JOB COMMITMENT AMONG CIVIL SERVANTS IN UYO METROPOLIS: THE ROLE OF WORKPLACE CONFLICT AND EMPLOYEE ABILITY

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ABSTRACT: Civil servants in Nigeria are believed to be among the least committed and appreciated categories of workers and they sometimes engage in shady dealings in order to meet up with societal expectations. Ensuring worker's well-being prompted the researchers to investigate the role of workplace conflict and employee ability on job commitment among civil servants in Uyo metropolis. Two hundred (200) participants were purposively recruited from four government ministries at Idongesit Nkanga Secretariat in Uyo Local Government Area, consisting of 108 males and 92 females with ages ranging from 25 to 60 years and mean age of 40 years. In order to ascertain the determinants of job commitment, three standardized instruments were employed to collect data, namely: Organizational Commitment Questionnaire, Workplace Interpersonal Conflict Scale and Work-ability Support Scale. Two hypotheses were tested by utilizing statistical tools such as multiple regressions, and other descriptive statistics. The first hypothesis was not affirmed as workplace conflict was not an independent predictor of job commitment (β= -0.108; t = -1.580; P= >0.05). The second finding showed that employee ability was an independent predictor of employees' commitment (β= 0.310; t = 4.510; P=<0.05). The study, however, found a joint influence of predictor variables on job commitment (F= (2,192) = 11.735; P<0.01), and concluded that training on managing workplace conflict and preventing escalation of tension coupled with adequately motivating employee's ability will go a long way in eliciting appropriate job commitment and reducing associated risk of low performance and poor turnover intentions; while recommendations and suggestion for further studies were advanced.

Keywords: Organizational Commitment, Workplace Conflict, Employee Ability Support, Civil Servants, Nigeria.

INTRODUCTION

Globalization and technological advancements have reshaped the modern workplace, compelling organizations to adapt and become more intricate and competitive. This evolution has led to downsizing, outsourcing, and an increase in contract appointments as strategies to meet up contemporary challenges and maintain relevance in industrial relations (Williams et al., 2001). Consequently, employees face heightened job insecurity, dissatisfaction, and

reduced commitment, contributing to tension, burnout, and stress, which adversely impact both individuals and organizations (Daniels, 2004).

Understanding the interplay between organizational culture, job stress, and commitment has become increasingly crucial in shifting employment landscape (Mathew & Ogbonna, 2009). A supportive and comfortable work environment has been consistently associated with higher levels of job commitment (Di Fabio & Kenny, 2019). Job commitment, or organizational commitment, is commonly defined as employees' alignment with an organization's goals, culture, and values, coupled with their attachment, loyalty, and willingness to remain with the organization (Porter et al., 1974; Mowday et al., 1979; Meyer & Allen, 1991; Greenberg & Baron, 2003; Kim, 2007; Karim & Rehman, 2012; Sutiyem et al., 2020). Scholars have emphasized the pivotal role of job commitment in influencing organizational performance across various dimensions (Schaufeli & Bakker, 2004; Hassan et al., 2019; Lam & Xu, 2019; Guzeller & Celiker, 2020).

Research suggests that positive employee experiences, characterized by minimal workplace conflicts and high employee capabilities, foster greater job commitment (Saks, 2006). This viewpoint finds support in studies by Tucker (2020) and Panneerselvam and Balaraman (2022), underlining the importance of cultivating a harmonious work environment to enhance organizational commitment and, consequently, overall performance.

The global phenomenon of diminished employee commitment underscores the pervasive challenges faced by workplaces worldwide (Williams et al., 2001). This decline in commitment intertwines with issues of reduced work ability, which in turn affects productivity and organizational outcomes. Researchers have extensively linked commitment levels to various organizational metrics, including performance and controllable behaviors, highlighting its pivotal role in shaping workplace dynamics (Coyle-Shapiro & Kessler, 2000; Mathew & Ogbonna, 2009). Meyer and Allen's (1991) conceptualization of commitment, delineating affective, normative, and continuance dimensions, provides a framework for understanding the multifaceted nature of employee attachment to their organizations (Herrbach, 2006).

