# Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant

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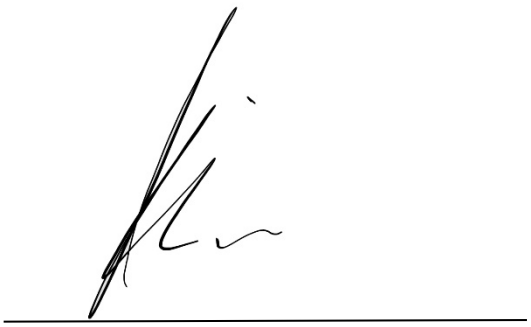
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# DECLARATION

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Marco Pires

# PREFACE

This study's format is a mini dissertation, sanctioned and endorsed by North-West University (NWU). The dissertation comprises an introductory section, a literature review, a data analysis chapter employing an analysis of the information gathered, and a conclusion chapter that encapsulates the principal results and suggestions.

**The structure of the dissertation is as follows:**

**Chapter 1:** An introduction to the research, encompassing a backdrop of the case study that culminates in the problem statement. The methodology is discussed, and the reliability, legitimacy, and ethical aspects are presented.

**Chapter 2:** A literature review that examines the influence of various conflict management strategies on organisational commitment. It examines which dispute resolution strategies enhance employee satisfaction and commitment and which methods diminish morale.

**Chapter 3:** The data gathering and processing are examined, succeeded by a discussion of the themes discovered during the study.

**Chapter 4:** The research concludes with an assessment of the proposed methodology. Limitations are recognised, and proposals are developed to present as recommendations via a VSM integration framework and a PDCA (Plan-Do-Check-Act) cycle, including conflict Management.

## ACKNOWLEDGEMENTS


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# ABSTRACT

This study examines the correlation between organisational commitment and conflict management strategies at a South African aeronautical manufacturing facility, especially Jonker Sailplanes. The study examines the impact of several conflict management strategies on employee commitment across various organisational positions. A qualitative methodology was utilised, incorporating semi-structured interviews with 15 participants from several departments and hierarchical tiers within the business. Data analysis was performed utilising Atlas.ti, revealing five principal themes: discrepancies in commitment associated with conflict management styles, communication as a mediator in conflict resolution, the influence of leadership on conflict, career development as a catalyst for commitment, and the significance of emotional climate in conflict resolution.

The research indicated integrative and collaborative conflict management styles bolster organisational commitment, but avoidant and competitive approaches diminish it. The study underscored the significance of communication and leadership in conflict situations, asserting that proficient conflict management might enhance overall organisational well-being. The results indicate that a systematic methodology integrating the Viable Systems Model (VSM) and Total Quality Management (TQM) may proficiently direct conflict management techniques to enhance commitment.

**Key terms**

Organisational Commitment, Conflict Management Styles, Viable Systems Model, Total Quality Management, Jonker Sailplanes, Atlas.ti, Employee Engagement, Leadership in Conflict, and Communication in Conflict Resolution.

# LIST OF ABBREVIATIONS

| | |
|---|---|
| NWU | North-West University |
| PDCA: | Plan-Do-Check-Act |
| POPIA: | Protection of Personal Information Act |
| TQM: | Total Quality Management |
| VSM: | Viable Systems Model |

# TABLE OF CONTENTS

**DECLARATION** ..... **II**

**PREFACE** ..... **III**

**ACKNOWLEDGEMENTS** ..... **IV**

**ABSTRACT** ..... **V**

**LIST OF ABBREVIATIONS** ..... **VI**

**CHAPTER 1 INTRODUCTION AND OVERVIEW** ..... **1**

**1.1 Introduction** ..... **1**

**1.2 Company Background** ..... **2**

**1.3 Problem Statement** ..... **6**

**1.4 Research Aim** ..... **8**

**1.5 Objectives** ..... **8**

**CHAPTER 2 LITERATURE REVIEW** ..... **10**

**2.1 Conflict** ..... **10**

**2.2 Conflict Management Styles** ..... **10**

2.2.1 Avoiding style ..... 10

2.2.2 Compromising style ..... 11

2.2.3 Collaborating style ..... 11

2.2.4 Accommodating style ..... 12

2.2.5 Competing style ..... 12

**2.3 Organisational Commitment** ..... **12**

**2.4 Links between Conflict Management Styles and Organisational Commitment** ..... **14**

**2.5 Viable systems model (VSM) ..... 16**

2.5.1 Conceptual Framework of Viable System Model ..... 18

2.5.2 Recursive Architecture of VSM ..... 19

2.5.3 Value Stream Mapping and Complexity Management ..... 19

2.5.4 VSM and Flexibility ..... 20

**2.6 VSM as a Framework for Conflict Management ..... 20**

2.6.1 Feedback Mechanisms and Conflict Resolution ..... 20

2.6.2 Adaptive Capacity for Conflict Resolution ..... 21

2.6.3 Conflict Resolution and System 4 (Environmental Analysis) ..... 21

**2.7 Total Quality Management (TQM) ..... 21**

2.7.1 Definition and Origins of Total Quality Management ..... 23

2.7.2 Fundamentals of Total Quality Management ..... 24

2.7.3 Influence of Total Quality Management on Organisational Performance ..... 24

2.7.4 Obstacles in Executing Total Quality Management ..... 25

**2.8 Plan-Do-Check-Act (PDCA) ..... 25**

2.8.1 What is the PDCA Cycle ..... 25

2.8.2 Implementation of the PDCA Cycle in Total Quality Management ..... 27

2.8.3 Advantages of the PDCA Cycle ..... 27

2.8.4 Obstacles in Implementing the PDCA Cycle ..... 27

2.8.5 Advantages of Implementing the PDCA Cycle in Conflict Resolution Strategies ..... 28

**2.9 Summary ..... 28**

**CHAPTER 3 RESEARCH METHODOLOGY ..... 31**

3.1.1 Research Design....31
3.1.2 Population and Sampling....31
**3.2 Sampling Technique....31**
3.2.1 Sampling Size....32
3.2.2 Recruitment of Participants....32
3.2.3 Process of Obtaining Informed Consent....33
3.2.4 Data Collection....34
3.2.5 Data Collection Tool....34
3.2.6 Data Analysis....35
3.2.6.1 Importing data....36
3.2.6.2 Developing Codes and Allocating Quotations....36
3.2.6.3 Classification and Organisation of Code....37
3.2.6.4 Creating Networks and Visual Representations....37
3.2.6.5 Coupling themes to Value System Model and Total Quality Management....37
3.2.6.6 Formulating Conclusions and Composing Reports....38
**3.3 Rigour and Reliability....38**
3.3.1 Triangulation....38
3.3.2 Member Checking....38
3.3.3 Peer Debriefing....38
3.3.4 Reflexivity....38
**3.4 Ethical Considerations....39**
3.4.1 Beneficence and Non-maleficence in the Study....39
3.4.2 Scientific Integrity....40

