



EFFECT OF MEMO AND STAFF MEETING ON CONFLICT RESOLUTION IN SELECTED DEPARTMENTS AND AGENCIES IN THE FEDERAL CAPITAL TERRITORY, ABUJA

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Abstract

This study examined how the deployment of memos and staff meetings, acting as independent variables, influences conflict resolution within public sector organizations in Abuja, Nigeria. Guided by Media Richness Theory, the research focused on staff at the National Mathematical Centre, the National Bureau of Statistics, and the National Institute for Cultural Orientation. The study adopted a survey research design, collected data through structured questionnaires administered to 280 staff members across the three agencies, selected through stratified random sampling. Hypotheses were tested using descriptive statistics and Partial Least Squares Structural Equation Modelling. The empirical results demonstrate that the staff meetings, exerts a significant positive effect on conflict resolution by serving as a highly rich communication medium that allows for real-time feedback, personal cues, and the immediate clarification of misunderstandings. Memos also significantly drives successful conflict resolution; as a leaner written medium, it functions effectively to eliminate institutional ambiguity by providing permanent, standardized records and uniform directives. Ultimately, the study shows that when these two independent formal communication channels are utilized effectively based on their structural richness, they directly improve workplace harmony and coordination. The study concludes that both independent variables are vital communication mechanisms for dispute management in government agencies. Consequently, it is recommended that public institution managers strategically deploy staff meetings to resolve complex, emotionally charged disputes interactively and utilize well-structured memos to standardize administrative policies.

Keywords: Conflict resolution, Memos, Staff Meetings, Departments and agencies, Abuja.

1. Introduction

Globally, effective organizational communication is fundamental to the functioning of public institutions. In public agencies, formal communication channels are relied upon to transmit directives, clarify expectations, and manage organizational processes. Among these channels, memos and staff meetings remain central mechanisms through which management communicates with employees and through which operational matters are addressed.

Memos are widely used in public agencies to issue formal instructions, document decisions, assign responsibilities, and communicate policy adjustments. They provide written evidence of administrative directives and serve as official records of organizational decisions. Staff Meetings, on the other hand, provide an interactive platform for discussion, clarification, feedback, and collective deliberation. Through meetings, employees can raise concerns, seek explanations, and negotiate understanding regarding tasks and expectations.

Conflict is an inevitable element of organizational life, particularly in structured public-sector environments where roles are specialized and hierarchical authority shapes interactions. Disagreements may arise from unclear directives, overlapping responsibilities, procedural misunderstandings, or perceived exclusion from decision-making processes. In such contexts, Memos may either reduce ambiguity by clearly outlining expectations or unintentionally generate tension if perceived as unclear or overly authoritative. Similarly, Staff Meetings may either serve as constructive platforms for resolving disputes or become arenas where unresolved tensions surface.

In the Federal Capital Territory (FCT), Abuja, public agencies such as the National Mathematical Centre (NMC), the National Bureau of Statistics (NBS), and the National Institute for Cultural Orientation (NICO) rely heavily on Memos and Staff Meetings to coordinate complex administrative and professional activities. However, the extent to which these communication channels contribute to workplace conflict management remains insufficiently examined. This seminar therefore focuses specifically on Memos and Staff Meetings as key communication media influencing workplace conflict management in selected public agencies in Abuja.

Departments and agencies in the Federal Capital Territory, Abuja, rely heavily on formal communication channels to coordinate activities, assign responsibilities, and maintain administrative order. In institutions such as the National Mathematical Centre (NMC), the National Bureau of Statistics (NBS), and the National Institute for Cultural Orientation (NICO), memos and staff meetings are commonly used to communicate directives, clarify procedures, and facilitate organizational interaction. Despite the frequent use of these communication mechanisms, workplace conflict remains a persistent challenge within many public institutions.

Conflicts often arise from unclear instructions, varying interpretations of written directives, limited feedback opportunities, and ineffective communication during meetings. In some instances,

memos may create ambiguity when not adequately explained, while poorly coordinated staff meetings may fail to resolve misunderstandings among employees. These situations suggest that communication channels play an important role in shaping how workplace conflict is managed or escalated.