Within this framework, all forms of commitment whether affective, normative, or continuance exhibit nuanced relationships with withdrawal cognition and turnover, while affective commitment demonstrates the strongest correlation with positive organizational outcomes such as attendance and performance, as well as negative correlations with employee-related issues like stress and work-family conflict (Fields, 2002). Studies consistently explore the lack of job commitment as both a consequence of organizational stressors and a predictor of turnover intentions, underscoring its significance in shaping employee behaviors and organizational outcomes (Glazer & Kruse, 2008).

The landscape of workplace dynamics is a multifaceted terrain shaped by various factors, among which commitment and conflict play very important roles. Conflict, an inevitable aspect of personal, organizational, and international contexts, arises from clashes of opposing interests, transcending mere surface-level confrontations. Rather, conflict embodies intricate dynamics that permeate organizational structures (Babyegaya, 2002). In service-oriented industries like government civil service, heightened conflict levels, raise significant concerns, prompting extensive research into its ramifications for organizational effectiveness (Berta, 2004).

Understanding the complex interplay between commitment, conflict, and organizational dynamics, is essential for navigating the challenges presented by globalization and technological advancements. As organizations strive to cultivate conducive and productive work environments, addressing these factors becomes paramount. Conflict, being a natural phenomenon in human life, serves as an indicator of both healthy personal relationships and the degree of competitiveness within organizational units or the organization as a whole.

Workplace conflict manifests in two primary forms: effective conflict (positive) and ineffective conflict or negative conflict (Berta, 2004). Effective conflict denotes disagreements within the organization that can be resolved, yielding positive effects on processes, decision-making, and overall organizational work. Conversely, ineffective conflict impedes regulatory processes and yields adverse outcomes. Thus, the ability to manage conflict emerges as one of the most critical leadership skills.

Researchers have identified numerous workplace conflict management strategies. Rahim et al. (2000) highlights that, these strategies revolve around addressing negative forms of conflict, such as animosity and racial disharmony, which detrimentally impact groups and individual performance. Consequently, there is a pressing need to learn how to harness various types of workplace conflict effectively and constructively, adapting strategies to different situations.

Another variable of interest is employee ability, which refers to workers' capacity to fulfill their job requirements effectively, considering the demands of their work, their physical and mental health, and their available resources. Enhancing and preserving employee work ability is crucial for enhancing productivity and preventing premature departure from the workforce. Particularly in high-pressure occupations, maintaining good employee ability is essential for handling challenging tasks in various work conditions. Previous research has shown that poor employee ability is associated with decreased productivity at work (Van den Broeck et al., 2008), heightened absenteeism, and early retirement (Ahlstrom et al., 2010).

Furthermore, it becomes crucial to not only pinpoint potential factors that may lead to decreased employee ability but also to delve into aspects that could enhance it, assuming all other factors remain constant. By comprehending employers' anxieties and considerations regarding employee ability, we can better acknowledge the significant contributions individuals make when facing workplace challenges and identify the conditions conducive to their effective utilization (Gustafsson et al., 2013).

Therefore, this paper aims to investigate the impact of workplace conflict and employee ability on job commitment among civil servants in the Uyo metropolis of Akwa Ibom state. To empirically explore this, two hypotheses were formulated:

   i.   Workplace conflict will significantly predict job commitment among civil servants in Uyo metropolis of Akwa Ibom State.
   ii. Employee ability will significantly predict job commitment among civil servants in Uyo metropolis of Akwa Ibom State.

Theoretical Framework

This study adopts a three-fold theoretical framework in understanding the key variables of the present study. They include the exchange theory of job commitment, role-conflict/spillover

theory of workplace conflict and ability, motivation and opportunity (AMO) theory of employee ability.

