Interpersonal Conflict, Conflict Management Styles and Employee Turnover Intentions in

Nile Breweries Limited

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2015/HD03/2594U

A Research Dissertation Submitted to the School of Psychology in Partial Fulfillment of the

Award of a Master's Degree in Organizational Psychology

January, 2023

# Declaration

I, Kirungi Prillar, declare that this research dissertation is my original work to the best of my knowledge, and has never been submitted to any university or institution for the award of a master's degree, or presented for publication in any part of the world.

Signature................................ Date......20/Jun/2023................................

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Student

# Approval

This research dissertation has been written under my supervision and has been submitted in partial fulfillment of the requirements for the award Master of Organizational Psychology Degree of Makerere University with my approval as a supervisor.

Signature.................................................. Date.... 20 · 07 · 2023

Supervisor: Dr. Martin Baluku

# **Dedication**

This work is dedicated to my dear husband and children.

# Acknowledgment

I acknowledge most importantly, God Almighty who has helped me through the writing of this dissertation. Without Him, I couldn't have done a thing.

I also acknowledge my family, mostly my dear husband Andrew Lubaale for the financial, moral, spiritual support he offers me tirelessly.

I also acknowledge my research lecturers mostly Dr. Simon Kizito and Dr. Leon Matagi for their overwhelming dedication and support they rendered to me in equipping me with the right knowledge in writing a research proposal.

I also acknowledge my dear supervisor Dr. Martin Baluku for always being so selflessly kind, and friendly in guiding me throughout the writing of this dissertation.

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**Abstract**

Interpersonal conflict exists in all organizations. However, if it arises, it needs to be managed through conflict management styles lest it leads to turn over intentions. High turnover intentions can bring about the low productivity and in the long run the downfall of the organization. The purpose of the study was to investigate the moderating role of conflict management styles in the relationship between interpersonal conflict and employee turnover intentions. The study was carried out using a correlational study design. Data was collected from a sample size of 147 employees from Nile Breweries Limited in Njeru-Buyukwe district using a quota sampling technique. The researcher analyzed the data using a computer data analysis package known as Statistical package for Social Sciences (SPSS).The findings indicated that interpersonal conflict and turnover intentions are significantly related (r=.13**, p>0.01). The results also show that conflict management styles and turnover intentions are partially significantly related. Avoiding and accommodating and collaborating styles are significantly related (r=-.23**, p>.05, r=.32**, p>.05 and r=.22**, p<.05) respectively, whereas, compromising, and competing are not significantly related (r=.-9, p>.05, r=.13, p>.05 and) respectively.  The results further indicated that, conflict management styles are partially not significantly related to turnover intentions. This is because competing, collaborating, and compromising are not significantly related to turnover (r=.9, p>.05, r=.10, p>.05, and r=-.04, p<.05) respectively while avoiding and accommodating styles are significantly related ( r-.17**, p<.05, and r=.18**, p<.05). There was also no moderating effect of conflict management styles on the relationship between interpersonal conflict and turnover intentions that is; competing style (*B*=-.20, p=.781), collaborating (*B*=.20, p=.086), compromising style (*B*=.14, p=.174), avoiding style (*B*=.10,p=.354) and accommodating style (*B*=-08, p=.460). After the investigations, the researcher realized it's important that other ways of dealing with interpersonal conflict are applied since conflict management styles do not moderate the two variables.

## Chapter One

## Introduction

**Background**

Interpersonal conflict exists in all organizations worldwide. This is because the people within these organizations interact every day. Given the differences in personalities, beliefs, and values, interpersonal conflict is inevitable. Interpersonal conflict can often arise due to misunderstandings, and miscommunication, (Lim & Yazdanifard 2012). According to Haukat, Yousaf and Sanders (2017), conflict is perceptional issue. Interpersonal conflict begins when individuals perceive that another person is negatively tempering with anything valuable to them (Boateng, 2014). Interpersonal conflict can cause tension, quarrels, violence, among conflicting parties. It can bring about absenteeism and low moral for work, among others. Due to the negative effects of interpersonal conflict, (Beheshtifar, 2013) suggests that it is important for both management and employees to minimize it through the use of conflict management styles developed by (Kilmann & Thomas,1977).

Conflict management styles can be described as ways used to minimize or stop the interpersonal conflict from escalating. (Liu, Fu, & Liu, 2009) explain the five conflict management styles as follows; Accommodating style. This brings about the situation whereby one party loses and the other wins. Compromising style. This is whereby both parties come together and agree. It brings about you bend, I also bend situation. Collaborating style. In this situation, it is you win, I also win. Avoiding style. Here there are no winners or losers because the conflict is avoided. Competing style. In this style, one party puts focus on winning and ensuring that the other party loses. It is very important for both managers and employees to learn and properly administer these conflict management styles to reduce the levels of interpersonal conflict. Importantly, when interpersonal conflict is not managed or

poorly managed, it may lead to increased undesired workplace behaviors like turnover intentions (Lewin, Gollan, Lipsky,  Avgar,  & Lamare, 2016).

Turn over intentions is a very big challenge to organizations worldwide (Albaqami, 2016). Turn over intentions is when the employee intends to leave the organization. Turnover can be either voluntary or involuntary. In voluntary turnover intentions, the employee decides or plans to leave the organization. They plan and think through it. In involuntary turnover intentions, the boss plans to dismiss the employee. Voluntary turnover intentions cause low work moral, time and resource wastage while at work which all leads to low productivity in an organization hence weakening its competitive advantage. There is a certain degree of turnover that is inevitable, for instance quitting because of retirement, going back to school, among others. However, the turnover that takes place due to manageable issues such as interpersonal conflict can be very costly to the organization. The organization loses social capital, spends a lot of resources on the recruitment process to replace the vacant posts, and also interferes with the set goals and objectives of the organization. If this continues, the organization can collapse. Voluntary turnover being a huge challenge to organizations (Balkan & Soran, 2014), employees and managers need to be able to manage interpersonal conflict through properly using the appropriate conflict management styles to avoid uncalled for situations which may cause them to have turnover intentions.

**Problem Statement**

Turnover intentions are such a huge problem to organizations worldwide (Albaqami, 2016).  However it is quite hard to measure because the intentions are harbored desires to leave the organization (Barki, and Hawtwick, 2001).

One of the causes of turnover intentions is interpersonal conflict between the employee and supervisor, or among employees themselves. Interpersonal conflicts have persisted due to

conflicting parties ignoring or inappropriately using the conflict management styles and this can lead to turn over intentions. If turnover intentions are not minimized, the conflicting parties usually develop low morale, and sometimes absent themselves from work hence being less productive at work. This antagonizes the companies set objectives and overall productivity. It further worsens because employees with intensions of leaving do actually leave the organization and this costs the organization a lot more in terms of time and financial resources to be able to replace the employee. A company with high turnover rates gets a bad reputation and this decreases its competitive advantage in getting talent. If turnover intentions are not fully minimized, these unplanned for costs can eventually lead to the collapse of the organization.

**Purpose**

The purpose of the study was to investigate the modorating role of conflict management styles in the relationship between interpersonal conflict and employee turnover intentions.

**Objectives**

This study was done to achieve the following objectives:

1. To examine the relationship between interpersonal conflict and employee turnover intentions.

2. To examine the relationship between conflict management styles and employee turnover intentions.

3. To examine the relationship between conflict management styles and interpersonal conflict.

4. To examine the moderating effect of conflict management styles on the relationship between interpersonal conflict and employee turnover intentions.