Although organizational communication and conflict management have attracted scholarly attention, existing studies largely examine communication as a broad concept without focusing on specific channels such as memos and staff meetings. Furthermore, limited empirical evidence exists on how these communication mechanisms influence conflict resolution within federal public agencies in Abuja. Methodologically, many prior studies rely on basic analytical techniques that may not adequately explain the relationship between communication channels and workplace conflict outcomes.

Against this background, this study seeks to examine the effect of memos and staff meetings on workplace conflict resolution in selected departments and agencies in the Federal Capital Territory, Abuja, with a view to providing evidence-based insight for improving communication practices and conflict resolution within public institutions.

Thus, the objectives of the study are to:

- i. Examine the effect of memos on conflict resolution in selected departments and agencies in the Federal Capital Territory, Abuja.
- ii. Determine the effect of staff meetings on conflict resolution in selected departments and agencies in the Federal Capital Territory, Abuja.

2. Literature Review

2.1 Conceptual Issues Conflict

Conflict is a natural and inevitable phenomenon in organizations where individuals and groups interact to achieve diverse objectives. It arises when there are perceived differences, incompatible interests,

competing goals, divergent values, or disagreements regarding the allocation of resources, responsibilities, or organizational procedures. Conflict may occur between individuals, groups, departments, or hierarchical levels within an organization and can manifest in various forms, including interpersonal conflict, task conflict, procedural conflict, and relationship conflict (Nikitara et al., 2024).

Traditionally, conflict was viewed as a dysfunctional occurrence that disrupted organizational harmony and reduced productivity. However, contemporary organizational scholars argue that conflict is not inherently negative. When properly managed, it can stimulate creativity, encourage critical thinking, improve decision-making, and promote organizational learning. Constructive conflict enables employees to express differing viewpoints, challenge existing assumptions, and generate innovative solutions to workplace problems. Conversely, unmanaged conflict may result in hostility, reduced cooperation, employee dissatisfaction, low morale, and diminished organizational performance (Ruck et al., 2021).

In public-sector organizations, conflict is often associated with communication breakdowns, role ambiguity, differences in professional perspectives, bureaucratic procedures, resource constraints, and perceived inequities in decision-making processes. Given the interdependent nature of activities within government agencies, disagreements among employees or departments are often unavoidable. The extent to which such disagreements affect organizational effectiveness depends largely on how they are communicated and managed. Consequently, effective communication channels play a critical role in preventing unnecessary disputes and facilitating constructive management of workplace disagreements.

For the purpose of this study, conflict is viewed as a situation in which employees or organizational units perceive differences in interests, objectives, expectations, or interpretations that create tension and disagreement within the workplace.

Conflict Resolution

Conflict resolution refers to the process through which disagreements, disputes, or incompatible interests among individuals or groups are addressed and managed in a manner that restores cooperation, mutual understanding, and organizational effectiveness. In organizational settings, conflict may arise from differences in goals, perceptions, communication styles, resource allocation, or role expectations. While conflict is often viewed as a disruptive force, contemporary management literature recognizes that when properly managed, it can stimulate innovation, improve decision-making, and strengthen organizational relationships (Nikitara et al., 2024).

Within public organizations, conflict resolution is particularly important because government agencies operate through formal structures, established procedures, and interdependent work systems. Unresolved conflicts can undermine productivity, reduce employee morale, weaken collaboration, and negatively affect service delivery. Effective conflict resolution therefore involves the use of communication mechanisms that facilitate clarification, dialogue, transparency, and mutual understanding among organizational members (Ruck et al., 2021).

According to Nikitara et al. (2024), successful conflict resolution requires timely communication, collaborative engagement, and clear procedural guidelines. Similarly, Ruck et al. (2023) observed that organizations that utilize structured communication channels tend to experience fewer interpersonal disputes and greater organizational stability. This suggests that communication channels such as Memos and Staff meeting may significantly influence how workplace conflicts are prevented, managed, and resolved.

For the purpose of this study, conflict resolution is viewed as the ability of an organization to effectively address and manage workplace disagreements through communication processes that promote understanding, cooperation, and harmonious working relationships.