3.4.3 Permission and Informed Consent ..... 40
3.4.4 Anonymity ..... 40
3.4.5 Confidentiality ..... 40
3.4.6 Voluntary Participation and Withdrawal ..... 40
3.4.7 POPIA Compliance ..... 40
**3.5 Conclusion ..... 41**

**CHAPTER 4 DATA COLLECTION, ANALYSIS, AND RESULTS ..... 42**
**4.1 Introduction ..... 42**
**4.2 Data Collection ..... 42**
4.2.1 Benefits of Open-Ended Interviews Utilizing an Interview Guide ..... 43
4.2.2 Challenges Associated with Open-Ended Interviews ..... 43
**4.3 Data Analysis ..... 44**
4.3.1 Methodological Framework for Coding in Atlas.ti ..... 44
4.3.2 Data Upload and Preparation in Atlas.ti ..... 44
4.3.3 Generating Quotations in Atlas.ti ..... 44
4.3.4 Coding Procedure in Atlas.ti ..... 44
4.3.5 Administration of Codes and Quotations ..... 45
**4.4 Identifying Themes, Categories, Code Groups and Codes ..... 45**
4.4.1 Themes Identified ..... 45
4.4.1.1 Theme 1: Variations in Commitment and Styles of Conflict Management ..... 45
4.4.1.2 Theme 2: Communication as a Mediator in Conflict Resolution ..... 45
4.4.1.3 Theme 3: Leadership and Conceptualization in Conflict Scenarios ..... 46

4.4.1.4 Theme 4: Career Development as a Catalyst for Organisational Commitment Description ..... 46

4.4.1.5 Theme 5: Emotional Climate and Conflict Resolution ..... 46

4.4.2 Categories ..... 46

4.4.2.1 Category 1: Career ..... 46

4.4.2.2 Category 2: Style Differences ..... 47

4.4.2.3 Category 3: Conceptualisation Connection ..... 47

4.4.2.4 Category 4: Culture Dynamics ..... 48

4.4.2.5 Category 5: Commitment Variation ..... 48

4.4.2.6 Category 6: Organisational Commitment ..... 49

4.4.3 Codes ..... 50

**4.5 Results ..... 51**

4.5.1 Theme 1: Variations in Commitment and Styles of Conflict Management ..... 51

4.5.1.1 Findings ..... 51

4.5.1.2 Link between Theme 1 and Viable Systems Model (VSM) ..... 52

4.5.2 Theme 2: Communication as a Mediator in Conflict Resolution ..... 53

4.5.2.1 Findings ..... 53

4.5.2.2 Link between Theme 2 and Total Quality Management (TQM) ..... 53

4.5.3 Theme 3: Leadership and Conceptualization in Conflict Scenarios ..... 54

4.5.3.1 Findings ..... 54

4.5.3.2 Link between Theme 3 and Viable Systems Model (VSM) ..... 54

4.5.4 Theme 4: Career Development as a Catalyst for Organisational Commitment Description ..... 56

4.5.4.1 Findings ..... 56

4.5.4.2 Link between Theme 4 and Plan-Do-Check-Act ....56

4.5.5 Theme 5: Emotional Climate and Conflict Resolution ....57

4.5.5.1 Findings ....57

4.5.5.2 Link between Theme 4 and Plan-Do-Check-Act ....57

**4.6 Summary ....58**

**CHAPTER 5 OUTCOME AND RECOMMENDATIONS ....60**

**5.1 Outcome ....60**

5.1.1 Evaluation of the Study ....60

5.1.2 Limitations ....61

**5.2 Recommendations ....61**

5.2.1 Recommendations for future research ....61

5.2.2 Recommendations for Practice ....62

5.2.2.1 Recommendation for Enhancing Organisational Dynamics Through the Viable Systems Model (VSM) ....62

5.2.2.2 Recommendation for Enhancing Communication in Conflict Management Based on Total Quality Management (TQM) ....66

5.2.2.3 Recommendation for Enhancing Leadership in Conflict Management Based on the Viable Systems Model (VSM) ....69

5.2.2.4 Recommendation for Enhancing Career Advancement and Employee ....72

5.2.2.5 Recommendation for Improving the Emotional Climate in Conflict Resolution ....75

**5.3 Summary ....78**

**BIBLIOGRAPHY ....79**

**ANNEXURE A: INFORMED CONSENT ....87**

**ANNEXURE B: TURNITIN REPORT.....113**

**ANNEXURE C: GOODWILL PERMISSION.....114**

**ANNEXURE D: PROOFREADING LETTER.....116**

# LIST OF TABLES

Table 1-1: Techniques for Enhancing Rigour in Qualitative Research (Creswell, 2018) .....39

Table 3-1: Categories and Codes .....50

# LIST OF FIGURES

Figure 2-1: Viable Systems Model (Beer,1985) .....17

Figure 2-2: Principles of Total Quality Management (Alhumud, Omar & Altohami, 2023) .....23

Figure 2-3: The PDCA Cycle for continuous improvement (Poh, 2020).....26

Figure 1-1: Five basic elements to consider for an informed consent (Sivasubramaniam, Dlabolová, Králíková, Khan & Reza, 2021). .....33

Figure 3-1: Categories as defined and created in Atlas.ti .....50

Figure 4-1: Recommendation for Enhancing Organisational Dynamics Through the Viable Systems Model (VSM).....65

Figure 4-2: Recommendation for Enhancing Communication in Conflict Management Based on Total Quality Management (TQM).....68

Figure 4-3: Recommendation for Enhancing Leadership in Conflict Management Based on the Viable Systems Model (VSM).....71

Figure 4-4: Recommendation for Enhancing Career Advancement and Employee.....74

Figure 4-5: Recommendation for Improving the Emotional Climate in Conflict Resolution.....77

# CHAPTER 1 INTRODUCTION AND OVERVIEW

## 1.1 Introduction

Organisational commitment and effective conflict management are pivotal in influencing contemporary enterprises' performance and overall health. The significance of organisational commitment is manifest in its capacity to boost job satisfaction and performance and, ultimately, contribute to achieving organisational objectives (DeConinck & Stilwell, 2004). Furthermore, organisational commitment plays a crucial role in employee turnover and retention (DeConinck & Stilwell, 2004), highlighting its strategic importance in workforce management.