The understanding of civil servants' psychological attachment to government institutions that is based on attitude, organizational identification or involvement, and loyalty, is imperative to understanding the subject of job commitment of the exchange theory of job commitment (Porter et al., 1974). Porter et al. (1974) further developed the idea of employee attitude as a perspective that includes either a psychological or an affective relationship between civil servants and government institutions, which is dependent upon the civil servant's identification with, and involvement in the system (Singh & Gupta, 2015). This involvement relates to the role or job description assigned to each civil servant and whenever there is conflict of interest in these assigned roles, it may lead to clash of personalities and interests, which brings into the picture the role conflict theory popularized by Max Weber as cited in Prayogi (2023).

Much of this arises from overlapping responsibilities or status issues (that is, the relative ability of one person to tell another one what to do or not do). An example of this might be a permanent secretary in a government ministry telling a supervisor not to operate a piece of equipment as it is may break down. Not only do these two people have different bosses/reporting lines but different objectives; and could find themselves clashing and be not being able to collaborate productively. If this situation is not well handled, it could spill over to people's homes, relationships and personal lives; hence, the spillover theory (Staines, 1980). This theory is mainly based on the carry-over of positive and negative attitudes from one role to another or from one domain to another (Staines, 1980). "Spillover theory" believes that emotions and behaviors in one domain would transfer to the other domain of life. For instance, if an employee is stressed or had a bad day at work place, that employee is more likely to carry the irritation at work to the home and vice versa.

However, an individual's performance in any organization cannot be adequately assessed if they have not been given a level-playing ground. This consists of the employee's ability, motivational mechanisms in terms of rewards and reinforcements and avenues that can give everyone an equal chance of showcasing their talent so as grab presenting opportunities. Based on the foregoing, the researchers adopted the tripod theoretical framework of ability, motivation and opportunity (AMO) theory of employee ability. A commonly accepted view is that some combination of an individual's ability (A), motivation (M) and their opportunities (O) can give us a measure of an individual's performance (P) (expressed as AMO = P). According to the theory, organizational interests are best served by a system that attends to the employees' ability, motivation, and opportunity (AMO).

Empirical Literature

Previous studies in their numbers addressed workplace conflict, employee ability, job commitment and other organizational variables affecting and affected by it, but those studies did not specify clear causative factors of job commitment by linking it with strategies to deal with psychological wellbeing of civil servants. In light of this, some extant and current studies were reviewed. Henry (2019) as cited in Chukwunonso and Owulo (2023), investigated conflict management and its effects on employees' performance by recruiting 85 participants selected from government departments, parastatals and private companies. The findings indicate that the major cause of organizational conflict is limited resources and that there is no significant relationship between conflict management and employees' performance. Iroegbu et al. (2020)

investigated the predictors of organizational commitment by enrolling 168 airport staff and found that occupational stress and educational attainment significantly predict organizational commitment. Lee and Kim (2023) explored job satisfaction, psychological well-being, and organizational commitment by surveying 534 Korean corporate employees. The results show physical experiences and employee experience significantly impacted organizational commitment where job satisfaction and psychological well-being served as mediators. Deetz and Stevenson (2017) as cited in Chukwunonso and Owulo (2023) stated that workplace conflict refers to disagreement among employees at workplace which could be interpersonal conflict, group conflict, role conflict and organizational wide conflict. However, conflict at workplace is an inevitable phenomenon that is to say it could occur at any point in time. Uwa (2014) as cited in Chukwunonso and Owulo (2023), examined the role of conflict management on employees' productivity in the Nigerian civil service by sampling 240 employees of Akwa Ibom state civil service from six ministries and found that collective bargaining and negotiation are the conflict management strategies that can enhance employee's performance while imposing and avoidance will discourage employee's productivity in the workplace. Chukwunonso and Owulo (2023) ascertained the association between workplace conflict and employee performance among 191 First Bank staff in Nigeria and findings showed significant relationships between workplace conflict and employee performance as well as a negative relationship between role conflict and task accomplishment; while negative effect of interpersonal conflict of employee commitment was recorded.