Memos

Memos are among the oldest and most enduring formal communication tools in organizational life, yet their relevance has not diminished in the modern workplace. Despite the emergence of sophisticated digital platforms and instant messaging systems, memos continue to serve as foundational instruments for official communication, documentation, clarification of policies, instruction delivery, and conflict management in both public and private institutions. In essence, a memo is a structured internal communication document used to transmit formal information, instructions, clarifications, requests, or decisions from one unit, department, or authority to another within an organization (Roberts & Lund, 2024). Unlike informal messages, memos are deliberately documented, archived, and referenced, making them a powerful tool for accountability, institutional memory, and administrative legitimacy.

Staff Meetings

In organizational settings, staff meetings remain one of the most important formal mechanisms for communication, coordination, decision-making, and conflict resolution. A staff meeting is convened when members of an organization across departments or within a unit gather to share information, deliberate on issues, make collective decisions, clarify misunderstandings, and update one another on tasks, policies or institutional changes. As organizations evolve, becoming more complex in functions and personnel composition, the role of staff meetings becomes even more pronounced. Through meetings, staff exchange not only official updates but also institutional values, norms, visions, challenges, and aspirations. Over time, this shared dialogue nurtures a culture of cooperation, mutual respect, collective accountability, and trust, which are critical for long-term stability and performance (EVA et al., 2024)

2.2 Empirical Review

Memos and Conflict Resolution

Martínez-López (2022) examined perceptions of conflict and conflict-management approaches in university settings across Spain and Portugal using a quantitative survey of 247 students. Although the study did not directly investigate organizational memos, it emphasized that clear institutional procedures and documented communication influence how individuals perceive conflict resolution processes. The findings showed that where written guidelines and documented communication channels were well defined, respondents expressed greater confidence in dispute resolution mechanisms. A major strength of the study lies in its comparative cross-country design and structured survey method. However, the use of students rather than organizational employees limits direct application to workplace communication practices. Similarly, Soressa et al. (2023) reviewed conflict management strategies in African public organizations through a systematic literature review and thematic analysis of empirical studies. The review identified formal written communication, including administrative notices and documented directives, as important mechanisms for standardizing procedures and legitimizing dispute resolution processes. The findings suggested that written communication promotes fairness, transparency, and consistency in conflict management. While the study provides broad institutional insights across public organizations, its limitation lies in the absence of primary data specifically addressing the role of memos in workplace conflict resolution.

Staff Meetings and Conflict Resolution

Kreamer et al. (2024) investigated differences in verbal and written participation during virtual meetings using participation logs and recordings from teams in knowledge-based organizations. The study found that multimodal meeting formats, including verbal discussion and chat features, increased inclusiveness by allowing underrepresented participants to contribute more actively. This improved participation reduced feelings of exclusion, which are often associated with workplace grievances and conflict. However, the study focused primarily on participation patterns and did not directly examine long-term conflict outcomes. In the same vein,

Nikitara et al. (2024) conducted a systematic review of conflict management practices in nursing environments, synthesizing findings from both quantitative and qualitative studies. The review revealed that structured meetings such as briefings, debriefings, and team discussions improved role clarity, minimized task overlap, and reduced interpersonal disputes among staff. The study concluded that regular meetings serve as preventive mechanisms for conflict resolution, particularly in high-pressure work settings. Although the research was conducted within the healthcare sector, its implications remain relevant to organizational environments where coordination and communication are essential.

2.3 Theoretical Framework

This study is anchored Media Richness Theory (MRT) which was originally advanced by Daft and Lengel (1986) to explain how organizations process information and reduce uncertainty through communication. It posits that communication media differ in their capacity to convey rich information. Media “richness” refers to a medium’s ability to facilitate immediate feedback, transmit multiple cues (such as tone and body language), use natural language, and establish personal focus. According to the theory, richer media are more effective for complex, ambiguous, or conflict-prone situations, while leaner media are appropriate for routine, structured communication.

Media Richness Theory provides a strong theoretical explanation for the differential effects of memos and staff meetings on workplace conflict management. Memos, as lean media, provide clarity, documentation, and procedural guidance, thereby

reducing role ambiguity. Staff meetings, as rich media, enable dialogue, clarification, emotional expression, and collective problem-solving, which are essential in resolving interpersonal and task-related conflicts.

Therefore, the theory underpins this study by explaining why both communication media are significant predictors of workplace conflict resolution. It suggests that effective conflict resolution in public agencies depends not merely on communication frequency, but on the appropriateness and richness of the communication medium selected.

