Power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng

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DECLARATION

I, Tuané Kilian, ID Number 9509050180083, herewith declare that this research paper titled Power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng, is my own work and has not been submitted to any tertiary institution before.

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ABSTRACT

This research study investigated power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng. Based on previous literature, conflict management styles and power dependence are critical focus areas in the collective bargaining process of management and unions. However, a few studies have assessed power dependence and conflict management together as a determining factor within collective bargaining and the influence it could have on the relationship of retail management and unions. Furthermore, few studies exist within South Africa which assess what conflict management styles management and trade unions implement when they are faced with conflictive situations. Therefore, this study aimed to determine what the dominant conflict management style was that trade unions and management generally use and detect whether there was a difference in the conflict management styles of retail management and trade unions. Lastly, this study aimed to determine if there was a difference in perceived power on the relationship of management and unions and whether there is a relationship between perceived power and conflict management. A quantitative, cross- sectional survey design was followed containing a sample of a hundred and thirty-two ($n=132$) participants who formed part of retail management and trade union groups. Measuring instruments used included biographical information, The Rahim Organizational Conflict Inventory-II (ROCI-II) to measure the conflict management styles of both retail management and trade unions, and the Conflict Resolution Questionnaire (CRQ) to measure whether management and unions are focused on building positive power relationships or if they focused on having power over their opposition. Results of the study indicated that collaborative style being the most commonly used conflict management style amongst retail management and trade unions. In addition, collected data indicated that retail management or trade unions had no desire on "*having power over*" the opposing side during collective bargaining proceedings.

Key terms: management, trade unions, collective bargaining, bargaining power, power dependence, conflict management styles

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Management, trade unions, collective bargaining, bargaining power, power dependence, conflict management styles

1.3. INTRODUCTION AND PROBLEM STATEMENT

1.3.1 Introduction

There are various influences that affect the outcomes of the collective bargaining process, namely Why do you say various influences and then name two? power play between parties and conflict that occurs within the relationship (Godfrey et al., 2007; Harrison, 2004). According to research, management and unions actively depend on the collective bargaining process (Currie, Gormley, Roche, & Teague, 2017; Kuruvilla, & Zhang, 2016; Lee, Brown, & Wen, 2016).

Godfrey, Theron, and Visser (2007) stated that collective bargaining is important to South Africa's industrial relations system since it is an instrument through which regulated and controlled flexibility is accomplished (Babalola & Ishola, 2017). Controlled flexibility refers to the minimisation of economic stressors such as job insecurity, unskilled labour and rising inequality in the labour market, and promotes competitive labour markets, enhances labour market participation rates and inward investments within local organisations, and lastly, stabilises the country's economic cycle (Pettinger, 2017). Several studies, conducted by Addison, Portugal, and Vilares (2017), Akhaukwa, Maru, and Byaruhanga (2013), Hijzen, Martins, and Parlevliet (2017) and Hirsch (2017) have indicated that collective bargaining not only influences the flexibility of labour markets, but regulates and controls the terms and conditions of employment as well as the labour relationship itself.

One of the primary relationships that exist in industrial relations is the relationship between unions and management. The union-management relationship consists of various individuals with distinct

values, beliefs and behavioural patterns (Festus, Asaleye, Arisukwu, & Rasak, 2019). For the relationship to grow, there must be a bond of mutual respect between trade unions and management (Chen, Chen, & Chen, 2018). Regardless of the relationship that exists between unions and management, conflict is inevitable because of trade unions and management's inherent competing interests, be it employee wages or terms of conditions of employment (Toms & Shepherd, 2017).

In South Africa, conflict occurring between union and management has wasted numerous workhours and in many instances it has caused a production slowdown in many sectors across the country (Festus et al., 2019). One sector vastly impacted by these industrial conflicts is the retail industry (Vestby, Buhaug, & von Uexkull, 2020). South Africa's retail industry employs more than 28.77% of the country's population, playing a crucial role not only in the country's economy, but also in its labour sector (StatsSA, 2018). According to Thomas (2019), South Africa's retail industry is at a very vulnerable point in time, where strikes and labour unrests that occur between unions and management could damage this sector's investment reputation locally and internationally. Furthermore, these types of conflict could potentially obstruct and slow down the growth, processes and productivity of various organisations within the retail sector (Festus et al., 2019; Ojielo, 2002). Therefore, it is important for unions and management to implement effective management of conflict, to not only improve the union-management relationship, but also overall improve the collective bargaining process (Laroche, 2020).

The collective bargaining process significantly depends on power. Rheeder (2014) stated that it is fundamental to have bargaining power within the union-management relationship. According to Greer and Bendersky (2013), power, and to a greater extent power dependence, is a central element in the collective bargaining process as it determines unions and organisational management's behaviour towards conflict management dynamics. Power is an important concept in collective bargaining and the union-management relationship (Marigat, Nzomo, Kagwanja, & Kiamba, 2017), and has been a significantly influential component as to how unions and management manage conflict and implement conflict handling styles in the collective bargaining arena (Marigat et al., 2017). However, when conflict and power struggles constantly occur between unions and management in the retail industry, it creates room for potential strikes (Pitzer, 2018).

These potential strike actions eventually force organisational management to concede to union demands (Festus et al., 2019; Harrison, 2004). Strike actions are frequently used by trade unions to force the outcome of collective bargaining to achieve their substantive demands (Festus et al.,

2019). Collective bargaining is therefore seen by management and unions as a process of meeting and submitting demands, debating, discussing, and presenting counter demands and in extreme cases, exhibiting threatening and intimidating behaviour to reach an agreement (Harrison, 2004; Jabba, et al., 2020).

Power and status are central influences in conflict and negotiation: Power structures determine negotiator behaviour and conflict dynamics, and status differences can give rise to competition and conflicts between individuals and groups. According to Bendersky (2013), over the last 50 years, dating from the 1980s to now, there has been a significant amount of research conducted on the study of power, status and conflict within a conflict setting. In this chapter, the problem is defined against a broader background and the intricacies that influence the problem will be discussed (Bendersky, 2013). The study has investigated power dependence and conflict management styles' effect on the collective bargaining process of management and unions in two retail industries in Gauteng. The research study takes a theoretical approach to conflict management and power dependence. It compares and discusses the extent to which these principals exercise influence on the collective bargaining process of organisational management in two retail industries and associated trade unions. The researcher will present this dissertation on the basis of five chapters. Lastly, the researcher will end this chapter by discussing the various influences of power, conflict management and conflict management styles on the aforementioned research question. These last two sentences are in the future tense (will?) and I think it is appropriate to change to present tense?

1.3.2 Problem statement

Harmonious relations between management and trade unions are fundamentally important for an effective and functional organisation (Shukla, 2014). Labour relations is an all-embracing term used to define and describe the vibrant and dynamic complexities of various relationships between individuals who form part of employment relations (Venter & Levy, 2014). Pietrogiovanni and Iossa (2017) stated that industrial relations for management serve as a way to maintain a peaceful relationship with unions. For trade unions, it serves as a way to maintain specific work standards, such as employee rewards and stable employment conditions for union members. Overall, labour relations are identified as a collective relationship between the union and organisational managers, which is established through employment (Shukla, 2014). Labour relations can also be described as the study of the interaction between management and employees in the workplace.

According to Harrison (2004), any country's labour relations system is formed and influenced by its history as well as internal and external economic, social, political and technological forces. In particular, it is the legislative framework that aids in shaping a country's labour relations framework. The legislative framework of the South African economy has changed extensively since the establishment of the then newly elected democratic government in 1994 (Matebesi, 2017). The aim of these legislative developments was to aid the country's economic growth leading to increased productivity and elevated skills and salary growth, as well as a decrease in factors such as unemployment, inequality and poverty among South Africans (Godfrey, Elsley, & Taal, 2017).

Instead of growth and redistribution, South Africa has faced heightened levels of unemployment, inequality among its workforce and low economic growth (Godfrey et al., 2017; Godfrey, 2018). These inadequate levels of economic growth and redistributions brought about a new era of social unrests within the labour market, leading to industrial actions and union strikes. Furthermore, with positive employment relations decreasing in the workplace, scrutiny was placed on the country's labour legislation, on the grounds that there was a lack of job opportunities and job development, as well as unbalanced wage increases compared to productivity levels (Godfrey et al., 2017).

Similarly, the failure of South Africa's democratically elected government to bring about improvements within its own labour sector caused collective bargaining to become the main component to solve queries about redistribution, disputes and struggles in its labour sector. Therefore, collective bargaining has become a primary function within labour relations as it acts as an essential value-added distributer between employee salaries, business profits and re-investments, with the last part having a potential impact on work creation and work shedding (Godfrey, 2018). However, from a labour relations perspective, collective bargaining is more than a value-added measurement, it is a greatly contested issue rooted in the balance of power and strength between employee, union and manager (Godfrey et al., 2017).

Unfortunately, the maturity level of the actors in the collective bargaining processes has deteriorated into power struggles triggered by unions and management being unable to convince their opponent of their strength, causing neither union nor organisational management to attain their demands (Kogan & Kogan, 2018; Korpi, 2018). The power struggle that occurs between unions and management is defined by Cavvadas (2012) as a scenario where two or more groups contend for overall control and influence within a specific industry. In some circumstances, this can lead to acts of violent behaviour (Cavvadas, 2012). It is therefore evident that the struggle for power is just

a gruelling chess match that exists in the abovementioned context among unions and management in order to gain influence and authority over one another (Ngundu, 2018). According to Venter and Levy (2014), it is vital to have a balance of power within the employment relationship. Each party within the relationship has the efficient means to sway the power balance to their own favour (Venter & Levy, 2014). This causes a power balance match between union and management, prompting trade unions to influence employees to withhold their labour, issuing and manipulating the financial resources of the organisation (Venter & Levy, 2014). Lachman (2013) explains the concept of perceived bargaining power by defining power struggles that exist in the relationship as "those who feel powerless who in turn act in a demanding, overwhelming, power-driven way to compensate for their perceived powerlessness" (par 1). Lachman (2013) elaborates that this results in individuals showcasing intensified, aggressive and excessive behaviour as they underestimate and undervalue their capacity to influence the other party.

According to Rheeder (2014), in 2014, South Africa had faced 46 cases of violent protests and marches caused by unions claiming their demands were not met. These industrial strike actions are primarily viewed by researchers and economists, such as Schaller and Skaperdas (2020) and Hicks (1963), as blunders within the negotiation process. Hicks (1963) demonstrates this in his research by stating that the "majority of actual strikes are doubtless the result of faulty negotiations" (p.146). This, therefore, demonstrates a lack of common understanding among both unions and management and a collapse in the relationship between unions and management (Rheeder, 2014).

The challenge is to convince, guide and support labour unions as well as organisational management into a more mature negotiation process, where the outcome would be more desirable for all the participating parties (Dibben, Klerck, & Wood, 2015; Kester, 2016; Paret, 2015). In accordance with Matebesi (2017), the challenges will take the initiative, discipline and control from the creators of the legislative frameworks to provide an improved and directive process map for all participants. According to Beresford (2015), these solutions to the challenges as mentioned earlier might not happen timeously as the South African economy is under strain and might not be able to cope with the current power struggles between unions and management. The power struggles experienced in the workplace are causing collective bargaining to become more aggressive, disruptive, vandalistic and destructive in nature (Matebesi, 2017; Van Wyk, 2006). The results of collective bargaining in South Africa, where both the employer and union walk away from concluded agreements with a perceived win-win outcome, are limited (Botha, 2015). This last

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To manage the above challenges, namely effectively guiding and supporting trade unions as well as managers in the retail industry, management and trade unions should make an agreed paradigm shift (Lawrence, 2016; Tovstiga, 2015). A paradigm shift, as per definition, entails the changing of current methods of specific approaches into something entirely new that ensures a new approach, new methodologies used, new rules of engagement and changed attitudes from all parties to negotiate and achieve amicable results (Tovstiga, 2015). A changed focus in collective bargaining needs to be established where power struggles need to be reduced, and the relationship among the participating parties be strengthened to find solutions to the betterment of both the organisational management and union (Lee, Brown, & Wen, 2016).

Given the above mentioned, the relationship that exists between unions and management (union-management relationship) is defined as a relationship that co-exists between employers and trade unions, with the common objective of improving the organisation's overall performance and sustainability, benefitting both employer and employee (Manamela, 2015). According to Kriesberg (2007), the union-management relationship plays an important role within the labour relationship as it enables both union and organisational management to strive for better outcomes (Fortin-Bergeron, Doucet, & Hennebert, 2018). Management wants higher productivity, leading to higher profit margins; and unions want higher salaries, better working conditions and benefits for their members (Fortin-Bergeron et al., 2018; Nankervis, Baird, Coffey, & Shields, 2016). According to Basson et al. (2009) and Rust (2001), the union-management relationship needs clear and distinct collective bargaining dimensions to balance the power between unions and management.

Subsequently, if any of the parties involved in the collective bargaining process disregard or manipulate the rules of engagement to obtain their desired outcomes, the levels of conflict will escalate. These levels of conflict need to be managed, consequently resulting in the term conflict management. According to Elgoibar, Munduate, and Euwema (2016), high-performance workplace environments lay emphasis on conflict management as a fundamental basis for effective performing workplaces. The conflict between management and union affects the employee and the organisation (Noe, Hollenbeck, Gerhart, & Wright, 2017). Kerns (2016) found that the lack of effective conflict management in the union-management relationship influences the well-being of individuals (Belaya & Hanf, 2016). Therefore, the rise of conflict between the organisation and unions for

enhanced employment conditions and other employment benefits has caused a downward spiral in the union-management relationship, which ultimately influences the performance and effectiveness of the organisations and unions (Botha, 2015; Kerns, 2016). In particular, when issues in terms of employment relations arise, unions and management are required to bargain collectively, *in good faith,* until a mutually agreed outcome is reached (Longley, 2019). It is therefore argued that the relationship between management and union carries significant weight in forming the basis of labour relations (Noe et al., 2017).

The relationship between management and unions in the retail industry significantly depends on how management and unions manage conflict (Mash & Kremer, 2016). However, management and unions do not always use proper methods to manage conflict that arises effectively. Consequently, the absence of effective conflict management contributes to time being wasted not only of management and unions, but also of employees (Isa, 2015; Wais, 2016). When management and unions fail to effectively manage the conflict situation, it negatively impacts employees causing them to experience low job satisfaction, poor motivation and lack of engagement, ultimately resulting in poor work performance (Foy, Dwyer, Nafarrete, Hammoud, & Rockett, 2019). Distinctly, conflict is not always the main cause of problematic collective bargaining sessions, but rather the conflict management style executed (Rahim, 2017). This can result in tense conflict conditions between management and unions (Noe et al., 2017).

Research carried out by various academic authors has indicated that there are five different styles that unions and management make use of to effectively manage any given conflict situation (Blake & Mouton, 1964; Rahim, 1983; Thomas & Kilmann, 1974). The five styles of conflict management have been identified as

collaborating (integrating)
competing (forcing, dominating),
avoiding (denial, withdrawal),
accommodating (obliging), and
compromising (negotiating)

Accordingly, the **collaborative style** is characterised by high concern for self and others (Mosadeghrad & Mojbafan 2017; Zia, Saeed, & Khan, 2018). The collaborative or integrative style, which is considered by some academic scholars as the most suitable and efficient conflict management style, primarily aims to decrease pressures from both sides to consolidate enhanced

levels of commitment between both parties, which is beneficial towards the quality of the relationship (Lu & Wang, 2017). Thomas, Thomas, and Schaubhut (2008) concurred with Lu & Wang(2017), that collaboration involves an attempt to work with another party to find an integrative or win-win solution that can satisfy the concerns of both conflicting parties involved (Rahim, 2017). The collaboration approach leads to mutually gratifying decision-making (Al-Hamdan, Nussera, & Masa'deh, 2016; Labrague, Al Hamdan, & McEnroe-Petitte, 2018; Lu & Wang, 2017). According to Al-Hamdan, Norries, and Anthony (2014), the collaboration process involves exchanging information about priorities and preferences, indicates insight, and composes transitions between significant and insignificant issues, which indicate that each individual or group engages in the problem with equal consideration. The collaboration style testifies of a mature economic model or a skilled organisational population where the level of understanding and dependency acknowledgement, between management and labour, is high (Al-Hamdan, Norries, & Anthony, 2014).

Competing (forcing, dominating) is associated with a deep concern for self, but low concern for others (Rahim, 2017). Competing refers to a hard-line, aggressive and hard-nosed approach applied to the conflict that is driven by perceived power (Al-Hamdan et al., 2016; Labrague et al., 2018). Thomas et al. (2008) describes the competing conflict management style as low cooperativeness and high assertiveness to satisfy an individual's concerns at the other individual's expense. The individual, therefore, pursues their own goals without consideration for others (Al-Hamdan et al., 2014). According to Labrague et al. (2018), the competing approach is suitable to use when a harsh decision must be made or to protect an individual or a group from an aggressor or in case of an emergency.

The *avoiding style* involves both low concern for self and others. *Avoiding* (denial, withdrawal), on the other hand, neglects both conflicting parties' concerns by postponing the conflicting issue (Prieto-Remón, Cobo-Benita, Ortiz-Marcos, & Uruburu, 2015; Thomas et al., 2008). The avoiding style is the outcome of low cooperativeness, low assertiveness, low concern for self and others, and low perceived power level. (Keenan et al., 1998; Thomas et al., 2008). Keenan et al. (1998) elaborates that the avoiding style entails reducing the importance of a problem and trying to suppress any thoughts regarding the conflicting problem, and therefore none of the role players attempt to satisfy the needs or concerns of the other role players (Johansen & Cadmus, 2016; Johansen & Cadmus, 2016).

Accommodation (obliging) is characterised by high cooperativeness and low assertiveness (Al-Hamdan et al., 2014; Rahim, 2017), by obliging or accommodating an individual sacrifice, their concern or opinion to satisfy another individual or group (Al-Hamdan et al., 2016; Thomas et al., 2008). Accommodation involves concessions, unrestricted agreements and offers of help (Al-Hamdan et al., 2016; Labrague et al., 2018). According to Mosadeghrad and Mojbafan (2017), the accommodation conflict management style encourages harmony and gains acknowledgment and credit that can be used in the future. Mosadeghrad and Mojbafan (2019) noted that in the accommodating style, managers and unions might be more inclined to self-sacrifice, being generous or charitable, and therefore conforming to other individuals' desires and would rather yield towards other individuals' point of view.

Lastly, ***compromising*** is connected with an intermediate concern for oneself as well as others (Rahim, 2017). The compromising style (negotiating) is an attempt by conflicting parties to find a middle-ground settlement that will only moderately satisfy each party's concern (Thomas et al., 2008). Al-Hamdan et al. (2014) evaluate the compromising approach as having a fair concern for both the individual and the conflicting party. The compromising process entails intermediate levels in both cooperativeness and assertiveness (Al-Hamdan et al., 2016; Labrague et al., 2018; Thomas et al., 2008). Rahim (2017) provides an in-depth analysis of the compromising conflict management style. The compromising style focuses on swift, mutually pleasing decisions that aim to satisfy both parties (Rahim 2017). Labrague et al. (2018) further elaborate on Rahim's (2017) statement by indicating that the compromising style emerges when there is negotiation and exchange amid conflicting parties. Furthermore, for every gain the party obtains, they must concede the negotiation process (Al-Hamdan et al., 2016).

Because of the rising need for harmonious workplace environments, effective conflict management is becoming a vital skill (Chan, Monroe, & Tan, 2006), numerous researchers, conducted studies about the relationship of conflict management styles and various individual and situational factors (Vokić & Sontor, 2009). According to Canaan Messarra, Karkoulian, and El-Kassar, (2016), the collaborating style produces more advanced outcomes through enhanced exchange of information and an elevated level of satisfaction by exploring conflicting issues more carefully. Research conducted by Al-Hamdan et al, (2014) found that the collaborating and compromising styles are the most used in the labour relationship. Even though collaboration is seen as a superior style and thus the most applicable style to use in all circumstances, there are situations where the collaboration style is not the appropriate style to use in the interest of both conflicting

parties (Rahim, 2017). No particular style of managing conflict is always the most suitable. Therefore, it depends on the given situation for management and unions to decide what style will be the most appropriate to implement (Clegg, Kornberger, & Pitsis, 2015; Rahim, 2017). Thus, unions and management's conflict handling styles may vary as each style significantly dependents on contextual factors such as individual characteristics, social and cultural attributes as well as any past experiences (Al-Hamdan et al., 2014). If the chosen conflict management style is inappropriate to resolve the particular conflict situation, this could lead to a variety of unintentional and unwanted consequences (Swanson, 2015). International research studies have found that unions and management show preferences to certain conflict management styles that differ across management and union levels (Saiti, 2015), with unions using forcing or dominating styles and management utilizing avoidance, collaboration or compromising styles when engaging in negotiations (Mash & Adler, 2018). According to Yeung, Fung, and Chan (2015), the conflict management styles employed by unions and management are strongly linked to the appropriate power level they have during the conflict management process.

