

Vol. 4 • No. 2 • December 2025

Page (Hal.) : 182 – 191

ISSN (online) : 2963-5896

ISSN (print) : 2964-0482

DOI No : 10.70001/idea.v4i2.404

Website : <https://ojs.ideanusa.com/index.php/idea>

© IDEA Nusantara

Darmaguna IDEA Nusantara Foundation  
Jl. Pendowo, Limo No. 69, Depok, Indonesia  
Telp. 0875 8655 3215Email : [ideajournal@ideanusantara.com](mailto:ideajournal@ideanusantara.com)

Licenses :

<http://creativecommons.org/licenses/by/4.0/>Article info : *Received* : Oct 2025 ; *Revised* : Nov 2025 ; *Accepted* : Dec 2025

## Impact of Absenteeism and Organizational Conflict on Employee Performance in Enugu State Civil Service, 2010–2019

Chibuike Chris Umeokafor

Department of Public Administration, Faculty of Management Science, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria. Email: [cc.umeokafor@unizik.edu.ng](mailto:cc.umeokafor@unizik.edu.ng)

**Abstract.** The lack of employee performance, efficiency, and service delivery in Enugu State Civil Service has been perpetuated by persistent absenteeism and unresolved organizational conflict to raise questions about weak motivation, poor management practices, and deteriorating productivity in the public sector between 2010 and 2019. This descriptive work has been carried out in Enugu State, Nigeria and has outlined the historical, geographic, economic and administrative environment in which the Enugu State Civil Service is based. The study population is the civil service, which has 10,100 employees working in 20 ministries. Using Yamane formula, 385 workers were randomly picked out of 10 ministries. Primary sources such as interviews with key officials and secondary sources were used to collect data. Reliability and validity were upheld in the study, and the content analysis of qualitative data was used to analyze absenteeism, organizational conflict, and employee performance. The results show that absenteeism and organizational conflict are the most critical issues that reduce the performance of employees within the Enugu State Civil Service. Job insecurity, lack of motivation, delayed promotions, and poor working conditions are what cause absenteeism, thus interfering with productivity and service delivery. Competition and limited resources further diminish teamwork and morale when managed improperly, which leads to organizational conflict. Nonetheless, it has been indicated that when conflict is managed effectively and integratively, cooperation, innovation, and performance can be improved. The paper highlights the importance of sound human resource management, enhanced employee morale, and active conflict-management approaches to enhance output and service delivery.

**Keywords:** Absenteeism; Organizational conflict; Employee performance; Civil service; Enugu State.

## A. INTRODUCTION

Employee performance is a key factor that defines organizational productivity and sustainability. However, absenteeism and organizational conflict remain issues that prevent the effectiveness of the workforce in various sectors. The main issue here is that the growing levels of absenteeism and unchecked workplace conflict decrease the output, raise the operational expenses, and lower the morale of the employees. Companies that do not tackle these challenges are characterised by disruptions in the workflow, a decrease in engagement, and poor performance.

Absenteeism refers to regular, or impromptu, lack of work, and this directly affects the performance of employees by disrupting the flow of work and reducing productivity. Recent empirical data show that physically and mentally ill employees have higher chances of absenteeism, which also lessens their participation and performance in work (Nawata, 2024). The absence of employees often means that other employees will have to carry on with more work, which causes work overload and stress. Such tasks redistribution usually leads to decreased team efficiency and more probable repeat absenteeism, which is a vicious circle of negativism.

Along with personal loss of productivity, absenteeism has huge economic impacts on organisations. According to Acosta, B. (2025), employee absenteeism lowers organisational productivity and operational efficiency significantly, especially where uncontrolled and frequent absences occur. Overtime, temporary staffing and administrative changes escalate labour costs, which have a greater impact on organisational performance. In addition, decreased employee morale and job satisfaction have been associated with absenteeism. Bhimanatham and Iyer (2024) documented that high rates of absenteeism are associated with negative effects such as low team morale and low overall organisational efficiency, so the higher performance implications are generalised as well.