3. Methodology

This study employed survey research design and a well-structured questionnaire was used to obtain data primarily from the respondents. Copies of the questionnaire were administered by the researcher to the staff members of the selected agencies in the Federal Capital Territory, Abuja. The closed ended questions were keyed using a 5 – point Likert scale ranging from: 5 =strongly agree, 4=agree, 3=undecided, 2=disagree, 1=strongly disagree.

In this study, Table 1 shows the population distribution of employees in the selected government agencies within the Federal Capital Territory, Abuja. The National Bureau of Statistics (NBS) has the highest staff strength of 600 employees, representing 58.3 percent of the total population. The National Mathematical Centre (NMC) has 230 employees, representing 22.3 percent, while the National Institute for Cultural Orientation (NICO) has 200 employees, representing 19.4 percent. The total population for the study therefore comprises 1,030 employees.

Table 1: Population Distribution of Staff in the Selected Agencies

Agency	Population (N)	Percentage (%)
National Mathematical Centre (NMC)	230	22.3
National Bureau of Statistics (NBS)	600	58.3
National Institute for Cultural Orientation (NICO)	200	19.4
Total	1,030	100.0

Note. Population figures were obtained from the personnel records of the selected agencies (2026).

The sample size for this study was determined using the Krejcie and Morgan (1970) formula for finite populations. The formula is expressed as:

$$s = X^2NP(1 - P) / d^2(N - 1) + X^2P(1 - P)$$

Where:

s = Required sample size

X^2 = Table value of chi-square for 1 degree of freedom at 95% confidence level (3.841)

N = Population size

P = Population proportion (assumed to be 0.50)

d = Degree of accuracy expressed as a proportion (0.05)

Substituting the study values into the formula:

$$s = [3.841 \times 1,030 \times 0.50 \times (1 - 0.50)] \div [(0.05^2 \times (1,030 - 1)) + (3.841 \times 0.50 \times (1 - 0.50))]$$

$$s = [3.841 \times 1,030 \times 0.25] \div [(0.0025 \times 1,029) + (3.841 \times 0.25)]$$

$$s = 989.06 \div 3.53$$

$$s = 280$$

Therefore, the minimum sample size for the study is 280 respondents.

To accommodate possible non-response and improperly completed questionnaires, a 15 percent attrition rate was added to the minimum sample size.

$$15\% \text{ of } 280 = 42$$

Therefore:

$$\text{Total Questionnaires Distributed} = 280 + 42 = 322$$

Consequently, 322 copies of the questionnaire were distributed to respondents across the selected agencies.

To ensure adequate representation of all selected agencies, the study adopted a stratified random sampling technique. Each agency constituted a stratum, while proportional allocation was employed based on the population size of each agency. This technique ensured that all agencies were fairly represented and minimized sampling bias (Creswell & Creswell, 2018).

The proportional allocation of the 322 questionnaires was computed as follows:

$$\text{NMC} = (230 \div 1,030) \times 322 = 72 \text{ respondents}$$

$$\text{NBS} = (600 \div 1,030) \times 322 = 188 \text{ respondents}$$

$$\text{NICO} = (200 \div 1,030) \times 322 = 62 \text{ respondents}$$

Thus, 72 questionnaires were allocated to the National Mathematical Centre (NMC), 188 to the National Bureau of Statistics (NBS), and 62 to the National Institute for Cultural Orientation (NICO), making a total of 322 questionnaires distributed across the selected agencies.

Table 2: Sample Size Distribution and Proportional Allocation

Agency	Population (N)	Proportion (%)	Sample Allocation (n)
National Mathematical Centre (NMC)	230	22.3	72
National Bureau of Statistics (NBS)	600	58.3	188
National Institute for Cultural Orientation (NICO)	200	19.4	62
Total	1,030	100.0	322

Note. Sample allocation based on proportional stratified sampling.

Source: Researcher's Computation (2026)

Table 2 presents the proportional allocation of the study sample across the selected agencies. Using stratified random sampling, the 322 questionnaires were distributed proportionately based on each agency's share of the total population. Accordingly, 72 questionnaires were allocated to the National Mathematical Centre (NMC), 188 to the National Bureau of Statistics (NBS), and 62 to the National Institute for Cultural Orientation (NICO). This approach ensured adequate representation of employees from each agency and minimized sampling bias.