**Scope**

The research was carried out in Nile breweries limited, targeting only the permanent employees. Nile brewery Limited is located in Njeru –Buyukwe district on Yusuf Lule Road. Nile breweries is the main branch and therefore has the biggest number of employees who matched my required population. The reason for choosing Nile Brewries is because there is a high level of interpersonal conflict and turnover intensions among employees at the plant (A. Lubaale, personal communication, January 14, 2017).

Interpersonal conflict according to (Beheshtifar, 2013), is a disagreement/clash that takes place between two or more individuals interacting. Conflict management styles are the ways in which conflict is approached to resolve or manage the conflict and these are, accommodating style, competing style, avoiding style, compromising style, and collaborating style (Ahmed & Ahmed, 2015). According to Saeed, Waseem, & Sikandar (2014), turnover intentions is when an employee develops intentions to leave the organization (voluntary turnover), and when the manager has intentions to fire the employee, this is called involuntary turnover intentions. Data collection was carried out between February and March 2018.

**Significance of the Study**

The findings of the study are to enlighten the fact that interpersonal conflict actually does exist in every organization and needs to be given much attention by the Human resource manager of Nile breweries. This is because management never puts much attention to it during team building/ trainings like other aspects such as performance management. It is easier to manage an issue if you are aware of its existence.

The findings may also help management understand the moderating effect of conflict management styles on the relationship between interpersonal conflict and turnover intentions.

The Human Resource Managers will know the conflict management styles and how they are used.  This will enable them to understand how best to tackle interpersonal conflict when it arises and also educate their employees on how best to handle interpersonal conflict.  Both managers and subordinates require this knowledge in order to manage the conflict when it arises.

The findings may also enlighten the Nile Breweries Human resource Manager on the impact on interpersonal conflict on turnover intentions within the organization. Once the results are attained and show that individuals do develop turnover intentions due to interpersonal conflict, he will put in much effort to reduce issues of interpersonal conflict where possible and also reduce the negative impact of interpersonal conflict by empowering employees to use the appropriate conflict management strategy.

**Conceptual Framework**

      The Conceptual frame highlights interpersonal conflict, the five conflict management styles, and the types of turnover intentions and illustrates the way they link.

Figure 1: *The Relationship between Interpersonal Conflict, Conflict Management Styles, Turnover Intentions*

