes loss of peace, unity, and harmony. It can cause changes in relationships, as good friends can become enemies or opponents as a result of conflict. As generally observed in a gathering of people, where there is always a situation of disharmony, the people are not so happy being in that work setting; they develop a feeling of insecurity being in that gathering. So also is the workplace that is bedeviled with conflict; employees are not happy in the job, and they feel insecure going to the job.

The aftermath of conflict, especially when incompetently addressed, can affect both individual and group relationships in the workplace (Khaleida and Aleya, 2017). This implies that conflict, being a common phenomenon, if not resolved harmoniously, can lead one party to feel aggrieved, dissatisfied, and demoralized at work. However, if it is addressed harmoniously or fairly, it can provide the workers or parties involved with a sense of satisfaction and motivation, assuring them that they are not being oppressed or maltreated (Khaleida and

Aleya 2017). In a 2021 cross-sectional study conducted in public sector organizations, Phulpoto, Hussain, Sanauallah, Buriro, and Maitlo discovered that workplace conflict reduced job satisfaction and negatively impacted employee performance (Phulpoto, Hussain, Sanauallah, Buriro, & Maitlo, 2021).

Interpersonal conflicts in a business organization workplace can result in aggressive and hostile relationships among employees. They can disrupt the smooth and regular workflow in the business organization. Intrapersonal conflicts can cause feelings of dissatisfaction with one's job. For instance, when a worker who sincerely perceives his/her boss frequently rewarding a careless employee as the best worker, he/she may feel disheartened by a sense of injustice, and this feeling can make that sincere employee become dissatisfied and want to quit at the slightest opportunity. Workplace conflict, especially when it is from physical and emotional abuse, usually affects job satisfaction through its contribution to low employee morale, sad countenance/depression, and total appearance of displeasure. For example, a subordinate who is always a victim of conflict with his/her boss, i.e., they are always at cross purposes, such an employee will be dissatisfied and not motivated to continue in that job as long as the boss is present. Just like the saying that ‘in unity we stand, but divided we fall,’ conflict, as said, causes division, and division is a result of demoralization and dissatisfaction. This can negatively impact team cohesion and collaboration and increase the level of absenteeism (De-Nicola, 2023).

Our study is hinged on the relational dialectics theory and the organization relationship theory of Baxter and Barbara in 1988. This theory posits that workplace relationships are formed between individuals from diverse backgrounds with differing opinions who agree to pursue a common interest or purpose through various means. According to Baxter and Barbara, these individuals experience tensions, friction, or conflicts within themselves in different ways and dimensions, and these pressures are recurring in nature. From these extreme tendencies, the relationship is sustained over time (Baxter, 1988). Our study is anchored in this theory because it points out that the closer individuals become to one another, “the more likely conflict will arise to pull them apart (Tartsea-Anshase and Odeba, 2020). The proponents of this theory argue that there are no scientific laws that neatly order the experiences of friends and lovers (relationships). Ngari and Agusioma (2016) posit that people struggle to respond to contradictory pulls or feelings within their relationships, noting that the forces that strain romantic relationships are also at work among close friends, family members, and employer-employee relationships. This implies that in the workplace, where individuals come from diverse backgrounds and perceptions, conflict is bound to arise. Nevertheless, if the conflict is

not appropriately managed, it is likely to get on workers' nerves, and they may not feel happy in the workplace.

Monyei, Ezinwa, Agbaeze, Ukpere, Ugbam, and Ndu (2023) conducted a study to examine the effect of conflict in the workplace on the productivity of employees in the healthcare sector, which was a survey carried out among selected Federal Health Institutions in Enugu State, Nigeria, using a population of 4541 from which they sampled 233 as participants. They collected their data using a questionnaire and employed Pearson's product moment correlation coefficient and regression analysis to analyze the data. According to their research result, workplace conflict has a significant effect on workers' performance, which is influenced by their degree of job satisfaction. The gap in their research study is that they only looked at workplace conflict from the dimension of conflict arising from leadership style and did not consider the conflict in the workplace from the aspect of interpersonal & intrapersonal conflict, which is somewhat common in the workplace. Also, they focused on employees' performance and ignored employees' satisfaction, which is a key indicator of performance.