Sources and Method of Data Collection

Primary data were collected through a structured, self-administered questionnaire designed to measure Official E-mails, Circulars, and Conflict Resolution. The questionnaire was administered directly to staff members of the selected agencies. Data collected were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with the aid of SmartPLS software. PLS-SEM was considered suitable because it accommodates latent constructs measured by multiple indicators and performs effectively with small to moderate sample sizes. It is also widely used for predictive and exploratory research in the social sciences (Hair et al., 2021).

Method of Data Analysis

The data collected were coded and analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) through SmartPLS software. The technique was employed to examine the relationships between Official E-mails, Circulars, and Conflict Resolution in the selected agencies.

The choice of PLS-SEM was informed by its suitability for analysing complex models involving latent constructs measured through multiple indicators. Furthermore, the technique is robust for studies with relatively moderate sample sizes and does not require strict assumptions of multivariate normality (Hair et al., 2021). The analysis followed the two-step procedure involving assessment of the measurement model and evaluation of the structural

model through path coefficients, coefficient of determination (R^2), and effect sizes (f^2).

4. Results and Discussion**Table 3: Administration of Research Instrument**

Category	No. of Questionnaires	Percentage (%)
Distributed Copies	322	100.0
Properly Filled and Returned	280	87.0
Not Properly Filled but Returned	20	6.2
Not Returned	22	6.8
Total	322	100.0

Source: Field Survey, 2026.

A total of 322 copies of the questionnaire were distributed to staff members of the National Mathematical Centre (NMC), the National Bureau of Statistics (NBS), and the National Institute for Cultural Orientation (NICO). This figure comprised the minimum sample size of 280 respondents determined using the Krejcie and Morgan (1970) formula plus a 15 percent attrition allowance to account for possible non-response and improperly completed questionnaires.

Out of the 322 questionnaires distributed, 300 copies were returned, representing a response rate of 93.2 percent. Upon screening the returned questionnaires, 20 copies (6.2%) were found to be improperly completed and were excluded from further analysis. Consequently, 280 questionnaires (87.0%) were properly completed and considered suitable for analysis, while 22 questionnaires (6.8%) were not returned.

The final usable sample of 280 respondents satisfies the minimum sample size requirement determined using the Krejcie and Morgan (1970) formula and is considered adequate for Partial Least Squares Structural Equation Modelling (PLS-SEM), thereby ensuring the reliability and robustness of the study findings.

Table 4: Bio-Data of Respondents (N = 280)

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	167	59.6
	Female	113	40.4
	Total	280	100.0
Age	18–30	53	18.9
	31–40	99	35.4
	41–50	84	30.0
	51 and above	44	15.7
	Total	280	100.0
Educational Qualification	OND/NCE	37	13.2
	B.Sc./HND	134	47.9
	M.Sc./MBA	80	28.6
	Ph.D	17	6.1
	Others	12	4.2
	Total	280	100.0
Position/Rank	Management	50	17.9
	Senior Staff	134	47.9
	Junior Staff	96	34.2
	Total	280	100.0
Years of Service	Less than 5	62	22.1
	5–10	90	32.1
	11–15	72	25.7
	Above 15	56	20.0
	Total	280	100.0
Organization	NMC	63	22.5
	NBS	163	58.2
	NICO	54	19.3
	Total	280	100.0

Note. Percentages may not total exactly 100 due to rounding.

Source: Researcher's computations, 2026

Table 4 presents the demographic characteristics of the 280 respondents drawn from the National Mathematical Centre (NMC), the National Bureau of Statistics (NBS), and the National Institute for Cultural Orientation (NICO) in the Federal Capital Territory, Abuja.

The gender distribution indicates that 167 respondents (59.6%) were male, while 113 respondents (40.4%) were female. This suggests that male employees constituted the majority of the

respondents, although female employees were also adequately represented in the study.

With respect to age, the largest proportion of respondents fell within the 31–40 years age category, accounting for 99 respondents (35.4%). This was followed by respondents aged 41–50 years, who comprised 84 respondents (30.0%). Respondents within the 18–30 years category accounted for 53 respondents (18.9%), while those aged 51 years and above constituted 44 respondents (15.7%). This distribution indicates that most respondents were

within their active working years and therefore possessed relevant workplace experience to provide informed responses.