Organisational conflict is also a significant factor in determining employee performance. Conflict occurs when individuals or groups of people view incompatible objectives, values, or interests in the workplace. Despite the fact that moderate task based conflict may drive innovation, relationship based conflict will tend to create tension and emotional stress that limits productivity. According to Anam et al. (2024), workplace conflict without a resolution has a profound negative impact on employee engagement and organisational performance in the sense that it undermines the effectiveness of collaboration and trust among employees. Employees working in such hostile conditions will reduce communication and teamwork will be impacted in direct proportionality to performance outcomes.

Moreover, patterns of absenteeism have been indicated to be affected by organisational conflict. Pütz (2026) proved that conflict in the workplace with supervisors or other employees is positively correlated with sickness absence and voluntary turnover intentions. Workers who are subjected to chronic conflict tend to retreat physically or psychologically away of the workplace, thereby resulting in higher absenteeism, and less input to the organisational objectives. This observation underscores the interrelationship between absenteeism and conflict when it comes to employee performance. The relationship between absenteeism and organisational conflict is a compounding problem. Stress caused by conflict can result in absenteeism, whereas absenteeism can cause resentment among co-workers, which can cause interpersonal tension to increase as well. This vicious circle strengthens deteriorating morale, decreased interest, and poor performance. Organisations that ignore such dynamics run the risk of maintaining a low productivity plus employee dissatisfaction environment.

To deal with those issues, holistic management methods are needed. Organisational leaders should focus on the welfare of their employees to reduce absenteeism by providing supportive leadership, mental-health programs, and work flexibility. Accountability can be

encouraged through attendance-monitoring systems and fair leave policies that do not encourage distrust. At the same time, successful conflict-management activities, such as allowing open communication channels, mediation processes, and leadership training, are necessary to avoid further development and maintain the balance in the workplace. Positively solved conflict may lead to dialogue and better decision-making instead of a drop in performance.

The importance of the current study is that it fills a critical gap in empirical research that is unique to civil-service settings during a precise decade. Even though there is some evidence that absenteeism has a detrimental impact on performance in the public sector in Enugu, such as empirical results on the idea that absenteeism lowers productivity and service delivery in local government contexts (Ugwunwangwu & Anikeze, 2024), there is a lack of longitudinal studies on both absenteeism and conflict over years in the civil service. The selected period of time (2010-2019) enables in-depth trend evaluation and reveals such patterns unavailable in single-year studies, including absence trends being related to management practices and employee morale (Ugwunwangwu and Anikeze, 2024).

Likewise, although studies in Enugu and other Nigerian settings have found that conflict emerges and impacts productivity (e.g., conflict brings down morale and damaged relationships in schools), the number of studies which connect workplace conflict to overall performance outcomes in the civil service in the long run is scarce (Chukwuemeka et al., 2018). Offering a perspective on the civil service which is an important sector in the management of the population, the study has shown how persistent absenteeism and uncontrolled conflict undermine bureaucratic productivity, service delivery, and employee loyalty. The determination of these gaps illustrates a necessity in specific human-resource policy interventions toward a better attendance, conflict-resolution, and performance.

#### Objective of the Study

Find out how absenteeism and organizational conflict affected employee performance in Enugu state civil service, 2010-2019.

#### Research Question

How has absenteeism and organizational conflict affect employee performance in Enugu state civil service, 2010-2019?

#### Hypothesis

Absenteeism and organizational conflict can affect employee performance in Enugu state civil service, 2010-2019.

## B. LITERATURE REVIEW

Organizational conflict and absenteeism have adverse impacts on employee performance disrupting the workflow and straining the productivity of both individual and company. Current studies have shown that conflict in the workplace does not only increase absenteeism but also dampens productivity and increases turnover, which undermines the overall organisational performance (Owusu-Acheampong and Antwi, 2023). In addition, conflicting relationships with superiors are favorably linked to higher sickness absence, which highlights the role of ineffective interpersonal interaction in intensifying absenteeism and performance loss (Pütz, 2026). High employee turnover in companies typically leads to productivity and efficiency problems that deteriorate employee performance and organizational performance further (Domenech-Abella et al., 2025).

Empirical research indicates that unresolved interpersonal and structural conflicts may increase the level of absenteeism because employees prefer not to work in stressful conditions (Odimegwu & Odumodu, 2020). In the same way, the tensions in the workplace due to the gendered conception of roles and unsymmetrical treatment are another factor that can provoke absenteeism, which is proven by the studies of professional women in Nigeria (Ifediora et al., 2020). Moreover, ineffective policy implementation and communication failures

are the management practices which worsen absenteeism and conflict (Odimegwu & Igwe, 2020; Oramah et al., 2025).