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                    ┌──────────────────────────┐
                    │ Conflict management      │
                    │ styles                   │
                    │                          │
                    │   • Collaborating        │
                    │   • Accommodating        │
                    │   • Competing            │
                    │   • Avoiding             │
                    │   • compromising         │
                    └──────────────────────────┘
                                 │
                                 │
                                 ▼                        ┌──────────────────────────┐
┌──────────────────────────┐                             │ Turnover intentions      │
│ Interpersonal Conflict   │                             │                          │
│                          │                             │   • Voluntary            │
│   • Violence             │─────────────────────────────▶│     turnover            │
│   • Bickering            │                             │     intentions           │
│                          │                             │   • Involuntary          │
└──────────────────────────┘                             │     turnover             │
                                                         │     intentions           │
                                                         └──────────────────────────┘
```
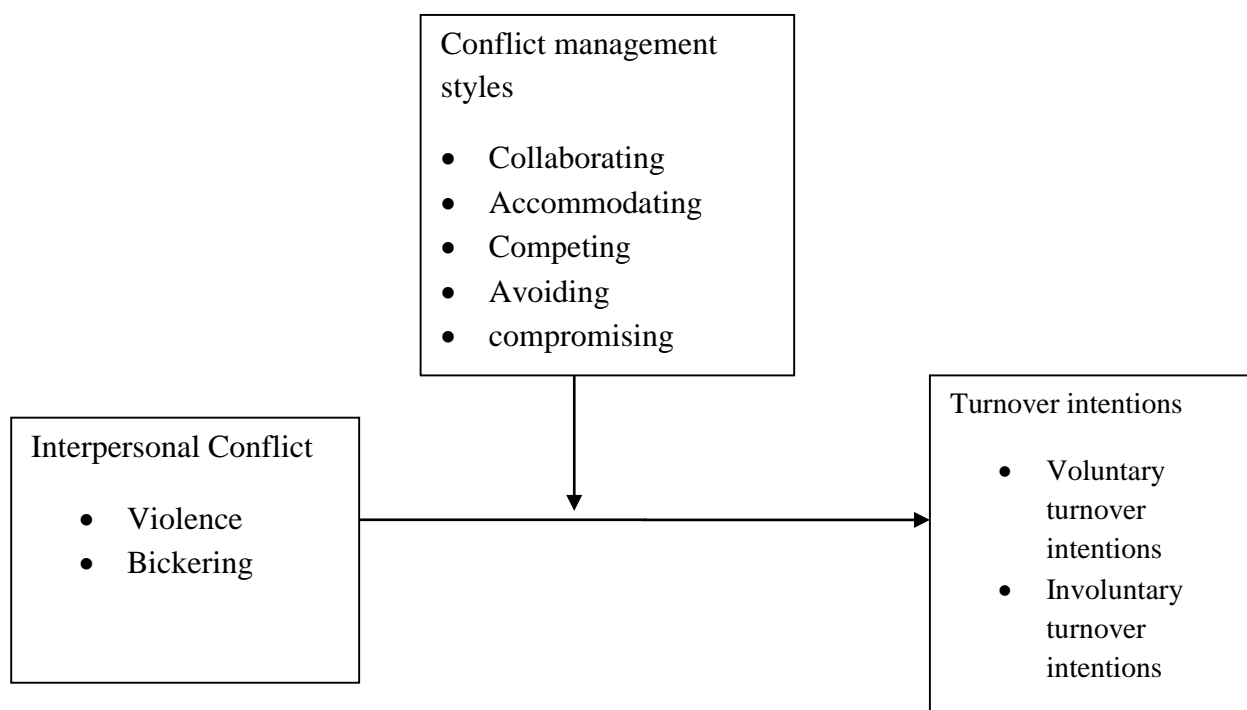
      According to the conceptual framework above, when interpersonal conflict arises, it can lead to either voluntary or involuntary turnover intentions in an organization. However, when the conflict management styles like accommodating, collaborating, competing, avoiding and compromising are applied, it can have an effect on these turn over intentions. This shows a moderating effect of conflict management styles on interpersonal conflict and employee turnover intentions.

**Chapter Two**

**Literature Review**

This chapter comprises of the theoretical framework, plus literature showing the relationship between interpersonal conflict, and turn over intentions and the moderating effect of conflict management styles, on the two variables. Included are the existing gaps and hypotheses.

**Theoretical Framework**

This study is grounded on the dual concern theory, (Blake and Mouton, 1964). The theory emphasizes two kinds of concerns. That is; concern for self, and concern for others. It is the kind of concern that one has that influences one to choose which conflict management strategy to use.

Individuals with high concern for self are more concerned with their own needs so it is very hard for them to give up easily during conflict situations until they have had their way. Those with high concern for others usually are more empathetic towards others and care more about the other person's needs and feelings more than their own (De and Gelfand, 2008).

However, in some conflict situations, an individual can have a high level of concern for both self and also the other party, or low level of concern for self and the other party as well. It is, therefore, the kind of concern one has that determines which conflict management strategy to use. The strategies include:

Collaborating style: This style is used by individuals who have high concern for both oneself and the other party. For this style to happen, the parties involved have to negotiate to see to it that their needs are met (Lim & Yazdanifard, 2012). It is good in situations where consensus and commitment of the other party are important. It promotes the win-win situation.

Accommodating style: It means I lose and you win. This style is used by people who have high concern for others than for self and they are usually passive in behavior, (Yasin & Khalid, 2015). According to (Yasin & Khalid, 2015), accommodating is more about the interests of the other party more than your own. It is best used in situations where the issue in question is more important to the other party than to you, and also, in situations where you accept that you are wrong.

Competing style: Very aggressive people usually use this style and they have greater concern for themselves than for others. (Murugan & Panchanatham, 2016) state that what these people want is to win while the other party loses, period. This style may also be used in situations whereby a quick solution is required for instance in emergency situations.

Avoiding style: Opting for this strategy indicates a low concern for both oneself and the other party (Waithaka, Gitimu, & Onwudiwe, 2015). This style involves withdrawal from the conflict and no effort is made to solve it (Waithaka, Gitimu, & Onwundiwe, 2015). This may be applied in cases where the issue is trivial and, you need to collect enough evidence before you react.

Compromising style: This indicates high concern for both self and for the other party. There is the I bend and you bend situation when using this style to manage conflicts. Both parties come together and agree to find a fair solution to each of their differences (Saiti, 2015). Given the above example, the dual concern theory, therefore, indicates that it's important to balance the concern for meeting one's own needs and the other individual's needs in order to keep up healthy relationships with co-workers.

**Conflict Management Styles and Interpersonal Conflict**

Interpersonal conflict is defined as a situation whereby two or more people that are depending on one another begin to oppose each in attaining their desired goals (Ghaffar, Zaman, Naz, & Mehmood, 2013). Interpersonal conflict is also defined as when ideas and interests are the reasons for people's disagreements. An interpersonal conflict is a disagreement in some manner which can be emotional, physical, personal, or professional between two or more people. Interpersonal conflict is a natural occurrence within organizations (Lee, 2008). It arises due to differences in people's personalities, norms and beliefs, culture, among others (Beheshtifar, 2013). For example, conflicts can occur due to a dispute over the truth or accuracy of a piece of information. Interpersonal conflict can also happen due to differences in the deep-seated moral beliefs. It can also happen due to disputes over a plan or course of action. Ego can be another cause of interpersonal conflict in the disagreement is insisting over being the winner of an argument.

According to (Khalid & Fatima, 2016), organizations that don't experience conflict usually are not progressing, but those that experience too much of it are in trouble. This, therefore, shows that interpersonal conflict has its functional side, for example, people acquire new knowledge about themselves and the people they are clashing with, thus promoting good working relations at work (Waithaka, Gitimu, & Onwudiwe, 2015). Interpersonal conflict inspires competition among staff members. That competition can improve productivity, be a source for new ideas to resolve company issues and stimulate employees to push harder to succeed. (Solansky, Singh & Huang, 2014) also suggest that interpersonal conflicts enhance good decision making in attempts to manage the conflict and this promotes group cohesion. Some interpersonal conflicts arise from two individuals having competing points of view trying to accomplish the same results. A proactive manager can

find a way to allow both parties to benefit from their ingenuity, and to encourage those

competing factions to work together to develop a common solution. As conflict spurs

creativity, the realization of a common goal can mold that creativity into an effective team.

Interpersonal conflict, however, can also be very dysfunctional to organizations, and to the

employees themselves. In research done in 9 countries, 67% of employees avoided the

person they are in conflict with hence affecting team productivity. 57% of them were left

angry and frustrated (Ken & Liu, 2010). Interpersonal conflict can lead to violence, and in

return can arouse turnover intentions among the affected employees (Lim & Yazdanifard,

2012).

Interpersonal conflicts within organizations are inevitable and unavoidable due to the

differences in perceptions, expectations, interests, and values (Azim, 2017). He further states

that interpersonal conflict can arise due to unclear job specifications, unclear rules,

competition for scarce resources, miscommunications, among others. Conflict management

styles, if applied at the right time during conflict can help mitigate the negative impacts of

conflict and on the other hand can promote healthy interpersonal conflict which brings about

its positive effects within the organization. For example, interpersonal conflict can bring

about innovations within the organizations (Ongori, 2007). The different styles of conflict

management styles are: The Avoiding Style is when you do not satisfy your concerns or the

concerns of the other person. This style is low assertiveness and low cooperativeness. The

goal is to delay. It is appropriate to use this style when there are issues of low importance, to

reduce tensions, or to buy time. Avoidance is also appropriate when you are in a low power

position and have little control over the situation, when you need to allow others to deal with

the conflict, or when the problem is symptomatic of a much larger issue and you need to

work on the core issue. Overuse of the avoidance style can result in a low level of input,

decision-making by default, and allowing issues to fester, which can produce a

breakdown in communication between team members (Saiti, 2015). Behaviors associated with the overuse of avoidance include being silent, being in a depressed mood, and untruthful when asked if something is wrong being (Yuan 2010). A milder form of avoidance behavior is when the team member procrastinates about getting work done and deliberately takes an opposing point of view inappropriately during a decision-making situation, or is timid, withdrawn, or shy. Extreme behaviors can occur when avoidance is overused. A person begins to be negative, critical and sarcastic. Other extreme avoidance behaviors include becoming passive aggressive by being late and not paying attention at meetings