Regarding educational qualification, 134 respondents (47.9%) possessed B.Sc./HND qualifications, making it the largest educational category. This was followed by respondents with M.Sc./MBA qualifications, numbering 80 (28.6%). Furthermore, 37 respondents (13.2%) held OND/NCE certificates, while 17 respondents (6.1%) possessed Ph.D qualifications. The remaining 12 respondents (4.2%) indicated other qualifications. The educational profile suggests that the respondents were sufficiently educated to understand organizational communication practices and conflict management issues within their respective agencies.

In terms of position or rank, 134 respondents (47.9%) were senior staff, representing the largest category. Junior staff accounted for 96 respondents (34.2%), while management staff constituted 50 respondents (17.9%). This distribution implies that the majority of responses were obtained from employees directly

involved in the daily administrative and operational activities of the selected agencies.

Concerning years of service, 90 respondents (32.1%) had worked between 5 and 10 years, making them the largest category. This was followed by 72 respondents (25.7%) who had served between 11 and 15 years. Respondents with less than 5 years of service numbered 62 (22.1%), while those with more than 15 years of service accounted for 56 respondents (20.0%). This indicates that a substantial proportion of the respondents possessed adequate organizational experience and familiarity with workplace communication and conflict management processes.

Finally, the organizational distribution reveals that 163 respondents (58.2%) were drawn from the National Bureau of Statistics (NBS), 63 respondents (22.5%) from the National Mathematical Centre (NMC), and 54 respondents (19.3%) from the National Institute for Cultural Orientation (NICO). The distribution reflects the proportional allocation of respondents based on the population size of each agency and ensures adequate representation of all the selected organizations in the study.

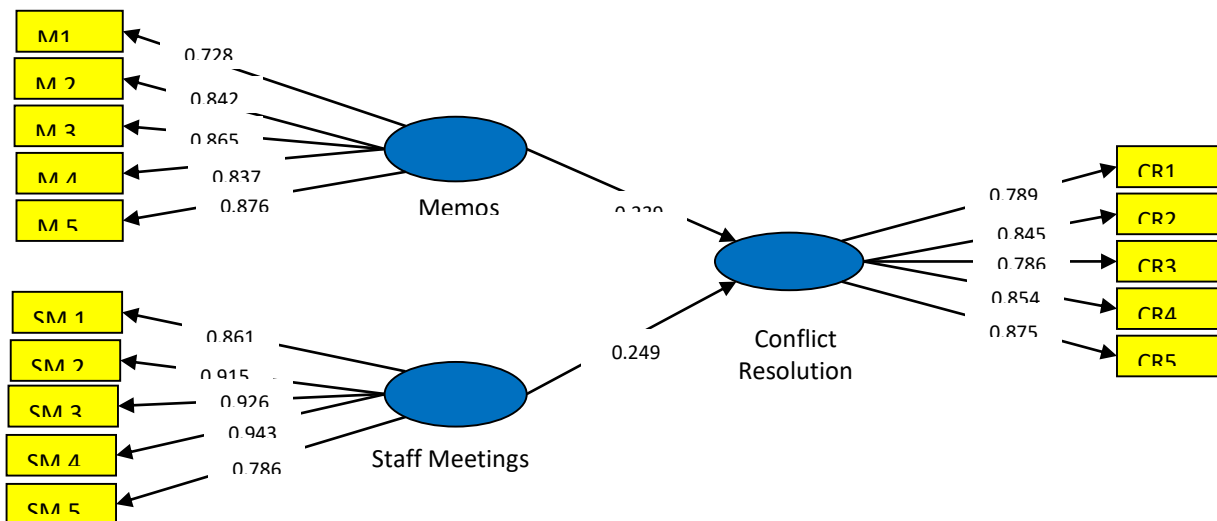
Table 5: Factor Loadings for the scale items of the constructs

Construct	Code	Factor Loadings	t-statistics
Memos	M1	0.728	14.712
	M2	0.842	24.654
	M3	0.865	37.521
	M4	0.837	25.342
	M5	0.876	25.568
Staff Meetings	SM1	0.861	28.543
	SM2	0.915	26.432
	SM3	0.926	29.543
	SM4	0.943	21.645
	SM5	0.786	23.723
Conflict Resolution	CR1	0.789	30.563
	CR2	0.845	25.150
	CR3	0.786	24.272
	CR4	0.854	18.541
	CR5	0.875	18.626

Source: Researcher's Computations from SmartPLS

Note: M stands for Memos, SM is Staff Meetings while CR represents Conflict Resolution; Factor loadings > 0.7 is significant.