Absenteeism as a result of increased stress and uncertainty due to the COVID-19 pandemic has further demonstrated how external disruption can be related to organizational conflict (Ikechukwu and Odimegwu, 2021). Employee engagement and the levels of conflict also depend on environmental and infrastructural conditions, including poor office facilities or unsustainable working space (Akanwa et al., 2024; Anyakora et al., 2025). This means that the absence of an appropriate policy framework, conflict-resolution mechanisms, and an enabling organizational culture are some of the key factors to eliminate absenteeism and maintain harmony at the workplace (Odimegwu & Anyakora, 2023; Odimegwu & Ikeotuonye, 2023). Taken together, these researches highlight the interconnectiveness of absenteeism and conflict in the organizations.

The State Civil Service organizational conflict can severely impact employee performance by reducing cooperation, increasing stress, and declining institutional commitment. Service delivery is even complicated by conflict in institutions that are already constrained by infrastructural and environmental pressures like waste management issues (Okafor et al., 2022a) and inefficiency of urban services (Okafor et al., 2022b). The ineffective telecommunication systems can contribute to the misunderstanding and the rivalry of departments, consequently, affecting the performance outcomes (Anyakora et al., 2021). Similarly, role ambiguity and tension among employees can be fostered by a poor maintenance culture in government facilities (Anyakora et al., 2025). The administrative stresses associated with climate require coordinated action; conflict reduces the ability to adapt (Odimegwu & Ikeotuonye, 2023). Issues like urban neighbourhood and housing management, which demand inter-agency cooperation, can also be disadvantaged in case of continuing conflict (Ikeotuonye & Efobi, 2022). In line with this, organizational conflict undermines productivity, accountability, and efficiency of policy implementation within State Civil Service systems

### C. RESEARCH METHODOLOGY

The research was carried out in the state of Enugu which is a state in the eastern part of Nigeria. It was named after the capital city of the city of Enugu, which means, Enu Ugwu, (top of the hill), indicating its historical relation to coal mining. In 1909, British engineer Albert Kitson found coal on the Udi Ridge, which drew a lot of colonial attention, and in 1914, the first shipment of coal was exported to Britain. Enugu became a township in 1917 and grew as a cosmopolitan colony with companies like John Holt and United Africa Company setting up offices. The city has been the administrative capital of a number of political units in succession, such as the Southern Provinces, Eastern Region, Biafra, East Central State, the old Anambra State and the present Enugu State (Nzomiwu, 2010).

Enugu State is located geographically at the base of the Udi Plateau and borders on Abia, Imo, Ebonyi, Benue, Kogi, and Anambra States. The capital, Enugu, is 150 miles (240 km) away Port Sot, with temperatures varying between 60 C in November to 87.16 C in February. It is well-drained with an annual highest rainfall in July of 35.7cm which favours agriculture. It is mostly agrarian economy, but trading (18.8 3 ) and services (12.9 3 ) are also important. Trading dominates the urban centres; Ogbete Main Market and Orié Orba Market are key markets that promote agricultural trade. There is a strong educational infrastructure, with primary, secondary and tertiary education institutions like the University of Nigeria, Nsukka, Enugu State University of Science and Technology, and Caritas University (Williams, 2008; Nwokwor, 2007).

Enugu State Civil Service has a history dating back to the British colonial rule and the formalisation of the service was after the amalgamation of Nigeria in 1914 and the reforms in 1945 and 1954. Recruitment, promotion, discipline, transfer and retirement of civil servants are supervised by the Civil Service Commission, which is a statutory organ, under section

203(19) of the 1999 constitution. The commission is made up of a chairman, four members and a permanent secretary. Recruitment, promotion and discipline powers are delegated to ministries or Office of the Head of Service according to grade levels. The organisational structure consists of five key departments, namely the Administration, Finance and Supplies, Promotions, Recruitment and Training and Planning, Research and Statistics, 20 ministries and some non-ministerial departments. Civil service has a staff of 10,100 people, of which the Ministry of Health has the highest number (2,700) and the Ministry of Rural Development the fewest (25) (Field Work, 2021).