Research studies have found that individuals have preconceived conflict management styles that they are more prone to use to deal with a conflict situation (Papenhausen & Parayitam, 2015). If management and unions favour only one type of style to manage conflict (Huan & Yazdanifard 2012), it may not effectively deal with the conflict at hand (Peleg-Koriat, Weimann-Saks, & Ben-Ari, 2018). Furthermore, if an inappropriate style of handling conflict is implemented, it not only influences the relationship between management and union, it also influences the trust and loyalty of employees within the organisation (Peleg-Koriat, Weimann-Saks, & Ben-Ari, 2018). It is, therefore, crucial for management, unions and employees to apply different types of conflict management styles when faced with various conflict situations (Huan & Yazdanifard, 2012). In the words of Rahim (2017), each individual's conflict management style is influenced by the assessment of the bargaining conditions and any potential long-term implications that may occur.

From the above, it is evident that conflict affects the quality of decision-making between the parties, causing them to withhold crucial information, which increases the probability of power struggles (Greer, Van Bunderen, & Yu, 2017). Management and unions require power to negotiate on behalf of their members and organisation; this is known as collective bargaining power (Nel, Kirsten, Swanepoel, Erasmus, & Poisat, 2012). Weber (as cited in Crossman, 2020) defines power as "a thing that is held, coveted, seized, taken away, lost, or stolen, and it is used in what are essentially adversarial relationships involving conflict between those with power and those without."

Therefore, if unions and management have bargaining power, but are not able to convince their opponent of their strength, they will not be able to successfully obtain their demands (Venter & Levy, 2014). The concept of bargaining power is therefore directly descendent from labour relations, referring specifically to the analysis of the relationship between employer, employees and trade unions (Autushka-Sikorski, 2014). Weber (1947) first defined the concept of power as the probability of one role player gaining an enhanced position to carry out their own will despite resistance from opposing role players.

Current literature defines bargaining power as the ability to impose one role player's will on another (Reed, 1997; Prasad et al., 2019; Saito & Ruhanen, 2017). Galinsky, Magee, Inesi, and Gruenfeld (2006) identified three types of theoretical power that exist within the bargaining relationship, the first type being members' lack of dependence on the opposition; secondly, members' roles in the organisational- or union hierarchy; and lastly, the psychological sense of power that exists in the relationships. According to Lammers and Galinsky (2009), a lack of dependency on the opposition occurs when members who possess power rely less on the resources of their opponents and vice versa. Therefore, members who are perceived as powerful will be able to satisfy their own needs and objectives to the benefit of either the employer or union (Lammers & Galinsky, 2009). When referring to a member's role in an organisational or union hierarchy, some individuals bring with them important characteristics to the bargaining table (Furnham, 2016). It may be an abrasive personality, instinctive observation abilities, and authoritative body language, or possessing strategic reasoning abilities (Furnham, 2016). The characteristics of these functionaries provide their teams with advantages during the power play phase of collective bargaining (Chaison, 2018). Accordingly, the psychological sense that exists in the union-management relationship changes with the control of power, thereby empowering the authoritative individual to be able to exploit the powerless individual's psychological state (Keltner, Gruenfeld, & Anderson, 2003; Lammers & Galinsky, 2009; Sidiropoulou, 2016).

Shell (2006) and Rietig (2016), in accordance with Rahim (2017), stated that individuals adapt their bargaining engagement strategy to perceived inputs received from an opposing party. Therefore, in a team, the individual's bargaining strategy must be aligned to the team's strategy. The power dependence theory is defined by Buskens and van de Rijt (2008) as the assumption that participating actors hold when assessing proposals from the opposing side in relation to how much can be potentially gained throughout their bargaining relationship. Emerson (1962) explains that power and dependency have a reciprocal nature that exists between actors; the theory states that

power is equal in accordance with the dependence of actor X on actor Y. This dependence that exists between contributing actors is explained by Harris, Russell, Maher, and Ferris (2015) as "dependence is positively related to motivational investment toward goals that are mediated by the other party." Harris et al. (2015) further explains that when an imbalance regarding power and dependency occurs, such that the dependence of actor X has increased on actor B, "moderated by the motivational investment of a goal", decreased the dependency of actor Y on actor X, thereby creating the perception of one actor having power over another. Perceived power translates into actions from the opposing party, which has a direct bearing on the reacting party (Smith & Smock, 2016). Observers in a bargaining team will invoke changes to the bargaining strategy to counter perceived power shifts (Rahim, 2017). The power dependence theory describes this dynamic response to perceived power.

Notably, the significance of the power dependence theory as a variable to conflict management has been recognised and acknowledged by numerous researchers (Einarsen, Skogstad, Rørvik, Lande, & Nielsen, 2018; Johnsen & Lacoste, 2016; Touboulic, Chicksand, & Walker, 2014). Chaison (2018) noted that it is realistically reasonable to anticipate that the power experienced from a particular source will fully affect management or trade unions' choice of conflict management style. Therefore, any outcomes of conflict are situationally bound (Kolb & Putnam, 1992) and therefore depends on, among other indicators, factors such as power distribution and dependence between conflicting parties (Omisore & Abiodun, 2014). On the word of Botha (2015), the choice of conflict management style unions and management choose to implement, is presumably influenced by unions and managements power position in the collective bargaining relationship.

Martinez, Fiorito and Ferris (2012) stated that one of the most distinct objectives of any trade union is to enhance the balance ratio of power to achieve a positive power relationship between the trade union and management groups. Hinz (2018) distinguished that the ongoing relationship between management and unions is a power struggle where both union and management try to obtain favourable power positions. As a result, actions taken by either management or unions can be construed as efforts to either improve their power or undermine their opponents (Flanagan, 2017; Hinz, 2018; Lawler & Bacharach, 1986). Therefore, to enhance their strength, unions attempt to produce internal solidarity among its members, exercise their influence over internal labour markets and manipulate management's perceptions of them (Lawler & Bacharach, 1986). As a result, strong unions are measured by their perceived success in dealing with management and vice versa (Martinez, Fiorito, & Ferris, 2012). Researchers have found that one role player's power is

obtained in terms of the other role player's dependence on them for future rewards or benefits (Bacharach & Lawler 1981; Geiger, 2016).

In conclusion, as previously indicated, collective bargaining has a more prominent role for unions than management in the retail industry. Without collective bargaining power, unions and management cannot effectively function. During collective bargaining proceedings, unions bring demands from the employees to management. However, over the last few years, South Africa has faced disruptive bargaining sessions, where unions initiate protest marches and strikes that turn into aggressive outbreaks if their demands are not met (Rheeder, 2014). This raises the question of whether collective bargaining is a positive or negative facet in the South African labour market (Hayter, 2015). When management is faced with constant abrasive exchanges from unions, it not only impacts the union-management relationship, but also may lead to interpersonal conflict in the union-management relationship (Gillepsie, Walsh, Winefield, Due, & Stough, 2001).

South African researchers have demonstrated that interaction between management and unions results in conflict (Godfrey et al., 2007). This conflict can be attributed to discrepancies in unions and management's conflict management styles as well as the need for power over the opposition during collective bargaining (Godfrey et al., 2007). The conflict that management and unions face within the retail environment can be effectively managed by understanding the different conflict management styles utilised by each party (Rahim, 2017). However, within the bargaining relationship, power plays a definite role in the decision-making process of what conflict management style unions and management will make use of. Moreover, research studies have shown that management and unions' choice of conflict management styles is influenced by the power the opposing party exhibits (Bélanger et al., 2016). If the wrong conflict management style is implemented to address a particular conflict scenario within the bargaining environment, it not only implicates the relationship, but also affects the trust and loyalty of parties involved (Bromwich & Harrison, 2019). It is necessary to investigate whether power dependence truly influences the conflict management styles of management and unions engaged in collective bargaining, as well as examining how each party's actions affect their opposition's conflict management style.

Bargaining power and power dependence are not new topics in the research field of labour relations. However, there is a lack of literature on bargaining power and conflict management styles within the South African context. Considering the amount of research on collective bargaining, conflict management and power dependence, little evidence has been found on the direct influence the

constructs described above have on each other. It is therefore essential to investigate this gap, as it may contribute to current literature within South Africa as well as international-based research performed on the influence of power dependence and conflict management styles on the collective bargaining process of management and trade unions. Additionally, the data of this study will elicit and arouse the thinking and perceptions held by management and trade unions when confronted with a conflict situation.

Consequently, the purpose of this research study is to determine the influence of power dependence on the bargaining relationship of management in the retail industry and associated trade unions and ultimately how these power struggles influence each party's conflict management style when conflict occurs between the two parties. It is anticipated that a better understanding of these issues will pursue enhanced strategies for collective bargaining between management and unions. Furthermore, it will provide a systematic framework for grasping power struggles within the collective bargaining relationship that could influence the union-management relationship. Therefore, the researcher will conduct a quantitative study to gather data relating to the impact of power-dependence and conflict management styles on management and trade unions and how these factors overall influence the collective bargaining process of management and unions. Out of the above theory, the following problem statement could be derived namely to determine a relationship between the influence of power dependence on the bargaining relationship of organisational management and trade unions within two retail industries in the Gauteng area and ultimately demonstrate how this power struggle influences each party's applied conflict management style.

3.3 Research questions

- How can power dependence, conflict management styles and collective bargaining be conceptualised according to the literature?
- What is the dominant conflict management style that trade unions and management generally use?
- Is there a difference in the conflict management styles of unions and the conflict management styles of management?
- What is the difference in perceived power on the relationship between unions and management?
- What is the relationship between perceived power and the conflict management styles of trade unions and managements?
- What recommendations can be made for future research and practice?

4. RESEARCH OBJECTIVES

4.1 General objective

This dissertation has investigated the power dependence and conflict management styles' effect on the collective bargaining process of management and unions in two retail industries in Gauteng.

4.2 Specific objectives

- To determine how power dependence, conflict management styles and collective bargaining are conceptualised according to the literature.
- To discover what the dominant conflict management style is that trade unions and management generally use.
- To detect what the difference in the conflict management styles of unions and the conflict management styles of management is.
- To determine the difference in perceived power on the relationship between unions and management.
- To determine what the relationship between perceived power and the conflict management styles of trade unions and managements is.
- To establish what recommendations can be made for future research and practice.

4.3 Research hypotheses

Based on the literature as mentioned above, the study hypotheses the following;
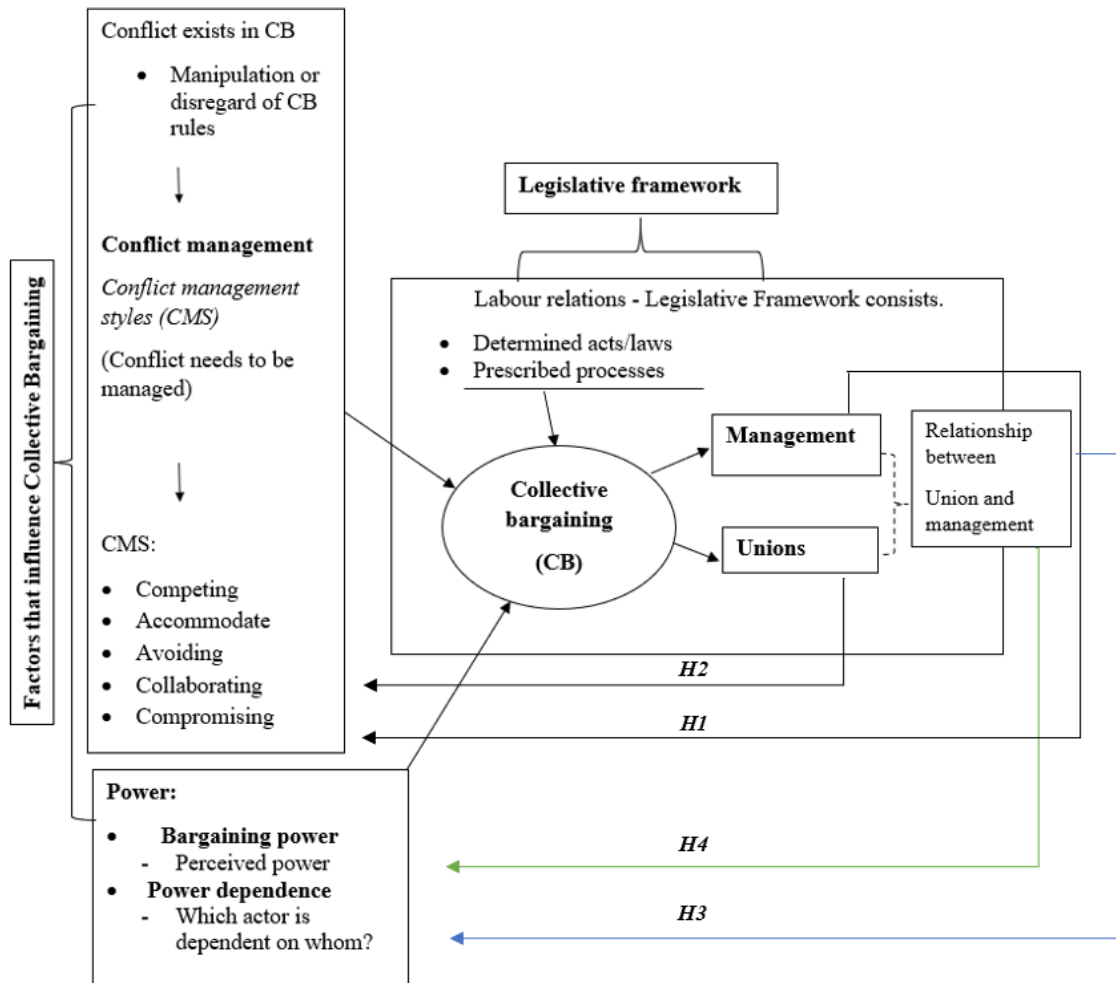
Figure 1.1: Power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng

Figure 1.1 above depicts the processes, inputs and outputs as well as the participants and their roles in the system. The centre of the process is collective bargaining. The collective bargaining process happens within a legislative framework. There are two active participants, namely trade unions and management. It has been seen that management and unions both have to act within the legislative framework.. The study, among others, investigated the influences and applications by the participants in the collective bargaining process between perceived power and the applied conflict management styles by the participants. The study has shown that as perceived power levels change by either management or union, the opposing participant adopts a certain conflict management style. This study has used five hypotheses to test the relationship between perceived power and conflict management styles.

Number	Hypotheses that were tested
Hypothesis 1 :	Management will be more prone to implement avoiding and collaborating styles.
Hypothesis 2 :	Trade unions will be more prone to implement dominating and competing styles.
Hypothesis 3 :	When trade unions are perceived as powerful, management will be less inclined to implement the dominating conflict management style. Therefore, trade unions will be more prone to implement avoiding and compromising conflict management styles.
Hypothesis 4 :	When there is positive power in the bargaining relationship, it will have a significant positive impact on a union-management relationship. .

The proposed study has had the following practical and theoretical contributions to the individual, the organisation, and the literature.

1.4.4.1 Contribution to the individual

The objective of this research study was for both management and trade unions to develop a relationship of mutual gain and agreement. Consequently, the research study aimed to achieve the collaboration of each union and management member by inspiring both sides not to seek to develop objectives that are based on mutually approved professional interests. Thus, leading to

an industrial relationship that flourishes in a climate of cooperation, mutual gain and trust by both management and union.

1.4.4.2 Contribution to the organisation

Within the context of this study, the parties concerned, i.e., management and trade union, gained a better understanding of their opponent's conflict management style and level of power regarding the collective bargaining process. This study has, therefore, assisted both parties to identify what leads to dissatisfying as well as satisfying collective bargaining sessions. More so, data gathered from participants has also offered recommendations as to what management and trade unions can do or implement to improve collective bargaining to achieve a stronger and sounder relationship between management and unions

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1.4.4.3 Contribution to labour relations literature

This study will be beneficial to the literature as it will contribute to the existing international and national-based research performed on conflict management styles, power dependence and the collective bargaining process of management and trade unions. Additionally, the data of this study will elicit and arouse the thinking and perceptions held by management and trade unions. This research study may broaden available knowledge regarding conflict management styles, power dependence and collective bargaining; also, as to how conflict management styles and power dependence might influence management and trade unions' participation in collective bargaining.

1.5. RESEARCH DESIGN

1.5.1. Research approach

A quantitative research methodology has been used to meet the research objectives. DeFranzo (2011) established that the quantitative research method is used to measure problems by way of producing numerical data that can be converted into purposeful statistical data. A cross-sectional survey design has been used to collect data in a single point in time. A cross-sectional survey also enables researchers to describe any differences they might have encountered in their research population relating to the particular moment data was collected (Mathers, Fox, & Hunn, 2007; Ebenehi, Mohamed, Sarpin, Adaji, Omar, & Wee, 2019).

Furthermore, researchers have made use of purposive sampling, as this sampling method enables researchers to rely on their own judgement when choosing their study population (Black, 2010). The purposive sampling method requires researchers to have prior knowledge about the objective and purpose of the study in order for them to effectively choose their target and study population (Saunders, Lewis, & Thornhill, 2012).

1.5.2 Research method

1.5.2.1. Literature review

The literature within this study consists of a complete review regarding conflict management styles (CMS) of management and trade unions during the collective bargaining process, as well as an in-depth assessment concerning the power dependence theory on the topic mentioned above. The keywords used in the literature study include management, trade unions, collective bargaining, bargaining power, power dependence, conflict management styles. The researcher will aim to obtain articles that will be relevant to the study, by doing computer searches by means of databases such as ProQuest; Science Direct; Academic Search Premier; Emerald; SAePublications; and Google Scholar. Last sentence is again in future tense "the researcher will aim to obtain" but is has been done, hasn't it?

The following journals have been used within this study, due to their relevance regarding the research topic: *Negotiation Journal; Journal of Advances in Management Research; The International Journal of Conflict Management; The International Journal of Management, South African Journal of Labour Relations; Journal of Managerial Psychology; Journal of Behavioural Sciences; Journal of International Industrial Relations* and *Journal of Human Resource Science etc.*

1.5.2.2. Research participants

The researcher has made use of non-probability purposive and quota sampling for the purpose of this research study. According to Du Preez (2017), a non-probability sample implies that each subject of the population is conveniently accessible, to the point where a desired size is reached. Purposive or judgemental sampling is described by Bernard (2002) as the intentional or intended choice of a set of respondents, due to specific qualities that the research participant process may require. Gravetter and Forzano (2014) define quota sampling as a sample that is obtained from a group of participants by establishing a quota of how many research participants have been included in the study.

Inclusion criteria:

- Participants must form part of either management trading in the retail industry or associated trade unions.
- Management and unions must be actively involved in the collective bargaining process.
- Retail management and associated trade unions must be located within the Gauteng area.
- Participants must be fluent in English, as the questionnaire has been conducted in English.

Exclusion criteria:

- Participants who are not fluent in English have been excluded from the study
- Any participants located outside Gauteng have been excluded from the study.
- Any member of either union or management who is not actively involved in collective bargaining process has been excluded from the study.

The target population of this research study was management and associated trade unions functioning within the retail industry. Furthermore, out of the above mentioned it can be derived that the study population of this research study was management from two different organisations trading in the retail industries, and associated trade unions, in the Gauteng Province.

The researcher chose the Gauteng Province, as the headquarters for both retail management and associated unions are conveniently located in the Gauteng Province. It was a requirement, for the aim of this research study, that participants form part of management working in the retail industry and associated trade unions who are actively involved in the collective bargaining process, located within the Gauteng Province. The researcher chose this particular target population because of the fundamental working relationships that exist between organisational management and trade unions inside the labour sphere. It was essential that respondents partaking in this study were fluent in English in order to complete the questionnaires in a successful manner.

The respondents were co-opted management and HR, trade union representatives and trade union officials participating in the collective bargaining process. The researcher aimed to conduct the study on a sample population consisting of a minimum of 250 participants (co-opted management and HR $N=125$ and trade union representatives and trade union officials

N=125) consisting of individuals from management from two different organisations and associated trade unions functioning within the retail industry located in the Gauteng district. The researcher has contacted HR managers of each organisation and the general secretaries of each union as they can identify participants who are involved in collective bargaining processes. The researcher has requested that the HR managers and general secretaries send the questionnaire links to participants to ensure confidentiality is kept throughout the research process. In order to motivate participants to participate in the study, the researcher has offered participants the chance to win a Woolworths voucher, which has been raffled off after the data gathering process has ended.

1.5.2.3 Measuring instruments

All the measuring devices that were being utilised in this study have been conducted through electronic questionnaires. Trade unions and organisational management have been requested to respond to measures of conflict management styles (CMS) and power. Furthermore, participants have also been asked to report their demographic information to retain statistical controls.