Table 5 shows that conflict resolution, memos and staff meetings have loading factors over 0.7. This demonstrates the reliability of all constructs.

Figure 1: PLS Algorithm Path Coefficient Model for outer Loadings

Source: Smart PLS Researcher's Construction, 2026

Construct Reliability

Cronbach's alpha and composite reliability should be higher than the cut-off point of 0.7 in order to demonstrate internal consistency reliability of the

construct. Table 6 provides the specifics on the construct reliability measurements used in this research.

Table 6: Construct Reliability and Validity of the indicators

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Memos	0.842	0.823	0.897	0.682
Staff Meetings	0.898	0.887	0.931	0.691
Conflict Resolution	0.910	0.865	0.916	0.653

Source: Survey data analyzed using SMART PLS, 2026.

According to the results in Table 6, all composite reliability metrics were higher than 0.7. Internal consistency was also evaluated using Cronbach's alpha, and all results were above 0.8, indicating significant reliability for all the structures.

Discriminant Validity

The Heterotrait-Monotrait (HTMT) criterion to evaluate discriminant validity was used and the average correlations of the indicators across constructs were measured by the HTMT criterion.

Table 7: Heterotrait-Monotrait Ratio (HTMT) Criterion

	SM	M	CR
Staff meetings (SM)	1		
Memos(M)	0.673	1	
Conflict Resolution (CR)	0.623	0.642	1
HTMT	0.811	0.827	0.808

Source: Survey data analyzed using SMART PLS, 2026

The reliability of the PLS was evaluated using Cronbach's alpha, rho_A, and composite reliability.

Whereas, the convergent validity of the measurement was evaluated using average variance

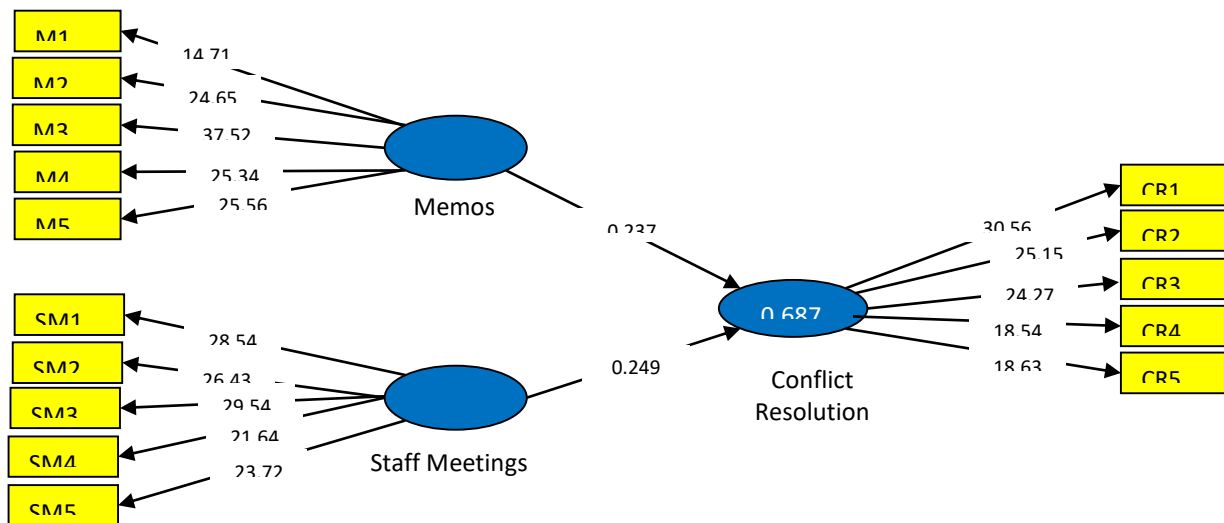
extracted (AVE). The PLS reliability and AVE for validity were both significantly higher than the cut-off values of 0.70 and 0.50, as shown in the table above

Structural Model Assessment

The study used the recommendations made by Hair et al., (2021) in order to evaluate the structural

model. They advised utilizing a bootstrapping procedure with a resample of 5000 to examine the R^2 , beta, and associated t-values. Additionally, they recommended that researchers document the predictive significance (Q^2) and effect sizes (f^2) in addition to these fundamental metrics. The illustration of structural model is depicted in Figure 2.