Furthermore, Riaz and Hunjr, (2015) assessed workplace conflict through investigating the role of organizational commitment among 260 faculty members of different universities in Pakistan and revealed negative and significant impact of organizational commitment. organizational conflict also has negative and significant influence on organizational commitment. Kim (2014) in his investigation selected 293 Korean workers and the results showed no direct effect of work-life balance on in-role performance. However, he found that employees' experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance. Morinsola and Olawumi (2018) on their part while recruiting 155 employees and the result showed a significant influence of work-family role conflicts on both employee commitment and organizational performance. Mukanzi and Senaji (2017) in their survey of 334 employees indicated that organizational conflict had a positive relationship with affective commitment, continuance commitment, and normative commitment.

METHODS

Research design and area: The study adopted a cross-sectional survey design. This study was conducted in Uyo Local Government Area by enrolling civil servants in Idongesit Nkanga Secretariat. Uyo is the capital city of Akwa Ibom state in South-South region of Nigeria.

Participants: Purposive sampling was utilized in this study to ensure the selection of participants who possess specific characteristics relevant to the research objectives. With a total of one hundred and ninety-two workers drawn from four ministries, the aim was to gather targeted sample that adequately represents the workforce of these ministries. By deliberately selecting participants based on their availability and obtaining consent through the respective Directors or Heads of departments, the researchers could ensure a focused approach towards individuals who could provide valuable insights into the research questions at hand.

The reason behind employing purposive sampling was to ensure that the selected participants could offer meaningful perspectives and experiences related to the study's objectives. This method allows for the inclusion of individuals who are most likely to provide rich and pertinent information, thus enhancing the depth and quality of the research findings. Additionally, the Researcher obtained permission from the ministry authorities and explained the purpose of the research. Ethical considerations were upheld while ensuring a high level of cooperation and participation among the workers in each of the Ministries.

The utilization of purposive sampling in this study facilitated the identification and inclusion of participants who could contribute significantly to the research goals, thereby enabling the researcher to draw robust statistical inferences about the entire population of interest. The participants age ranged from 25- 60 with a mean age of 40 years.

Measures: Three instruments were used in this study; they include the Work-ability Support Scale by Turner-Stokes et al. (2013); Organisational Commitment Questionnaire developed by Mowday et al. (1979) and Workplace Interpersonal Conflict scale developed by Marrott et al. (2019).

Employee ability: This variable was measured with the Work-ability Support Scale (WSS). The questionnaire assesses the individual's ability to work and support needs in the context of their normal work environment. The WSS is divided into two main parts. Part 1 contains 16 items and part 2 contains 12 items. The response categories for the instrument is set up on a Likert format ranging from strongly agree (5) to strongly disagree (1). Testing for reliability of the scale was based on split-half reliability which revealed a Cronbach's alpha value of 0.97 for Part A and 0.72 for Part B.

Job commitment: This construct was assessed using the Organizational Commitment Questionnaire. This instrument measures attitudinal (affective) commitment (Mowday et al., 1979). The scale includes fifteen items using a seven-point Likert-type scale ranging from 'strongly disagree (1)' to 'strongly agree (7)'. Items used to measure organizational commitment include "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful" and "I could just as well be working for a different organization as long as the type of work was similar" (Mowday et al., 1979). Individual item scores ranging from one to seven were added to obtain an overall scale score. The Cronbach's alpha coefficient for the total scale has been found to be 0.90 (Lok & Crawford, 2001). The researcher conducted a pilot study to revalidate the scale. As a result, a reliability coefficient of 0.879 was indicated for the scale.