The discourse around organisational commitment is evolving, with emerging perspectives and debates about its implications (Mercurio, 2015). This growing concern underscores its relevance in human resource practices, with a particular interest in its dual potential to foster job satisfaction or contribute to job burnout (Peng et al., 2016).

Moreover, the interaction between organisational commitment and conflict management styles—from forcing and cooperation to compromising, avoiding, and accommodating—has been linked to conflict occurrence and resolution within the workplace (Yilmaz & Hunt, 2001). The effective management of conflict, coupled with heightened organisational commitment, is instrumental in bolstering an organisation's well-being (Balay, 2007).

In contexts divergent from Western norms, organisational commitment, and conflict management dynamics necessitate a nuanced understanding. This study gains relevance in South Africa, where unique cultural dynamics play a significant role. Organisational decisions can markedly influence the commitment of employees, while conflict management styles profoundly affect employee behaviour (Lu & Wang, 2017).

This investigation aims to delve into the relationship between organisational commitment and conflict management styles within the milieu of a South African aeronautical manufacturing plant, focusing on both management and non-management staff amidst the cultural diversity characteristic of the South African workforce.

The following sections will outline the specific research questions, explore the theoretical underpinnings of conflict management styles and organisational commitment, discuss the anticipated contributions of this study to both academic literature and practical applications, and detail the proposed qualitative methodology for this exploration.

By providing insights into the nexus of organisational commitment and conflict management within the complex landscape of the South African aeronautical manufacturing sector, this study aspires to offer valuable guidance for managers seeking to navigate the intricacies of local manufacturing environments.

### 1.2 Company Background

Jonker Sailplanes is a South African firm that is distinguished for its revolutionary methodology in the design and production of high-performance sailplanes. The firm was founded in 2004 by brothers Uys and Attie Jonker in Potchefstroom, North-West Province, specializing in the production of gliders that deliver outstanding aerodynamic performance and design. Their enterprise was initially driven by a mutual enthusiasm for aviation and their engineering expertise (Smith, 2018).

The Jonker brothers saw a market deficiency for premium sailplanes and aimed to develop a product of international calibre capable of competing with established European producers. Jonker Sailplanes has attained international acclaim over the years, especially with their JS series, which has established many world records for sailplane performance (Jones, 2020). A notable accomplishment of the firm was the creation of the JS1 Revelation, which received extensive praise for its integration of sophisticated materials and innovative aerodynamics, establishing the company as a pioneer in sailplane technology (Brown & Clarke, 2017).

Currently, Jonker Sailplanes is advancing sailplane innovation and maintaining a significant presence in the global market. Their dedication to excellence and ongoing enhancement is seen in their relentless quest for innovative technologies and materials to increase the efficiency and safety of their gliders (Jackson, 2021).

## Chapter 2: Literature Review

This chapter explores the interplay between conflict management styles and organisational commitment, including theoretical models such as the Viable Systems Model (VSM), Total Quality Management (TQM), and the Plan-Do-Check-Act (PDCA) cycle. It provides a synthesis of classical and recent literature to contextualise the study within South Africa’s aeronautical manufacturing environment.

### 2.1 Conflict

Conflict is a state of disagreement between individuals or groups, often arising from incompatible values, goals, or beliefs (Destercke & Burger, 2013). Zhang et al. (2014)

emphasise differentiation and task misalignment as primary organisational sources of conflict. These foundational ideas are supported by Belias and Koustelios (2014), who argue that unmanaged conflict can disrupt workflows and lower morale.

Recent studies, such as by Wani and Maqbool (2021), reinforce that conflict has become increasingly complex in multicultural workforces. In a globalised environment, conflicts now often stem from diverse communication norms and implicit cultural expectations. This reinforces the need for conflict strategies that are sensitive to identity and equity, particularly in culturally diverse countries like South Africa.

## 2.2 Conflict Management Styles

Brewer et al. (2014) identify five core conflict management styles: avoiding, compromising, collaborating, accommodating, and competing. These models are essential for understanding interpersonal dynamics within organisations.

### 2.2.1 Avoiding Style

Saeed et al. (2014) describe the avoiding style as withdrawal-based and often ineffective. While sometimes strategic, it risks being perceived as passive-aggressive. A recent study by Taghizadeh et al. (2022) suggests that excessive avoidance in fast-paced industries correlates with higher employee disengagement and delayed decision-making.

### 2.2.2 Compromising Style

Compromising entails mutual concession (Saeed et al., 2014). While useful in evenly matched disputes, its downside is superficial resolution. Citing Gulzar et al. (2021), compromising may result in unresolved tensions if parties feel they gave up too much.

### 2.2.3 Collaborating Style

Collaboration is widely viewed as the most effective approach (Chan et al., 2014). It prioritises win-win solutions through open communication. Gilin Oore et al. (2015) highlight the demands of this method—namely, time and trust. Kharabsheh et al. (2021) further add that collaborative strategies are especially effective in knowledge-intensive sectors, where trust is foundational to innovation.

### 2.2.4 Accommodating Style

Accommodation focuses on preserving harmony. Saeed et al. (2014) warn that this can mask deeper organisational issues. Way et al. (2016) assert that accommodating behaviours often stem from low organisational power or fear of reprisal, which may perpetuate unjust dynamics.

#### 2.2.5 Competing Style

Competing involves asserting dominance (Chan et al., 2014). It may be necessary in high-stakes or emergency situations, yet risks alienating others. Kolb (2013) critiques its short-term nature. A contrasting perspective by Alsharari and Alsharari (2022) suggests that in hierarchical, time-constrained environments, a structured competitive approach may be efficient if paired with follow-up reconciliation mechanisms.

## 2.3 Organisational Commitment

Organisational commitment refers to the psychological bond an employee has with their organisation (Aydin et al., 2013). Meyer and Allen's (1991) model outlines three dimensions: affective, continuance, and normative commitment.

Recent developments expand this model. Goetz et al. (2021) argue that hybrid work environments have reshaped how commitment manifests. Affective commitment now includes emotional connection to organisational values, not just the team. Continuance commitment may weaken in remote settings where switching costs are reduced, while normative commitment can increase when employers are seen as socially responsible.

## 2.4 Links Between Conflict Management Styles and Organisational Commitment

A substantial body of research connects conflict resolution approaches to organisational commitment. Rahim (2017) and Keskes (2014) emphasise that integrative styles correlate with higher morale and trust. In contrast, Schulz (2013) and Goetsch and Davis (2014) caution that collaborative styles are underutilised in environments with rigid hierarchies or technical constraints.