Figure 2: Structural Model for t-statistics



Source: Smart PLS Researcher's Construction, 2026

Collinearity Test of the Model

The VIF values for each variable were used to evaluate the collinearity issue in the structural model.

The inverse of tolerance is also considered for VIF values. The results are presented below;

Table 8: Inner VIF Values of the Model

Variables	VIF
Memos	1.521
Staff Meetings	1.832

Source: Researcher's Computation from Smart-PLS, 2026.

A conventional method bias test was assessed using the VIF values. Researchers (Hair et al., 2021) suggested that a biased-free VIF score is 3.30 or lower. The results of this study (see Table 8) indicate that all VIF values are less than 3.30. Thus, it was found that the data set did not have a common bias issue.

Hypotheses Testing

Structural equation modelling (SEM) using Smart PLS was employed in this study. Based on SEM-PLS, the R^2 adjusted value, beta coefficient, and f^2 impact magnitude were used to test the hypotheses.

Table 9: Path Coefficient of the Model for Hypotheses Testing

Hypothesis	Beta	t-value	p-value	Decision	f ²
H ₀₁ : Memos → Workplace Conflict Management	0.239	3.334	0.000	Rejected H ₀	0.112
H ₀₂ : Staff Meetings → Workplace Conflict Management	0.257	3.668	0.001	Rejected H ₀	0.321

R² = 0.6872

Notes: * significant at 5% level of significance. .

Source: Researcher's Computation from Smart-PLS, 2026**Discussion of Major Findings**

The findings revealed that memos have a significant and positive effect on conflict resolution in selected departments and agencies in the Federal Capital Territory. Abuja. This suggests that formal written communication promotes clarity, reduces ambiguity, and minimizes misunderstandings that may trigger conflict among employees. The result is consistent with studies showing that structured internal communication enhances trust, improves organizational relationships, and reduces tension within workplaces (Karanges et al., 2021; Men & Qin, 2021). However, research also indicates that written communication is more effective when supported by feedback opportunities and employee interaction, since one-way communication may limit clarification and engagement (Ruck et al., 2021).

The study further found that staff meetings significantly influence workplace conflict management. This indicates that interactive communication platforms encourage dialogue, shared understanding, and collaborative problem-solving among employees. Such meetings provide opportunities for clarification and collective resolution of emerging concerns before they escalate into conflict. This finding agrees with prior studies that emphasize the importance of participatory communication in strengthening organizational cohesion and reducing workplace grievances (Ruck et al., 2021; Verčić&Špoljarić, 2021). Nevertheless, the effectiveness of meetings depends on proper coordination and inclusiveness, as poorly managed discussions may fail to achieve desired conflict

management outcomes (Karanges et al., 2021).The findings demonstrate that both memos and staff meetings contribute significantly to workplace conflict management.

5. Conclusion and Recommendations

Based on the findings of the study, it can be concluded that Memos and Staff Meetings significantly affect workplace conflict resolution in selected public agencies in the Federal Capital Territory, Abuja. The study demonstrates that formal written communication contributes to clarity and role definition, while interactive communication platforms facilitate dialogue and mutual understanding. The results underscore how effective utilization of Memos and Staff Meetings can serve as strategic tools for preventing and managing conflict, thereby improving organizational stability and productivity.

In light of the findings of this study, the following recommendations are proposed:

- i. Management of departments and agencies should ensure that Memos are clearly written, specific in outlining responsibilities, and communicated in a timely manner to prevent ambiguity that may generate workplace disputes.
- ii. Agencies and departments should institutionalize regular and structured Staff Meetings that allow employees to raise concerns, seek clarification, and participate in decision-making processes affecting their duties.

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