The research design used was descriptive study based on the whole population of the civil service. A sample of 385 employees was selected randomly in ten ministries using the formula of Yamane (1967). The method of data collection entailed both interviews and interviews with permanent secretaries and directors, as well as administrative staff to supplement the information with secondary data in journals, government publications, and online sources. The reliability and validity were maintained due to the proper design of the interview questions to prevent ambiguity and to obtain both content and construct validity. The analysis of data was done using the content analysis, synthesising the qualitative responses to gauge absenteeism and organisational conflict and its impact on employee performance.

#### D. RESULTS AND DISCUSSION

The research results in this paper showed that absenteeism and organizational conflict had a strong impact on the performance of workers in the Enugu State Civil Service. True to the literature on organizational behaviour, absenteeism was revealed to be a significant challenge to effective service provision, productivity and institutional stability. Even though it was known that there are adverse effects that are caused by a high rate of absenteeism, the study showed that both deliberate and inadvertent organisational behaviours still served to perpetuate absentee behaviours in employees.

Some organisations have deliberately taken advantage of the high level of unemployment at the time, by adopting arbitrary hiring and firing methods and creating job insecurity in their workers. The practice undermined commitment among employees and created withdrawal behaviours such as absenteeism. Employees who felt that their employment was not secure psychologically and physically withdrew and turned against work thinking that their existence or absence made no difference to the outcomes of organisations. Accidental causes of absenteeism were more common and comprised poor compensation, slow promotions, inadequate working equipment, uninsured, poor healthcare services, and unfavorable working conditions. All these discouraged employee motivation and supported absentee behaviours, leading to poor performance by the organisation.

Absenteeism concept as theorised by Van der Merwe and Miller (1988) is non-attendance that arises when an employee is expected to be at work. The results of the study were consistent with those of Nel et al. (2001) who referred to absenteeism as a withdrawal behaviour employed to evade poor working conditions. Workers who were performing below the standard expected or were under undue pressure at work were more prone to skip work. This research established that chronic consequences of working under poor conditions drove employees to the lowest level of motivation, which is defined by engagement in less or no work.

The analysis also found that the issue of absenteeism directly influenced the labour productivity and workforce planning in the civil service. This is because projected absenteeism has effects on the current productivity and the work force needs in the future as described by Abbott (2003). Absenteeism in the Enugu State Civil Service affected the continuity of workflow, putting strain on the available employees, and diminishing the efficiency of the entire service in general. These challenges were exacerbated by the negligence of the human resource units in regard to monitoring absentees. The high levels of absenteeism were a sign

of ineffective management practices and poor labour-management relationship as previously identified by Allen et al. (2007).

These conclusions were supported by interview results obtained with senior officials in the Enugu State Civil Service. In an interview conducted with the Head of Lucrative Arts and Entertainment Services at the Ministry of Culture and Tourism, it was seen that absenteeism was strongly discouraged by the rules of the public service. In the eyes of the informant, any worker who was absent without permission even on a single day would be subject to formal queries. The informant highlighted that continued absenteeism undermined organisational development since empty offices would equate to unfulfilled tasks and sluggishness in providing public services. These revelations proved that absenteeism was officially acknowledged as a major administrative crime, but remained because of institutional motivation and management loopholes.

Besides absenteeism, organisational conflict proved another important and defining factor that affected employee performance. The research found that tension in the civil service was unavoidable because of the struggle to control power, prestige, scarce resources, and role diversification. This observation supported the views of Bercovitch (2011) who claims that conflict is an inevitable facet of organisational life, which is embedded in scarcity and power relationship. Nevertheless, the effect of conflict on performance was dependent on the manner of its management.

Uncontrolled conflict was observed to bring about adverse effects, such as decreased collaboration, diminished morale, interpersonal tension, and diminished employee participation. These results were consistent with the results of Dewa et al. (2012) who hypothesized that poorly managed conflict compromised the effectiveness of organisations. This view was further substantiated by the empirical evidence presented by Yusuf-Habeeb and Kazeem (2017), who found that lack of proper conflict management led to low industrial harmony and performance that fell below expectations.