Recent contributions complicate this picture. Opatha and Kalpani (2021) found that in collectivist cultures, accommodating styles may enhance normative commitment, especially when driven by shared values. Conversely, in high-performance cultures,

competitive or compromising strategies may maintain commitment when tied to meritocratic ideals.

This interplay suggests that no single conflict management style universally predicts commitment outcomes. Instead, outcomes are mediated by leadership behaviour (Karim & Noor, 2017), psychological safety (Schlaerth et al., 2013), and perceived procedural fairness (Dhar, 2015). The current study builds on these findings by applying them to a uniquely diverse South African manufacturing context.

### 2.5 Viable Systems Model (VSM)

Stafford Beer's VSM conceptualises organisations as adaptive systems comprised of five interconnected subsystems. Espejo and Reyes (2020) explain how its recursive nature enables autonomous units to respond locally while aligning to central strategic goals.

Leonard and Beer (2020) describe System 1 (operations) through System 5 (policy) as covering execution, coordination, oversight, innovation, and identity. Jackson (2023) adds that VSM's value lies in mapping complexity—critical in the aerospace industry where systems must self-regulate and adapt quickly.

### 2.6 VSM as a Framework for Conflict Management

Conflict resolution in VSM occurs at the system where it arises. System 2 coordinates disputes, System 3 allocates resources, and System 5 ensures that policies align with values (Espejo & Reyes, 2020). Feedback loops provide transparency, while decentralisation empowers teams to resolve conflicts early (Reynolds & Holwell, 2020).

In culturally complex environments like South Africa, VSM's recursive architecture allows teams to tailor responses without losing strategic alignment—a valuable feature in managing culturally nuanced conflicts.

### 2.7 Total Quality Management (TQM)

TQM is a management philosophy that emphasises quality through continuous improvement and employee involvement (Dale, 2015). Its early champions—Deming, Juran, Ishikawa—highlighted systems thinking and staff empowerment.

Oakland (2014) outlines its pillars: customer focus, employee involvement, process orientation, and data-driven decision-making. Yadeta et al. (2022) reaffirm TQM's contemporary relevance in fostering collaborative environments that reduce conflict.

Recent evidence (Sweis et al., 2021) suggests TQM improves not only performance but also psychological commitment. When employees are empowered to suggest improvements, their sense of belonging and trust in leadership increases.

### 2.8 Plan-Do-Check-Act (PDCA)

PDCA is an iterative model for improvement (Deming, 1986). Dale (2015) outlines its stages: planning, implementing, evaluating, and acting. Goetsch and Davis (2016) argue that its strength lies in making change manageable and cyclical.

In conflict management, PDCA offers a structured framework for diagnosing disputes (Plan), testing interventions (Do), gathering feedback (Check), and institutionalising solutions (Act). Oakland (2020) recommends PDCA especially when teams lack consensus or must trial new engagement processes.

### 2.9 Summary

The literature reveals that the relationship between conflict management and organisational commitment is dynamic and context-sensitive. Integrative styles and collaborative frameworks such as VSM and TQM are often most effective in diverse, technical environments. However, success depends on leadership, employee voice, and organisational culture.

Recent post-2020 studies emphasise adaptability, equity, and system-level coherence. By integrating classical theories with contemporary insights, this review sets the foundation for examining these constructs in a real-world South African aeronautical manufacturing context.

## 1.3 Problem Statement

The interplay between organisational commitment and conflict management styles is critical within the organisational dynamics realm, particularly in sectors characterised by workforce diversity, such as the South African aeronautical manufacturing industry. Recognising the significance of these elements is one thing; however, understanding their manifestation and

interrelations within South Africa's distinct industrial landscape, shaped by a culturally diverse workforce, offers a unique challenge and opportunity for enriching business management practices.

The correlation between organisational commitment and conflict management approaches has been well examined; nevertheless, its implementation in specific industrial contexts that include diverse teams remains underexplored. Meyer and Allen (1991) characterised organisational commitment as a psychological condition that defines an employee's engagement with their organisation, influencing the decision to maintain or terminate participation within the organisation. Their three-component model posits that organisational commitment consists of emotional, continuance, and normative dimensions. This theoretical framework has significantly contributed to the comprehension of employee behaviour in many industries, yet its interaction with conflict management techniques in industries with heterogeneous workforces, such as South Africa's aerospace manufacturing sector, presents distinct considerations.

Rahim (1983) identifies five conflict management styles: integrating, obliging, dominating, avoiding, and compromise. These styles illustrate the methods by which individuals and organisations address conflict, which may profoundly influence organisational outcomes such as productivity, job satisfaction, and commitment (Rahim, 2002). De Dreu and Van Vianen (2001) argue that the efficacy of conflict management strategies is shaped by organisational culture, workforce diversity, and leadership styles—factors that are especially pertinent in technical sectors like aeronautical manufacturing, where collaboration and precision are vital.

The South African industrial environment, marked by workforce diversity due to its historical and demographic context, adds complexity to the interplay between organisational commitment and conflict management. Thomas and Bendixen (2000) highlight that this diversity presents both challenges and opportunities for professional interactions. Cultural differences may influence conflict resolution preferences and workplace behaviour, suggesting that a one-size-fits-all approach to conflict management may be ineffective in such settings. The aerospace manufacturing industry, with its high degree of technical expertise and reliance on cohesive team performance, requires management strategies that are responsive to this context.

Erasmus et al. (2015) emphasise the importance of organisational commitment in the South African manufacturing sector, noting that higher commitment correlates with improved job performance, reduced turnover, and stronger organisational citizenship behaviours. However, sector-specific features—such as unionisation, labour disputes, and hierarchical structures—shape how commitment is developed and maintained. In aerospace manufacturing, where

precision and teamwork are critical, the ability to manage conflict effectively while fostering commitment is crucial.

Despite these insights, there remains a lack of context-specific research exploring how organisational commitment and conflict management strategies interact within South Africa's industrial sectors, particularly in aeronautical manufacturing. Smith and Cronjé (2018) suggest that organisational dynamics in South Africa are often shaped by the country's socio-political history, influencing workplace expectations and conflict perceptions. Exploring these dynamics in the technologically demanding and workforce-diverse aeronautical manufacturing sector can offer valuable knowledge for improving organisational functioning.