Workplace conflict: This key variable was measured with workplace interpersonal conflict scale as developed by Wright et al. (2014). The Workplace Interpersonal Conflict Scale (WICS) was developed to examine the frequency of conflict characteristics identified from a prior qualitative study of interpersonal conflict themes. The WICS offers a promising measure that can be used in assessment, remediation, and prevention of noxious interpersonal cultures within the workplace. The scale contains seven items with a 5-point Likert-type scoring pattern (1 = never, 5 = very often). The Cronbach's alpha of the scale was 0.92,9 (Lee,1951) indicating a very strong internal consistency.

Procedures and ethical considerations: The study was conducted at Idongesit Nkanga Secretariat. The researcher carrying out the research attached an informed consent letter to the

instruments given to each respondent. With the help of the two research assistants employed in the study, the questionnaires were distributed to the participants in person for a period of five working days. The participants were asked to carefully read the instrument before responding to them. Afterwards, the questionnaires were retrieved from the participants so that the properly filled ones were scored and analysed. A total of 192 filled questionnaires were returned for collation and analysis out of the 200 copies earlier distributed which amounted to a response rate of 96 percent. In addition, ethical issues were considered in line with the Belmont Report incorporating justice, respect of persons, beneficence, confidentiality and non-invasion of privacy amongst others.

Statistical analyses: In addressing the research problems presented and testing the hypotheses, ideal statistical tools were deployed. They include descriptive statistics such as frequencies, percentages and means. Others are Pearson correlations and multiple regressions. Each hypothesis was tested with the aid of SPSS (Software Package for Social Sciences), also known as IBM SPSS statistics version 23.

RESULTS

Table 1: Table of frequencies and percentages of demographic features among civil servant recruited in the study (N = 192)

Demographic Variables	N	%
Gender		
Male	115	59.9
Female	77	40.1
Educational Qualification		
SSCE	51	26.6
NCE	7	3.6
OND	6	3.2
HND	33	17.2
BSC	79	41.1
MSc/MBA	14	7.3
PhD	2	1.0
Marital Status		
Single	98	51.0
Married	80	41.7
Divorced	14	7.3
Years of Service		
1 – 3 years	70	36.5
4 – 6 years	58	30.2
7 – 9 years	28	14.6
10 years & above	36	18.7
Total	**192**	**100**

Table I comprises of the descriptive analysis of demographic variables based on the information obtained from 192 civil servants in Uyo metropolis. Results displayed the demographic features of participants, including: gender, educational qualification, years of

service and marital status. The frequency distribution above revealed that 115 (59.9%) of the participants were males and 77 (40.1%) participants were females. In terms of educational qualification, 51 (26.6%) participants were SSCE holders, 7 (3.6%) were NCE holders, 33 (17.2%) were HND holders, 6 (3.2%) were OND holders, 79 (41.1) participants were BSC holders, 14 (7.3%) participants were master's degree holders, and the remaining 2 (1.0%) were PhD holders. The table also shows years of service of the participants as follows; 70 (36.5%) served between 1-3 years in service, 58 (30.2%) served between 4-6 years in service, 28 (14.6%) participants served between 7-9 years in service and the remaining 36 (18.7%) participant served from 10 years and above. Lastly, 98 (51.0%) participants were single, 80 (41.7%) participants were married while the remaining 14 (7.3%) participants were divorced.

Table 2: Summary of mean and standard deviation score of age of participants on job commitment

Age Group	Mean	Standard Deviation	Standard Error of Mean
Below 30	49.80	7.21	0.76
31-40	48.84	7.11	0.95
41-50	49.65	5.28	0.91
51-60	52.60	3.81	1.20
61 and above	58.00	0.00	0.00

Table 2 indicated that the highest mean scores on organizational commitment (X = 58.00) was obtained by the age group from 61 years and above followed by 51-60 years (X = 52.60), below 30 years (X = 49.80) and 41-50 years (X = 49.65) while the least mean score was obtained by participants between 31-40 years (X = 48.84). The implication of this is that older civil servants seem to be more committed to their jobs than younger civil servants.