Likewise, the results of the current study were similar to those of Anku-Tsede and Adjadogo (2016), who through their study found out that workplace conflict had a negative impact on employee attitudes, commitment, and cooperation. Conflicts that were not resolved caused hostility, gossip, insecurity, and withdrawal behaviours in the Enugu State Civil Service such as absenteeism. Workers engaged in chronic conflict were less apt to work together effectively ultimately reducing the performance of a team and organisational unity.

Although such negative consequences were realised, the research also revealed functional dimensions of organisational conflict. Well-managed conflict encouraged sharing of ideas, vigilance, creativity, and solidarity among the employees. This result supported the conclusion of Ayopo et al. (2015) that integrative conflict management approaches like accommodation, compromise, and collective bargaining have a positive and statistically significant correlation with organisational performance. Non-integrative ones, such as domination and avoidance, on the contrary, had negative effects on effectiveness.

These findings were further supported by interview evidence. The informant pointed out that teamwork was the key to ensuring that conflict was reduced and that harmony was achieved in the workplace. The interviewee stated that organisations that had internal wrangles had a tendency of collapsing since workers spent more time on disputes as opposed to delivering outputs. In customer-facing centers, observable conflict produced a bad impression and undermined popular belief in government facilities.

The research also indicated that psychological safety in the workplace was compromised by workplace conflict. Employees also felt stressed, anxious, and less committed when the working environment was perceived to be hostile or unsupportive. Consequently, not only individual well being was impacted by conflict but also there were heavy costs of finance and productivity to the organisation. These results resonated with the claim by Mullins (2005) that organisations that had the ability to attract, motivate and retain committed employees were in a better position to succeed in a competitive environment.

Source: Knippen and Green (1999)

Figure 1: Conflict and its Effects on Organizational Performance

Figure 1 shows that not all conflicts are bad and not all conflicts are good, according to Hocker and Wilmot (1995). People tend to view conflict as a negative force operating against successful completion of group or common goals. Conflict can create negative impact to groups but may also lead to positive effects depending on the nature of the conflict. The positive effects of conflict are: improving the quality of decisions, stimulating involvement in the discussion and building group cohesion. In addition conflict also will be potentially destructive in groups especially when it consumes individual members' energies instead of concentrating on other productive activities of the organisation. However, conflict can interfere with group process and create so much interpersonal hostility that group members may become unwilling or unable to work with others in achieving the organisational objectives. Unresolved conflicts tends to grow into bigger conflicts, the more it grows, the greater the chance of collecting more problems (Knippen and Green, 1999). Similarly, some of these problems, which might arise due to conflict, are lack of cooperation, poor communication, wasted and contagious conflict as shown above.

From the analysis above, it can be inferred that absenteeism and organizational conflict can affect employee performance because the cost is huge in most organisations as it is with government departments, as this is one of the contributory factors in the failure of organisations and government departments to meet performance targets. It has become imperative for management of organizations, employees, investors, government and other stakeholders to be concerned in reducing the negative effect of absenteeism and organizational conflict in order to enhance overall performance of organizations in general and Enugu state civil service commission in particular. This is therefore in agreement with the hypothesis that says 'absenteeism and organizational conflict can affect employee performance in Enugu state civil service' within the period under review.

## E. CONCLUSIONS AND SUGGESTIONS

This study examined the impact of absenteeism and organizational conflict on employee performance in the Enugu State Civil Service between 2010 and 2019. The findings revealed that absenteeism and organizational conflict significantly undermined employee efficiency, productivity, and service delivery within the civil service. Absenteeism was largely driven by inadequate motivation, poor working conditions, delayed promotions, insufficient welfare provisions, and weak human resource management practices. These factors encouraged withdrawal behaviours among employees, resulting in reduced attendance, low morale, and diminished organizational performance.

The study also established that organizational conflict was inevitable within the civil service due to competition for authority, limited resources, and role differentiation. However, when poorly managed, such conflicts escalated into interpersonal tensions, weakened teamwork, and negatively affected employee commitment and job satisfaction. Persistent conflict created a hostile work environment that further encouraged absenteeism and reduced overall performance. Conversely, evidence from the study indicated that properly managed conflict could enhance cooperation, innovation, and collective problem-solving, thereby contributing positively to organizational effectiveness.