The limited availability of research that examines the interrelation between organisational commitment and conflict management styles within culturally diverse industrial environments highlights the need for further study. This research seeks to address that gap by investigating these dynamics within a South African aeronautical manufacturing plant, offering a foundation for both theoretical refinement and practical improvement in managing organisations with diverse workforces.

This study aims to fill the literature vacuum by examining the relationship between organisational commitment and conflict management methods in a South African aerospace manufacturing facility. It seeks to enhance both academic advancements in company management and practical comprehension of navigating these dynamics within a culturally intricate industrial landscape.

### 1.4 Research Aim

The study's primary aim is to unearth and understand the dynamics between organisational commitment and conflict management styles within the culturally diverse context of a South African aeronautical manufacturing plant, focusing on both management and non-management staff. This exploration seeks to address the significant gap in contextualised knowledge, offering insights that could guide the development of more effective organisational strategies and practices.

### 1.5 Objectives

This research endeavours to:

- Analyse existing literature to define how conflict management styles and organisational commitment. Examine differences in conflict management styles across different areas of the production environment, identifying unique patterns and implications for organisational health.

- To define how organisational commitment and conflict management styles are conceptualised in existing literature and to explore how these concepts are interconnected within organisational settings.
- Explore the relationship between conflict management styles and organisational commitment within the South African aeronautical manufacturing industry to uncover how these dynamics play out in a culturally diverse workforce.
- Determine if and how the level of organisational commitment varies among management and non-management staff within the same manufacturing environment.
- Provide recommendations and suggest future research directions to enhance organisational commitment and conflict management effectiveness, based on insights derived from the study's qualitative findings.

By providing insights into the nexus of organisational commitment and conflict management within the complex landscape of the South African aeronautical manufacturing sector, this study aspires to offer valuable guidance for managers seeking to navigate the intricacies of local manufacturing environments.

# CHAPTER 2 LITERATURE REVIEW

## 2.1 Conflict

According to Destercke and Burger (2013), a dispute is a state of severe disagreement and argument about something perceived to be important by at least one of the parties involved. Conflict occurs whenever there is contention in a social setup over issues of merit or whenever emotional antagonisms create friction between individuals or groups. Bringing conflict to the domain of tertiary organisation, such as schools, implies a person's or group's action was negatively affecting the operations or plans of another person or group in an organisation. Conflict commences when beliefs between two parties in an organisation have adversely affected or are almost negatively affecting something that the first party cares about.

There are different sources of conflict. The primary source of conflict in an organisation is differentiation, which is when an individual is needed to undertake a task that is inconsistent with his/her needs, interests or goals as evidenced by Zhang, Stafford, Dhaliwal, Gillenson, and Moeller, (2014). Other sources of conflict include when a person exits behaviours of their choice, and his or her satisfaction is incompatible with others. The implementation of such actions tends to be very difficult to implement. Consequently, when a particular person has values, skills, goals, and attitudes that are salient in directing his or her behavioural thoughts are believed to be exclusive of the virtues, beliefs, values, goals, and skills accepted by other(s) people in varied sectors.

## 2.2 Conflict Management Styles

Brewer, Chan, Sit, and Lau, (2014) showed that the commencement of being a charismatic and prowess conflict manager appreciates the styles in conflict and the fashion of the people to whom to apply. The five conflict management styles are avoiding, compromising, collaborating, accommodating, and competing.

### 2.2.1 Avoiding style

This style involves minimal concerns for personal and others' well-being, which is situated with withdrawal or distancing from the actual situation (Saeed, Almas, Anis-ul-Haq, and Niazi, 2014). An individual who tends to avoid conflict does not deal with the issue at hand when it arises. Both his concerns and those of the other person are not addressed. Therefore, avoiding diplomatically means stepping on an item, putting off an issue until a better time, or withdrawing from a threatening situation. In certain circumstances, conflict avoidance serves as an advantageous conflict management tactic, such as after the dismissal of a favourite but unproductive employee.

Additionally, Belias, and Koustelios, (2014) showed that recruiting a more productive replacement for the position boosts the level of conflict management. Therefore, use this style carefully, and only if you are certain that you are not employing it as a way to escape an unavoidable conflict. The avoiding style is just a delaying tactic; hence, it should not be used too often. Otherwise, a person can be named as ‘passive-aggressive,’ and the decision will be made without your input. Example: Forget about it. The style is appropriate when the issue is trivial.

### 2.2.2 Compromising style

Saeed, Almas, Anis-ul-Haq, and Niazi (2014) noted that compromising strategy intermediates between concern for self and others. The type of conflict management attracts both sides, thus portraying pointers that establish an acceptable resolution, if not a standard solution. A compromising strategy always prevails in conflicts where the parties hold approximately equivalent power. It is still employed by business owners during the signing and negotiating terms of the contract with other firms, especially when each party faces an equal chance of losing valuable agreements, such as necessary services or customers. The main disadvantage of compromising as a conflict management style is that both parties may give away too much, and neither ends up satisfied. Therefore, one needs to be careful in a compromise style of conflict management, and you should not give away something you cannot live without doing. It is appropriate when a decision needs to be made sooner rather than later.

### 2.2.3 Collaborating style

Chan, Sit, and Lau (2014) suggested that this is where you partner or pair up with the other party to achieve both of your goals. The parties involved break the ‘’win-lose;’’ paradigm and seek the ‘‘win-win’’. The style needs a transparent discussion of the matters and concerns, exploration of remedy options, and commitment and honesty from the parties involved. For the success of the collaboration style, the stakeholders must address their concerns in a conducive and harmonious manner and reason. Collaborating tactics and opinions are effectively applied in complex situations where one needs to establish a novel remedy, reframing the challenge to create a bigger space and room for everybody’s ideas (Gilin Oore, Leiter, and LeBlanc, 2015, p.301). The drawback of collaborating as a conflict management style is that it requires a high degree of trust. Reaching a consensus can require much time and effort to accommodate everybody on board and synthesize all the ideas. The style is appropriate when the situation is not urgent; the conflict involves many people or some people across teams, and previous conflict resolutions have failed.

### 2.2.4 Accommodating style

Saeed, Almas, Anis-ul-Haq, and Niazi (2014) stated that an accommodating form of conflict management refers to the act of smoothing things over by ignoring the issue at hand. It may be used effectively when one party in an organisation has realized they are wrong, when the problem is more critical to the other party than it is to you, and when you want to create goodwill and demonstrate that you are reasonable. The urgent need for the success of individuals who maintain peace and harmony by accommodating others is through the creation of awareness of what instances that accommodative position is applied; this enables the people to carry on with their duties, which leads to more prosperity during the dispute. The limitation of the style of conflict is that it can make one look weak, ineffective, or fearful of change. Accommodating is appropriate when the meaningful relationship between the parties or groups in a tertiary organisation needs maintaining meaningful relationships rather than winning, the issue at hand is only necessary to one person, and when competing will produce an adverse outcome, such as when the other person is in a position of authority or power (Way, Jimmieson, and Bordia, 2016).