1.5.2.3.1 Conflict management styles

Rahim's Organizational Conflict Inventory-II (ROCI-II) has been used to determine what conflict management styles trade unions and management generally used. The ROCI-II is a well-known and favoured measuring instrument used to measure conflict in an organisational environment. The questionnaire is designed to measure the independent dimensions of Rahim's (2017) five interpersonal styles of conflict management (integrating, obliging, dominating, avoiding and compromising). The five styles of conflict management are labelled in the questionnaire as follows; integrating (IN), collaboration and obliging (OB), accommodating and dominating (DO), competing and avoiding (AV), withdrawal and compromising (CO). The ROCI-II consists of 28 items (7 for IN, 6 for OB, 5 for DO, 6 for AV, and 4 for CO) and includes a five-point Likert scale to measure the amount of conflict at the three levels and the five conflict management styles (Dixit & Mallik 2008). The measurement contains Form A, B and C, and therefore, for this research study, only Form C has been used as it has enabled the researcher to achieve the research objectives identified in the study as well as enabled the researcher to answer *hypothesis 1* and *hypothesis 2*. The items range from strongly agree (1) to strongly disagree (5). In accordance with previous studies, the subscales of the ROCI-II showcase adequate reliability and validity (Filsecker, Abs, & Roczen, 2019; Rahim 2017),

therefore when higher scores are achieved, it represents greater use of a particular conflict style (Cenkci, 2018; Rahim, 2017).

Sample items of the ROCI-II instrument are reported as follows:

- (Integrating): I try to investigate an issue with my supervisor/subordinates/peers to find a solution acceptable to us.
- (Obliging): I generally try to satisfy the needs of my supervisor/subordinates/peers. (Dominating): I use my influence to get my ideas accepted.
- (Avoiding): I attempt to avoid being 'put on the spot' and try to keep my conflict with my supervisor/subordinates/peers to myself.
- (Compromising): I try to find a middle course to resolve an impasse.

According to Weider-Hatfield (1988), the most frequently reported estimates on the ROCI-II questionnaire are the Cronbach alpha coefficients of internal consistency (Rahim, 2017). In accordance with previous studies that utilised the ROCI-II, the average mean reported for Cronbach alphas ranged from 0.64 to 0.89 (Cenkci, 2018; Musah, Ghazali, & Isha, 2018; Rahim & Buntzman, 1989; Weider-Hatfield, 1988). Weider-Hatfield (1988) pointed out that even though these estimates are sufficient, data from previous studies still indicated that four out of the five conflict management styles were below Nunnally's (1978) suggested standard of 0.80 for internal consistency (Cenkci, 2018; Musah, Ghazali, & Isha, 2018; Rahim & Buntzman, 1989; Weider-Hatfield, 1988). Rahim (2017), therefore argued in later studies that the ROCI-II estimates are satisfactory in comparison to other conflict management measurements.

1.5.2.3.2 *Power*

The concept of power has been measured using the Conflict Resolution questionnaire *(CRQ);* the measurement was developed in response to the conflict resolution ideas of Weeks (1994) and Fisher and Ury (1991). The CRQ instrument measures participants' perceptions regarding how often they engage in certain conflict-related behaviours, namely (1) view of conflict; (2) atmosphere; (3) clarification of perceptions; (4) needs; (5) power; (6) future; (7) options; (8) doable (steppingstones of action); (9) mutual benefit; and (10) extra considerations (Henning, 2003, 2004; McClellan, 1997a, 1997b, 1997c; Rafique, Habib, Rehman, & Arshi, 2020). The CRQ measuring instrument is designed to promote a better understanding of conflict and

conflict behaviours and can be implemented as an educational tool (Henning, 2004; McClellan, 1997a; Kiani, Hojatkhah, & Torabi-Nami, 2016).

The instrument consisted of 40 items incorporating the 10 factors and includes a five-point Likert scale ranging from "Almost never" to "Almost always" (Henning, 2004; Rafique et al., 2020). To assess the notion of power within the collective bargaining process between unions and management, the researcher lay emphasis on items 17 to 20 (power), items 29 to 32 (doable(s) (steppingstones of action) as the items focus on producing positive relationships through creating positive shared power. When high scores are achieved, it will therefore indicate that there is equal power in the relationship, indicating that actors X and Y share equal power. According to Henning (2003), high scores indicate that respondents value their relationship and believe that positive power leads to longer lasting more sustainable relationships and enables unions and management to develop improved conflict resolutions to address the conflict situation at hand. Low scores will specify that unions or management desire power over another, indicating a negative power partnership/relationship.

According to Kiani et al. (2016), inclusive evaluations of the CRQ have indicated sufficient stability and reliability. In accordance with previous studies that utilised the CRQ, the average Cronbach's alpha reported ranged from 0.67 to 0.78 (Fisher 1990; Henning, 2003; Kiani et al., 2016; Rafique et al., 2020). Significant reliability coefficients were generated for each factor, indicating an internal consistency of Cronbach's alpha coefficients ranging from 0.35 to 0.68. Therefore, according to Nunnally (1978), scores below 0.80 indicate a lack of satisfactory intra-factor reliability. However, De Vos, Strydom, Fouché, and Delport (2011) argued that any value above 0.70 indicates a high level of reliability. Good description!!

1.5.2.4. Research procedure

The researcher has approached various organisations trading in the retail industry and associated trade unions in the Gauteng Province with a brief document explaining the purpose of the study and a letter requesting permission to collect data from their employees. For this study, a sample of individuals from management and trade union will be selected (*N*= 250 participants, representing approximately 125 participants of both trade unions and management). The sample can differ with regard to race, gender and age. It is required that the participants must be members of management and trade union who are actively involved in the collective bargaining process. The researcher has contacted HR managers and the general

secretaries of each union as they can identify participants who participate in the collective bargaining process. The researcher has requested that the HR managers and general secretaries send the questionnaire links to participants to ensure anonymity is kept throughout the research process.

Before the data collection process can? commence, the researcher must? Receive ethical clearance from the North-West University's ethics committee. Once again wrong tense is used here! The researcher has ensured that the following ethical issues regarding the research study have been adhered to:

Gaining written permission to conduct the research study
Being direct and open about the purpose of the study
Ensuring that the research study is conducted ethically and fairly.

Data has been collected with the use of Google Forms. It took approximately 20 to 30 minutes to complete the questionnaire, and participants were given two weeks to complete the survey. Parahoo (2014) states that questionnaires tend to have a low return rate. Therefore, in an attempt to overcome such a problem, the researcher sent a cover letter with the questionnaire, where the aims and objectives of the study will be explained. Furthermore, the researcher attached a document that proves that this research study has been approved by the North-West University's ethics committee.

Participation within this study was voluntary. Emphasis was placed on the privacy and confidentiality of participants and various organisations and trade unions who participated in the study. Furthermore, the researcher has ensured that participant responses were kept confidential by storing the data on Google Drive in a password-protected file (Parahoo, 2014). The researcher sent a reminder to HR managers and general secretaries a week before the survey's completion deadline, to serve as reminder to the study population to complete the survey, after which the data collection process will end, and the researcher will analyse the data. Moreover, in order to ensure a high response rate, the researcher has offered participants the chance to win a Woolworths voucher, which was raffled off after the data gathering process has ended. Is this ethical? Once the participants have completed the surveys, all the data gathered has been combined into a final dataset.

1.5.2.5. Statistical analysis

To conduct the statistical analyses of the collected data, the researcher has made use of the Statistical Package SAS (SAS Institute Inc., 2020). Descriptive statistics like means, standard variations and frequency tables will be used to describe the data (De Vos et al., 2011). To test the difference in conflict management styles between management and trade unions, the independent t-test will be used to test the significant variation between the two independent variables (University of Minnesota, 2018). Kenton (2018) explains that a t-test is a type of inferential statistic, which researchers employ to establish whether there is any significant difference between the mean of two groups. Therefore, the t-test focuses on the t-statistic, the t-distribution values, and the degree of freedom to determine the probability of variation between two sets of data (Kenton, 2018). Spearman's correlation coefficients will be used to test the relation between the level of power and type of conflict management style employed by management and trade union. As a result of the fact that no random sampling will be done in this study, interpretation of results for this study will be done on Cohen's effect sizes (Cohen, 1988, 1992).

However, p-values obtained from the above-mentioned statistical inference procedures have been reported for completeness' sake. To assure construct validity of constructs in this study, factor analyses has been done. Cronbach alpha reliability coefficients have been computed to assure reliability of constructs. (Field, 2009: 675; Field, Miles, & Field, 2012). Field posits in his research that "…if your questionnaire has subscales, Cronbach's alpha should be applied separately to these subscales." (p. 675). A construct is only seen as reliable if the Cronbach alpha value is 0.60 or 0.70 and above (Anastasi, 1988; Clark & Watson, 1995; Field, 2009; Nunnally & Bernstein, 1994; Nunnally, 1978) and a mean inter-item correlation between 0.15 and 0.55 (Donner & Eliasziw, 2006). According to Kline (as cited by Field, 2009), "…although the generally accepted value of 0.8 is appropriate for cognitive tests such as intelligence tests, for ability tests the cut-off point of 0.7 is more suitable. He goes on to say that when dealing with psychological constructs, values below even 0.7 can, realistically, be expected because of the diversity of the constructs being measured." (p.675). However, according to Cortina (1993), researchers need to take caution when using these general guidelines as the α value significantly depends on the number of items in the scale.

1.5.2.6 Ethical considerations

According to Miller, Birch, Mauthner, and Jessop (2005), ethics primarily focuses on the morals and principles of human conduct. Therefore, ethical considerations refer to moral deliberation, choice and accountability on the part of researchers throughout the research process (Ashworth, Maynard, & Stuart, 2015). According to Brinkmann and Kvale (2008), the researcher must consider the importance of ethical behaviour. Therefore, ethical consideration has guided this study, ensuring that the survey has been conducted professionally and fairly. The researcher was furthermore aware of their ethical responsibility throughout the whole research process (Orb, Eisenhauer, & Wynaden, 2001). The considerations are divided into the following sections: reviews regarding the participants, considerations regarding the research process, and considerations regarding other researchers. A short description of each follow.

Considerations regarding participants:

The concerns regarding the participants include consent and voluntary participation, privacy and confidentiality, and gender.

Consent and voluntary participation. The researcher has presented all participants with a consent form. The consent form document needs to clearly specify the purpose of the study and what is primarily required of the participants. The researcher has furthermore ensured that no participant is coerced into providing information or prohibited to withdraw information (LeCompte, 2015).

Privacy and confidentiality. The researcher has taken steps to keep all information confidential to ensure that the participant's right to privacy has not been violated in any manner. All participant's records were kept confidential; thus, the researcher safely stored the records within a limited access-controlled data cloud (LeCompte, 2015). Just indicate how you have complied the POPIA Act?

Gender. The researcher should consider the gender of their participants, as the questionnaire question cannot be biased against any gender group participating in the study (De Vos et al., 2011).

Considerations regarding the research process:

Clearance and approval. The researcher process started once the Research Ethics Committee of the North-West University has reviewed the research proposal and approved the researcher's proposed study.

Questions in the questionnaires. All the questionnaire and survey questions directed at participants was appropriate and useful for the sole intent of this study. Furthermore, the

questionnaire's questions did not deviate into constructs that ranged outside of the researcher's scope of practice or are irrelevant to the intent of the study.

Analysing and interpreting the data. The data gathering methods utilised in this study will provide all participants with fair and equal opportunities. Furthermore, the researcher will not fabricate or manipulate any data to support their theory.

Considerations regarding other researchers:

Plagiarism and referencing. The researcher will only present her work within this research dissertation. Moreover, the researcher has noted, referenced, and acknowledged all ideas and theory-based information acquired from other academic authors' work, according to the APA 6th edition guidelines.

6. Overview of chapters

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                    ┌─────────────────────────────────────────┐
                    │                 Title:                  │
                    │  Power dependence and conflict management│
                    │  styles' effect on the collective        │
                    │  bargaining process of management and    │
                    │  unions in two retail industries in      │
                    │  Gauteng.                                │
                    └─────────────────────────────────────────┘
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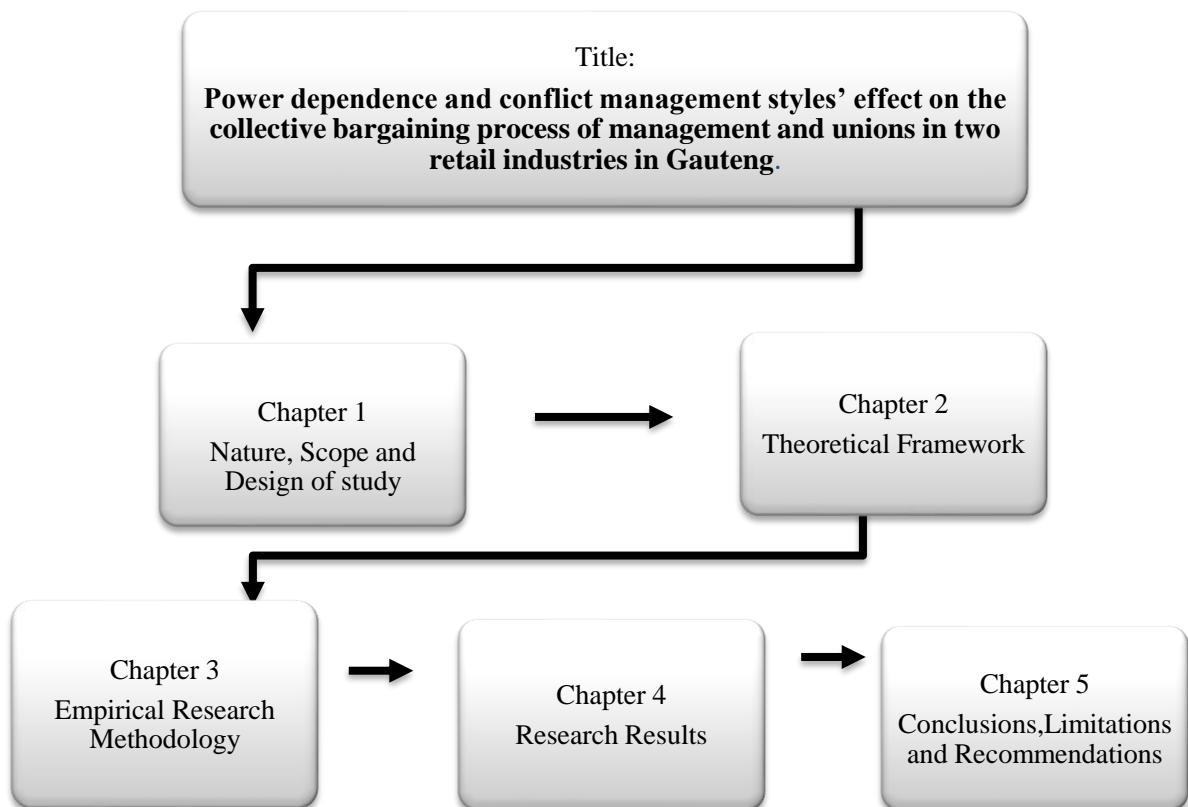

Figure 1.2 Chapter outline of the study

The chapters in this full dissertation have been presented as follows:

Chapter 1 provides a brief overview of existing research as well as paying reference to the objectives of the study. The chapter has mainly focused on the introduction, problem statement, research method, statistical analysis and ethical considerations.

Chapter 2 consists of a theoretical review of all the key variables introduced in Chapter 1, i.e. collective bargaining, the influence of conflict management and conflict management styles, bargaining power and power dependence as perceived by unions and management. Furthermore, this chapter has been made up of a review of literature on collective bargaining, conflict management styles, bargaining power and power dependence, inclusive of the perceptions of unions and management resulting from previous research, and the effect of the aforementioned constructs on the union-management relationship based on previous research.

Chapter 3 has consisted of a detailed explanation of the research methodology used to accomplish the objectives of the quantitative research study. In this chapter, the research design, research methodology, research procedure, measuring instruments and statistical analysis has been explained.

Chapter 4 has focused on the results of the empirical research and quantitative analysis and present the findings of the study. In this chapter, it has been determined through statistical analysis, whether power dependence and conflict management styles influence the collective bargaining process of management and unions.

Chapter 5 has provided a brief overview of the research study followed by a summarised outline of the relationships between primary and secondary objectives, the research questions, the main findings of the study as well as conclusions and recommendations. This chapter has presented the main results of this quantitative research study. In this chapter, a number of conclusions have been drawn, some based on the secondary objectives of the study and others based on the data obtained in the study. The chapter concludes with limitations relating to this study as well as recommendations and suggestions for future research studies.

Phase	The month of completion:
Presentation of research proposal (WW Colloquium)	**August 2020**
IPSHRM SciCom	**March 2021**

EMS-REC	April 2021
Data collection	May 2021
Writing Chapter 2	June 2021
Writing Chapter 3	July 2021
Writing Chapter 4	August 2021
Writing Chapter 5	September 2021
Language editing	October 2021
Submission of the final draft	December 2021

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CHAPTER 2: THEORETICAL AND CONCEPTUAL FRAMEWORK OF THE CHAPTER

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                                    │      2.1 Introduction     │
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                                    │ bargaining environment of │──────│  bargaining theory   │
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│ Theoretical framework│────────────│  and conflict management │──────
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└─────────────────────┘             └──────────────────────────┘      │   The five styles of │
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                                    │  2.4  Perceived power and │
                                    │     bargaining power      │
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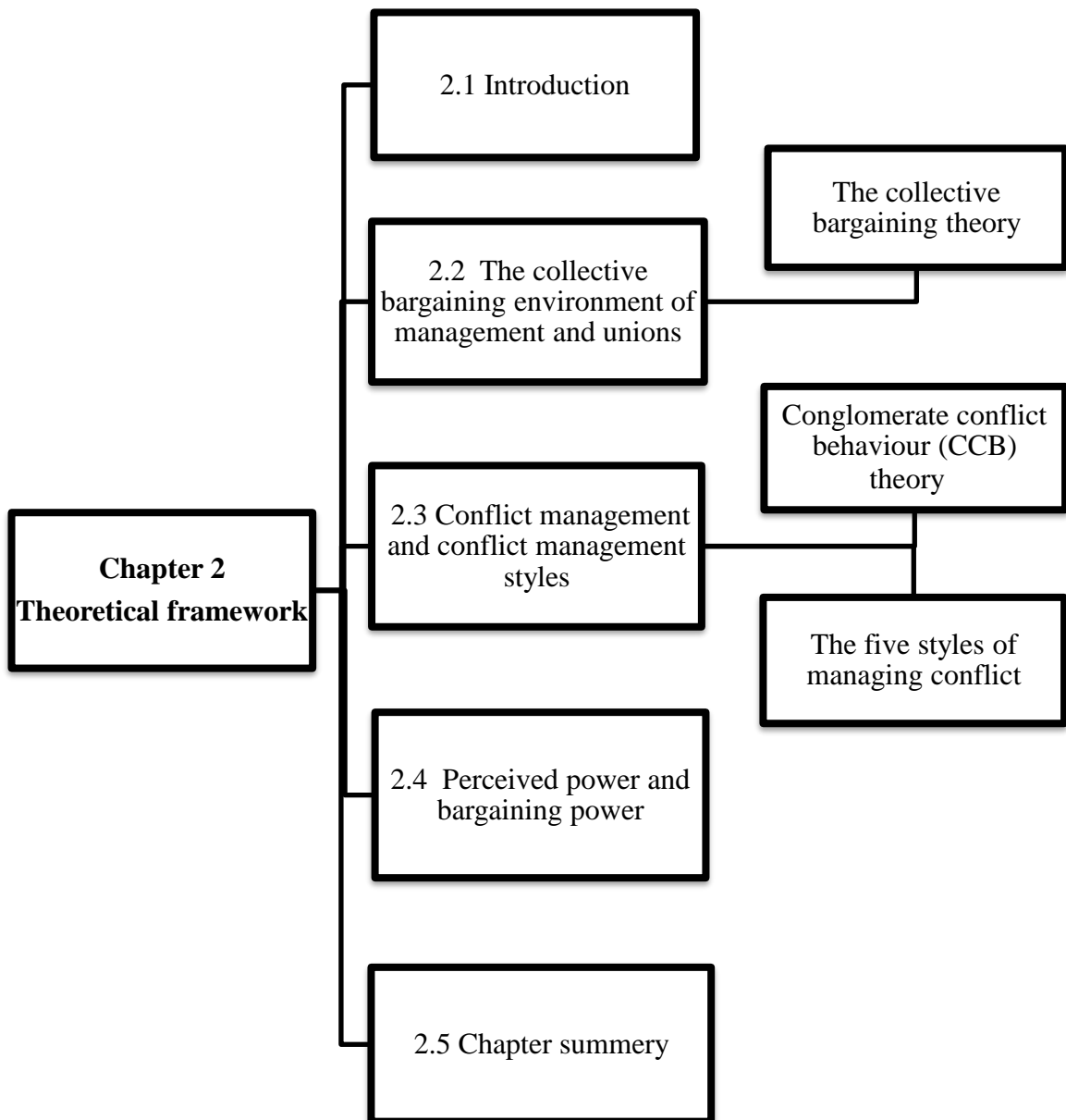
2.1 INTRODUCTION

As discussed in the previous chapter, this study investigates power dependence and conflict management styles' effect on the collective bargaining process of management and unions in two retail industries in Gauteng. Chapter 1 outlined the context within which this research study was undertaken and set out the study's specific objectives, research questions, hypotheses and research methodologies. Furthermore, Chapter 1 also introduced the study population that will be utilised in this research study, i.e., retail management from two organisations and associated trade unions in the Gauteng Province.