Through the use of 266 questionnaires and partial least squares structural equation modeling, Yean, Johari, Yahya, and Chin's (2022) study examined the impact of role overload, role conflict, role ambiguity, and organizational constraints on job dissatisfaction among university employees. The findings showed that role ambiguity, organizational restrictions, and role overload all significantly raise job unhappiness, which raises counterproductive work behavior (CWB) among employees. Therefore, their results emphasize how factors such as responsibility overload, role ambiguity, and organizational constraints contribute to university staff members' job dissatisfaction and CWB.

A cross-sectional study conducted by Phulpoto, Hussain, Sanauallah, Buriro, and Maitlo (2021) examined how workplace conflict affects job satisfaction and employee performance. The researchers collected data through a questionnaire from a sample of 109 employees, chosen from a population of 1200 at Benazir Bhutto Shaheed University Karachi. Utilizing linear regression analysis and Pearson's product moment correlation, the study found that workplace conflict has a moderate positive influence on both job satisfaction and employee performance in public sector organizations.

The study by Irfan, Rhian, Tantri, and Diana (2021) examined the effect of job role-related conflicts on the work environment on job satisfaction and employee performance using PT. Alpha Sistem Kreasi in Indonesia. They collected data using a questionnaire from 60 workers and employed Structural Equation Model (SEM) employing the Partial Least Squares approach

for data analysis. They reported that role conflict positively affects workers satisfaction and the working environment also positively affects satisfaction.

In a 2020 survey conducted by Tartsea-Anshase and Odeba at Bingham University, Karu, researchers gathered data from 235 participants using a questionnaire focused on employer-employee relations and job performance. The findings indicate that effective communication is crucial for fostering and maintaining strong employer-employee relationships. Furthermore, the survey revealed a negative correlation between these relationships and job performance, showing that poorly managed employer-employee relations can lead to declines in worker performance, while well-maintained relationships positively influence job performance.

A study by Saad, Perihan, Ilker, and Mustafa (2018) examined the effect of workplace violence on job satisfaction among medical doctors in Iraq. Randomly selected 535 participants from 20 district general hospitals in Iraq. A questionnaire was employed to obtain data, and the applied regression statistical tool was used for data analysis. The outcome was that an increase in verbal abuse, physical attacks, bullying, and racial harassment, which they used as variables underpinning workplace violence, resulted in a decrease in workers' satisfaction with their jobs. Implying that work-related or workplace violence affects job satisfaction. Their study did not look at variables like employer-employee conflict in the workplace.

The aforementioned suggests that an influential association may exist between conflict in the workplace and employees' dissatisfaction with the job and even the organization itself. Thus, the following research questions and hypotheses were raised.

### **Research questions**

1. How do interpersonal and intrapersonal conflicts influence employees' job dissatisfaction in textile manufacturing firms?
2. To what extent do task-based or job-role-related conflicts affect employee job dissatisfaction in textile manufacturing firms?
3. What level of influence does vertical or hierarchical conflict have on employee job dissatisfaction in textile manufacturing firms?

The research hypotheses are raised in null form:

H01. Interpersonal and intrapersonal conflicts have no significant influence on job dissatisfaction.

H02. Task-based or role-related conflicts have no significant influence on job dissatisfaction.

H03. Vertical or hierarchical conflicts have no significant influence on job dissatisfaction.