### 2.2.5 Competing style

Chan, Sit, and Lau (2014) suggested that this form of conflict style is one in which the matters and concerns of the opposition are entirely ignored. The main aim is to win the argument, and any concession, on the other hand, means a sign of limitations. The conflict can be gained by any means necessary, such as rank (position or authority) or argument. The demerit of the style is that it may limit the concerns of other parties, though the interests opt to be necessary. The competing technique applies relevantly in case the objective is quick action or in a situation where there are minimal hopes for the anticipated consensus. The style is best applied when there is surety in one’s ability to make sure that the other party is limited, fully accepts one's decision, and can acknowledge existing powers (Kolb, 2013).

## 2.3 Organisational Commitment

According to Aydin, Sarier, and Uysal (2013), organisation commitment is perceived as the extent to which the staff members develop a bond and feeling as well as a sense of loyalty to the employers. Harwiki (2016) suggests that organisational commitment is a form of psychological connection between the organisation and the employees that enables the employees to retain the work for a longer duration. Nonetheless, Harwiki (2013) suggested three techniques that define the dimensions of organisational commitment. Therefore, the following are the stipulated approaches and aspects of the organisation's commitments, as well as continuance, practical, and normative commitments.

Affective commitments are the emotions that attach, identify, and involve a person to his or her organisation about the employee's personal beliefs in the firm. This type of commitment improves the satisfaction of the employee to his or her organisation's goals and principles; this is because employees develop a sense of fair treatment, a harmonious working environment, organisation care, supportiveness, and concern, as evidenced by Chun, Shin, Choi, and Kim, (2013). The staff members with less effective commitments tend to leave the firm while those with maximum effective responsibilities manage to stay for a longer duration since they build trust with the organisation together with its mission.

Furthermore, affective commitment relates to how much workers want to live in their firm. If a worker is effectively devoted to their firm, it's a clear indication that they are willing to be in an organisation (Albdour, and Altarawneh, 2014). Such workers are contented with their work, have a feeling that they fit into a firm, and can easily be spotted with the organisation. Workers who are effectively devoted have a sense of value, are generally essential chattels, and perform the roles of ambassadors to the organisation.

Nonetheless, continuance commitment is another form of organisation commitment in that an employee commits to the entity with a view of staying for a longer duration because of the high cost of departure (Harwiki, 2013). This type of commitment tends to manifest in an individual who retains the responsibility to the entity since one is unable to compare the merits or salary to another organisation. The factors that enable an employee to develop this form of commitment include but are not limited to tenure, age, job satisfaction, and lack of desire to quit the job. The significant antecedent to continuance commitments is tenure and age; because of holding a more meaningful or crucial role in the firms, replacing them becomes cumbersome. On the other hand, tenure or leadership position attaches to career investments, retirement costs, with other workers, and also unique and fundamental skills for the organisation.

According to Dhar (2015), commitment relates to how much employees have a great need to belong in their organisation. Such workers are continuously loyal and devoted; the main reason behind their commitment is attributed to their need to live in the organisation. Possible factors influencing their need to be within an organisation vary, but the primary reason relies on lack of remuneration and alternatives to jobs. An example of continuance commitment is when workers have the feeling of belonging to their firm due to a lack of improvement in their income and tassel benefits if they move to another organisation. Such an example can affect the organisation negatively because workers who are continuously devoted may be disgruntled and detached from their job yet they are not ready to drop the post and leave the organisation.

Nevertheless, normative commitment refers to the feelings that employees develop in staying within the organisation as a result of owing the employers when he or she departs from work (Farjad, and Varnous, 2013). This type of commitment makes the staff members develop a feeling of indebtedness to their superiors, hence making them reciprocate the same loyalty and roles; this causes them to feel challenged to quit the organisation. The principle background of the commitment revolves around the worker commitments such as current commitments and participation management that zeal the sense of functional roles to reciprocate to the organisation. Another principle background for responsibility is dependability. Moreover, commitment relates to the worker's feeling of being in an organisation. Normatively devoted workers feel that dropping their organisation would have negative impacts on the organisation hence they feel a sagacity of remorse about the possibility of leaving (Somers, 2009). The reasons behind such guilt vary but are always concerned with workers' feelings that if he/she move out of the organisation, they will cause a shortage of knowledge and skills thus pressurizing their colleagues. Such mindsets can affect the work of workers working in an organisation.

In general, Tsai (2014) noted that organisation commitment is the connection between the employers and the experienced employees of the organisation. Outrightly, the employees who are highly attached to the entities typically feel the bond between them and the organisation at large, thereby minimizing the chances of trouble, as evidenced by Karim, and Noor (2017). The employees feel like they are part of the management and comprehend the objectives of the firm. The employees of such commitments tend to be valuable as they are very determined in their operations, show the maximum rate of productivity, and are proactive while availing support. Therefore, the three types of commitments are highly appreciated in any focused organisation since they bear a lot of influence on the duration that the staff members will stay before quitting the job. The most necessary thing for the organisation is that it must recognize the individual types of commitments in all its employees as well as objectively advocate for a practical undertaking.

### 2.4 Links between Conflict Management Styles and Organisational Commitment

What affects morale, performance, and commitment in the working environment is conflict. Conflict is brought about by the disagreement between different races as well as gender in most organisations as the organisation tends to provide a given workforce common to all (Rahim, 2017). A well-coordinated organisation is a workplace where conflict is less common, and this can only happen when conflict is solved peacefully and members come to a consensus. If the dispute is not resolved, workers get demoralized, and workers can even decide to leave the job, which will later lead to the fall of an organisation or any other forms of challenges thus, commitments are essential for an organisation. Saeed, Almas, Anis-ul-Haq, and Niazi (2014) state that conflict management if integrated then can lead to the prosperity of an organisation. Another

study by Keskes, (2014) proved that if the combined styles of conflict management are used in an organisation, then an organisation can work without any problems and in a harmonious working environment free from witch hunts and vilification.