Under use of the avoidance style results in hostility and hurt feelings. In addition, work can become overwhelming because too many issues are taken on at once, resulting in an inability to prioritize and delegate. When avoidance is underused a team member may deny that there is a problem and allow their hurt feelings to prevent communication (Bazezew & Neka, 2017). This clearly indicates a significant relationship between conflict management style and interpersonal conflict.

The Collaborating Style is when the concern is to satisfy both sides. It is highly assertive and highly cooperative; the goal is to find a "win/win" solution. Appropriate uses for the collaborating style include integrating solutions, learning, merging perspectives, gaining commitment, and improving relationships. Using this style can support open discussion of issues, task proficiency, and equal distribution of work amongst the team members, better brainstorming, and development of creative problem solving (Lim & Yazdanifad, 2012). This style is appropriate to use frequently in a team environment. Collaborating skills include the ability to use active or effective listening, confront situations in a non-threatening way, analyze input, and identify underlying concerns.

Overuse of the collaborating style can lead to spending too much time on trivial matters, diffusion of responsibility, being taken advantage of, and being overloaded with work (Yasin

& Khalid, 2015).This can in bring cause interpersonal conflict. This predicts that there is a significant relationship between conflict management styles on interpersonal conflict.

The competing style is when you stress your position without considering opposing points of view. This style is highly assertive with minimal cooperativeness; the goal is to win. The competing style is used when a person has to take quick action, make unpopular decisions, handle vital issues, or when one needs protection in a situation where noncompetitive behavior can be exploited. It can also be used in situations where the issue is minor, and when the other party has little knowledge and skills on the issue at hand (Lim & Yazdinard 2012) To develop this style you must develop your ability to argue and debate, use your rank or position, assert your opinions and feelings, and learn to state your position and stand your ground. Overuse of this style can lead to lack of feedback, reduced learning, and low empowerment. This can result in being surrounded by "Yes-Men". People who overuse the competing style often use inflammatory statements due to a lack of interpersonal skills training. When overuse is taken to an extreme the person will create errors in the implementation of the task by withholding needed information, talking behind another person's back (or "back-stabbing"), using eye motions and gestures designed to express disapproval, and creating distractions by fiddling or interrupting. Overuse of this style can be exhibited through constant tension or anger and occasional outbursts of violent temper. This, therefore, predicts a relationship between competing style and interpersonal conflict. (Yasin & Khalid, 2015)

The other conflict management style is the accommodating Style. It is foregoing your concerns in order to satisfy the concerns of others. This style is low assertiveness and high cooperativeness; the goal is to yield. The accommodating style is appropriate to use in situations when you want to show that you are reasonable, develop performance, create good will, keep peace, retreat, or for issues of low importance (Lim & Yazdanifard, 2012).

Accommodating skills include the ability to sacrifice, the ability to be selfless, the ability to obey orders, and the ability to yield. Overuse of the accommodating style results in ideas getting little attention, restricted influence, loss of contribution, and anarchy(Murugan & Panchanatham, 2016). People who overuse the accommodating style exhibit a lack of desire to change and usually demonstrate anxiety over future uncertainties. One of their main desires may be to keep everything the same. When accommodating is overused certain behaviors emerge. Some of these emergent behaviors include giving up personal space, making "me" or other victim statements, being overly helpful and then holding a grudge, and speaking in an extremely quiet almost unintelligible voice. Under use of the accommodating style can result in lack of rapport, low morale, and an inability to yield.  This predicts a significant relationship between accommodating style and interpersonal conflict in organizations.

The Compromising Style is finding a middle ground or forgoing some of your concerns and committing to other's concerns. This style is moderately assertive and moderately cooperative; the goal is to find middle ground. The compromising style is used with issues of moderate importance, when both parties are equally powerful and equally committed to opposing views. This style produces temporary solutions and is appropriate when time is a concern, and as a backup for the competing and collaborating styles when they are unsuccessful in resolving the situation. Compromising skills include the ability to communicate and keep the dialogue open, the ability to find an answer that is fair to both parties, the ability to give up part of what you want, and the ability to assign value to all aspects of the issue. Overuse of the compromising style leads to loss of long-term goals, a lack of trust, creation of a cynical environment, and being viewed as having no firm values. Overuse of compromise can result in making concessions to keep people happy without

resolving the original conflict (Saiti, 2015). Under use leads to unnecessary confrontations, frequent power struggles, and ineffective negotiating. This clearly indicates a significant relationship between conflict management styles and interpersonal conflict.

**Interpersonal Conflict and Turnover Intention**

Conflict in any organization is inevitable. If it is managed properly, the continuous existence of the organization through the realization of set goals and objective is realized (Omene, 2021). Conflict is a process in which one party suggests that its interests are being opposed by another party. As a rule, people see only the observable aspect of conflict – angry words, actions of opposition, though this is only a small part of the conflict process (Abiodun, 2014). However there can be other effects that won't be expressed easily hence not easily detected by the other party. The affected person can be disgruntled within but may choose not show it physically.  Organizations cannot therefore escape any form of conflict.

The  differences in perceptions and values among people are part of the main reasons it occurs (Bazezew & Neka, 2017). Interpersonal conflict can be functional in that individuals get to know themselves, and their colleagues in terms of character  (Waithaka, Gitimu,& Onwendiwe, 2015). This enhances cooperation among employees. Interpersonal conflict is good and necessary because conflict it can stimulate innovative thinking when properly managed. Lacking conflicts, thought and action are performed because they are habitual. Conflicts allow an examination of necessity of these thoughts and actions. However, interpersonal conflicts can also have dysfunctional effects such as stress, withdrawal from colleagues and work, acts of violence, discrimination, among others. All these can make the affected party develop employee turnover intentions  (Lim & Yazdanifard, 2012).  Interpersonal conflict can as well bring about the issue of hiding knowledge from the party one has a conflict with, undermining of a colleagues' intelligence and professional standing. Furthermore it brings about undermining of authority. All this is

hazardous and can cause employee turnover intentions if not addressed (Akhlaghimofrad & Farmnesh 2021). Chances of actual turnover are increased when individuals develop turnover intentions and the issues causing turnover intentions are not dealt with in time.

Actual turnover has its negative impacts on organizations. For example, the loss of very talented employees. It is also very costly to replace these employees. The costs of getting new employees normally include advertising expenses, headhunting fees, resource management expenses, loss of time and efficiency, work imbalance, and employee training and development expenses for new joiners.  It's because of all this that the organization loses a lot of time and resources in such instances (Shaik, Benghal, Shaikh and Shah 2020. For organizations to survive, they need to have a good working environment free from destructive interpersonal conflict  (Eunice, Jacquelin, Buyeke, Wafula, & Musyoki, 2015). There is a direct relationship between interpersonal conflict and turnover intentions predicted. However, there is little literature on this direct relationship found. This research was not done in Uganda. It is therefore important to assess if the results would be the same in the case of Uganda.

**Conflict Management style and Turnover Intentions**

Conflict management refers to the practice of reducing the negative and unbeneficial outcomes of disputes and promoting the positive outcomes in case when an interpersonal conflict erupts.  This promotes a safer and more supporting working environment hence promoting productivity among employees Mboya, Kiplagat & Yego 2016). Conflict management can also be defined as the practice of being able to identify and manage conflicts sensibly, fairly, and efficiently. Conflict management process deals with (perceived) incompatibilities or disagreements arising from, for example, diverging opinions, objectives, and needs. One the conflict is managed through the use of comflict management styles, turnover intentions resulting from interpersonal conflict are minimized.