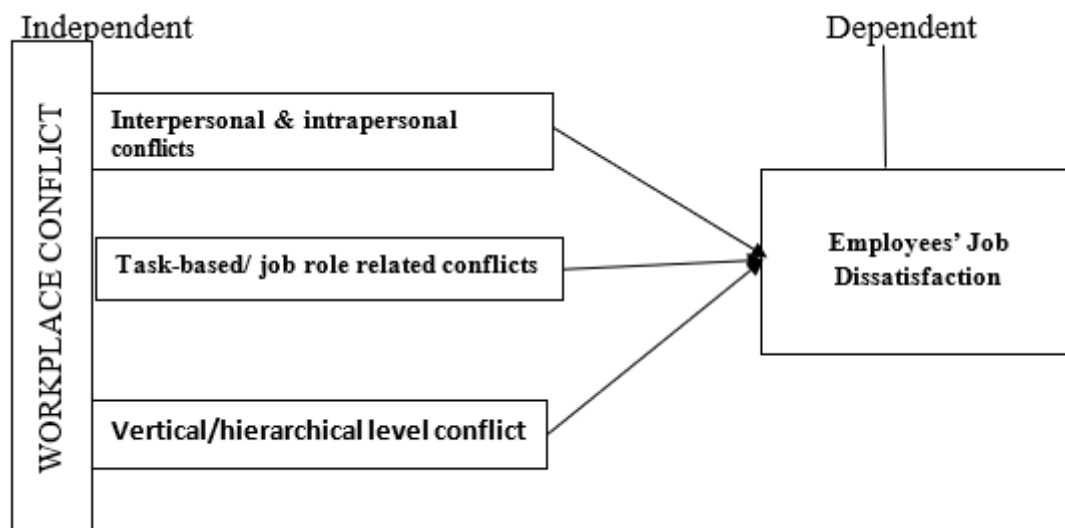


Figure 1 Conceptual framework  
Source: Researchers' Construct 2025

## 2 Material and methods

Our study adopted a quantitative design of the descriptive type to bring to the fore the influence conflict in the workplace has on job dissatisfaction of employees of the textile industry in Nigeria, focusing on interpersonal & intrapersonal conflict, task-based/job role conflicts, and vertical/hierarchical conflict. The researcher chose this design because it can easily be used to accurately and systematically describe a population, situation, or phenomenon, and it can be used to address questions related to where, what, how, and when (Shona, 2019). Our study population was 629 employees of four selected textile manufacturing industries in the southwest region of Nigeria (United Nigeria Textiles Plc, Sunflag Group Nigeria Limited, Dangote General Textile Products Limited, and Woollen and Synthetic Textile Manufacturing Limited). Using Taro Yamane's formula, a sample of 244 employees was selected from a population of 629.

Workplace conflict (vertical conflict, interpersonal & intrapersonal conflict, and task-based/job role conflict) was measured by 20 items (5 items each) on a 4-point Likert scale. Examples of statements relating to interpersonal & intrapersonal conflict include "I worry about being physically attacked at work," "I feel demotivated when verbally abused by colleagues," and "I feel upset when bullied by co-workers." The task-based/job roles conflict statement includes, "I feel overwhelmed when assigned tasks beyond my expertise" and "I find it difficult when given tasks outside my role description." Vertical/hierarchical level conflict statements include "I feel uncomfortable when managers behave in a hostile manner," "I feel disrespected when my manager treats me as unimportant," "I hate being treated like a

nobody by my manager,” “I try to avoid a workplace that lacks cordial or good relationships between employer and employees,” and “I am vexed at work when I am being bullied by co-workers in the workplace,” and job dissatisfaction measurement statements include “I feel dissatisfied when employer and employee relationships are not cordial” and “frequent employer and employee disagreements make me feel stressed and anxious.”

Descriptive statistics and multiple regression analysis were utilized to analyze obtained data with the aid of SPSS version 22. Descriptive statistics were used to ascertain the rate of responses to the questionnaire items to assess general trends in workplace conflict and job dissatisfaction among employees. Multiple regression analysis was used to assess the predictive influence of workplace conflict dimensions on employees' job dissatisfaction.