The most convenient style of conflict management is the integrating type since the method aims at a problem-solving technique that is more collaborative than any other fashion since it forms the basis of all commitments (Schlaerth, Ensari, and Christian, 2013). The employees that adopt the style are more accurate in conflict resolution than any other means since they face the conflict and find the solution to the disagreement by looking at how the battle may affect their needs and even others'. Schulz (2013) proposed that most workers and their employers use the integrating conflict management style to resolve any disagreement in their organisations because the method involves both conflicting parties being committed and satisfied with the solution put in place in the organisation. Compared to other styles of conflict management, conflict resolution by the integrating method is the best since both parties involved in the conflict have the mandate and self-satisfaction on any solution they put in place (Goetsch, and Davis, 2014). The integrating style of conflict management can also increase commitment among employees since it brings understanding even the employees. According to Keskes, (2014), the integrating method of conflict management provides an understanding of each others in the team of members in an organisation. Integrating conflict management style is practiced within the organisation; then, the employees can be diligent. When using the technique, the employees must be able to surrender to the other. The style demands that both parties must collaborate fully with each other and should never be selfish in agreement with one another to reach a consensus; therefore, the satisfaction of one party should be transferred to another for a consensus. Huczynski, Buchanan, and Huczynski, (2013) said that for a team of members to solve a conflict between them then, they should adopt the integrating style of conflict management since the form brings a better understanding of both conflicting parties and this enhances commitment among the employees in developing their organisation. Most researchers in organisations always confirm that most employees who choose the integrating conflict management style still find it easy to correlate with each other in the organisation, and this makes it easy for them to be committed to all their work (Dhar, 2015). Therefore, the integrating style of conflict management is the most appropriate fashion in the resolution of conflict among members of an organisation since it brings commitment among members of the organisation.

Similarly, other operations on conflict management that those employees who use the avoiding and dominating style are related to the limitations of the commitment of an organisation (Karim, and Noor, 2017)

The primary source of conflict in an organisation is disagreement among employees. The battle between members of an organisation will demoralize the members, and they will be less committed to their work which will, in turn, lead to the fall of an organisation. Therefore, conflict management together with a commitment among workers in the organisation can lead to the achievement of the goal of the organisation. Most organisations that have used the most appropriate method in conflict management have progressed in their control and even the employees are motivated (Dhar, 2015). It is thus essential that employers and employees apply a proper way of solving problems in their organisation so that the employees are committed to their work.

### 2.5 Viable systems model (VSM)

The Viable Systems Model (VSM) is a conceptual framework established by Stafford Beer in the 1970s. The model posits that all sustainable organisations, irrespective of size or industry, possess a comparable structure that facilitates their survival and prosperity in a dynamic environment. VSM has been extensively utilized in several domains, including corporate management, healthcare, and governance, owing to its emphasis on organisational adaptation and complexity management. Recent studies have broadened its use, illustrating its continued significance in contemporary organisations.

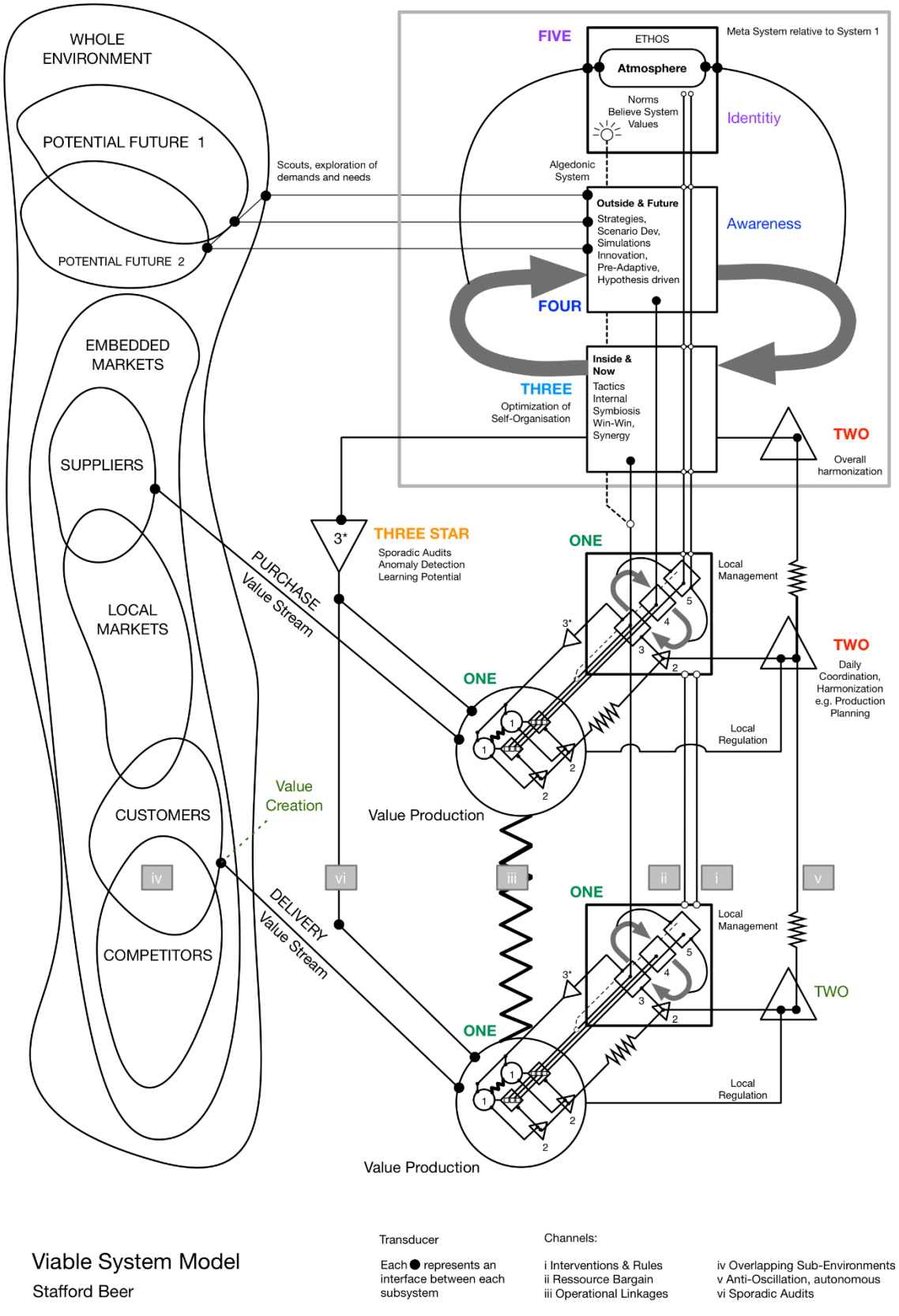



**Figure 2-1: Viable Systems Model (Beer,1985)**

### 2.5.1 Conceptual Framework of Viable System Model

The Viable Systems Model (VSM), developed by Stafford Beer, is a cybernetic framework designed to analyse and structure organisations in a way that ensures sustainability, adaptability, and long-term viability. It views the organisation as a living system composed of five interrelated subsystems (Systems 1–5), each responsible for specific functions: operations, coordination, control, intelligence, and policy (Beer, 1985). These elements work recursively to manage complexity and support adaptability across all levels of the organisation.