## REFERENCES

- Abbott, J. (2003). Does employee satisfaction matter? A study to determine whether low employee morale affects customer satisfaction and profits in the business-to-business sector. *Journal of Communication Management*, 7(4), 333–339.

- Acosta, B. (2025). Work absenteeism and its impact on productivity in the administrative area. *Revista Tecnológica Ciencia y Educación Edwards Deming*, 9(1), 18-27.
- Akanwa, A.O., Iko-ojo, I.V., Ezeomodo, I.C., Ikegbunam, F.I., Igwe, P.U., Muoghalu, L.N., Okeke, S.O., Okonkwo, A.U., Odimegwu, C.N., Nkwocha, K.F. and Arah, V.C., 2024. Effects of climatic risks on soil Erosion/desertification in southern and northern Nigeria using GIS/remote sensing analysis. In *Climate crisis: Adaptive approaches and sustainability* (pp. 151-170). Cham: Springer Nature Switzerland.
- Allen, J., Jimmieson, L., Bordia, P. & Irmer, E. (2007). Uncertainty during organisational change: Managing perceptions through communication. *A Journal Change Management*, 7(2), 36-48.
- Anam, D. A., Caroline, C., Mbaru, M. I., Kiplangat, K. I., & Wasike, D. (2024). Workplace Conflict and Performance of Organizations. *INTERNATIONAL JOURNAL OF RESEARCH*, 8, 2223-2234.
- Anku-Tsedo, O., & Adjadogo, N. (2016). Empirical analysis of workplace conflict and its influence on the attitude of media employees in Ghana. *Journal of Management Policy and Practice*. 17(1), 106-117
- Anyakora, M. I., Odimegwu, C. N., Ikeotuonye, C. M., Onwubuya-Ezeala, S. O., & Umeora, C. O. (2025, June). Prospects And Challenges Of Adopting Green Maintenance Approach In Commercial Property Management For Eco-Friendly Environment. In *FESCON Conference Proceedings* (Vol. 5, No. 1, pp. 244-260).
- Anyakora, M.I., Farinmade, A., Chukwukereuba, S., Odimegwu, C.N., Efobi, J.D., Ikeotuonye, M.C., Ezeala, S.O. and Nwakoby, E.C., 2021. Telecommunication infrastructure condition and consumers' brand loyalty in smart cities: The case of metropolitan Lagos. *International Journal of Network and Communication Research*, 6(1), pp.1-17.
- Ayopo, B. A., Isola, L. A., & Olukayode, S. R. (2015). Monetary policy dynamics and the stock market movements: Empirical evidence from Nigeria. *Journal of Applied Economic Sciences*, 10(8), 1179-1188.
- Bercovitch, J. (2011). Conflict and conflict management in organisations: A Framework for analysis. Retrieved : <http://www.aspheramedia.com/v2/20/03/2020>
- Bhimanatham, A., & Iyer, S. S. (2024). Impact of absenteeism and attendance metrics on employee morale and organizational efficiency. *International Journal of Professional Business Review*, 9, e02930.
- Chukwuemeka, E., Aduma, A., & Eneh, M. (2018). Development Implications of the perennial war between farmers and pastoralists: Which way Nigeria. *International Journal of Political Science (IJPS)*, 4(2), 47-68.
- Dewa, C. S., Corbière, M., Durand, M. J., & Hensel, J. (2012). Challenges related to mental health in the workplace. In R. J. Gatchel & I. Z. Schultz (Eds.), *Handbook of occupational health and wellness*. 105-129
- Domènech-Abella, J., Mundó, J., Haro, J. M., & Muntaner, C. (2025). Workplace and non-workplace loneliness: a cross-sectional comparative study on risk factors and impacts on absenteeism and mental health among employees in Spain. *Social Psychiatry and Psychiatric Epidemiology*, 60(10), 2289-2299.
- Hocker, J.I & W.W. Wilmot (1985). *Interpersonal conflict* dubuque, IOWA: Wmc. Brown Publisher.
- Ifediora, C. O., Odimegwu, C. N., & Efobi, D. J. (2020). Estate surveying, valuation, education and practice in anambra state: challenges faced by female professional practitioners. *International Journal of Civil Engineering, Construction and Estate*, 2.