### **Model specification**

EJDS = (INPC, TJOBC, VHC)

$$ETI = \beta_0 + \beta_1 \text{INPC} + \beta_2 \text{TJOBC} + \beta_3 \text{VHC} + \varepsilon$$

Where:

EJDS = Employee Job Dissatisfaction

INPC = Interpersonal & intrapersonal conflict

TJOBC = Task-based Conflicts

VHC = Vertical/hierarchical conflict

$\beta_0$  = Constant

$\beta_1$ – $\beta_3$  = Coefficients of predictors

$\varepsilon$  = Error term

### **3 Results and discussion**

Out of the 244 questionnaires administered, 4 were not returned, and 240, accounting for a 98% retrieval rate, were retrieved and analyzed.

Demographic Distribution: The study collected employees' demographic data in terms of gender and working experience. On gender, 174, representing 72.5% of the employees, are male, while 66, representing 27.5%, are female. This indicates that there were more males than females among the employees of the selected textile companies. In terms of work experience, 31, representing 13%, have work experience within 1-4 years; 74, representing 31%, have work experience within 5-8 years; 67, which is 28%, have work experience within 9-12 years; 36, representing 15%, have work experience within 13-16 years; and 32, representing 13%, have work experience above 16 years. This shows that the majority of the employees in the selected textile industries have work experience above 4 years.

### **Result on data relating to the research questions**

In the descriptive statistics, a benchmark of 2.50 was used to assess the level of acceptance of the items presented.

Descriptive statistics as shown in Table 1 indicated high acceptance of interpersonal conflict items, with mean scores ranging from 2.87 to 3.60.

**Table 1 Employees’ reactions to interpersonal & intrapersonal conflict (N=240)**

<b>Items</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
I worry about being physically attacked at work.	65	141	20	14	3.07
I feel demotivated when verbally abused by colleagues	96	139	3	2	3.37
I feel upset when bullied by co-workers	119	117	2	2	3.47
I feel uncomfortable working in an environment where harassment occurs frequently	95	64	35	46	2.87
Workplace discrimination reduces my self-confidence and sense of unity with colleagues	144	95	1	0	3.60

Source: Author’s Field Survey, 2025

Table 2 shows the result of ways conflicts are caused by task-based/job roles in the workplace. From the table, all task-based/job role-related conflict items were accepted with mean points greater than the benchmark of 2.50 (3.31, 3.33, 3.58, 2.70, 3.57 > 2.50). This suggests the presence of task-based/job role-related conflicts in the organizations.

**Table 2 Showing employees’ reactions to task-based/job role-related conflicts in the workplace**

<b>Items</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
I feel overwhelmed when assigned tasks beyond my expertise.	125	78	23	14	3.31
I find it difficult when given tasks outside my role description	83	155	1	1	3.33
I feel confused when objectives are communicated inadequately or unclearly	153	77	6	4	3.58
I feel stressed when my workload exceeds my capacity	75	68	46	51	2.70
I feel anxious when I cannot meet all the demands of my job	136	104	0	0	3.57

Source: Author’s Field Survey, 2025

The descriptive statistics result in Table 3 indicated high acceptance of vertical/hierarchical level conflict items, with mean scores ranging from 2.76 to 3.72.

**Table 3 Showing employees’ reaction to vertical/hierarchical level conflict in the workplace**

<b>Items</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
I feel stressed when my manager puts unnecessary pressure on me	170	56	9	5	3.63
I feel uncomfortable when managers behave in a hostile manner	155	84	1	0	3.64
I feel disrespected when my manager treats me as unimportant	148	89	1	2	3.60
I feel dissatisfied when employer-employee relationships are not cordial	175	63	1	1	3.72
Frequent employer and employee disagreements make me feel stressed and anxious	75	79	40	46	2.76

Source: Author’s Field Survey, 2025

Items presented in Table 4 were employed to evaluate employees’ dissatisfaction in the context of workplace conflict. The descriptive statistics showed strong agreement with the indicators of job dissatisfaction, with mean values ranging from 3.34 to 3.75, suggesting that workplace conflict has the potential to influence the level of job dissatisfaction among employees.