Turnover intention is when an individual develops the intentions to leave the organization.(Saeed, Waseem, Sikander, & Rizwan, 2014) categorize turnover intentions as, Voluntary turnover intentions and involuntary turnover intentions. Voluntary turnover intentions means, the employee cognitively plans to leave the organization. Involuntary turnover intentions means, the manager plans to fire the employee without his or her knowledge. Turnover intentions can actually lead to actual turnover which has its own negative effects (Azer, Mohamad, Ramli & ahmad, 2013). Hussein, Al-Mamary, & Hassan,(2017) state that interpersonal conflict is inevitable. It is therefore important to manage these conflicts through the five conflict management styles. When these styles are properly applied, the organization experiences creativity, employees become more productive, and turnover intentions are minimized (Ahmed & Ahmed, 2015). The styles are as shown below.

Alzahrani, (2013) suggests that one can use the collaborating style to handle interpersonal conflict. He, however, states that the person who uses this style is more concerned about the other party's needs as well as his/her needs in trying to manage interpersonal conflict. It reflects openness, information sharing, and a thorough analysis of disparities to get an efficient solution that is agreeable. Collaborating works best when the long-term relationship and outcome are important for example, planning for integrating two departments into one, where you want the best of both in the newly formed department. When this style is used, a mutual agreement is reached hence creating a friendly atmosphere. This could reduce turnover intentions of the employees. Alzahrai, (2013) finds a significant positive relationship between collaborating conflict management style and turnover intentions of employees.

For accommodating style to be used, you must sacrifice your own interests so that the other party's needs are met ( Al-Hamdan, Norrie, & Anthony, (2012). It creates the, I lose and you win situation. The individual who uses this style has a greater concern for the other party more than himself. This style creates friendship and eases cooperation hence reducing turnover intentions in the organization. Saiti, (2015) predict a significant relationship between the two. However, literature does not put into consideration the person that sacrifices his own interests. This person could get frustrated silently and in the end, develop turnover intentions.

When using the compromising style, there is no significant winner or loser. In trying to meet your needs you also consider the other persons needs as well (Khanaki & Hassanzadeh, 2010). When this style is applied, relationships are maintained (Lim & Yazdinadard, 2012). This reduces the level of turnover intentions within an organization. Significantly, there is a predicted positive relationship between compromising style and turnover intention (Saiti, 2014).

Using avoiding style is basically ignoring the conflict and pretending it doesn't exist. You ignore your own needs and the other person's needs as well ( Balkan Serin & Soran, 2014). This, however, doesn't mean that the conflict has completely gone away (Lim & Yazdinard, 2012). It shows a lack of cooperation and encourages turnover intention, (Chan, Huang, & Ng, 2008).

According to Boateng, (2014), the person engaging the competing style is after meeting his or her own needs at the expense of the other party, calling for a win / lose situation. According to, Tran, Nguyen & Thai (2021), the person using this style often comes off as violent and not flexible. This person is usually aggressive in nature.  When this style is used, the losing party is frustrated and since there is no cooperation Chan & Huang, (2008) say that this promotes employee turnover intentions in organizations. There is no indicator

showing that any of these findings match with the Ugandan organizations. This makes it relevant to investigate a Ugandan organization using these findings.

**Moderating Effect of Conflict Management Styles on Interpersonal Conflict and Turnover Intention**

Waithaka, Gitimu and Onwundiwe, (2015), suggest that interpersonal conflict can be functional. However, Lim & Yazdanifard,(2012), say they can be dysfunctional as well. It is therefore important for managers in organizations to respond to interpersonal conflict by using one of the conflict management styles appropriately (Yuan 2010). This is so because each conflict management style works in different situations of interpersonal conflict. However, if the conflict management styles are not used or properly put to use, there will be escalated interpersonal conflict and this will arouse turnover intentions among employees. This suggests a moderating effect of conflict management styles on the relationship between interpersonal conflict and turnover intentions.

**Hypotheses**

1. There is a significant relationship between conflict management styles and turnover intention

2. There is a significant relationship between conflict management styles and interpersonal conflict.

3. There is a significant relationship between interpersonal conflict and turnover intentions.

4. Conflict management styles moderate the relationship between interpersonal conflict and turnover intentions.

**Chapter Three**

**Methodology**

This chapter describes the research methodology that was used to carry out the research. It consists of the following sections; the research design, study population, sampling strategy, instruments and measures, quality assurance, procedure, data analysis, ethical considerations, and limitations.

**Study Design**

This research was carried out using the correlational study design. This is because the researcher was interested in the relationship between interpersonal conflict and conflict management styles, interpersonal conflict and turnover intentions. A correlational study design is best when using a sample of the population to represent the entire population (Ongori, 2007). The researcher applied a quantitative research approach to collect and analyze data. This is because quantitative research produces objective data that can be clearly communicated through statistics and numbers.

**Study Population**

The study population was from Nile Breweries Limited in Buyukwe district. It is composed of 422 employees whereby 21% are females, and 79% are males all of which are permanent employees. This was from the Nile breweries head count monthly company report carried out in the month of January, 2017.

**Sample**

The researcher used the Krejcie and Morgan table to determine the sample size (Krejcie & Morgan, 1970). The sample size was 201 employees. However, the respondents that fully and appropriately filled in the questionnaires were 147 out of the 201.The researcher used a quota sampling technique to obtain the target population. The quotas

consisted of departments within the organization. An proportionate sample was then picked from each quota to represent the population.

## Instruments and Measures

In this study, the researcher measured Interpersonal Conflict, Conflict Management Styles and Turnover Intentions. Interpersonal conflict was measured using a tool that was developed by (Spector & Jex, 1998). It has a scale of 1-5, ranging from 1 (never) to 5 (very often). It has a Cronbach's alpha of 0.78. The sample items are; 1. How often do you get in arguments with co-workers and supervisors? 2. How often do co-workers and supervisors yell at you at work? 3. How often are co-workers and supervisors rude to you at work? 4. How often do co-workers and supervisors do nasty things to you at work?

The Thomas-Kilman tool was used to measure conflict management styles. It's made up of 30 items used to measure collaborating style, compromising style, competing style, avoiding style and accommodating style. The reliability of the Thomas- Kilman instrument ranges from 0.61 to 0.68 in test-retest. (Yasin & Khalid, 2015).

Turnover intentions were measured using the 3-item turnover intentions tool which was developed by Mobley, Horner, & Hollingsworth, (1978). It ranges from 1 (strongly agree), to 5 (strongly disagree) and the Cronbach alpha is being 0.7. A sample item is; 1. "I often think about quitting my present job."

## Quality Control

To ensure quality control, the researcher picked and used questionnaires from academic literature whose validity and reliability are already tested.

**Data Collection Procedure**

The researcher obtained an introductory letter from the Department of Industrial and Organizational Psychology, Makerere University and presented it to Nile Breweries Human Resource-in charge. The researcher then obtained permission to collect data from Nile Breweries. The researcher personally distributed questionnaires to the selected sample. This data was only to be collected once. After all questionnaires were filled, the researcher personally collected back the questionnaires, analyzed the data, and made a report.

**Ethical Considerations**

The researcher made sure to obtain permission from the target institution before carrying out the research. The researcher then ensured that the participants were given factual information about what the research was all about after which they agreed to either take part or not take part in the research. The participants remained anonymous as they were not required to indicate their names on the questionnaires they answer.

**Data Management**

When the questionnaires were collected from participants, they were compiled, reviewed and then sorted by removing those that are incomplete. This was to enhance accurate data. The conflict management scale involved two alternative statements for each stem. The selected option was scored as one while the other option was scored as zero. The other questionnaire was scored on a five-point licart scale.

**Data Analysis**

The data was analyzed using a computer data analysis package known as Statistical Package for Social Sciences (SPSS 22.0). The researcher then used the frequency tables to analyze the bio-data of respondents. The Pearson product-moment correlation coefficient was used to test hypotheses 1, 2 and 3 which examine a relationship among variables. To test