Table 3: Summary of correlation matrix of study variables in exploring the contributory influence of predictor variables on job commitment among civil servants in Uyo metropolis

VAR	WPC	EA	JC
WPC	1		
EA	-0.04**	1	
JC	-0.12**	0.31**	1

Note: WPC= Workplace Conflict; EA = Employee Ability; JC = Job Commitment

*Correlation significant at the 0.05 level

**Correlation significant at the 0.01 level

The matrix results in Table 3 reveals the relationships among workplace conflict, employee ability and job commitment. The table revealed that workplace conflict had a significant negative relationship with employee ability ($r = -0.04$, $p<0.01$) and job commitment ($r = -0.12$, $p<0.01$). This means that high level of workplace conflict invariably amounted to low employee ability at work as well as poor job commitment. The table also shows a significant positive relationship between employee ability and job commitment ($r = 0.31$, $p<0.01$) implying that high level of employee ability led to high level of job commitment.

Table 4: Table of multi-linear regressions showing the contributory influence of workplace conflict and employee ability on job commitment among civil servants in Uyo

Predictors	Outcome	β	t	Sig.	R	R^2	F	df	Sig.
WPC		-0.11	'-1.58	P>0.05					
JC		0.332	.110	11.74	2	P <0.05			
EA		-0.31	4.51	P<0.05					

Note: N = 192; WPC= Workplace Conflict; EA = Employee Ability; JC = Job Commitment; Significant at the 0.05 level*

The results presented in Table 4 above indicates that workplace conflict and employee ability yielded a coefficient of multiple correlation (R) of 0.332 and multiple correlation square (R^2) of 0.110. In order words, only 11% of the variance in organizational commitment accounted for by the combined effect of workplace conflict and employee ability.

Hypothesis one: Workplace conflict will significantly predict job commitment among civil servants in Uyo metropolis of Akwa Ibom State.

Table 4 shows that Workplace conflict was not an independent predictor of job commitment ($β= -0.108$; $t= -1.580$; $P>0.05$). The t value indicates that there was a negative relationship between workplace conflict and job commitment. Therefore, hypothesis which stated that workplace conflict will significantly predict job commitment among civil servants in Uyo metropolis of Akwa Ibom State was not confirmed.

Hypothesis two: Employee ability will significantly predict job commitment among civil servants in Uyo metropolis of Akwa Ibom State.

Table 4 also shows that employee ability was an independent predictor of job commitment ($β= 0.310$; $t= 4.510$; $P<0.05$). The t value indicates that there was a positive relationship between employee ability and job commitment. Therefore, the second hypothesis which stated that employee ability will significantly predict job commitment among civil servants in Uyo metropolis of Akwa Ibom State was confirmed. Finally, Table 4 indicated that workplace

conflict and employee work ability jointly influenced job commitment among civil servants (F= (2,192) = 11.735; P<.05).

DISCUSSION

The first finding of the study showed that workplace conflict was not an independent predictor of job commitment. This implies that workplace conflict does not have a significant influence on job commitment. Furthermore, finding of the study indicated a negative relationship between workplace conflict and job commitment. This finding contradicts with the first hypothesis of the study which stated that workplace conflict will have a significant influence on employee commitment among civil servants. This finding is consistent with the findings of a study done by Henry (2019) whose study revealed negative and significant impact of work conflict on organizational commitment. On the other hand, findings of the present study contradict the findings of a study conducted by Mukanzi and Senaji (2017) who investigated the relationship between workplace conflict and employee commitment and showed that organizational conflict had a positive relationship with affective commitment, continuance commitment and normative commitment. The finding of this study agrees with the work of Chukwunonso and Owulo (2023) whose study showed negative relationship between role conflict and task accomplishment.