**Table 4 Employees expression of job dissatisfaction in the face of workplace conflict**

<b>Items</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
I feel dissatisfied when staff are treated unfairly at work	134	94	8	4	3.49
I feel stressed when there are frequent disagreements among coworkers or between employees and employers	153	77	4	6	3.57
I feel dissatisfied when I frequently have disputes with my manager	182	56	2	0	3.75
I feel uncomfortable when workplace disputes are not resolved harmoniously	81	159	0	0	3.34
I feel satisfied when tasks are assigned appropriately and do not cause unnecessary pressure	144	88	5	3	3.55

Source: Author’s Field Survey, 2025

### **Test of hypothesis**

Multiple regression analysis was used to determine the degree to which the independent variables affect the dependent variable. According to the decision rule, if the significance value (p-value) is below 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating a meaningful effect of the independent variables on the dependent variable. Likewise, when the calculated t-value is lower than the critical t-value, the null hypothesis is rejected in favor of the alternative hypothesis.

### **Abbreviations to note**

INPC - Interpersonal & intrapersonal conflict

TJOBBC-based job roles conflict

VHC - Vertical/hierarchical level conflict

EJDS - Employees' Job Dissatisfaction.

Table 5 presents the regression analysis examining the influence of different dimensions of workplace conflict—interpersonal/intrapersonal conflict, task-based/job role conflict, and vertical/hierarchical conflict—on employee job dissatisfaction. As seen in the analysis, the diagnostic tests confirmed the robustness of the regression model. Variance Inflation Factor (VIF) values (2.650, 2.353, 2.028) were all below 5, indicating no multicollinearity concerns. Tolerance values (0.377, 0.425, 0.493) were positive and acceptable, further supporting the reliability of the results. According to the position of Marshall of the Sheffield Hallam University, “VIF scores should be close to 1, but under 5 is fine, and 10+ suggests high collinearity.”

Table 5 Multiple regression analysis showing the regression coefficient value of each dimension of workplace conflict as independent variables on employees' job dissatisfaction as the dependent variable

Coefficients <sup>a</sup>											
Model		Unstandardized Coefficients		Standardized Coefficients	t-val	Sig.	Collinearity Statistics		Df	F-val	T-Crit
		B	Std. Error	Beta			Tolerance	VIF			
1	(Constant)	12.973	0.555		23.386	0.000			3	27.865	2.182
	<b>INPC</b>	0.094	0.042	0.202	2.214	0.028	0.377	2.650			
	<b>TJOBBC</b>	0.122	0.043	0.242	2.820	0.005	0.425	2.353			
	<b>VHC</b>	0.069	0.043	0.127	1.597	0.112	0.493	2.028			

Source: Researchers' computation, 2025, SPSS V.23 output

a. Dependent Variable: EJDS Employees' Job Dissatisfaction.

The regression analysis (Table 6) revealed a moderate positive relationship between workplace conflict and employee job dissatisfaction ( $R = 0.511$ ). The model explained 26.2% of the variance in job dissatisfaction ( $R^2 = 0.262$ ; adjusted  $R^2 = 0.252$ ), with a statistically significant overall fit ( $F = 27.865$ ,  $p < 0.001$ ). This indicates that interpersonal/intrapersonal conflict, task-based/job role conflict, and vertical/hierarchical conflict collectively account for just over one-quarter of employees' dissatisfaction in textile manufacturing firms. While workplace conflict is therefore a meaningful predictor of dissatisfaction, the remaining variance suggests that other organizational and personal factors also play substantial roles.

**Table 6 Multiple Regression Model Summary showing the level of influence workplace conflict has on employees job satisfaction**

Model Summary									
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.511 <sup>a</sup>	0.262	0.252	1.02534	0.262	27.865	3	236	0.000
a. Predictors: (Constant), VHC, TJOBC, INPC									

Source: Researchers' computation, 2025

#### 4 Discussion of findings

The findings from the study provide great insight into the influence of various dimensions of workplace conflict on job satisfaction among employees in textile manufacturing firms in Nigeria.