hypothesis 4, a multiple linear regression was performed to establish the moderating effect of Conflict Management Styles on the relationship between Interpersonal Conflict and Turnover Intentions.

**Chapter Four**

**Results**

This chapter presents the results of study. The inferential statistics examine the correlation between conflict management styles and turnover intentions, conflict management styles and interpersonal conflict, and interpersonal conflict and turnover intentions. Hayes process macro was used to examine the moderation effect of conflict management styles on the relationship between interpersonal conflict and turnover intentions.

**Respondents' Biographic Characteristics**

Respondents were asked to indicate their biographic information including, sex age, religion, and department. The results are presented in the table below.

**Table 1:** *Table Showing Characteristics of Respondents*

|  |  | Frequency | Percentage |
|---|---|---|---|
| Sex | Female | 18 | 12.2 |
|  | Male | 129 | 87.8 |
|  | Total | 147 | 100 |
| Age | 18-29 | 54 | 37.2 |
|  | 30-39 | 65 | 43.3 |
|  | 40-50 | 28 | 19.5 |
|  | Total | 147 | 100 |
| Department | Sales and distribution | 46 | 31.4 |
|  | Logistics | 9 | 6.2 |
|  | Supply | 25 | 17 |
|  | Procurement | 6 | 4.1 |
|  | HR | 3 | 2.1 |
|  | Marketing | 43 | 30.4 |
|  | I.T Solutions | 15 | 8.8 |
|  | Total | 147 | 100 |
| Religion | Protestant | 59 | 40.1 |
|  | Catholic | 61 | 41.5 |
|  | Muslim | 13 | 8.8 |
|  | Anglican | 13 | 8.8 |
|  | Others | 1 | 0.7 |
|  | Total | 147 | 100 |

The table above shows that majority of the respondents were males (87.8%) and the females are (12.2%). Majority of the respondents were relatively young. Employees aged between 18-29 years (37.2%) and 30-39years (43.3%). The Sales and Distribution department had the highest participants (31.4%), and the lowest being the human resource department (2.1%). The highest numbers of participants were Catholics (41.5%).

**Correlations**

To test the relationship between interpersonal conflict, conflict management styles, and turnover intentions among the respondent's Product Moment Correlation Coefficient was performed. The results are presented in Table 2 below.

**Table 2***: Correlations between Interpersonal Conflict, Resolution Styles, and Turnover*

*Intentions*

|  | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Interpersonal conflict | 1.65 | .57 | 1 | | | | | | | | |
| 2. Co-worker conflict | 1.69 | .57 | .85** | 1 | | | | | | | |
| 3. Supervisor conflict | 1.61 | .71 | .91** | .57** | 1 | | | | | | |
| 4. Competing CMS | 5.96 | 2.17 | .13 | -.02 | .21** | 1 | | | | | |
| 5. Collaborating CMS | 6.23 | 1.67 | -.22** | -.13 | -.24** | -.31** | 1 | | | | |
| 6. Compromising CMS | 6.31 | 2.37 | -.09 | -.03 | -.12 | -.12 | -.24** | 1 | | | |
| 7. Avoiding CMS | 5.56 | 1.77 | -.23** | -.15 | -.25** | -.48** | .01 | -.09 | 1 | | |
| 8. Accommodating CMS | 4.99 | 1.91 | .32** | .27** | .30** | -.14 | -.24** | -.33** | -.24** | 1 | |
| 9. Turnover intentions | 3.36 | 1.30 | .31** | .21* | .32** | .09 | -.10 | -.04 | -.17* | .18* | 1 |

Note: *P<0.05; **P<0.01

**Hypothesis one** stated that interpersonal conflict and turnover intentions are significantly related. The results in table 2 above reveal a significant relationship between interpersonal conflict and turnover intentions (r=.31**, p<0.01).

**Hypothesis two** stated that interpersonal conflict and conflict management styles are significantly related. From the results in table three above, the findings indicate that, interpersonal conflict and competing styles are not significantly related. (r=.13, p>.05), interpersonal conflict and collaborating style are significantly related (r=.22**, p<.01). The results also show that interpersonal conflict and compromising style are not significantly related (r= -.09, p >.05). Further, the results also indicates that conflict management styles (avoiding and accommodating are significantly related to interpersonal conflict (r= -.23** P>.05 and r = .32** p > .05) respectively.

**Hypothesis three** stated that conflict management styles and turnover intentions are significantly related. Results from table 2 above indicate that competing style and turnover intentions are not significantly related (r=.9, p>.05). The collaborating style is not significantly related to turnover intentions (r=-.10, p>.05), compromising style and turnover intentions are not significantly related (r=-.04, p<.05). The avoiding style and accommodating style are significantly related to turnover intentions as showed respectively. (r=.-.17, p<.05 and r=.18, p<.05).

**Table 3**: *Results from a Regression Analysis Examining the Moderation of the Effect of Conflict Management Styles, on the Relationship between Interpersonal Conflict, and Turnover Intentions*

| Styles | Competing | | | Collaborating | | | Compromising | | | Avoiding | | | Accommodating | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Predictor | B | SE | P | B | SE | P | B | SE | P | B | SE | P | B | SE | P |
| Age | -.04 | .02 | .015 | -.04 | .02 | .022 | -.04 | .02 | .016 | -.04 | .02 | .020 | -.05 | .02 | .007 |
| Sex | -.58 | .32 | .076 | -.67 | .32 | .037 | -.53 | .32 | .100 | -.66 | .32 | .041 | -.54 | .32 | .089 |
| Interpersonal conflict | -.66 | .18 | .000 | -.75 | .19 | .000 | -.59 | .18 | .002 | -.60 | .18 | .001 | -.53 | .20 | .008 |
| conflict management style | -.01 | .05 | .887 | -.00 | .06 | .996 | .03 | .04 | .543 | .08 | .06 | .170 | -.09 | 06 | .125 |
| Interactional effect | -.03 | 09 | .781 | -.20 | .12 | .086 | .14 | .10 | .174 | .10 | .11 | .357 | -.08 | .11 | .460 |
| Model summary | $R^2 = .15$, F = 5.06, p <.001 | | | $R^2 = .17$, F = 5.76, p <.001 | | | $R^2 = .17$, F = 5.53, p <.001 | | | $R^2 = .17$, F = 5.67, p <.001 | | | $R^2 = .17$, F = 5.63, p <.001 | | |
| $\Delta R^2$ due to moderation | $R^2 = .00$, F = .08, p = .781 | | | $R^2 = .02$, F = 2.99, p = .086 | | | $R^2 = .01$, F = 1.86, p = .174 | | | $R^2 = .01$, F = .85, p = .36 | | | $R^2 = .00$, F = .55, p = .460 | | |
| Conditional effects at the levels of the moderators | | | | | | | | | | | | | | | |
| | B | SE | P | B | SE | P | B | SE | P | B | SE | P | B | SE | P |
| Low | -.61 | .28 | .031 | -.42 | .23 | .073 | -.92 | .26 | .001 | -.79 | .26 | .003 | -.382 | .34 | .262 |
| Average | -.66 | .18 | .000 | -.75 | .19 | .000 | -.60 | .18 | .001 | -.61 | .18 | .001 | -.534 | .20 | .008 |
| High | -.72 | .25 | .005 | -1.09 | .31 | .001 | -.27 | .34 | .428 | -.43 | .27 | .119 | -.687 | .23 | .003 |

Table 3 shows that interpersonal conflict does not significantly predicts turnover intentions ($B$=-.66, p≤.01). The table reveals that conflict management style doesn't significantly predict turnover intentions ($B$=-.01, p>.05). Furthermore, the results indicate that interpersonal conflict management style doesn't significantly affect turnover intentions ($B$=-.02, p>.05). The results also show that interpersonal conflict does not significantly predict turnover intentions ($B$= -.75, p<0.1). The table goes on to show that collaborating conflict management style doesn't significantly predict turnover intentions $B$=-.10, p > 0.5).

**Hypothesis Four** stated that conflict management styles moderate the relationship between interpersonal conflict and turnover intentions. The results show that interpersonal conflict and conflict management styles do not predict turnover intentions that is, competing style ($B$=-.20, p=.781), collaborating ($B$=.20, p=.086), compromising style ($B$=.14, p=.174), avoiding style ($B$=.10,p=.354) and accommodating style ($B$=-08, p=.460).

**Chapter Five**

**Discussion, Conclusion, and Recommendations**

This chapter presents the discussion of the findings, conclusions and recommendations. The findings are discussed in relation to the study objectives, hypothesis, and literature review. Interpersonal Conflict and Turnover Intentions

Hypothesis one stated that interpersonal conflict and turnover intentions are significantly related. The findings of the study indicate a positive significant relationship between interpersonal conflict and turnover intentions. This means that where there is interpersonal conflict, there is turnover intentions as well. This is true because people do not enjoy working in place where there is no harmony. It's hard to have unresolved interpersonal conflict and be at harmony Akhalghimoford & Farmanesh (2021). This will cause an individual to develop turnover intentions. Where there is unresolved interpersonal conflict between the boss and the employee, the employee is likely to develop turnover intentions. This explains why many people don't leave companies, but they leave bosses Khan &Azam, (2022). The person most afflicted by the interpersonal conflict can also develop psychological effects such as stress, fatigue, depression, burnout, among others. A stressful environment is quite hard to work from, so inside them, they end up developing turnover intentions. When interpersonal conflict is unresolved, it can cause enmity among employees and can escalate into bickering, fights, among others. This can cause either voluntary or involuntary turnover intentions. Voluntary turnover intentions is when the employee personally develops the desire to leave the organization. Involuntary turn over intentions is when the supervisor or the boss develops the intention to fire an employee. Interpersonal conflict causes an atmosphere of tension on the side of the employee incase the dispute is between him and the supervisor. The employee therefore develops the desire to get out of this uncomfortable situation, and one way is they develop turnover intentions. Once the

opportunity avails, the employee is quick to leave the organization. However, some scholars disagree that interpersonal conflict and turnover intentions are significantly related. They claim that they are not related. For example, Eunice, Jacqueline, Buyeke, Wafula, and Musyoki, (2015), and Waithaka et al,(2015). This negative relationship they claim can be explained by looking at the positive impact of interpersonal conflict in the organization.