- Ikechukwu, U. F., & Odimegwu, C. N. (2021). Implications of COVID–19 outbreak on the construction and property development sector in the South-East Nigeria. *Journal of Scientific Research and Reports*, 27(2), 1-9.
- Ikeotuonye, M. C., & Efobi, D. J. (2022). Responding To Housing (Real Estate) Needs: The Role of Real Estate Developers and Practitioners in Responds to Investment in Housing. *Iconic Research and Engineering Journals*, 5(8), 264-271.
- Knippen, J.T. & T.B. Green, (1999). Handling conflicts. *J. Workplace Learning*, 11: 27-32.
- Mullins, F. K. (2005). *Management and organizational behaviour*. Pearson Education Limited: England. 592.
- Nawata, K. (2024). Evaluation of physical and mental health conditions related to employees' absenteeism. *Frontiers in public health*, 11, 1326334.
- Nel, P.S; Van Dyke, P.S; Haasbrock, G.D; Sono, T & Werner, A. (2001). *Human resources management*. Cape Town: Oxford university press.
- Nwokwor, U. (2007, 14 December). AC's argument on substitution of Enugu deputy governorship candidate. *The Daily Sun News*.
- Nzomiwu, E. (4 May 2010). Chime avoids workers again. *Daily Independent*.
- Odimegwu, C. N., & Igwe, C. (2020). Adequate tax policy and implementation: a panacea to the success of a property tax system. A case of the failed Anambra State property and Land Use Charge (APLUC). *Tropical Built Environment Journal*, 7(1).
- Odimegwu, C. N., & Ikeotuonye, C. M. (2023, October). Climate Change Adaptation: Climate Change Education And Real Estate Resilience In Anambra State, Nigeria. In *FESCON Conference Proceedings (Vol. 4, No. 1, pp. 21-35)*.
- Odimegwu, C. N., & Odumodu, A. I. (2020). Tax assessment and revenue performance: A case of failed Anambra State property and Land Use Charge. *coou African Journal of Environmental Research*, 2(1), 167-186.
- Odimegwu, C., & Anyakora, M. (2023). Land value capture through land based taxation: For sustainable infrastructure finance in Anambra State, Nigeria. *coou African Journal of Environmental Research*, 4(1), 121-138.
- Okafor, C. C., Ibekwe, J. C., Nzekwe, C. A., Ajaero, C. C., & Ikeotuonye, C. M. (2022a). Estimating emissions from open-burning of uncollected municipal solid waste in Nigeria. *AIMS Environmental Science*, 9(2).
- Okafor, J. I., Ugonabo, C. U., & Ikeotuonye, C. M. (2022b). Comparative Analysis of Neighbourhood Characteristics of Residential Neighbourhoods in Awka. *International Journal of Current Science (IJCSPUB)*, 12 (1).
- Oramah, C. P., Ngwu, T. A., & Odimegwu, C. N. (2025). Addressing the impact of complex English use in communicating climate change in Nigerian communities through contextual understanding. *Climate*, 13(3), 56.
- Owusu-Acheampong, E., & Antwi, J. (2023). Institutional conflict in employee output, absenteeism and turnover. *IJHCM (International Journal of Human Capital Management)*, 7(1), 38-51.
- Pütz, L. (2026). The impact of workplace conflict with superiors or colleagues on sickness absence and voluntary turnover. *Review of Managerial Science*, 1-27.
- Ugwunwangwu, M. G. C., & Anikeze, N. H. (2024). Employee Absenteeism and Performance of LGA in Enugu State from 2018-2024. *Caritas International Journal of Public Administration and Business Management*, 1(1).

- Van-Der Merwe, T. W. & Miller, D.M. (1988). Performance improvement interventions: Enhancing people, processes and organization through performance technology. Mumbai: Jaico Publishing House.
- Williams, L. (2008). Nigeria: The bradt travel guide. Bradt Travel Guides. p. 196. ISBN 978-1-84162-239-2
- Yamane, Y. (1967). Mathematical Formulae for Sample Size Determination.
- Yusuf-Habeeb, M. O., & Kazeem, A. O. (2017). Appraisal of conflict management as a tool for achieving industrial harmony. Nile Journal of Business and Economics, (7), 28-51.
- Knippen, J. T., & Green, T. B. (1999). Handling conflicts. Journal of workplace learning, 11(1), 27-32.