Firstly, for interpersonal & intrapersonal conflict (INPC), the regression coefficient was positive ( $\beta = 0.202$ ), with a t-value of 2.214 exceeding the t-critical value of 2.182. The p-value of 0.028 ( $< 0.05$ ) indicates statistical significance. The high mean scores recorded in the descriptive analysis further indicate that employees frequently experience interpersonal strain, harassment, and discrimination, all of which contribute to dissatisfaction. This result confirms that interpersonal and intrapersonal conflict significantly increases employee job dissatisfaction. This finding aligns with a previous study by Saad, Perihan, Ilker, and Mustafa (2018), which emphasizes that increases in interpersonal and intrapersonal conflict, in the form of physical attacks, verbal abuse, bullying, and racial harassment, result in decreases in job satisfaction levels. These findings reinforce the relational dialectics perspective, which posits that tension is inherent in human interactions and, when unmanaged, can escalate into conflict that disrupts workplace harmony. The significant contribution of interpersonal/intrapersonal conflict to dissatisfaction underscores the importance of managing interpersonal relationships in the workplace. Effective communication, conflict resolution mechanisms, and a supportive organizational culture can help mitigate these tensions.

Relating to task-based/job role conflict (TJOBC), the study revealed, with the regression coefficient being positive ( $\beta = 0.242$ ), a t-value of 2.820, which is greater than the t-critical value of 2.182. The p-value of 0.005 ( $< 0.05$ ) indicates that task-based/job role conflict exerts the strongest influence on job dissatisfaction among the three dimensions. This suggests that ambiguity in roles, overlapping responsibilities, or unclear task expectations are particularly detrimental to employee morale. This finding conforms with the findings of Yean, Johari, Yahya, and Chin (2022) that role overload and role ambiguity significantly raise job unhappiness, which raises counterproductive work behavior (CWB) among employees. It

contradicts Irfan, Rhian, Tantri, and Diana (2021), who found from their study that job role-related conflict positively affects job satisfaction and that the working environment also has a positive effect. Organizations should therefore prioritize clarifying job roles and responsibilities to minimize dissatisfaction.

However, for vertical/hierarchical conflict, the regression coefficient was positive ( $\beta = 0.127$ ), but the t-value of 1.597 was below the t-critical value of 2.182. The p-value of 0.112 ( $> 0.05$ ) indicates that vertical hierarchical conflict has a positive effect on dissatisfaction, but the effect is not statistically significant. Thus, vertical/hierarchical conflict did not significantly predict job dissatisfaction, despite high descriptive mean scores. This suggests that although employees perceive managerial hostility, pressure, or disrespect, these experiences may not independently drive dissatisfaction when compared to interpersonal and task-related conflicts. One possible explanation is that hierarchical conflict may be normalized within the industry, or employees may perceive managerial pressure as part of the job. This finding diverges from studies such as Monyei et al. (2023), which reported a strong link between vertical conflict and performance outcomes. The result highlights the need for further research to understand contextual factors that may buffer or moderate the effect of hierarchical conflict in manufacturing environments.

Overall, the findings presented in Table 6 show that workplace conflict has a significant impact on employees' job dissatisfaction. The analysis reveals that conflict accounts for 26.2% of the variation in job dissatisfaction among employees in textile manufacturing firms. This implies that frequent or poorly managed conflicts are likely to heighten employees' dissatisfaction with both their job and the organization. This outcome aligns with the observations of Khaleda and Aleya (2017), who noted that unresolved or poorly handled conflicts can leave individuals feeling aggrieved, dissatisfied, and demoralized in their work environment. It also reinforces the position of the Chartered Institute of Personnel and Development (CIPD), which states that employees who experience workplace conflict tend to report lower job satisfaction and are more prone to negative mental and physical health outcomes.

The finding reinforces the relational dialectics perspective, which posits that recurring tensions in workplace relationships can escalate into dissatisfaction if not properly managed. The practical implication is that organizations should focus on reducing task ambiguity and fostering healthy interpersonal dynamics to enhance employee satisfaction and productivity.