According to Waithaka et al.,(2015), Interpersonal conflict can be functional in that individuals get to know themselves, and their colleagues in terms of character this enhances cooperation among employees. Because the employees look at interpersonal conflict as a means of growth and getting to know themselves, they will not immediately seek to leave the organization when an interpersonal conflict erupts but will use the interpersonal conflict as a learning process to become better thus making them stay in the organization and leading to a reduction in turnover intentions even when interpersonal conflict is high.

I therefore retain the null hypothesis because interpersonal conflict and turnover intentions have a positive relationship.

**Conflict Management Styles and Interpersonal Conflict**

Hypothesis two stated that there is a significant relationship between interpersonal conflict and conflict management styles. Results indicate that interpersonal conflict and conflict management styles are partially significantly related. However the results showed that the avoiding conflict management style has a negative and weak relationship with interpersonal conflict. This implies that the increased use of avoidance style can breed or sustain interpersonal conflict. This weak relationship shows that there are other factors besides the avoiding conflict management style that can better explain interpersonal conflict. The results however show that the conflict management styles of competing, collaborating, compromising and accommodating are significantly related to interpersonal conflicts.

These results are in agreement with the findings of Lim and Yazdanifard (2012), who found and predicted that accommodating conflict resolution style is significantly related to interpersonal conflict. Lim and Yazdanifard (2012) went ahead and recommended that accommodating conflict resolution should be used when handling disputes in organizations that involve the issue at hand being more important to the other party than to you. The results further agree with the findings of Tepper, Moss, & Duffy (2017) who predicted a significant relationship between interpersonal conflict and collaborating conflict resolution style. Ongori (2007) recommended that collaborating conflict resolution style is applied in situations like; when issues at hand are complex, when issues are important to both or all the conflicting parties and, when both parties are needed to solve the issue at hand.  The results however disagree with the findings of Yasin and Khalid (2015), who predicted an insignificant relationship between interpersonal conflict and competing conflict resolution styles. These findings can probably be explained by the following, the issue that caused the interpersonal conflict was not minor and therefore competing conflict resolution style could not be used or a quick decision was needed and both parties to the conflict had enough knowledge and skills about the conflict, thus competing conflict resolution style could not be used in such cases.

Interpersonal conflict and compromising conflict resolution style had a significant relationship. This finding is in agreement with the findings of Saiti (2015) who in his study found that interpersonal conflict and compromising conflict resolution style are significant. This finding can be explained by looking at cases that make compromising conflict resolution style the most appropriate method. According to Saiti (2015) compromising conflict resolution style is most appropriate when handling interpersonal conflict that involves parties who cannot reach an agreement, and when there is an urgent solution to a problem needed. Both parties in this style sacrifice something to reach an agreement. This finding, therefore, implies that most of the respondents were willing to sacrifice something for an agreement to

be reached. The findings finally indicate that the avoidance conflict resolution style is also significantly related to interpersonal conflict. This can probably be explained, by looking at the reasons and situations when the avoidance conflict resolution style is used. According to Lim and Yazdanifard (2012), the avoidance coping style is most appropriate when the projected results of managing the conflict may be more harmful or when the issue at hand is very insignificant. This implies that the respondents probably got into interpersonal conflict with colleagues in the organization but the issues at hand were not significant and they, therefore, used this style to solve the conflict. However this does not collaborate/agree with the results attained by the researcher because they indicate that the avoidance style does not have a significant relationship with interpersonal conflict.

To a greater extent I retain the null hypothesis. This is because only the avoidance style has a negative and weak relationship to interpersonal conflict. The other four styles of conflict management, that is; compromising, competing, accommodating, and collaborating styles are positively related.

**Conflict Management Styles and Turnover Intentions**

Hypothesis three stated that conflict management styles are significantly related to turnover intentions. The results however indicate that conflict management styles are partially not significantly related to turnover intentions that is. The study indicates that the compromising, collaborating and competing conflict management styles are not significantly related to turn over. The study however showed that two facets of conflict resolution style (avoiding and accommodating) are significantly related to turnover intentions. These findings mean that when employees use the avoidance and accommodating conflict resolution styles, the rate of turnover also increases. This can be explained by looking at the reasons why people decide to use the avoidance conflict resolution style. For example, according to Lim

and Yazdanifard (2012), most employees decide to use this style when the projected results may be harmful and they, therefore, decide to leave the issue unattended. A case in point can be a case whereby the employee perceives that the boss or supervisor is opposing him in meeting his or her needs. Knowing that he can't win the argument, or that he might be fired, the employee will choose to keep quiet. This doesn't mean the conflict has gone away. In fact the relationship between the employee and supervisor gets strained. People with poor or strained relationships with their bosses usually have or develop turnover intentions. In the end, the turnover intensions turn in to actual turnover once the opportunity comes. The other scenario whereby using avoidance style of conflict management can lead to turn over is when the supervisor is having a conflict with a subordinate, but then he thinks that the matter they are conflicting about is trivial and doesn't need much attention and therefore he chooses to ignore it and move on. The supervisor thinking that the issue is not important to him doesn't necessarily mean it's not important to the subordinate. If the subordinate is not bold enough to talk about it with the supervisor and chooses to keep quiet out of fear, yet he is hurting in the process, this will definitely encourage turnover intentions El Dashan &Keshk, (2014).Furthermore, when employers choose to purposely ignore their employees concerns or requests due to complacency and poor people management skills, there will likely be grumbling among the employees. This will bring about turnover intentions among the employees. This therefore proves there is a significant relationship between avoidance style of conflict management to turn over intentions Yin, Jia, Ma &Liao (2020).

The results also showed that accommodating conflict management style is significantly related to turnover intentions. Accommodating conflict resolution style involves an individual sacrificing her interests so that the other party's needs are met (Al-Hamdan, Norrie, & Anthony, (2014). It creates the, I lose and you win situation Williams (2011). This style creates friendship and eases cooperation hence reducing turnover intentions in the

organization. However according to Anthony (2014), in the long run, because one employee sacrifices his interests for another employee, this employee may become frustrated silently and in the end, develop turnover intentions.

I therefore partially retain the null hypothesis because only avoiding and accommodating styles are significantly related, whereas, compromising, competing, collaborating are not significantly related.

**Moderating effect of Conflict Management Styles on Interpersonal Conflict and Turnover Intention**

Hypothesis four stated that conflict management styles moderate the relationship between interpersonal conflict and turnover intentions. However, the results from the study indicate that conflict management style do not moderate the relationship between interpersonal conflict and turnover intentions. This may partly be explained by the fact that there is a positive relationship between interpersonal conflict and turnover intentions it can't be affected regardless of whether the individuals applied different conflict management styles to the conflict.

The results of this study have important implications for researchers and managers. Most notably, the results suggest that interpersonal conflict and turnover intentions are inversely significantly related. One way in which interpersonal conflict may affect turnover intentions is by looking at the conflict in a positive manner. In this study I examined, interpersonal conflict in terms of co-worker conflict and supervisor conflict, thus interpersonal conflict may enable employees to discover themselves in the process and probably change their attitudes and behavior for the better. This minimizes interpersonal conflict and turnover intensions.

I therefore reject the null hypothesis because conflict management styles do not moderate the relationship between interpersonal conflict and turnover intentions.