Consequently, Chapter 2 of the study will take a theoretical approach to conflict management and power dependence. This chapter presents a theoretical and conceptual framework for this study and a broad background regarding collective bargaining, retail management and associated trade unions, conflict management and conflict management styles, as well as perceived power and bargaining power.

Furthermore, the theoretical and conceptual framework discussed in Chapter 2 is based on relevant theories, related literature studies and definitions of variables. This will provide the reader with an adequate framework of the research design and analysis of the study. The numerous influences that affect the collective bargaining process, namely power play between parties and conflict within the relationship will be discussed (Godfrey et al., 2007; Harrison, 2004).

With the help of key figures such as Webbs, Flanders and Rahim, as well as relevant literature and theories that created, defined and theorised each of the critical dimensions discussed in this study, the following keywords will be discussed:

The collective bargaining environment of retail management and associated trade unions will be investigated in section 2.2. This will be followed by section 2.3, where the nature of *conflict management and conflict management styles will be clarified.* Lastly, in section 2.4, *perceived power and bargaining power* of retail management and associated trade unions will be discussed.
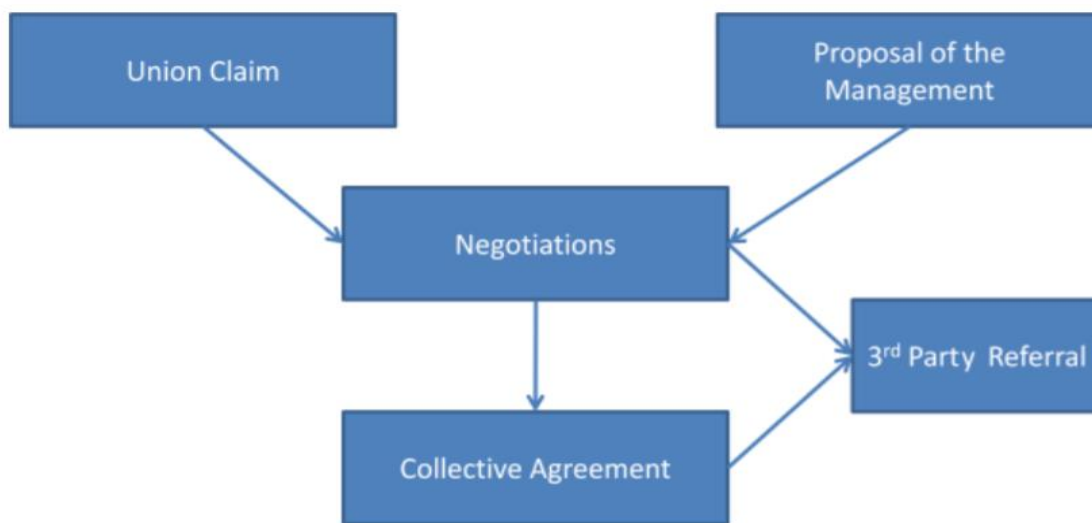
2.2 COLLECTIVE BARGAINING

South Africa has one of the most progressive and broadminded labour relations frameworks

compared to other countries worldwide that provides for structured and organised collective bargaining (Ahlquist, 2017). The term 'collective bargaining' can be defined as negotiating conditions and explicit terms of employment between the employer, employee and all included representative parties involved (Johnston & Land-Kazlauskas, 2018). Webb and Webb (1920) first used collective bargaining as an economic association. He referred to trade unionism as a representative body acting as an interest group, which held overall control into entry into a specific trade (Trebilcock, 2011). The main objective of collective bargaining is to improve employees' work conditions and wages (Hayter, Fashoyin, & Kochan, 2011).

The bargaining process enables all parties involved (retail management and trade unions) to vocalise and communicate their needs, wants, objections and attitudes to the opposing side (Ferreira, 2006). The communication process during collective bargaining depends on management and unions' verbal and nonverbal communication. Culture plays a crucial role in nonverbal communication as it directly influences how language is interpreted by different parties (Ferreira, 2006; Hayter et al., 2011; Mkhize, 2017).

Figure 2.1: The collective bargaining process

Note. This figure demonstrates the generic collective bargaining process between retail management and associated trade unions, adapted from Dunlop (1958).

The collective bargaining process is initiated when an existing agreement is terminated or ended, and the union-management relationship needs to be reviewed, or when an agreement is requested due to disputes, grievances or conflicts that occurred (Kearney & Mareschal, 2014; Mukombwe, 2018). Mukombwe (2018) describes collective bargaining as a process due to

various interactions during the procedure. These interactions primarily involve more than one individual or group's behaviour, and the participants' actions have an echoing effect on the other party's behaviour or engagements (Visser, 2019).

Research conducted by Harrison (2004) and Visser (2019) determined that the collective bargaining process is characterised by the specific fact that employees cannot negotiate on their behalf or an individual level, but do so collectively through the representation of a trade union (Carré, Horn, & Bonner, 2020). Therefore, the collective bargaining process can only function if employees and their representative union are ready and prepared to identify and pinpoint a shared objective and purpose, organise it (Liukkunen, 2019), and effectively work together to ensure their cause is presented to management structures. Management, when prepared and willing to recognise their employees' representative unions, accepts the changes that occur within the employment relationship, which remove or in the slightest coerce management's ability to handle employees and their representative parties on an individual level (Carré et al., 2020; Liukkunen, 2019), meaningful negotiations can be attempted.

However, the physical implementation of the collective bargaining process shows numerous symptoms of dysfunctionality among its bargaining parties (Botha, 2015; Hall-Baker, 2017). Present bargaining sessions within the retail industry are, more often than not, characterised by prolonged wage negotiation proceedings. These rather prolonged industrial actions usually tarnished by violence and intimidation tactics, challenging negotiation outcomes, intense and adversarial relationships, conflict, and disputes in the labour market, lead to extreme situations such as the Marikana tragedy that occurred in the mining industry (Botha, 2015; Webster, 2017).

As mentioned above, South Africa's retail industry is one of the country's sectors vastly impacted by industrial conflicts between unions and management (Vestby, Buhaug, & von Uexkull, 2020). Management and unions engage in 'zero-sum' bargaining negotiations regarding various problems and issues and use alternative actions such as picketing, strikes and lockouts to demonstrate or illustrate their countervailing power (Doelgast &, 2020). This notion becomes problematic when we realise that the country's retail industry employs more than 28.77% of the total labour force in the South African labour market, playing a crucial role in the country's economy and its labour sector (StatsSA, 2018).

As discussed in Chapter 1, the maturity level currently conveyed by retail management and trade unions during the collective bargaining processes has deteriorated into power struggles

triggered by unions and management being unable to convince their opponent of their strength, causing neither party involved to attain their demands (Kogan & Kogan, 2018; Korpi, 2018).

South Africa's retail industry is at a very vulnerable point in time (Thomas, 2019). The country is currently facing the problem that strikes and labour unrest between unions and management could potentially harm the retail industry's investment reputation locally and internationally (Thomas, 2019). As the country tries to persuade, guide and support labour unions as well as organisational management, into a more mature negotiation process, these conflictive enigmas still run the risk that the retail industry could face possible losses in growth and productivity (Festus et al., 2019; Ojielo, 2002). According to Laroche (2020), it is crucially important for both management and unions to implement the correct conflict management style and conflict behaviour to improve the overall union-management relationship and effectively improve the bargaining process.

Collective bargaining theory

'Collective bargaining' was used first by economic theorists and founders of the research field of labour relations, Beatrice Webb and Sidney Webb in 1891 in the United Kingdom (Barrett, 2020; Evens & Donders, 2018; Kaufman, 2013; Kessler, 2017; Tebetso, 2021). Beatrice and Sidney described this collective bargaining process as a system through which workers gather together and send parties (trade unions) to represent and negotiate on their behalf over wages and employee benefits (Colfer, 2018; Kessler, 2017; Tebetso, 2021).

When comparing South Africa's collective bargaining background and the current bargaining conditions within the retail industry, Flanders' take on the collective bargaining theory is perhaps the most contemporary and famous version, which best describes the current bargaining environment in South Africa (Evens & Donders, 2018; Tebetso, 2021).

Flanders contributed to the collective bargaining theory by researching within a pluralist framework (Festus, John, Asaleye, Arisukwu, & Rasak, 2019; Tebetso, 2021). In contrast to Beatrice and Sydney, and Webb, who suggested that trade unions and organisational management obtain their objective, Flanders proposed that collective bargaining shaped the purpose of both employers (organisational management) and trade unions and provided them with a resolute and substantial mission (Tebetso, 2021). Therefore, unions would have remained small and ineffective, resulting in employees having no voice and ultimately causing a strained labour relations environment (Tebetso, 2021).

In that notion, Flanders (1968) theorised that the collective bargaining process in the retail sector is politically driven. Consequently, trade unions' actual value lies in their ability to protect their members' dignity and is not economically driven. The Marxist theory elaborates on this statement by stating that collective bargaining is a stepping stone for social control where social struggles occur for control within a specific trade and ultimately a class struggle occurring between capital and labour elements (Cohen, 2020; Doellgast & Benassi, 2020; Soobedaar, 2017; Webster, 2017). Marxist theory further elaborates that parties with power will try to hold on to it by any means possible, causing the other party to feel suppressed and powerless (Hayes,2020). However, the Marxist theory mainly concentrated on collective bargaining as a political institution, given its two critical features involving power and norm-producing relations between organisations (Cohen, 2020; Doellgast & Benassi, 2020; Soobedaar, 2017; Webster, 2017).

However, Flanders' modern theory of collective bargaining in the current industrial development primarily involves joint regulation in which retail management and trade unions perform twofold actions, namely power or pressure groups or private legislators involving employers (Flanders, 1969:14). Flanders connects this notion with his collective bargaining theory by bridging the gap between his pluralist framework and the modern-day approaches to labour relations. When looking back on Webb's version of collective bargaining, it is clear from certain ambiguities and limitations that the study field of labour relations and collective bargaining faced a different industrial reality unlike the industrial relations environment of the 21ˢᵗ century (Barrett, 2020; Evens, & Donders, 2018; Kaufman, 2013; Kessler, 2017; Tebetso, 2021).

This modern-day concept has misled management and unions multiple times into thinking that the bargaining process within the retail industry mainly exists for economic and market gain. According to Soobedaar (2017), the collective bargaining theory's viewpoint is problematic as this implies that the bargaining process between retail management and unions always settles in a win-lose situation, where labour will not be exchanged if the price does not coincide with the expectancies of either party involved (Doellgast, & Benassi, 2020). Typically, employees and their associated unions withhold their labour through strike actions as a coercive and persuasive measure. The aim and intent are that their labour will be withheld and that the 'disputing' parties will compromise (Le Grange, 1996:16; Gichuru, 2017).

As mentioned earlier, the responsibility for the concerns may differ on various levels for all

involved in the bargaining process (Soobedaar, 2017). It may also differ in how these parties interact with one another during the bargaining process and the social, political, and economic environment in which collective bargaining negotiations pan out within the retail environment (Soobedaar, 2017; Webster, 2017).

According to prior research conducted by Doellgast and Benassi (2020) and Soobedaar (2017) on the collective bargaining theory's influence on developing countries like South Africa, it was specified that countries' retail industry's collective bargaining system faces the following challenges: absence of a standard to inform wage demands and offers, as well as a lack of efficient negotiation processes between retail management and trade unions.

Absence of a standard to inform wage demands and offers. Soobedaar (2017) states that it is unconditionally accepted that the needs and objectives of employees will always be inversely opposed to what is currently offered by the organisation. Nonetheless, the absence of a standard to inform wage demands, salary demands, and offers is a colossal challenge. It leaves management and unions at liberty to base any potential demands and offers they may have on the standards of their own choice (Botha, 2015).

Management and unions face the risk that if these standards are not similar, it results in both unions and management seeking collective bargaining outcomes that are conceptually different and widely diverging (Liukkunen, 2019; Soobedaar, 2017). Suppose bargaining parties agree upon a common standard before collective bargaining has commenced; in that case, it enables both management and unions to negotiate on an equal footing, albeit they may have varying expectations within the context of collective bargaining outcomes (Soobedaar, 2017).

Lack of efficient negotiation processes between retail management and trade unions. Despite the age of democracy and changes in South Africa's labour legislative framework, no sufficient changes have been brought on regarding the country's collective bargaining sphere (Webster, 2017). Parties have continued with the same tactics and techniques – showcasing and withholding power from the opposing side – playing out a redundant ritual when bargaining with little motivation to learn from or reflect on previous bargaining experiences (Botha, 2015; Soobedaar, 2017; Webster, 2017). This can also be attributed to the historical adversarial attitudes between management and unions who view each other in a negative light. This has led to an inefficient bargaining process, requiring immense efforts and resources akin to forcing a square peg into a round hole. Harrison (2004) argues that some bargaining parties have evolved from this redundant ritual, adopted more contemporary and progressive bargaining

strategies, and reaped fruitful results.

2.3 Conflict management and conflict management styles

The relationship between unions and management is one of the primary relationships that exist in industrial relations. This unique relationship comprises different individual characteristics, beliefs, values and behavioural patterns (Festus, Asaleye, Arisukwu, & Rasak, 2019).

The interaction that occurs between retail management and unions is defined by literature as a relationship that solely exists between employers and trade unions, with the shared objective of improving and enhancing the organisation's performance and sustainability, which, in the long run, benefits both employer and employee (Manamela,2015; Froissart, 2018). The relationship between unions and management plays an important role; through collective bargaining and other forms of communication, unions and management can establish salaries and employment conditions (Caputo, Ayoko, & Amoo, 2018; Froissart, 2018).

Regardless of the relationship between unions and management, conflict is inevitable because of trade unions and management's inherent competing interests, be it employee wages or terms of conditions of employment (Froissart, 2018; Toms & Shepherd, 2017). Conflict behaviour and conflict management are distinct levels within the unions and management conflict process and will therefore be distinguished within this chapter (Orapeleng, 2017). According to Dubin (2017), conflict behaviour can be described as behavioural responses towards a conflictive situation, while conflict management refers to deliberate actions implemented to manage a conflictive situation effectively.

Conflict behaviour and the conglomerate conflict behaviour (CCB) theory

The theory of conglomerated conflict behaviours (CCBs) examines the conflict behaviour an individual displays in an outward reaction to a conflicting issue an individual might be experiencing (Van de Vliert, 1997). The CCBs theory was theorised, designed and created in 1995 by Van de Vliert, Euwema, and Huismans (1995). The theory is grounded on the belief that conflict behaviour can be distinguished as a response that management and unions demonstrate when confronted with a conflict situation (Van De Vliert, Euwema, & Huismans, 1995; Caputo, Ayoko, & Amoo, 2018).

According to Van de Vliert, Euwema, and Huismans (1995), conflict behaviour usually refers to how one group responds to the notion that their aspirations and the opposing group's

aspirations cannot be simultaneously achieved (Deutsch, 1973; Pruitt, 2018; Pruitt & Carnevale, 1993; Rubin, Pruitt, & Kim, 1994). In broad, conflict behaviour refers to what individuals experiencing said conflict aim to do, as well as what they set out to do (De Dreu, Kluwer, Euwema, & Van der Vegt, 2017; Van de Vliert, 1997).

Conflict behaviour is explained following the CBB theory as behavioural components that could occur simultaneously or sequentially (Euwema & Van Emmerik, 2007; Benitez, Medina, & Munduate, 2018). The CBB theory has been studied within different contexts, such as managerial behaviour within different retail and industrial sectors (Munduate, Ganaza, Peiro, & Euwema, 1999; Kay, & Skarlicki, 2020) and worker representatives and trade unions (Elgoibar, Euwema, & Munduate, 2017). According to Euwema, Van de Vliert and Bakker (2003, 2007), the main reason unions and management combine different behavioural tactics is because conflict is often a 'mixed-motive' situation (McKersie, Perry, & Walton, 1965). McKersie et al. (1965), Komorita and Parks (1995) and Sheldon and Fishbach (2011) define 'mixed-motive situations'' as scenarios that pose a conflict by either immediately securing benefits by competing with another group or pursuing benefits and resources for themselves and the other group by cooperating with the group.

Figure 2.2: Theory of conflict behaviour
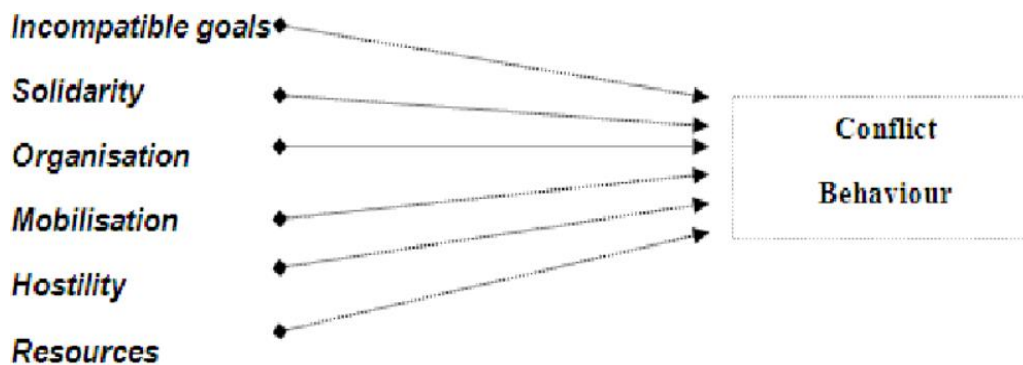
Note. This figure demonstrates the theory of conflict behaviour, adapted from Bartos & Wehr (2002).

When management and trade unions are faced with conflictive situations, they often respond primarily by relying consciously on their own emotions (Blackett, & Trebilcock, 2015). In the words of Yarhi-Milo (2018), this indicates that many factors affect how retail management and trade unions respond when faced with conflict. Forrest (2005) identified the following

examples that affect how retail management and trade unions respond to the conflictive situation: power, organisational demand, culture, the relationship between union and management, and personal values.

2.3.1 Conflict management styles

Conflict is inevitable within any collective bargaining process. Therefore, management and trade unions should be mindful of conflict at various levels when engaged in collective bargaining, especially of what conflict management styles they applied to manage a conflict situation (Rahim, 1986) effectively.

Examining the amount of conflict relative to the conflict management style followed in managing conflict during collective bargaining is the extension of how effective management or unions will be when engaged in negotiations (Weider-Hatfield & Hatfield, 1995:690). Therefore, how retail management and trade unions respond to conflict and resolve conflict will limit or enable their success when engaging in collective bargaining. Al-Hamdan Norries and Anthony (2014) stated that even though a conflictive situation is not characteristically positive or negative, it primarily revolves around the conflict management style implemented that results in either a positive or negative impact. According to Kim, Wang, Kondo, and Kim (2007), management and unions are more prone in implementing different conflict management styles depending on their level of authority and power in a conflict setting. Specifically, suppose either union or management feels the superior or more powerful party in the collective bargaining relationship. In that case, they are more likely to force their interests on their opposition, and the less powerful party is more likely to compromise or yield to the more dominant party's demands and objectives (Frenkel, 2019; Vandaele, 2018).

A growing body of literature within social psychology and industrial relations indicates that conflict behaviour processes are generated within the subconscious (Wilson, 2004: Yarhi-Milo, 2018). Gelfand and Brett (2004), Van Kleef and Cote (2007) and Buchanan and Badham (2020) explain this statement by stating that how unions or management respond to threatening behaviour by someone they view as superior could be predominantly influenced by their context and perceptions, as well as past experiences with individuals or groups they view in powerful and authoritative positions.

Rahim (1983, 1992) refers to these natural conflict behavioural responses as conflict management styles. According to Aqqad, Obeidat, Tarhini, and Masa'deh (2019), conflict

management styles are rooted within any individual's personality and therefore can differ regarding situation and context. Kilmann and Thomas (1977) elaborate that for some individuals in the retail management or union group, the natural response will be to act friendly and accommodative, while others will be to act more conflictive and argumentative (Barbuto, Phipps, & Xu, 2010; Van Kleef & Cote, 2007, Aqqad et al., 2019). Conflict behaviour will become more effective, enabling management and trade unions to demonstrate flexibility in their conflict behaviour approaches once retail management and trade unions become more aware of their natural inclinations and show a level of resistance towards their natural responses (Kapp, 2013).

The transition that occurs refers to the term conflict management. Kapp (2013) suggested that management and unions can inherently be highly accommodative during the collective bargaining session, easily giving in to their oppositions' demands. Nevertheless, it will be more effective if both unions and management learn to assess their current situation during the bargaining process and carefully assess and decide how to respond, which might be relatively different from spontaneous and impulsive reactions and decisions.