## **Conclusion**

Based on reviewed literature, which shows that conflict is a common phenomenon in any gathering of people, including the organizational workplace, and the results of our study's data that conflict has the tenacity and efficacy to disrupt cohesion, to cause disunity, and to induce employees' dissatisfaction with the job and even the organization as well as the management, it can be said that workplace conflict is a double-edged sword, a poisonous phenomenon that can bring down a mighty organization if not properly handled. Thus, it is recommended that every organization, whether public or private, small or large, should endeavor to fight the occurrence of conflict within employees or between employers/superiors and employees/subordinates. Also, if, peradventure, conflict of any form arises, it should be resolved harmoniously with immediacy.

This study argues that workplace conflict, particularly interpersonal, intrapersonal, task-related, and vertical forms, significantly increases employees' job dissatisfaction in manufacturing organizations, highlighting the need for proactive conflict management strategies.

## **Limitations and Suggestions for Further Studies**

This study, which has succeeded in contributing to the embodiment of knowledge in the field of management, especially human resources management, by unveiling to both present and future managers why they need to fight conflict in the organization. However, the study was constrained by certain limitations in the form of respondent reluctance to complete questionnaires or provide candid information. But with so much appeal by the researcher, the limitation was ameliorated. In addition, the relatively small sample size, restricted to textile manufacturing companies in Nigeria's Western region, limits the generalizability of findings. Future research should employ larger and more diverse samples across regions and industries, including the service sector, to strengthen statistical validity and explore whether similar patterns of conflict and job satisfaction emerge in different organizational contexts. Researchers are also encouraged to adopt strategies that foster respondent cooperation and comfort during data collection to enhance data quality.

## **References**

- [1] Albert, O. (2020). The Choir Director: Conflict management and harmony at the workplace. *AMAMIHE: Journal of Applied Philosophy*. 18(4); 14-22
- [2] Ali, I. (2020). The Effect of Coercive Power and Reward on Teacher's Job Satisfaction. *International Journal of Innovation, Creativity and Change*; 12(5), 493.

- [3] Baxter, L. A. (1988). A dialectical perspective of communication strategies in relationship development. In S. Duck. (Ed.) *Handbook of personal relationships* (pp. 257–273). New York: Wiley.
- [4] Baxter, L. A., & Montgomery, B. M. (1988). Relating: Dialogues and dialectics. *Human Communication Research*, 14(3), 349–356.
- [5] Binyanya, D. (2021). Conflict Management Styles and Employee Performance in Hospitals. *European Journal of Conflict Management*, 2(1), 60-95. <https://ajpojournals.org/journals/index.php/EJCM/article/view/790/920>
- [6] Chiradeep, M. (2021). What Is Job Satisfaction? Definition, Importance, Statistics, and Examples. <https://www.spiceworks.com/hr/engagement-retention/articles/what-is-job-satisfaction/#:~:text=Last%20Updated%3A%20March%2011%2C%202021,job%20on%20employees%20personal%20lives.>
- [7] De-Nicola, C. (2023). What is the impact of unresolved workplace conflicts on employee morale and productivity? <https://www.linkedin.com/pulse/what-impact-unresolved-workplace-conflicts-employee-denicola-#:~:text=Over%20time%2C%20low%20job%20satisfaction,costly%20consequence%20for%20any%20organization.>
- [8] De-Clercq, D., Haq, I. U., Azeem, M. U., & Ahmad, H. N. (2019). The relationship between workplace incivility and helping behavior: roles of job dissatisfaction and political skill. *The Journal of Psychology*, 153(5), 507–527.
- [9] De-Clercq, D., Haq, I. U., & Azeem, M. U. (2020). When does job dissatisfaction lead to deviant behaviour? The critical roles of abusive supervision and adaptive humour. *Australian Journal of Management*, 45(2), 294–316
- [10] Irfan, M., Rhian I., Tantri, Y. R. S., & Diana, F. (2021). The Impact of Role Conflict and Work Environment on Job Satisfaction and Employee Performance at PT Alpha Sistem Kreasi. *American International Journal of Business Management (AIJBM)*;4(9), 68-74
- [11] Khaleda, Y., & Aleya, T. (2017). Workplace conflicts: classifications, causes, and management strategies. *International Journal of Academic Research and Development*, 2(4), 210-216
- [12] Marshall, E. (2019). Community project: encouraging academics to share statistics support resources. The University of Sheffield. Retrieved from <https://www.sheffield.ac.uk/media/35116/download?attachment#:~:text=The%20VIF%2C%20which%20stands%20for,have%20scores%20close%20to%201>