The second finding of the present study revealed that employee ability was an independent predictor of job commitment. This finding implies that employee ability has a significant influence on job commitment among civil servants. This finding further reveals that there is a positive relationship between employee ability and job commitment among civil servants in Uyo metropolis of Akwa Ibom State. This study, in confirming the second hypothesis, is in consonance with the finding of Kim (2014) whose results showed no direct effect of work-life balance on in-role performance. However, the study found that employees' experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance. In addition, the finding of the present study mirrors that of Morinsola and Olawumi (2018) who showed a significant influence of work-family role conflicts on both employee commitment and organizational performance. An additional finding of the study showed that workplace conflict and employee work ability jointly influenced job commitment among civil servants. This implies that workplace conflict and employee ability can jointly predict job commitment and appears to be a novel finding which may require further studies to prove the interaction effect of workplace conflict and employee ability on job commitment – particularly for employee ability among civil servants.

Significance of the Study

The findings of this study are not only pertinent to civil servants in Uyo, Akwa Ibom State but also hold significance as a crucial tool or framework for assessing job commitment across various work environments. Furthermore, these findings can be utilized by Ministry Heads to arrange symposiums, seminars, and awareness campaigns highlighting the significance of workplace conflict and employee competence on job commitment. Moreover, this study's insights will educate potential civil servants and the Nigerian populace on workplace conflict, employee competence, and their repercussions, such as diminished job engagement and productivity.

The study has also proved that workplace conflict and employee ability are joint predictors and important contributors of job commitment. More so, the findings of this study is capable of setting grounds for interventions by equipping civil servants with better coping ways of handling poor job commitment without necessarily laying off employees; resolving workplace conflict without necessarily setting strict rules in the workplace and taking punitive measures on workers; driving high job commitment from civil servants without necessarily applying queries, sanctions and laying off of erring workers. Future research endeavors ought to prioritize the incorporation of larger sample sizes to mitigate potential weaknesses. Additionally, it is advisable to explore the integration of alternative independent variables beyond those employed in the current study to enhance the comprehensiveness. Lastly, the study findings will also serve as an educative tool for civil servants and workers in general on the importance of favorable working environment which is capable of ensuring high employee overall wellbeing and increased productivity in the government establishments and organizations.

Conclusions and Recommendations

The first result which showed that workplace conflict was not an independent predictor of job commitment implies that workplace conflict does not have a significant influence on job commitment. This further implies that conflict in the organization can limit or deter the commitment level of employees in such organization. The second outcome which revealed that employee ability was an independent predictor of job commitment implies that an employees' ability to work can significantly influence such employee's level of commitment in the workplace. This further implies that the higher the workability of an employee, the more committed such employee would be. The additional finding of this study indicated the workplace conflict and employee ability jointly influenced job commitment among civil servants. This implies that an interplay of workplace conflict and employee ability can significantly impact on job commitment in their ministries. Based on the findings of this study, the following recommendations were outlined:

1. Having in mind the potency of employees' commitment to an organization, employers should devise means of boosting the morale of their employees in order for them to be continually committed to their job.

2. Employers should put measures in place to guard against conflict in the organization owing to the fact that the effects of conflict in an organization can be so daunting.

3. Human resource managers should be mindful of ability of a prospective employee before hiring such person. This is because their ability to work will significantly influence their commitment to the organization.

4. Prospective employees (especially students in higher institutions) and potential civil servants should fortify themselves with the necessary skills that would enhance their work ability regardless of the organization they are opportune to work with.

Study Limitations and Suggestion for Further Study

The study had some challenges as any other study would. First, it was difficult to access the participants of the study being that they are always busy at their offices. Due to this, some of

them did not allocate ample time to fill the questionnaire and it may affect their response. Due to the just mentioned problem, it was difficult to get more participants for the study, making the population of the study to appear to be relatively small. In view of this, generalization of the study findings should be made with caution as the sample of the study may not be sufficient to allow generalization.

Conflict of interests: The authors declare no conflict of interest whatsoever.

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