Figure 2.3: The dual-concern model and styles of handling conflict
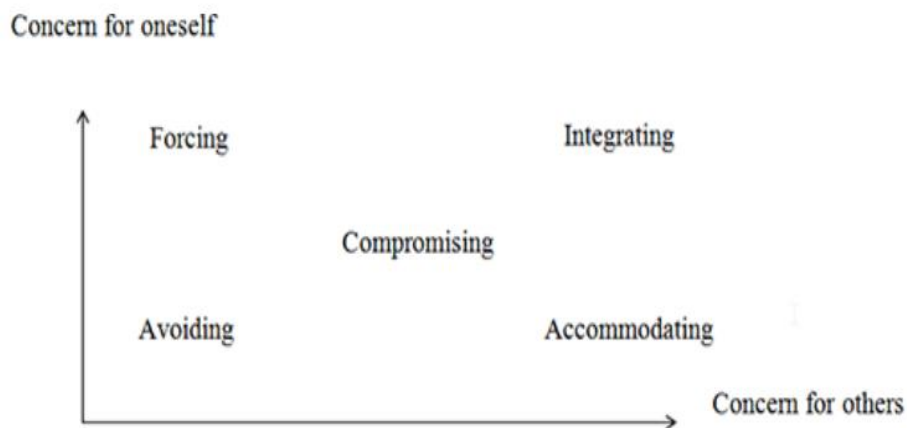
Note. This figure demonstrates the five conflict management styles based on two dimensions: assertiveness and cooperativeness, adapted from Rahim   (1983).

Blake and Mouton (1964) developed the dual-concern model explaining how conflictive situations are handled (Blake & Mouton, 1964; Pruitt & Rubin, 1986; Rahim, 1983; Thomas, 1992; Van de Vliert, 1999). The dual concern model identified and described two concerns that

are taken into account when individuals or groups manage conflict, and these two concerns are a concern for self, referring to their own interest and concern for others (relational interests) (Blake & Mouton, 1964; Pruitt & Rubin, 1986; Rahim, 1983; Thomas, 1992).

2.3.2 The five styles of managing conflict

The concerns mentioned above (concern for self and others) influence how management and unions handle or manage conflict during challenging bargaining sessions. Thomas and Killman (1974) and Rahim (1983) identified five different styles that management and trade unions implement to manage conflict during bargaining sessions. These five conflict management styles were studied and investigated based on an individual or group level of overall personal conflict styles (Euwema & Giebels, 2017). These five conflict management styles have been classified by Rahim (1983) as:

- collaborating (integrating),
- competing (forcing, dominating),
- avoiding (denial, withdrawal),
- accommodating (obliging), as well as
- compromising (negotiating).

Figure 2.4: Description of the five different conflict management styles

Note. This figure describes the five conflict management styles management and unions employ to manage conflict in the union management relationship. Adapted from Anjum, Karim, & Bibi (2014).

Collaborating

The collaborating conflict management style is best described as a problem-solving and win-win strategy to satisfy both management and union involved in the conflicting situation (Rahim, 2017). The integrative conflict management style reflects an elevated concern for oneself and the other party (Kay & Skarlicki, 2020). When management or unions choose to implement the integrative conflict management style, they are more likely to show empathy towards their opposition and seek to merge both their objections with the objections of the party (Aquino et al., 2006; Kay & Skarlicki, 2020). According to Aquino et al. (2006) and Rahim

and Magner (1995), management and trade unions will also seek to exchange resources and information and examine both parties' points of view.

Alhamali (2019) elaborates that the main characteristics of the collaborative style are that either retail management or trade union attach value to their worth, vision, and objectives but take the needs, interests, and ideas of other parties into consideration. The collaborative style therefore encourages management and unions to seek creative solutions to meet both parties' interests during negotiations.

According to Ayub, AlQurashi, Al-Yafi, and Jehn (2017), the collaborative style preference for problem-solving or integrative behaviour, effectively enables both management and unions to deal with complex issues during collective bargaining proceedings. Furthermore, it enables management and unions to share skills, information, and other vital information, which, in the long run, enables both parties to reassess the problem and find, formulate and implement alternative solutions (Ayub, et al., 2017).

Mosadeghrad and Mojbafan (2017) have shown that the collaborative style is ineffective when faced with trivial tasks or limited time. Prior studies have shown that the collaborative style is inadequate when both management and unions have little experience in problem-solving or when parties show a lack of concern about the possible collective bargaining outcomes (Pruitt & Rubin, 1986). When management or trade unions show a combination of being assertive and cooperative, it will indicate that they will show an attempt to work with other parties involved in collective bargaining to identify and find solutions that will satisfy both management and unions' concerns (Haipeter, 2020). The collaborative style, which is the polar opposite of the avoiding conflict management style, gives retail management and trade unions the chance to obtain their objectives and goals, resulting in minimal negative feedback and emotions (Cortez & Johnston, 2020).

Competing

The competing conflict management style is described as either management or union aiming to achieve their objectives or goals by imposing their idea of a solution on their opposition (Lu, & Wang, 2017). According to Missotten et al. (2018), a deep concern for oneself is established, and shared concern is shown towards the opposition. Euwema and Giebels (2017) elaborate that the competing style pays little attention to the needs of their opposition, and little interest is shown in improving the existing relationship.

When management and trade unions are in a competing relationship, they will tend to be assertive, show high levels of uncooperativeness, and are more willing to pursue their concerns at the other party's expense. According to Benoliel (2005), the competing conflict management style effectively works when management and unions do not show any concern about their relationship, but only concentrate on the outcome of collective bargaining negations. However, Benoliel (2005) emphasised that when unions and management primarily use the competing conflict management style when actively dealing with collective bargaining negations, it will cause a lack of growth in their relationship as union and management, causing bargaining sessions to become hostile and unrewarding.

Baillie, Bollen, Euwema, and De Witte (2014) noted that the competing style could damage the relationship between management and union when either party is forced to make decisions that contribute to bullying or destructive behaviour within the bargaining relationship. However, De Drue (2005) argues that 'normative forcing' refers to where either management or unions rely on specific rules and enforce them during negotiations. According to De Drue (2005), it can be practical when correctly implemented by management and trade unions during collective bargain procedures. Research conducted by Alhamali (2019) indicated that the competing style is effective when the outcome is viewed as necessary to either union or management but trivial to the other or when a quick decision needs to be made. It is duly noted that the competing style is inappropriate to implement when the issue or problem is more complex; when both management and trade union are equal in power; when the outcome is not worth the time or effort for either management or union; or lastly, when there is enough time to make a collective decision (Cortez & Johnston, 2020).

The competing conflict management style, similar to the avoiding conflict management style, uses a dominating approach that highlights either management or trade unions' imbalance regarding their concern for themselves and others (Haipeter, 2020). The key identifier for the competing or dominating conflict management style is that retail management or trade unions will show high levels of concern for themselves, their needs and objectives, but will show a low level of concern when it comes to the concerns, needs or interests of their opposition, resulting in the well-known term win-lose war (Cortez & Johnston, 2020). Therefore, it is most likely that management or unions will try to impose their interest, ideas and opinions on their oppositions (Gashi, 2020; Rahim & Magner, 1995). Aritzeta et al. (2005) theorise that when management and unions consider adopting the dominating style, they have the sole intention

of obtaining favourable solutions for themselves. Furthermore, it is often considered an aggressive style that could lead to unwanted and unintended consequences (Rahim, 1983).

Avoiding

The avoiding conflict management style is best described as either unions or management's attempt to avoid a confrontational situation with the opposing party. When unions and management show low levels of concern for their opposition party's objectives, goals and interests, and low levels of concern and consideration for their objectives, goals and interests, this can be described as management or unions adopting the avoiding conflict management style (Smiley, 2018). This style essentially prevents management or trade unions from yielding during bargaining sessions (Gashi, 2020; Lu & Wang, 2017). Consequently, the avoiding style discourages management and unions from competing for their aims and objectives or negotiating constructively (Gashi, 2020).

According to Euwema and Giebels (2017) and Van de Vliert (1997), conflict research pays little attention to the avoidance conflict management style. Most researchers theorise that management and unions who implement this style tend to think there is nothing to gain when entering the conflict. However, Lu and Wang (2017) and Van Erp et al. (2011) argue that the avoidance style prevents management and trade unions from damaging the relationship between encouraging parties not to engage if a problem is minor or trivial.

When management and unions avoid engaging in conflictive situations with their opposition, both parties could tend to be unassertive and uncooperative while diplomatically sidestepping an issue or simply retreating from the conflictive situation (Smiley, 2018). By using the style of avoidance, the involved party simply wants to withdraw from conflict by 'sidestepping' the issue or adopting a 'see no evil, hear no evil, speak no evil' approach (Rahim & Magner, 1995, p. 123) or by 'hiding disagreement' (Aritzeta et al., 2005 p. 165), which can also be described as a withdrawal from the problem (Gashi, 2020; Rahim, 1983).

Accommodating

The accommodating conflict management style is essentially the opposite of competing (Smiley, 2018). The accommodating or yielding conflict management style refers to unions or management either coinciding or giving in to the opposition's aims, wishes and needs. According to Rahim (2017), the accommodating style pertains to an individual's shared

concern for their concern and a deep concern for the opposing party's goal, objectives, needs and interests. Rahim and Magner (1995) elaborate by stating that management and unions tend to adopt the accommodating conflict management style when they want "to play down the differences and emphasises commonalities to satisfy the concerns of the other party" (pg. 125). This conflict-handling behaviour refers to when retail managements or trade unions have a strong sense or desire for harmony and sensitivity toward their opposition's needs (Ayub et al., 2017). Yielding behaviour becomes useful when either management or union is unfamiliar with the problem or situation connected with the conflict, when the opposition is correct or when the issue at hand holds more importance to one group than another (Ayub et al., 2017). Furthermore, accommodation enables both unions and management to build and maintain a long-term relationship in exchange for future consideration from both parties.

According to Shire (2019) management and unions mainly use the accommodating style to satisfy the other party during collective bargaining negotiations. Spaho's (2013) research stated that this behavioural style is not appropriate for management or unions to implement when the accommodation promotes dynamics of exploitation, which cause heightened concern or frustration among parties involved. It may seem that management and unions are being accommodated towards each other. It could lead to one party taking advantage of the weak of the less powerful party during collective bargaining sessions and cause resentment within their relationship (Haipeter, 2020).

Compromising

Lastly, the compromising conflict management style refers to searching for a middle ground while adhering to both management and unions' concerns and interests. According to Van de Vliert (1997) and Missotten et al. (2018), the premise of this conflict management behavioural style is to reach a level of satisfaction where both management and trade unions receive equal consideration. According to Thomas (1992) and (reference), the compromising style shares commonalities with the collaborating (integrating), competing (forcing, dominating), avoiding (denial, withdrawal) and accommodating (obliging) conflict management styles.

The compromising conflict management style entails both management and unions to consider both themselves and the other party's needs, interests and goals. According to Rahim and Magner (1995), this style requires both management and unions to adopt a 'give-and-take or sharing' approach (p.123), which ultimately implies that both management and unions will

have to compromise during collective bargaining negotiations. This means that management and unions should make equal concessions during bargaining sessions, resulting in a balance of forces and causing the goals and objectives of either management or unions to be equally exclusive (Buddhodev, 2011; Ayub et al., 2017). According to Alhamali (2019), the compromising style leads to democratic and unbiased solutions. However, this style may prevent unions and management from manufacturing creative solutions they might currently face (Mosadeghrad & Mojbafan, 2017; Spaho, 2013). Furthermore, the compromising style also limits the efforts of unions and management to increase their resources before effectively dispersing them (Spaho, 2013).

As stated in Chapter 1, conflict management styles are situationally bound and therefore depend on management and unions determining what conflict handling style will be the most appropriate to implement (Clegg, Kornberger, & Pitsis, 2015; Rahim, 2017). Numerous studies have specified that if retail management and unions implemented the wrong style to resolve any conflict during bargaining proceedings, it could result in unwanted consequences (Swanson, 2015). If an inappropriate style is implemented to address the conflictive situation, it delivers adverse outcomes such as a collapse in the relationship between management and union, and mistrust and doubt of employees within the organisation (Peleg-Koriat, Weimann-Saks, & Ben-Ari, 2018). Good analysis of the conflict management styles!

Conflict management

Conflict management is defined by Serne and Martin (2020) as direct and deliberate actions implemented to deal with conflictive situations to either prevent or escalate the conflict situation. Unlike conflict behavioural theory, the conflict management theory encompasses cognitive responses from management and unions about conflictive situations. According to Missotten et al. (2018), conflict management can differ from highly competitive to highly cooperative.

Conflict management does not necessarily involve the discontinuation, avoidance, or minimisation of conflict. According to Rahim (2002), conflict management refers to designing effective strategies to decrease any impairment caused by conflict and elaborate and enhance the constructive functions of conflict to improve management and unions effectiveness on an individual, group and organisational level. Euwema, Munduate, Elgoibar, Pender, and Garcia (2015), in line with De Dreu and Gelfand (2008), add detail to the conflict management theory

by elaborating that conflict is not necessarily destructive.

Therefore, constructive conflict is possible in management and union bargaining (Coleman, Deutsch, & Marcus, 2014). Euwema et al. (2015), in line with De Dreu and Gelfand (2008), further expand on their statement by explaining that when conflict is discussed openly by management and unions, positive benefits and advantages in conflictive situations are more likely to appear. On the other hand, if conflict is skilfully discussed by management and unions, it not only promotes new ideas, but also enables both management and unions to generate creative insights as well as agreements when busy with collective bargaining sessions (Coleman et al., 2014; De Dreu & Gelfand, 2008; Euwema et al., 2015; Tjosvold, Won, & Chen, 2014).

To gain a formative experience from conflict, conflict needs to be managed and controlled effectively (Mosadeghrad & Mojbafan, 2017). This concept is explained by Deutsch's classic theory of competition and cooperation (Alper et al., 2000; Deutsch, 2006; Johnson & Johnson, 1989). According to Deutsch (2002), the theory defines and describes the antecedents and consequences of cooperative or competitive orientations of management and unions and allows insights into what can give rise to constructive or destructive conflict processes. The heart of Deutch's classic theory of competition and cooperation is the interdependence that management and unions (the parties involved) display, to such an extent that both management and unions believe their goals and objective are positively related or negatively related by showing a competitive side, ultimately affecting their interactions with each other as well as their outcomes (Alper et al., 2000; Deutsch, 2006; Johnson & Johnson, 1989).

Figure 2.5: Deutsch's classic theory of competition and cooperation

Cooperative (characterized by positive interdependence)	Promotive/Responsive (mutual problem solving for joint benefit)	Constructive (win–win)
↑	↑	↑
Goal Structure ↔	**Interaction** ↔	**Outcome**
↓	↓	↓
Competitive (characterized by negative interdependence)	Oppositional/Obstructive (concession-seeking for exclusive benefit)	Destructive (win–lose)
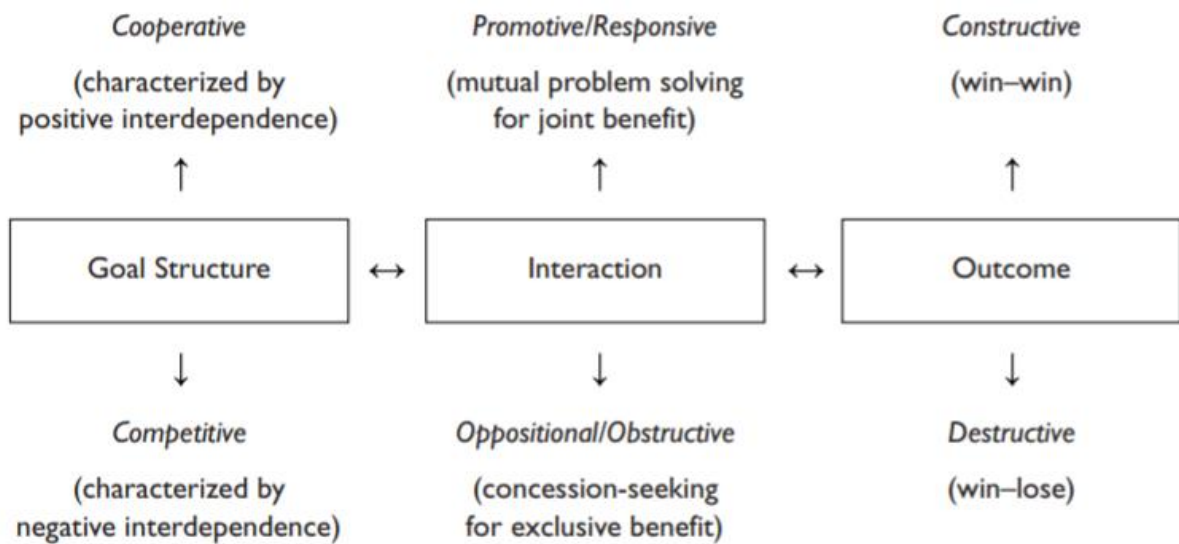
Note. This figure demonstrates Deutsch's classic theory of competition and cooperation adapted from Stevahn & King (2005).

As mentioned in Deutsch's theory, positive interdependence promotes and enables management and trade unions to be open, engage in cooperative relationships, and implement integrative problem-solving techniques during collective bargaining procedures (Mosadeghrad & Mojbafan, 2017; Tjosvold et al., 2014). On the other hand, perceived negative interdependence causes management and trade unions involved in the bargaining process to experience more distance and less openness in their relationship. This promotes challenging and competitive behaviour, resulting in unions and management partaking in distributive bargaining, causing win-lose outcomes (Serne & Martin, 2020).

Suppose either unions or management perceive that they can reach their objectives or goals if the other party reaches theirs. In that case, the goal of interdependence between management and unions is perceived as positive. Therefore, both management and unions will theoretically have a higher concern for the other party's objectives and goals and therefore manage the conflictive situation more effectively and cooperatively (De Dreu et al., 2001; Tjosvold et al., 2014). However, if either management or unions perceive that they can obtain their own goals and objectives only if the party is unsuccessful in reaching their own, the interdependence that exists in the relationship becomes negatively perceived by both parties and conflict is approached in a competitive manner (Tjosvold et al., 2014).

Perceived power and power dependence

In Chapter 1, the importance of conflict was highlighted, and it is therefore evident that conflict affects the quality of decision-making between retail management and trade unions. Consequently, it is clear that management and unions require power to negotiate on behalf of their members and the organisation (Nel, Kirsten, Swanepoel, Erasmus, & Poisat, 2012).

The term 'power' is defined by Emerson (1962), Fiske (2010), Keltner, Gruenfeld, and Anderson (2003) and Magee and Smith (2013) as either party's (retail management or trade unions) asymmetric control over scarce and valuable resources. This implies that when either management or union is perceived as more powerful, they control resources. In contrast, parties perceived as less powerful have relatively more minor control over valuable and scarce resources (Schaerer, du Plessis, Yap, & Thau 2018).

A review of power relations literature suggests that previous research studies have primarily focused on the consequences and behaviour of parties with high power (Emerson, 1962; Fiske, 2010, Keltner et al., 2003; Magee & Smith, 2013; Tavares et al. 2015). Prior research indicates that perceived power is derived from the assumption that the primary motivator behind the effects of power and power relations is that individuals with a lack of power are derived from individuals who are assumed to have high power (Schaerer, du Plessis, Yap, & Thau 2018).

Parties with high power and lack of power are part of unequal asymmetric power relationships. Parties bound in unequal asymmetrical relationships are anticipated to evoke similar behaviour, decisions and psychological exposures than parties in equal power relationships. Power and power dependence are best explained by the social exchange theory (Blau, 1964; Coleman, 1994; Cook & Yamagishi, 1992; Emerson, 1976; Homans, 1961; Kelley & Thibaut, 1978) and power dependence theory (Emerson,1962; Yan, 2019).

Richard Emerson developed the power dependence theory based on the social exchange theory. The theory was further developed by famous sociologists George Homans and Peter Blue and renowned psychologists John Thibaut and Harold Kelly (Emerson, 1976; Homans, 1961; Kelley & Thibaut, 1978). Blau (1964; 1986) and Emerson (1972a; 1972b) identified a clear and definitive connection between power and social exchange.

Figure 2.6: Blau's model of exchange and the structure of social relations
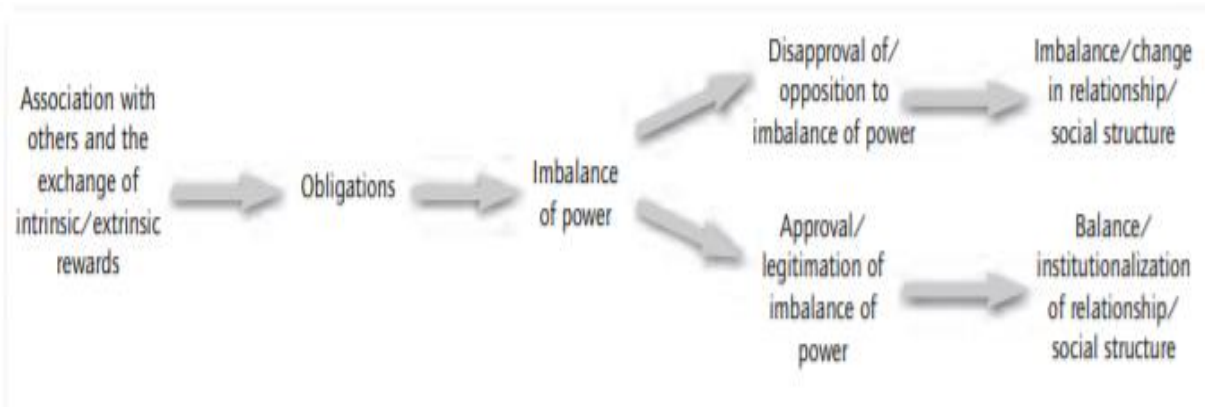
Note. This figure illustrates the social exchange theory, adapted from Jevons.