- [13] Monyei, F. E., Ezinwa, P. N., Agbaeze, E. K., Ukpere, W. I., Ugbam, C. O., & Ndu, V. (2023). Workplace conflict and the productivity of employees in the healthcare sector: A case study. *Corporate Governance and Organizational Behavior Review*, 7(3), 70–79. <https://doi.org/10.22495/cgobrv7i3p6>
- [14] Moses, S., Fred P., & Ebenezer A. (2018). Effect of Work Conflict on Employees Job Satisfaction: The Case of College of Distance Education, University of Cape Coast. *European Scientific Journal*; 14(7), 1857 – 7881
- [15] Muhammad, K. R., & Fatima A. J. (2013). Types, sources, costs, and consequences of workplace conflict. *Asian Journal of Management Research*. 2(1), 600
- [16] Ngari, J. & Agusioma, N. (2016). Influence of Employee Relations on Organization Performance of Private Universities in Kenya. *International Journal of Research and Studies*. Vol. 2(8).
- [17] Olu, O., Idowu, A., & Babalola, T. (2020). Workplace conflict and employee morale in Nigerian organizations. *Nigerian Journal of Industrial Relations*, 14(1), 77–89.
- [18] Olukayode, L. (2015). Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm. *Journal of Management and Strategy*, Vol. 6, No. 2, 82-92
- [19] Phulpoto, K., Hussain, N., Sanullah, Buriro, G. S., & Maitlo, Y. (2021). Impact of Workplace Conflict on Job Satisfaction and Employee Performance. *International Journal of Advanced Research in Engineering and Technology (IJARET)*, 12(1), pp. 609-616.
- [20] Prachi, J. (2015). Understanding Conflict: Meaning and Phases of Conflict. Management Study Guide Content Team. <https://www.managementstudyguide.com/conflict-at-workplace.htm>
- [21] Saad, A. A. J., Perihan T., Ilker D., & Mustafa A. M. A. (2018). Impact of conflict-related and workplace-related violence on job satisfaction among physicians from Iraq - a descriptive cross-sectional multicentre study. *Journal of Ideas in Health*; 1(1):14-22
- [22] Shona, M. (2019). Descriptive Research | Definition, Types, Methods & Examples. <https://www.scribbr.com/methodology/descriptive-research/>
- [23] Tartsea-Anshase, M. & Odeba, B.(2020). Employer–Employee Relationship and Job Performance in Bingham University, Karu. *Iaa journal of social sciences (iaa-jss)* 6(1):1-17
- [24] Tetteh, E., & Obuobisa-Darko, T. (2016). Conflict as a driver of organizational change. *African Journal of Management Research*, 8(2), 55–70.

- [25] The Chartered Institute of Personnel and Development [CIPD] (2024). Workplace conflict puts strain on job quality for an estimated eight million UK workers. Retrieved from <https://www.cipd.org/en/about/press-releases/workplace-conflict-puts-strain-on-job-quality/>
- [26] Yean, T. F., Johari, J., Yahya, K. K., & Chin, T. L. (2022). Determinants of job dissatisfaction and its impact on the counterproductive work behavior of university staff. *SAGE Open*, 12(3). <https://doi.org/10.1177/21582440221123289>