**Conclusion**

In conclusion, the study aimed to explain the modoratingrelationship between interpersonal conflict, conflict management style, and turnover intentions. The results showed that conflict management styles and interpersonal conflict were partially significantly related. Out of the five conflict management styles, only the avoidance style was not significantly related.  The results further indicated that, conflict management styles are partially not significantly related to turnover intentions. It is the compromising, collaborating and competing conflict management styles that are not significantly related while avoiding and accommodating are significantly related. After carrying out the moderation analysis using Hayes process macro, it was found that conflict management styles do not moderate the relationship between interpersonal conflict and turnover intentions.

**Recommendations**

The study recommends that future research should explore the impact of interpersonal conflict on turnover intentions in organizations in.  There is hardly any research done/literature in Ugandan organizations.

 Organizations do need to train their employees on how and when to use the conflict management styles in case interpersonal conflict arises. If this is effectively done, interpersonal conflict will not be a reason for developing turnover intentions in the organization.

In relation to the results, there was no moderating effect of the conflict management styles on the relationship between turn over and turn over intentions. The results also indicate that interpersonal conflict and turnover intentions are significantly related.  So to reduce the

turnover intentions brought about by the conflict management styles, other methods should be put in place. For example, employees should be coached individually on interpersonal and communication capabilities to improve on employees interpersonal and communication skills. Companies should also avail mediation services to their employees to help resolve conflict in a respectful and safe environment. Mediation services are provided by an independent qualified mediator. Supportive leadership should also be established in any workplace that will endeavor to build psychological safety through encouraging a culture of trust, and respect. This will encourage employees to freely speak out any issues of concern without any fear. When this happens, then employees can communicate more openly about the conflict earlier on about the issue causing the conflict. In this way the interpersonal conflict is resolved before it escalates to turnover intentions which are undesirable in organizations.

Furthermore, employees need to periodically engage their employees in surveys (engagement surveys) to get feedback from their employees. This gives employees chance to report any issues of conflict. Later on, focus group discussions can be done to talk about those issues and how best they can be resolved.

The researcher recommends that researchers run a mediation analysis to establish the mediating role of conflict management styles on the relationship between interpersonal conflict and turnover intentions.

The topic of the study is not well researched thus further studies can expound on the available literature. For example, in compromising style, literature does not put into consideration the person that sacrifices his own interests. This person could get frustrated silently and in the end, develop turnover intentions. In the avoiding style, it doesn't necessarily mean that the conflict is resolved. It's just ignored, yet a conflict ignored can

escalate and bring about worse repercussions like stress, development of a worse attitude towards others, turnover intentions among others. This as a conflict management style doesn't solve the conflict.

When making investigations, the researcher realized that the topic has not been researched about in any organization in Uganda. It's therefore important to do more investigations in Ugandan organizations.

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## Appendices

### Appendix A: Questionnaire

Dear respondent, this is a survey to assess the impact of conflict management styles on the relationship between interpersonal conflict and turnover intentions in Nile Breweries. Filling in this questionnaire is completely voluntary and is for strictly academic purposes. All responses are correct basing on your opinions. Your response will remain anonymous and confidential. Thank you for your cooperation.

**Personal information**

1. Gender : Female ☐          Male ☐

2. Age: ………………………………….. years

3. Department …………………………

4. Religion : Protestant ☐     Catholic ☐     Muslim ☐     Born ☐ again ☐
   Other

5. How long have you worked in this company? …………………………….. years

**Interpersonal Conflict**

Tick to what is true to you

| Items | Never | Rarely | Sometim | Quite | Very |
|---|---|---|---|---|---|
| 1. How often do you get into arguments with co-workers at work? | | | | | |
| 2. How often do co-workers yell at you at work? | | | | | |
| 3. How often are co-workers rude to you at work? | | | | | |
| 4. How often do co-workers do nasty things to you at work? | | | | | |
| 5. How often do you get into arguments with your supervisor at work? | | | | | |
| 6. How often does your supervisor yell at you at work? | | | | | |
| 7. How often is your supervisor rude to you at work? | | | | | |
| 8. How often does your supervisor do nasty things to you at work | | | | | |

Conflict Management Style

Consider situations in which you find your wishes differing from those of another person. How do you usually respond to such situations?

The following 30 pairs of statements describe how possibly you responded. For each pair, please circle the "A" or "B" statement which is most characteristic of your own behavior.

1. A. There are times when I let others take responsibility for solving the problem.
   B. Rather than negotiate the things on which we disagree, I try to stress those things upon which we both agree.

2. A. I try to find a compromise solution.
   B. I attempt to deal with all of another's and my concerns.

3. A. I am usually firm in pursuing my goals.
   B. I might try to soothe the other's feelings and preserve our relationship.

4. A. I try to find a compromise solution.
   B. I sometimes sacrifice my own wishes for the wishes of the other person.

5. A. I consistently seek the other's help in working out a solution.
   B. I try to do what is necessary to avoid useless tensions.

6. A. I try to avoid creating unpleasantness for myself.
   B. I try to win my position.

7. A. I try to postpone the issue until I have had some time to think about it.
   B. I give up some points in exchange for others.

8. A. I am usually firm in pursuing my goals.
   B. I attempt to get all concerns and issues immediately out in the open.

9. A. I feel that differences are not always worrying about.
   B. I make some effort to get my way.

10. A. I am firm in pursuing my goals.
    B. I try to find a compromise solution.

11. A. I attempt to get all concerns and issues immediately out in the open.
    B. I might try to soothe the other's feelings and preserve our relationship.

12. A. I sometimes avoid taking positions which would create controversy.
    B. I will let another have some of their positions if they let me have some of mine.

13.A. I propose a middle ground.
    B. I press to get my points made.

14. A. I tell another my ideas and ask them for theirs.
    B. I try to show him the logic and benefits of my position.

15. A. I might try to soothe the other's feelings and preserve our relationship.
    B. I try to do what is necessary to avoid tension.

16. A. I try not to hurt the other's feelings.
    B. I try to convince the other person of the merits of my position.

17. A. I am usually firm in pursuing my goals.
    B. I try to do what is necessary to avoid useless tensions.

18. A. If it makes the other person happy, I might let them maintain their views.
    B. I will let the other person have some of their positions if they let me have some of mine.

19. A. I try to get all concerns and issues immediately out in the open.
    B. I try to postpone the issue until I have had some time to think it over.

20. A. I attempt to immediately work through our differences.
    B. I try to find a fair combination of gains and losses for both of us.

21. A. In approaching negotiations, I try to be considerate of the other person's feelings.
    B. I always lean toward a direct discussion of the problem.

22. A. I try to find a position that is intermediate between mine and another person's.
    B. I assert my wishes.

23. A. I am often concerned with satisfying all my wishes.
    B. There are times when I let others take responsibility for solving problems.

24. A. If the other's position seems important to them, I would try to meet their wishes.
    B. I try to get the other person to settle for a compromise.

25. A. I try to show the other person the logic and benefits of my position.
    B. In approaching negotiations, I try to be considerate of the other person's wishes.
26. A. I propose a middle ground.
    B. I am nearly always concerned with satisfying all my wishes.

27. A. I sometimes avoid taking positions that would create controversy.
    B. If it makes the other person happy, I might let them maintain their views.

28. A. I am usually firm in pursuing my goals.
    B. I feel that differences are not always worth worrying about.

29. A. I propose a middle ground.
    B. I feel that differences are not always worth worrying about.

30. A. I try not to hurt the other person's feelings.
    B. I always share the problem with the other person so that we can work it out.

**Turnover Intention**

Tick to what is true to you

| Items | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| 1.I often think about quitting my present job | | | | | |
| 2.I will probably look for a new job in the next year | | | | | |
| 3.As soon as possible, I will leave the organization | | | | | |

**Appendix B: the Krejcie and Morgan Table**

| N | S | N | S | N | S |
|---|---|---|---|---|---|
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

Note.—N is population size.    S is sample size.

Source: Krejcie & Morgan, 1970