The social exchange theory proposes that unequal power versus equal power relationships is purposive, and parties (unions and management) primarily enter into these relationships for self-gaining purposes. Schaerer, du Plessis, Yap, and Thau (2018) argue that unequal power relationships increase the precedence of instrumental goals, promote competitive behaviour, and lead to the emergence of exchange rules.

Therefore, based on the distinction of unequal and equal power relationships, researchers derived that when individuals or groups are perceived as robust or low in power, it may lead to similar judgements, decisions and behaviours. According to Emerson (1976), Fiske (2010) and Schaerer, du Plessis, Yap, and Thau (2018), this assumption has influenced how power theories have been formulated.

Figure 2.7 : Power imbalance model
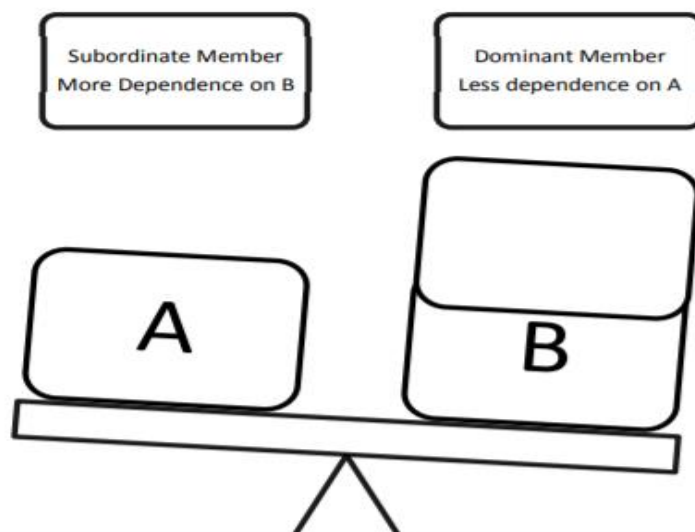
Note. This figure illustrates when a power imbalance occurs in the relations leading to power dependency resulting in a subordinate party and a dominant party, adapted from Ibishukcu & Datar (2016).

On the other hand, the power dependence theory refers to a structural theory about power and fixed long-term relationships (Cook, Cheshire, & Gerbasi, 2020). Dependence between two different groups (unions and management) exists when one party cannot control all the factors needed to achieve a specific objective or goal, forming a dependence on a scarce resource from the opposing party (Cook, Cheshire, & Gerbasi, 2020; Emerson, 1976; Pfeffer & Salancik, 2003).

The importance of these scarce resources and the availability of alternative resources during collective bargaining ultimately influence how management and unions depend on each other (Caniëels & Gelderman, 2007; Emerson, 1976; Pfeffer & Salancik, 2003). The power dependence theory reflects power as a critical relationship characteristic (Cook, Cheshire, & Gerbasi, 2020). Their theory mainly focuses on the relationship rather than the individuals involved (Cook, Cheshire, & Gerbasi, 2020).

Chapter summary

Chapter 2 has demonstrated with the aid of literature and connected theories that interaction between management and unions results in conflict, be it constructive or destructive conflict, and therefore can be attributed to variations in union and managements' conflict management styles as well as the need for power over the opposition during collective bargaining (Godfrey et al., 2007). The conflict that management and unions face within the retail environment can be effectively managed by understanding each party's different conflict management styles (Rahim, 2017).

Although numerous research studies have indicated no right or wrong way to manage conflict, five predominant styles of conflict management may occur during bargaining sessions. However, within the bargaining relationship between retail management, power plays a definite role in deciding what conflict management style unions and management will use. Additionally, research studies have showcased that retail management and unions' choice of conflict management styles is influenced by the power the opposing party exhibits (Bélanger et al., 2016).

Consequently, if either management or union implements the incorrect conflict management style to address a particular conflict scenario within the collective bargaining environment, it not only implicates the relationship, but also affects the confidence, trust and loyalty of all parties involved in the bargaining process (Bromwich & Harrison, 2019).

Therefore, it is essential to investigate whether power dependence truly influences the conflict management styles of management and unions engaged in collective bargaining and survey how each party's actions affect their opposition's conflict management style. To effectively answer this research question, the method used to undertake this research study and validation for using the implemented research method will be thoroughly explained in Chapter 3.

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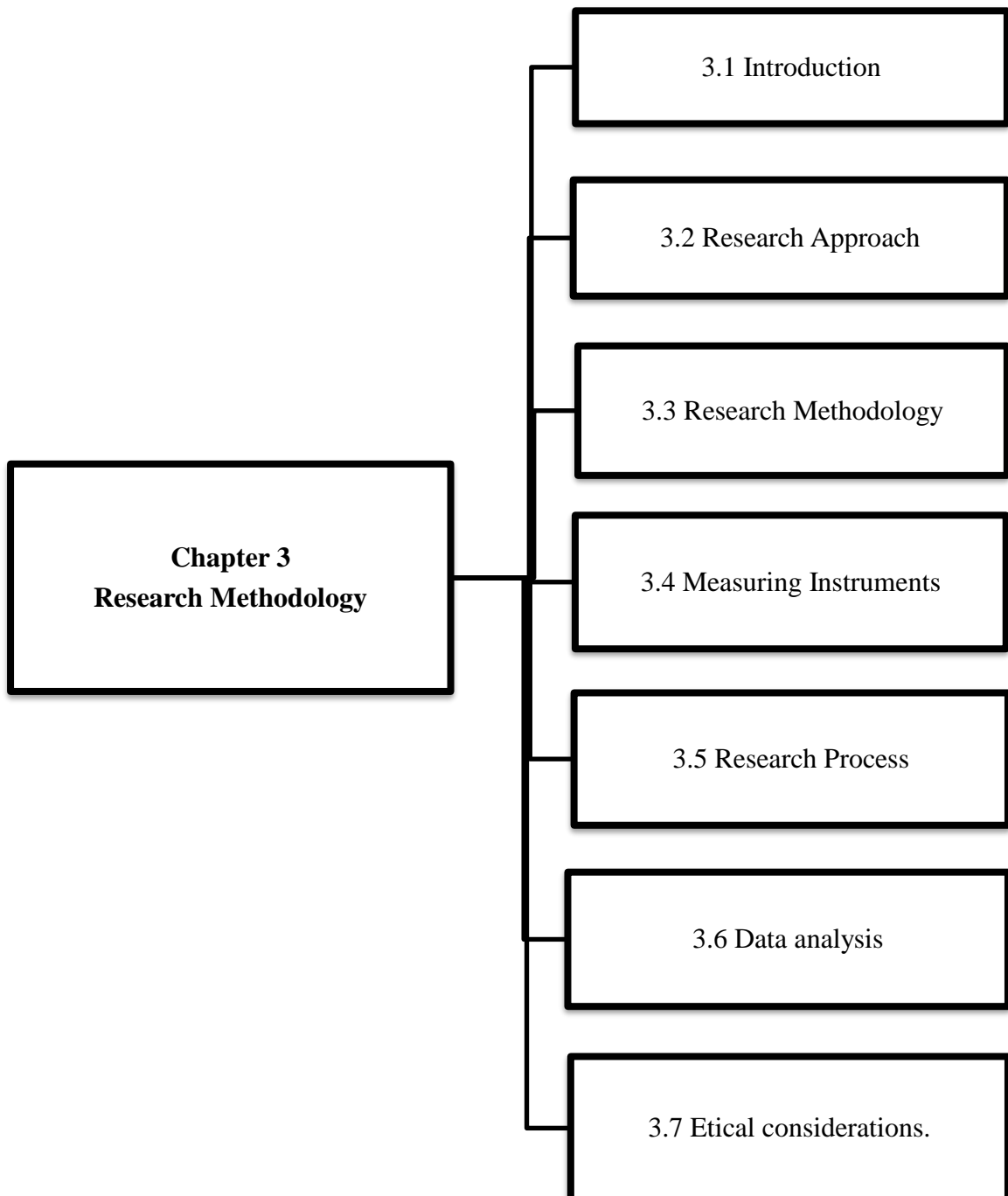
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CHAPTER 3: RESEARCH METHODOLOGY: DATA COLLECTION METHOD AND RESEARCH TOOLS

Chapter 3 **Research Methodology**	3.1 Introduction
	3.2 Research Approach
	3.3 Research Methodology
	3.4 Measuring Instruments
	3.5 Research Process
	3.6 Data analysis
	3.7 Etical considerations.

3.1 INTRODUCTION

As discussed in Chapter 1, this research study aimed to investigate whether power dependence and conflict management styles affect the collective bargaining process of management and unions in two retail industries in Gauteng. In Chapter 2 the theoretical and conceptual framework for this study and a broad background regarding collective bargaining, retail management and associated trade unions, conflict management and conflict management styles and perceived power and bargaining power was explored.

As is specified by the title, this chapter covers the methodology utilized within the research study. In more detail, in Chapter 3, the research approach, the research method of data collection, the selection, the research process, the statistical analysis, and the ethical considerations.

Based on those as mentioned earlier, this chapter is divided into six sections:

The research approach utilised in the study is *Section 3.2*. This will be followed by *Section 3.3*, where the Research method used will be explained. This will be followed by *Section 3.4* and *Section 3.5* that will explain the *Measuring instruments* used in the study and the *Research Process* that was followed. Lastly, in *Section 3.6* and *Section 3.7,* the *Ethical considerations* that were taken into account throughout the research process will be discussed.

3.2 RESEARCH APPROACH

Intending to contribute to the field of labour relations, this research study's key objective was to investigate power dependence and conflict management styles' effect on the collective bargaining process of management and unions in two retail industries in Gauteng.

To achieve this goal, the quantitative research design was implemented and followed. Burns and Grove (1993) and Bloomfield and Fisher (2019) define the quantitative research design as a goal-oriented, formal and systematic process that enables researchers to identify, describe and examine possible relationships, as well as explore the impact and effect different variables have on each other and their surrounding environment. Furthermore, a quantitative research study has the following identifiable characteristics (Apuke, 2017; Burns & Grove 1997; Leung, Fine, Blizard, Tonni, & Louca, 2021):

There is a single reality or realm that can be defined by making use of careful measurement tools.

- A quantitative research study is usually concise and to the point.
- A quantitative research study describes, identified, determines and examines relationships, connections among variables, where possible.
- This type of research design uses statistical analysis to reduce and organise data, identify and determine meaningful relationships and identify and define any differences and similarities within and between different categories of data.
- A large population is used.
- All-inclusive data collected by employing diverse methods and instruments should result in a complete explanation of the population studied.
- It provides an accurate account of the characteristics of particular individuals, situations, or groups.

A cross-sectional survey was used to describe any differences the research population may have encountered when the investigator (Thompson & Panacek, 2007;). A cross-sectional study design can be defined as a form of observational study design (Cuschieri, 2019; Setia, 2016). Within twill his study the cross-sectional designs were used for population-based surveys and to assess retail management and trade unions preferred conflict management style and their level of power (power dependence) while busy with collective bargaining sessions (Shalonda, 2019). Furthermore, nonprobability-purposive sampling enabled the researcher to select specific population to participate in the study (Sibona, Walczak, & White Baker, 2020).

3.3 RESEARCH METHOD

3.3.1. Research participants

The target population of this research was management and associated trade unions functioning within the retail industry. The general sample was composed of 132 participants, 63 management from the retail sector and 67 from associated trade unions after, 200 questionnaires were sent out. The response rate was therefore 66%. The main requirement was that participants form part of either management or trade unions actively involved in the collective bargaining process.

Furthermore, participants needed to be fluent in English in order to complete the questionnaires. In addition, the retail management and associated trade unions were considered appropriate as the target population of the study area because, as stated in chapter 1, of the fundamental working relationships that exist between organisational management and trade unions inside the labour sphere and the retail environment, as well as the importance both these parties hold within collective bargaining sessions.

3.4 MEASURING INSTRUMENTS

All the measuring devices used in the study were conducted through electronic questionnaires (Google Forms). Trade unions and organisational management responded to conflict management styles (CMS) and power (Burgess & Steenkamp, 2006). Furthermore, participants indicated on the Google document their demographical information to retain statistical controls (Burgess & Steenkamp, 2006; Li & Xu, 2020).

Conflict management Styles - Rahim's Organizational Conflict Inventory-II (ROCI-II)

Rahim's Organisational Conflict Inventory-II (ROCI-II) The ROCI-II was the instrument used to measure preferred conflict management style of retail management and trade unions. The ROCI-II is a well-known and favoured measuring instrument used to measure conflict in an organisational environment.

According to Rahim (2011), the ROCI-II instrument was designed to measure the styles of handling interpersonal conflicts, namely, integrating, obliging, dominating, avoiding, and compromising. Form C was used to measure the style of handling conflict found in management and trade unions (Anastasi, 1988; Li & Xu, 2020). The ROCI-II includes 28 questions with a Likert scale of 1 to 5, ranging from 1 as strongly disagree to 5 as strongly agree (Li & Xu, 20200. A higher score indicates greater use of a particular style. A respondent typically completes the questionnaire within 10 minutes and can self-score (Anastasi, 1988). However, for purposes of this study, the score sheet was not provided so that the scores could be consistently calculated by the researcher with the scoring of the CQR instruments.

In addition, the ROCI-II has been extensively tested for reliability and validity with better results than other instruments available (Rahim, 1983; Li & Xu, 2020; Weider-Hatfield,1988; Womack, 1988). Convergent validity assessed with all factor loadings was found to be statistically significant (p < .001).

Power - Conflict Resolution questionnaire (CRQ),

The CRQ measuring instrument was used to measure retail management and trade unions perceptions regarding how often they engage in certain conflict-related behaviours when involved in collective bargaining namely (1) view of conflict; (2) atmosphere; (3) clarification of perceptions; (4) needs; (5) power; (6) future; (7) options; (8) doable (steppingstones of action); (9) mutual benefit and (10) extra considerations (Henning, 2003, 2004; McClellan, 1997a, 1997b, 1997c; Rafique, Habib, Rehman, & Arshi, 2020). The CRQ measuring instrument is designed to understand conflict and conflict behaviours better and can be implemented as an educational tool (Henning, 2004; McClellan, 1997a; Kiani, Hojatkhah, & Torabi-Nami, 2016).

The instrument consists out of 40 items that's categorised under ten factors and includes a 5-point Likert scale ranging from "Almost never" to "Almost always" (Rafique et al., 2020). The notion of power was assessed within the collective bargaining process between unions and management. The researcher placed specific emphasis on items 17 to 20 (power), items 29 to 32 (doable(s) (steppingstones of action) as these items focused on producing positive relationships through creating positive shared power (Henning, 2003, 2004; McClellan, 1997a, 1997b, 1997c; Rafique, Habib, Rehman, & Arshi, 2020).

3.5 RESEARCH PROCESS

Initially, the researcher approached various organisations trading in the retail industry and associated trade unions in the Gauteng province with a brief document explaining the purpose and a letter requesting permission to collect data from their employees and members. However, due to extensive riots and community unrest in Gauteng during July 2021 and the Covid-19 pandemic, attracting participants to participate in the study was an added challenge for the researcher. Furthermore, due to participating organisations that closed down after the riots and community unrest during July 2021. Questionnaires were distributed within two large companies that consisted out of multiple subsidiaries and trade union representatives, where the questionnaires were then completed by both trade unions and management during August 2021.

Data was collected with the use of Google forms which were. distributed by sharing the google forms link to the respondents by the respective parties within the organisation. It took

respondents approximately 20-30 minutes to complete the questionnaire. The questionaries consisted out of the *ROCI-II* and the *CRQ* measuring instrument.

Both management and associated trade unions were given the full month of August 2021 to complete the questionnaires as both parties dealt with strenuous situations within their respected organisations. The researcher sent a reminder to HR managers and General Secretaries a week before the survey's completion deadline, where the data collected was then analysed. Moreover, what helped generate a "higher" response rate was offering participants the chance to win a Woolworths voucher which was raffled off after the data gathering process ended. Participants had the choice to enter the competition once completed the surveys, where an automatic generator chose the winner for the raffle.

3.6. DATA ANALYSIS

Descriptive statistics

To conduct the statistical analyses of the collected data, the researcher used the Statistical Package SAS (SAS Institute Inc., 2020). Descriptive statistics like means, common variations and frequency tables described the collected data (De Vos et al., 2011).

Statistical analysis of ROCI-II and CRQ

According to Nworgu (1991) and Gerald (2018) the t-test is defined as a testing hypothesis where there are differences in means (Standard, 2018). To test the difference in conflict management styles between management and trade unions, the independent t-test was used to test the significant variation between the two independent variables (Bhukya & Sreeramulu, 2021; Rousselet, Pernet, & Wilcox, 2017; Standard, 2018). Spearman's correlation coefficients were used to test the relationship between the level of power and type of conflict management style retail and trade union (Akanbi, 2020; Bhukya & Sreeramulu, 2021).

Because no random sampling was done in this study, interpretation of results for this study was done on Cohen's effect sizes (Cohen, 1988, 1992). However, p-values obtained from the above-mentioned statistical extrapolation procedures were reported for extensive results to be obtained. In order to declare the construct validity of constructs during the research study, factor analyses were done. Cronbach alpha reliability coefficients were computed to assure reliability of constructs (Field, 2009; Field, Miles, & Field, 2012). Data collected from

participants who responded to the questionnaires were analysed. A statistically weighted mean was used to answer some of the research objectives effectively. The response options of the ROCI-II and CRQ instruments were measured as follow:

Strongly Agree (5);

Agree (4);

Sometimes/Half of the time (3);

Disagree (2);

Strongly (1)

3.7 ETHICAL CONSIDERATIONS

The researcher followed certain ethical aspects for this research study to ensure that fair research principles were followed. According to Salkind (2010) these aspects include the following: avoiding any harm or impairment to participants, ensuring that all participant that participated in the study was voluntary, ensuring that informed consent and autonomy was maintained from participants when data was collected as well ensuring that participants privacy was maintained and that all responses from particpants are kept confidential (Clark-Kazak, 2017; De Vos et al., 2011).

Struwig and Stead (2001) stated that researchers must uphold high competency to ensure ethical considerations are sustained during the research process (Chenneville & Schwartz-Mette, 2020; Damoah & Appiah, 2020).

Thus, within this research study the researcher ensured the following guidelines were followed during the data collection process (Clark-Kazak, 2017):

- They were ensured that participants identities and responses were kept confidential during the data collection process.
- That all data was collected relatively and ethically.
- The researcher ensured that participants understood that participation in the study was voluntary and that participants could withdraw from the study at any point.

- Obtained an informed consent form before collecting the data from retail management and trade unions.

- Lastly, the researcher ensured that all data collected stayed anonymous and that no participating organisation, trade union or participant's name was mentioned throughout the study.

All results were kept confidential and locked away securely, with only the researcher and supervisors having access to the data.

Chapter 3 outlined how the research study was conducted, demonstrating and explaining the process used to select the participants, the method that was implemented to collect data, the approach that was used in analyse the data, as well as the ethical considerations that was taken into conidiation in order to ensure that data was collected ethically and fairly and that no participant was harmed or harassed during the data collection method

This study aimed to understand and investigate power dependence and conflict management styles' effect on the collective bargaining process of management and unions in two retail industries in Gauteng. In Chapter 5, the details of the analysis process and the findings of the collected data will be described.
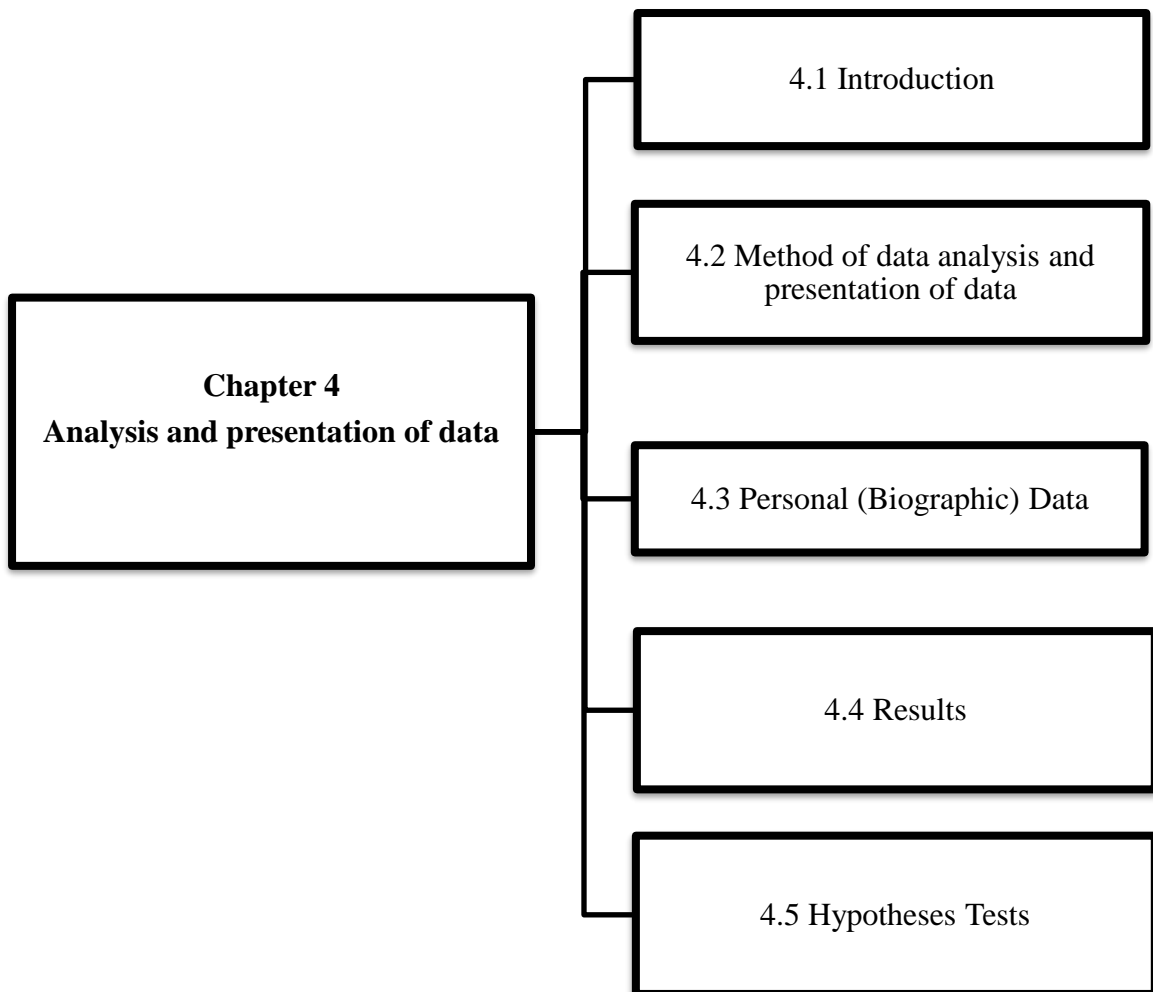
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CHAPTER 4: ANALYSIS AND INTERPRETATION OF DATA

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4.1 INTRODUCTION

In Chapter 3, the method of data collection and data analysis was discussed. In this chapter, the research findings of the collected data and the research findings will be addressed. The study results relate to the research questions and research hypothesis that guided the course of the study. Data was collected to investigate power dependence and conflict management styles'

effect on the collective bargaining process of management and unions in two retail industries in Gauteng. Data was obtained using electronic questionnaires with the use of Google Forms. 132 participants responded, but only 125 participants fully completed the survey (*n=125),* with a completion rate of 66%.

Structured data collection was aimed at determining:

- how power dependence, conflict management styles and collective bargaining are conceptualised according to the literature.

- what the dominant conflict management style is that trade unions and management generally use.
- the difference in the conflict management styles of unions and the conflict management styles of management.
- the difference in perceived power on the relationship between unions and management.
- the relationship between perceived power and the conflict management styles of trade unions and management.
- what recommendations can be made for future research and practice.

4.2 METHOD OF DATA ANALYSIS AND PRESENTATION OF DATA

A descriptive statistical analysis was used to identify, detect and categorise frequencies and percentages of all the questions within the utilised questionnaires. When analysing the data, it was clear that not all the respondents answered all of the questions, resulting in seven missing values. Therefore, the percentage reported corresponds to the total of managers and unions.

The results of this research study are discussed by referring to the following discussion points:

- Biographical characteristics of participants
- The response rate of participants
- Reporting the p-value
- Reporting correlations

Measures

A Google Forms document was sent to HR managers and general secretaries of trade unions about the CRQ and ROCI-II questionnaire. The ROCI-II questionnaire aimed to determine

trade unions and management's style in managing conflict, and the CRQ aimed to measure participants' awareness and effectiveness regarding conflict management.

4.3 PERSONAL (BIOGRAPHIC) DATA

This section of the survey consisted of the respondents' age, gender, home language, 'do they form part of either management or union', and whether they participate in collective bargaining. Even though the biographical data collected is not fundamental towards the study, the personal or biographical data collected helped contextualise the research findings and formulate appropriate recommendations for future research.

4.3.1 Respondents' ages

Respondents were asked to indicate how old they were at the time of completing the survey. Participants' ages ranged from 23 to 67 years old. The mode age of participants is 35 years old, where the mean age was 41 years old (Figure 4.1). The minimum age was 23 years old, and the maximum age was 67 years old. In this study, most of the respondents were from the age group 31 to 40 years old, with 40 respondents (30.3%), followed by 41 to 50 years old, with 31 respondents, representing 23.4% of the study.

The minority of respondents were 51 to 60 years, 21 to 30 years old, and above 60 years old, with 29, 26 and six respondents, representing 22%, 19.7% and 4.5% of the study. The proportion of ages of females to males was 59% and 73% in all age groups. Figure 4.1 shows the respondents' age distribution.

Figure 4.1: Age distribution of respondents
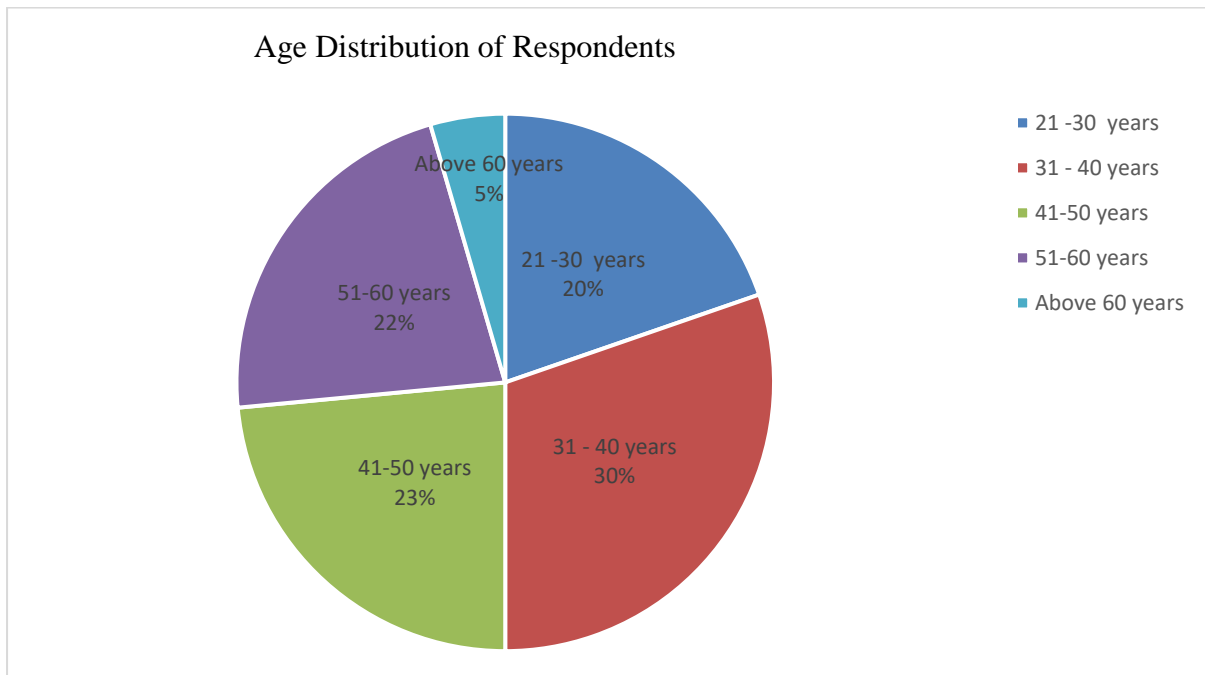
4.2.2 Respondents' gender.

In this study, there were 59 (44.7 %) female respondents and 73 male respondents (55.3 %). Data collected indicated that most respondents identified as male, resulting in a higher number of male respondents than female respondents.

Table 4.1 Gender of respondents

		Frequency	Valid percent
Valid	Female	59	44,7
	Male	73	55,3
	Total	132	100,0

Figure 4.1 and Table 4.1 indicates that out of the 132 respondents (*N=132*), 59 (44.7%) were female, and 73 (55.3%) were male. This analysis, therefore, implies that the majority of respondents were male (55.3%) compared to female respondents (44.7%).

Table 4.2: Language of respondents

		Frequency	Percent	Valid percent
	Home language			
Valid	Afrikaans	39	29.5	29.5
	English	58	43.9	43.9
	isiXhosa	6	4.5	4.5
	isiZulu	9	6.8	6.8
	Sepedi	1	0.8	0.8
	Sesotho	3	2.3	2.3
	Setswana	13	9.8	9.8
	siSwati	3	2.3	2.3
	Total	132	100.0	100.0

From Table 4.2, one realises that the majority of the respondents (management and trade unions) who participated in the study, answered that they were English. The figure amounts to 58 participants (43.9%). In addition, the respondents also answered that they were Afrikaans (29.5%), Setswana (9.8%), isiZulu (6.8%), isiXhosa (4.5%), Sesotho (2.3%), siSwati (2.3%) and Sepedi (0.8%).

When analysing management, 27 out of 63 participants (42.8%) reported English, followed by 39% of management reporting that they were Afrikaans and 9.5% of management respondents said they were siSwati. Moreover, when analysing the responses, 31 out of 69 (44.9%) reported that they are English and 20.2% of trade union respondents said that were Afrikaans.

4.2.3 Do respondents form part of either management or unions?

Table 4.3: Indication of whether respondents form part of either management or trade union

		Frequency	Percent	Valid percent	Cumulative percent
	Do you form part of a trade union or management?				
Valid	Management	63	47.7	47.7	47.7

Trade union	69	52.3	52.3	100.0
Total	132	100.0	100.0	

Based on Table 4.3 it is indicated that out of 132 responses from participants, 63 were management (47.7%) and 69 formed part of trade unions (52.3%). There were seven missing values (Table 4.4) of participants who answered that they do not participate in collective bargaining, thereby resulting in only 58 out of 63 management members (92.06%) and 67 out of 69 trade union members (97.10%) who answered all the question in the survey.

4.2.4 Response rate of management and union participation in collective bargaining

Table 4.4: Indication of whether respondents are involved in the collective bargaining process

	Participants	Respondents who answered 'yes' to participating in collective bargaining	Respondents who answered 'no' to participating in collective bargaining	Percentage (%)
Management	63	58	5	92.06
Trade union	69	67	2	97.10
Total	132	125	7	94.70

Table 4.5: Response rate of participants

	Response rate		
Participants	Surveys sent	Surveys received	Response rate
Management	100	63	63.000

Trade union	100	69	69.000
	200	132	132

Table 4.5 indicates that out of 132 respondents, a total of 125 participants specified that they are actively involved in the collective bargaining process. However, seven participants said that they were not involved in the collective bargaining process, thereby resulting in only 125 participants fully completing the questionnaire (*N*=125).

The majority of respondents formed part of the trade union group, representing 52.2% or 69 respondents who participated in the study. The minority of the respondents formed part of management, representing 48.8% or 63 respondents who participated in the research study. As indicated above in Table 1.6, most of the respondents identified as trade unions, which resulted in a higher overall response rate than management.

4.4 RESULTS

4.4.1 Reliability test

A reliability test was conducted to determine whether the questionnaires utilised in this research study are reliable and consistent. The researcher used Cronbach's alpha coefficient as an indicator to check the degree of consistency for both the ROCI-II and CRQ questionnaires.

The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where:
- N = the number of items.
- $\bar{c}$ = average covariance between item pairs.
- $\bar{v}$ = average variance.

According to Nunnally (1975) and Apuke's (2017) research on reliability in scientific research studies, the value of Cronbach's alpha for all constructs and variables used within a research

study must be above 0.6. Preferably, the Cronbach's alpha should be above 0.7, but as this study focused on participants from management and trade union groups' individual responses regarding their behavioural reaction towards conflict situations, according to Nunnally (1975), the Cronbach's alpha coefficient of a scale can therefore be accepted if above 0.6. Therefore, the Cronbach's alpha value utilised in this study is set at 0.6.

When analysing the overall variables for the ROCI-II questionnaire, three (3) out of the five (5) variables have a Cronbach's alpha coefficient of more than 0.6. As Table 1.7 shows, the coefficients range from a low of 0.47 for avoiding to 0.74 for collaboration. Furthermore, two variables (avoidance and compromising) are below Nunnally's (1975) suggested minimum standard of below 0.6, and therefore they are considered unsatisfactory.

Yet, according to Field (2005), values below .70 are acceptable due to the variability of constructs measured when measuring psychological constructs. Field (2005) elaborated that "the Cronbach's alpha of a questionnaire is affected by the number of items on the questionnaire: the higher the number of items on the questionnaire the higher the Cronbach's alpha coefficient; the lower the number of items on the questionnaire, the lower the Cronbach's alpha coefficient."

Table 4.6: Cronbach's alpha (alpha) for each factor in ROCI-II

	Factors	Cronbach's alpha	No. of items
IN	Collaborating style	0.74	7
OB	Accommodating style	0.61	6
DO	Competing style	0.64	5
AV	Avoiding style	0.47	6
CO	Compromising style	0.51	4

Table 4.7: Cronbach's alpha (alpha) for each factor

Factors	Cronbach's alpha	No. of items
View of conflict	0.21	4
Atmosphere	0.61	4
Clarification of perceptions	0.35	4
Needs	0.26	4
Power	0.25	4
Future	0.34	4
Options	0.10	4
Mutual-benefit agreements	0.36	4
Extra considerations	0.53	4

Overall reliability was evaluated by generating internal consistency measures for the 40 item sets. The overall Cronbach's alpha ($_{alpha}$) coefficient was 0.81. Moreover, reliability coefficients were generated for each factor. Table 1.8 shows the internal consistency for each of the 10 CRQ factors (Apuke, 2017; McClellan, 1997). The internal consistency for each of the 10 CRQ factors ranged from 0.10 to 0.61. Consequently, the low scores of 9 out of the 10 factors indicate that only one of the 10 CRQ factors possesses satisfactory intra-factor reliability.

4.5 HYPOTHESES TESTS

The first hypothesis (H_1) stated that management will be more prone to implement avoiding and collaborating styles. The alternative hypothesis ($\underline{H_2}$) stated that trade unions will be more prone to implement dominating and competing styles. The third hypothesis (H_3) stated that

when trade unions are perceived as powerful, management will be less inclined to implement the dominating conflict management style.

Therefore, trade unions will be more prone to implement avoiding and compromising conflict management styles, while hypothesis (H_4) when there is positive power in the bargaining relationship, it will significantly positively impact a union-management relationship.

Table 4.8: Independent sample effect sizes of ROCI-II

	Independent samples effect sizes		
		Standardise	Point estimate
ROCII_Collab	Cohen's d	0.65122	0.183
ROCII_Accom	Cohen's d	0.59531	-0.191
ROCII_Compet	Cohen's d	0.64929	-0.323

Table 4.9: Independent samples test for ROCI-II

		Levene's test for equality of variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence interval of the difference	
									Lower	Upper
ROCI-II_ Collab	Equal variances assumed	5,237	0,024	1,023	123	0,308	0,11944	0,11680	-0,11175	0,35063
	Equal variances not assumed			0,999	101,757	0,320	0,11944	0,11954	-0,11767	0,35655

ROCI-II_ Accom	Equal variances assumed	0,053	0,818	-1,065	123	0,289	-0,11374	0,10677	-0,32508	0,09760
	Equal variances not assumed			-1,062	118,939	0,290	-0,11374	0,10707	-0,32576	0,09828
ROCI- III_ Comment	Equal variances assumed	0,177	0,675	-1,801	123	0,074	-0,20968	0,11645	-0,44018	0,02083
	Equal variances not assumed			-1,808	122,020	0,073	-0,20968	0,11598	-0,43927	0,01992

4.5.1 Hypothesis 1: Management will be more prone to implement avoiding and collaborating styles.

According to Gillilan (2016) in order to determine retail managements and trade unions conflict management style(s), the researcher needed to analyse the highest mean, which indicates the "most" preferred style to resolve and manage conflict and continue to the lowest score, which indicates the least preferred style.

When analysing Table 4.10 it indicated that management showed preference to the collaborating conflict management style with a mean of 3.72 followed by compromising (M = 3.39), competing, (M = 3.37), accommodating (M = 3.10), and avoiding (M = 3.07). Hence, management was more prone to implement the collaboration conflict management style and less prone to implement the avoiding conflict management style. This finding is consistent with other research conducted on management within the collective bargaining environment (Rahim, 2017).

Additionally, as stated in Chapter 2 by Ayub, AlQurashi, Al-Yafi, and Jehn (2017), the collaborative style effectively enables both management and unions to deal with complex issues during collective bargaining proceedings. Thus, indicating that management showed

preference towards problem-solving or integrative behaviour when dealing with conflict situations whilst bargaining collectively with trade unions.

Table 4.10: Descriptive Statistics, ROCI-II Sub-Scales of Conflict Styles

			Retail management		*Trade Union*		
ROCI-II		*N*	*Mean*	*SD*	*N*	*M*	*SD*
IN	Collaborating Style	58	3.72	1,09	67	3.67	0.96
OB	Accommodating Style	58	3.10	1.03	67	3.21	1.01
DO	Competing Style	58	3.37	1.06	67	3.58	0.96
AV	Avoiding style	58	3.07	1.14	67	3.17	1.10
CO	Compromising style	58	3.39	1.03	67	3.42	0.99

However, when analysing the reliable significance of Table 4.9, the collected data clearly indicated that environmental factors such as, riots during June 2021, the Covid-19 pandemic have influenced how participants answered questions in the ROCI-II. Furthermore, when analysing the statistical inference of the collected data of the ROCI-II questionnaire, results indicated that the p – value had no statistical significance as all values where bigger than 0.05 ($p > 0.05$). Additionally, when analysing the effect sizes of both unions and management using Cohen's d there was no practical significance as all values were below 0.3 (Cohen, 1995; Cumming, 2012).

4.5.2 Hypothesis 2: Trade unions will be more prone to implement dominating conflict management style.

When analysing Table 4.10 it was indicated that participants who formed part of the trade union group showed preference to the collaborating conflict management style with a mean of 3.67 followed by competing (M = 3.58), compromising (M = 3.42), accommodating (M = 3.21), and avoiding (M = 3.17). Therefore, union are prone to implement the collaboration conflict management style before implementing the dominating conflict management style.

Additionally, when analysing the validity of collected data, the dominating conflict management showed no statistical significance as the p-value is bigger than 0.05. Furthermore, Cohen's *d* value supports this as the value are below 0.03, indicating no practical importance (Cohen, 1995; Cumming, 2012).

4.5.3 Hypothesis 3: When trade unions are perceived as powerful, management will be less inclined to implement the dominating conflict management style. Therefore, trade unions will be more prone to implement avoiding and compromising conflict management styles.

In analysing Table 4.7 and Table 4.11, there was no statistical significance between the CRQ questionnaire and the ROCI-II. The Cronbach alphas for nine out the ten factors within the CRQ were below 0.50. Furthermore, when analysing the p-value of both the CRQ and ROCI-II, there is no statistical significance as both values are above 0.05 ($p > 0.05$). Furthermore, when analysing the effect sizes using Cohan's d there was no practical significance as both values for the CRQ and ROCI-II is below 0.3 (Cohen, 1995; Cumming, 2012).

According to Sullivan and Feinn (2012) p-value informs the reader on whether the intervention set forth by the researcher worked, whereas an effect size informs the reader how much the intervention worked. On the word of Fitts (2020) it could be scientifically argued that when the researcher emphases the size of effect, it will promote a more scientific approach, as unlike significance tests such as the p-value, effect size is independent of the research studies' sample size (McLeod, 2019; Sullivan, & Feinn, 2012). Therefore, based on the aforementioned data H_3 will be rejected due to the difference between the means of the CRQ and ROCI-II being less than 0.3 standard deviations, the difference is insignificant (Fitts, 2020; McLeod, 2019; Sullivan, & Feinn, 2012).

Table 4.11: Independent samples test for ROCI-II and CRQ

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
ROCI - II	Equal variances assumed	0,201	0,655	-0,729	123	0,467	-0,05853	0,08023	-0,21734	0,10029
	Equal variances not assumed			-0,722	113,189	0,472	-0,05853	0,0811	-0,21922	0,10217
CRQ	Equal variances assumed	2,260	0,135	1,648	123	0,102	0,10639	0,06457	-0,02143	0,23421
	Equal variances not assumed			1,625	110,649	0,107	0,10639	0,06548	-0,02336	0,23614

Table 4.12: Independent sample effect sizes of ROCI-II and CRQ

Independent Samples Effect Sizes

		Standardiser	Point Estimate	95% Confidence Interval	
				Lower	Upper
ROCI-II	Cohen's *d*	0,44734	-0,131	-0,482	0,221
CRQ	Cohen's *d*	0,36003	0,296	-0,059	0,648

4.5.4 Hypothesis 4: When there is positive power in the bargaining relationship, it will significantly positively impact a union-management relationship.

When analysing both management and unions responses regarding positive power (question 17 – 20) in the CRQ questionnaire, results indicated that both parties favoured four (4) – *Usually* on the Likert scale, saying that they frequently strive to build a positive power relationship with the opposing side, which enables lasting resolutions when engaged in collective bargaining negotiations as well as resulting in strong, lasting relationships between both parties.

However, when examining statistical analyse conducted on the CRQ and ROCI-II, the results of Cohen's *d* indicated no practical significance as both values of the CRQ and ROCI-II are below 0.3 (Cohen, 1995; Cumming, 2012).

4.6 SUMMARY

This chapter focused on the analysis and interpretation of data collected in this research study. The research findings indicated that environmental factors, e.g., riots and the Covid-19 global pandemic influenced how participants conceptualised and answered questions in the CRQ and ROCI-II questionnaires. This is supported by low Cronbach alphas on the CRQ ($\alpha > 0.06$), and two low Cronbach alphas for the avoiding and compromising conflict management styles ($\alpha > 0.06$). Furthermore, when analysing the data collected from participants it was clear that both management and unions are more prone to implementing collaboration conflict management style when faced with conflictive situations during collective bargaining. As stated in Chapter 2 as management and unions are prone in choosing the collaborative conflict management it enables both parties to effectively deal with complex issues during collective bargaining proceedings (Ayub, et al., 2017).

Similarly, both parties were focused on building positive power relationships even though little statistical significance can be drawn between the CRQ and ROCI-II questionnaires. This was supported by high *p*-values for both the CRQ and ROCI-II, as both values were above 0.05 ($p > 0.05$). Additionally, when analysing the effect sizes using Cohan's *d* for the ROCI-II and CRQ, there was no practical significance as both values for the CRQ and ROCI-II are below 0.3 (Cohen, 1995; Cumming, 2012). This chapter also served as a transition to chapter 5, where the conclusion will be discussed.

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CHAPTER 5: CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

A quantitative, cross-sectional survey research design was implemented to meet the objectives and goals of this research study. This study aimed to investigate power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng.

In Chapter 1, an introduction of given of the study followed by the problem statement. Chapter 2 gave the reader a full description regarding the theoretical and conceptual framework of the study. In Chapter 3 the research methodology utilised was fully discussed followed by the reported research findings disclosed in Chapter 4.

Lastly, Chapter 5 presents the main results of this quantitative research study. In this chapter, a number of conclusions will be drawn, some based on the secondary objectives of the study and others based on the data obtained in the study. This chapter concludes the research study with limitations relating to this study as well as recommendations and suggestions for future research studies.

5.2 DISCUSSION

A review of the literature proposes that retail management and unions need a strong dynamic relationship and efficient conflict management styles in order to effectively and competently negotiate during collective bargaining proceedings (Botiveau, 2017; Nicotera, 2021; Olang, 2017).

While the ROCI-II is well known measuring instrument that has been used within multiple studies, the CRQ has only been used within a limited number of research studies (Nicotera, 2021; Olang, 2017). Moreover, the CRQ and ROCI-II questionnaire have only been used together in a few known studies within an educational setting (Henning, 2003, 2004).

In addition, this is the first known study to use the CRQ and ROCI-II together to investigate power dependence and conflict management styles that affect the collective bargaining process of management and unions in two retail industries in Gauteng.

This research study found that retail management and associated trade unions were more prone to implement the collaborative conflict management style and less inclined in implementing the avoiding and dominating conflict management style. Furthermore, no significant differences were found between management and trade unions preferred conflict management style, nor were there any indications that both participating groups were focused on *"having power over"* the opposing side during collective bargaining proceedings (p. 101).

Thus, when analysing the results obtained of the CRQ questionnaire, both management and trade union groups indicated that both parties favoured building positive power relationships as four's (4 – *"Usually"*) were selected on the Likert scale, which stated both groups frequently strive to build a positive power relationship with the opposing side (p. 101). This leads to strong and lasting resolutions between both parties.

In accordance with previous research studies conducted on management and union groups, environmental factors play a significant influence on participant responses, which ultimately impacts the collected data and statistical results of a research study (Adams & Cox, 2008; Edwards, 2010; Peterson, 2000). Thus, as could be seen within this research study, environmental factors such as the Gauteng riots that occurred in June 2021 and the Covid-19 pandemic have influenced how participants answered questions of both the ROCI-II and CRQ.

According to Al-Hamdan., Norries, and Anthony (2014), prior research conducted on union-management relations and conflict management found that unions and management's conflict handling styles may vary as each style is significantly dependents on contextual factors such as individual characteristics, social and cultural attributes as well as any past experiences (Henning, 2003, 2004).

Moreover, that retail management and trade unions showed preferences to particular conflict management styles levels (Saiti, 2015), with unions were more prone to implementing the forcing or dominating conflict management styles and management more inclined in implementing the avoidance, collaboration or compromising styles when engaging in negotiations (Mash & Adler, 2018).

According to Rahim (2011), if a diverse range of conflict management styles exists between two groups, this could potentially cause intragroup conflict; prior studies have indicated that diversity influences conflict, which has a direct influence on the effectiveness of a team. The

results of the ROCI-II questionnaire help both management and trade union groups to understand and comprehend the styles designed to effectively manage conflict

However, this research study did not fully support this notion, as the results obtained indicated that retail management was more inclined to implement the collaborating conflict management style with a mean of 3.72 followed by compromising (M = 3.39), competing, (M = 3.37), accommodating (M = 3.10), and avoiding (M = 3.07). In addition, trade unions group showed preference to the collaborating conflict management style with a mean of 3.67 followed by competing (M = 3.58), compromising (M = 3.42), accommodating (M = 3.21), and avoiding (M = 3.17) (p. 97).

Therefore, with the collaborative style being the most commonly used conflict management style amongst retail management and trade unions, it largely indicates that both parties are more inclined to produce problem-solving solutions and focus on win-win strategies which would benefit both parties involved in the collective bargaining arena (Wertheim, 2002) as stated by Rahim (2011), "integrating and, to some extent, compromising styles can be used for effectively dealing with conflicts involving strategic or complex issues" (p. 29).

Likewise, it points to the conclusion that both management and unions are more likely to show empathy towards their opposition seeking to combine their objectives and goals with their oppositions to create unique and innovative ideas during collective bargaining sessions that would benefit their relationship and ultimately advance the needs of both the organisation and employee (Hyman, 2001).

Furthermore, it was found that the avoiding conflict management style was found to be the least preferred style to handle conflict among retail management and trade unions. Hence, the conclusion could be drawn that the retail management and trade unions who participated in this study are well-equipped to effectively and appropriately manage conflict that may arise during collective bargaining sessions by implementing the collaborative or integrative conflict management style.

5.3 LIMITATIONS

The size of the participant sample and the measuring instrument used in the study were limitations.

5.3.1 Participant population

The target population of this research was management and associated trade unions functioning within the retail industry. The general sample was composed of 132 participants, 63 management from the retail sector and 67 from associated trade unions after, 200 questionnaires were sent out.

Due to extensive riots and community unrest in Gauteng during July 2021 and the Covid-19 pandemic, attracting participants to participate in the study was an added challenge for the researcher. Furthermore, due to participating organisations that closed down after the riots and community unrest during July 2021, interest in participating in the study decreased.

5.3.2 Measuring instruments

The CRQ questionnaire mainly measured the frequency of retail management and unions engaging in decisions, thoughts and behaviours related to conflict and conflict management, whereas the ROCI-II questionnaire focused on retail management and trade unions level of agreement and perceptions in selecting certain conflicts management styles. Furthermore, the CRQ little construct validity.

Yet, according to Al-Hamdan et al. (2014) contextual factors such as individual characteristics, social and cultural attributes as well as any past experiences could influence the statistical significance of a psychometric instrument.

5.4 RECOMMENDATIONS

There are also several areas for further research development, and applications for, the work undertaken in this thesis, namely:

- Future studies should investigate the different conflict management styles of males and females among management and trade unions.
- Seeing as decision making places a conceptual part in both power relationships as well as conflict management, future studies should focus on how the aforementioned factor influences management and union groups.
- Additionally, leadership also plays a vital role in both power dependence and conflict management styles; future research should focus on the influence of leadership style on power dependence and conflict management styles in South Africa.

- The results of this study could be compared to different labour sectors within South Africa's diverse labour sector.

- A qualitative component could be conducted based on this research study to incorporate interviews to provide additional context to the obtained results of the study. Thus, the results from such a qualitative study may identify new techniques to understand and influence change processes of management and trade unions while both parties are managing conflict.

- Future research studies could investigate coping behaviour influence on the conflict management styles of management and unions and how it influences the overall effectiveness of collective bargaining.

5.5 CONCLUSION

Conflict is an occurring factor within retail management and trade unions relationship. As their relationship expands and grows, new internal and external pressures may occur during bargaining sessions which could result in possible conflict situations (Albert, 2020).

It is therefore vital that both retail management and unions to maintain a positive power relationship and grasp the concept of conflict management and conflict management styles, as this could help both parties navigate these challenges and advance beyond their current limitations that exists within their shared relationship. According to Rahim (2017), all conflict management styles have value when it comes to addressing a conflict situation, however, some styles may be more effective than others.

Therefore, understanding each style and identifying when to implement the different styles, is crucial skill for both management and union to have in order to resolve a conflict situation. "A moderate amount of substantive conflict, managed effectively with problem solving strategy, is essential for attaining and maintaining an optimum level of individual, group, and organizational effectiveness" (Rahim, 2011, p. 203).

Based on the aforementioned information provided, this study aimed to investigate power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng. Chapter 5 provided the reader with

an assessment of the research and the limitations of the research process utilized as well as providing recommendations for future research studies.

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ANNEXURES

APPENDIX A: INFORMED CONSENT LETTER

Dear Participant,

You are herewith invited to complete a questionnaire as part of my master's research project at the North-West University (NWU). In this research, the researcher will investigate power dependence and conflict management styles effect on the collective bargaining process of management and unions in two retail industries in Gauteng.

In order to take part of this study you must comply to the following criteria:

- Participants must form part of either management trading in the retail industries and associated trade unions.

- Participants forming part of either management or unions must be actively involved in the collective bargaining process.

- Participants must be fluent in English, as the questionnaire will be conducted in English.

- Participants must be located in Gauteng, as the researcher will only focus on the headquarters of both union and management in the Gauteng province.

It will take you approximately 20 minutes to complete the survey. We can assure you that all the information we receive will remain confidential. Please note that the responses from each individual will not be identified, but rather the results of the group as a whole will be used in this study.

Please answer all questions as accurately and honestly as possible. Once you have completed the questionnaire, the researchers will analyse the data, and the summary findings will be presented to participating institutions, and we will work with them on how to respond to the results. In this way, your contribution to the research could benefit you and your colleagues in the future.

It is important that you understand that it will not be to your disadvantage if you choose not to participate. Participating is completely voluntary, and you can withdraw from the study at any time. If you are comfortable with the content and meaning and you have no objections, please complete the attached questionnaire. *By completing this questionnaire, you give consent that this information may be used for research purposes.*

If you have any queries that we have not addressed and would like to discuss these with us, please do not hesitate to contact us.

Yours faithfully

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APPENDIX B: BIOGRAPHICAL INFORMATION

SECTION A: BIOGRAPHICAL INFORMATION

Please answer all questions...

IF YOU DO NOT WISH TO PARTICIPATE NO ACTION FURTHER ACTION IS REQUIRED

1. Background information

This information is asked in order for us to be able to describe our total sample to future readers of our eventual reported results. That is, to provide information on how representative it was of the general South African population. Therefore, your information will only be used on a group level and no individual information will be released at any time. For example, the results will contain text that looks something like this:

The average (mean) age of all the participants was 39.82 years with a standard deviation (SD) of 10.57 years. The majority of the sample comprised female* employees (n = 216; 54.27%) with the overall group consisting of mostly African* (n = 235; 59.05%) and White* (n = 97; 24.37%) employees.

* *Note:* Designations are used in line with the terminology of the Employment Equity Act, 55 of 1998 for designated and non-designated groups. No offense is intended.

> Please provide your personal details in this section. This information will only be used to describe the composition of the sample and will not be used to compare groups or make any inferences about individuals.

1   Age

    ☐ Years

2   Gender

    ❑ Male   ❑ Female   ❑ Other

3   Home language?

❑1	English	❑7	Sesotho
❑2	Afrikaans	❑8	isiNdebele
❑3	Setswana	❑9	Tshivenda
❑4	isiXhosa	❑10	siSwati
❑5	Xitsonga	❑11	Sepedi
❑6	isiZulu	❑12	Other

4   Do you form part of trade union or management?

    ❑ Trade union   ❑ Management

5   Are you involved in the collective bargaining process?

☐ Yes   ☐ No

APPENDIX C: RAHIM ORGANIZATIONAL CONFLICT INVENTORY–II (ROCI-II) QUESTIONNAIRE

SECTION B – Conflict management Styles

Rahim Organizational Conflict Inventory–II

Please read each statement carefully and decide if you ever feel this way *when bargaining collectively with your opposition.*

1 Strongly Disagree	2 Disagree	3 Sometimes	4 Agree	5 Strongly Agree

1.	I try to investigate an issue with the opposing party to find a solution acceptable to us.	1	2	3	4	5
2.	I generally try to satisfy the needs of the opposing party.	1	2	3	4	5
3.	I attempt to avoid being "put on the spot" and try to keep my conflict with the opposing party to myself.	1	2	3	4	5
4.	I try to integrate my ideas with those of the opposing party to come up with a decision jointly.	1	2	3	4	5
5.	I try to work with the opposing party to find solution to a problem that satisfies our expectations.	1	2	3	4	5
6.	I usually avoid open discussion of my differences with the opposing party.	1	2	3	4	5
7.	I try to find a middle course to resolve an impasse.	1	2	3	4	5
8.	I use my influence to get my ideas accepted.	1	2	3	4	5
9.	I use my authority to make a decision in my favour.	1	2	3	4	5
10.	I usually accommodate the wishes of the opposing party.	1	2	3	4	5
11.	I give in to the wishes of the opposing party.	1	2	3	4	5

12.	I exchange accurate information with the opposing party to solve a problem together.	1	2	3	4	5
13.	I usually allow concessions to the opposing party.	1	2	3	4	5
14.	I usually propose a middle ground for breaking deadlocks.	1	2	3	4	5
15.	I negotiate with the opposing party so that a compromise can be reached.	1	2	3	4	5
16.	I try to stay away from disagreement with the opposing party.	1	2	3	4	5
17.	I avoid an encounter with the opposing party.	1	2	3	4	5
18.	I use my expertise to make a decision in my favour.	1	2	3	4	5
19.	I often go along with the suggestions of the opposing party.	1	2	3	4	5
20.	I use "give and take" so that a compromise can be made.	1	2	3	4	5
21.	I am generally firm in pursuing my side of the issue.	1	2	3	4	5
22.	I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	1	2	3	4	5
23.	I collaborate with the opposing party to come up with decisions acceptable to us.	1	2	3	4	5
24.	I try to satisfy the expectations of the opposing party.	1	2	3	4	5
25.	I sometimes use my power to win a competitive situation.	1	2	3	4	5
26.	I try to keep my disagreement with the opposing party to myself in order to avoid hard feelings.	1	2	3	4	5
27.	I try to avoid unpleasant exchanges with the opposing party.	1	2	3	4	5
28.	I try to work with the opposing party for a proper understanding of a problem.	1	2	3	4	5

APPENDIX C: CONFLICT RESOLUTION QUESTIONNAIRE

SECTION C – Power

Conflict Resolution Questionnaire (CRQ)

Please read each statement carefully and decide if you ever feel this way *bargaining collectively with your opposition.*

1	2	3	4	5
Almost Never	Occasionally	Half the time	Usually	Almost Always

View of conflict (V)

1.	I feel that conflict is a negative experience.	1	2	3	4	5
2.	When I resolve conflict, it improves my relationship.	1	2	3	4	5
3.	I am afraid to enter into confrontations.	1	2	3	4	5
4.	I feel that in conflicts someone will get hurt.	1	2	3	4	5

Atmosphere (A)

5.	When I prepare to meet to discuss a conflict, I try to arrange for a mutually acceptable time and setting.	1	2	3	4	5
6.	I feel it is important where a conflict takes place.	1	2	3	4	5
7.	I try to make people feel comfortable when meeting with them about a conflict.	1	2	3	4	5
8.	When I start to discuss a conflict with the other party, I choose my opening statement to establish positive realistic expectations.	1	2	3	4	5

Clarification of perception (C)

9.	I state my true feelings when dealing with conflict.	1	2	3	4	5
10.	During a conflict I ask questions to clarify a statement that I am not sure of.	1	2	3	4	5
11.	I try to be aware of how my negative and positive self-perceptions influence the way I deal with a conflict.	1	2	3	4	5
12.	In conflict my retractions are based on how I think other party perceives me.	1	2	3	4	5

Needs (N)

13.	I feel that only my needs are important.	1	2	3	4	5
14.	I feel for a relationship to last; the need of both parties must be considered.	1	2	3	4	5
15.	In a conflict I strive to distinguish between real needs and desires.	1	2	3	4	5
16.	In conflict my retractions are based on how I think other party perceives me.	1	2	3	4	5

Power (P)

17.	I share my positive attitude, hoping they will do the same.	1	2	3	4	5
18.	I find it necessary to overpower other to get my own way.	1	2	3	4	5
19.	I am aware of the other person may need to feel in control of the conflict.	1	2	3	4	5
20.	In a conflict I believe there should be no upper-hand.	1	2	3	4	5

Future (F)

21.	I find it easy to forgive.	1	2	3	4	5
22.	I bring up old issues from the past to during a new conflict.	1	2	3	4	5
23.	When dealing with conflict, I consider the future of the long-term relationship.	1	2	3	4	5
24.	In conflict I try to dominate the other party.	1	2	3	4	5

Options (O)

25.	I listen with an open mind to alternative options.	1	2	3	4	5
26.	I feel that there is just one way to solve a problem.	1	2	3	4	5
27.	When dealing with conflict, I have a preconceived notion about the other party that I am willing to let go.	1	2	3	4	5
28.	I can accept criticism from others	1	2	3	4	5

Doable(s) (D)

29.	I feel that winning the war is more important than winning the battle.	1	2	3	4	5

30.	I strive for a complete and genuine resolution of a conflict rather than settling for a temporary agreement.	1	2	3	4	5
31.	When dealing with conflict I have a predetermined solution to the outcome.	1	2	3	4	5
32.	I feel the need to control the argument.	1	2	3	4	5

Mutual benefit agreement (M)

33.	If I had my way, I win, you lose.	1	2	3	4	5
34.	When in a conflict with someone, I ask them to explain their position.	1	2	3	4	5
35.	I bargain to resolve conflict.	1	2	3	4	5
36.	At the end of a conflict, it matters to me that the other persons need have been met as well as my own.	1	2	3	4	5

Extra Considerations (X)

37.	I express anger constructively.	1	2	3	4	5
38.	In difficult conflicts, I would be requesting a third-party facilitator.	1	2	3	4	5
39.	I overlook my partners anger in order to focus on the real issues of conflict.	1	2	3	4	5
40.	I feel that it is okay to agree to disagree on specific issues in a conflict.	1	2	3	4	5

APPENDIX D: PARTICIPATION INCENTIVE COMPETITION

Voluntary R 200 Woolworths Vouchers Raffle

If you wish to be entered into a voucher raffle for your participation, please provide an e-mail address or cell phone number – your information remains confidential and will only be used for the raffle and if you are a winner:

E-mail:	
Cell:	

Terms and conditions:

- After data collection and data capturing, three winners will be selected by a random number generator based on their entrant position within the dataset in the presence of the chairperson of the ethics committee as well as a research director.

- The e-mail address and/or cell phone number provided must be clearly legible by the data capture to be considered a valid entry.

- A maximum of **TWO winners of a R 200** voucher will be selected.

- If you are selected as one of the winners, you provide consent that the research supervisor may contact you to inform you that you won via SMS and/or e-mail.

- If a winner is unreachable on the contact information provided by either e-mail or SMS unreachable error message, or the selected winner does not reply within 10 working days, no redraw will occur and the winner status of the selection will be voided.

- A winner must be willing to provide a name and delivery address as the voucher will be sent by hand-to-hand courier and this is information that the couriers will require.

- Confirmation of delivery by the courier services completes the process, with no recourse.

- Your data for this raffle will not be used or shared for any other purpose, at any time.

Thank you for your participation.
Without your participation this field of research cannot advance.