Espejo and Reyes (2020) note that VSM's recursive nature allows subsystems within an organisation to function autonomously while remaining aligned with broader strategic goals. This decentralised control mechanism is especially important in high-precision industries such as aeronautical manufacturing, where localised decision-making and rapid adaptability are essential.

Leonard and Beer (2020) further describe the strength of VSM in mapping complexity, noting that its layered feedback systems ensure organisational coherence even during disruption. In South Africa's culturally diverse and historically complex industrial landscape, this is particularly relevant. Jackson (2023) highlights that the VSM's capacity to accommodate diversity and decentralised authority while maintaining unity makes it a valuable model for managing multicultural teams and conflicting operational priorities.

By applying the VSM, this study investigates how different organisational layers—ranging from operational staff to strategic leadership—experience and resolve conflict, and how this influences organisational commitment. The model's systemic structure supports the analysis of both formal and informal communication patterns, decision-making autonomy, and the organisational response to conflict, providing a comprehensive lens through which to interpret the findings.The five principal subsystems of VSM are:

**System 1:** Operations - Denotes the operational units or activities that directly produce the organisation's results.

**System 2:** Coordination - Guarantees that operational units collaborate cohesively and effectively, mitigating disputes and obstructions.

**System 3:** Resource Management — Supervises the administration of resources and policies to ensure alignment with corporate objectives.

**System 4:** Environmental Scanning - Assesses the external environment, forecasting obstacles and opportunities, and assuring organisational adaptation to changes.

**System 5:** Strategic Management — Establishes the organisation's identity and long-term strategic objectives, guaranteeing sustained focus and coherence.

Each system is interrelated, enhancing the organisation's overall survivability by facilitating adaptation to external challenges while preserving internal coherence.

### 2.5.2 Recursive Architecture of VSM

The recursive characteristic of the VSM, wherein each system may be deconstructed into smaller systems that reflect the bigger entity, is fundamental to its capacity to handle complexity. Leonard and Beer (2020) elucidate that this recursion enables each segment of the company to operate semi-autonomously, facilitating decision-making and problem-solving within its particular context while maintaining alignment with the overarching organisational plan. The decentralized decision-making capacity is essential for large businesses, as central management cannot oversee every operational detail.

VSM's recursion guarantees that even the most minor operational unit functions as a "viable system" capable of responding to its problems. A department inside a major firm can implement actions to enhance its efficiency or resolve a local issue while remaining compliant with the company's overarching objectives and rules. This flexibility enables the company to react to environmental changes more swiftly than if all decisions were centralized.

### 2.5.3 Value Stream Mapping and Complexity Management

The principal objective of the VSM is to assist enterprises in managing complexity. Jackson (2021) contends that the VSM provides a comprehensive framework for managing both internal complexities, stemming from the organisation’s activities, and external complexity, originating from the external environment. The VSM mitigates the risk of any one organisational component becoming overwhelmed by partitioning the organisation into subsystems, each tasked with handling a distinct facet of complexity.

System 4 (environmental scanning) enables the business to concentrate on external complexities, such as market fluctuations or regulatory changes, whereas Systems 1-3 address internal complexities by overseeing operations, coordination, and resource management. Beer (2022) asserts that the allocation of labor among subsystems enables the organisation to navigate complexity more efficiently than if a singular management system addressed all facets of complexity.

### 2.5.4 VSM and Flexibility

A primary strength of VSM is its emphasis on flexibility. Reynolds and Holwell (2020) assert that companies using the VSM are more adept at adapting to dynamic situations due to the model's promotion of decentralization and coordination. System 4's emphasis on environmental scanning enables the company to foresee external changes, whilst System 5's function in preserving strategic focus guarantees that the business adjusts while remaining aligned with its long-term objectives.

The flexibility of VSM is especially pertinent in contemporary firms confronting swift technology advancements and global rivalry. Leonard and Beer (2020) emphasize that the VSM has been effectively utilized across many domains, such as healthcare and digital transformation, where swift adaptability to external changes is essential for survival.

## 2.6 VSM as a Framework for Conflict Management

The VSM offers a powerful lens through which to understand conflict management in complex organisations. System 2 focuses on coordination and conflict minimisation, System 3 manages resource allocation and operational cohesion, and System 5 defines policy and long-term organisational identity (Espejo & Reyes, 2020). Through these layered subsystems, VSM highlights where and how conflict arises, how it is processed, and what systemic adjustments are needed to promote long-term cohesion.

In practice, feedback loops and double-loop learning mechanisms enable teams to resolve issues at the lowest effective level—an approach that aligns with participatory conflict resolution styles. Reynolds and Holwell (2020) argue that VSM’s recursive architecture allows for context-sensitive adaptation, a crucial requirement in culturally diverse environments like South Africa. This framework also supports the development of psychological safety and distributed accountability, both of which are linked to higher levels of organisational commitment.

By framing conflict resolution within the VSM, this study is able to analyse both interpersonal and systemic sources of conflict and how their resolution contributes to perceived fairness, inclusion, and ultimately commitment.

### 2.6.1 Feedback Mechanisms and Conflict Resolution

A fundamental element of the VSM is its dependence on feedback loops among subsystems. These loops are crucial for organisational learning and adaptability, particularly in conflict scenarios. Reynolds and Holwell (2020) emphasize that feedback mechanisms in the VSM

facilitate the upward or downstream communication of information on conflicts within the system. This fosters transparency and promotes prompt dispute resolution.

Conflicts in operational units (System 1) trigger feedback loops to System 3 (resource management) and System 5 (strategic management), facilitating modifications in resource allocation, policies, or plans to address the conflict. The cyclical characteristics of these feedback loops indicate that conflict resolution is not a top-down approach but one that involves numerous subsystems, guaranteeing the consideration of all views.

### 2.6.2 Adaptive Capacity for Conflict Resolution

The inherent flexibility of the VSM is a critical element in its capacity to handle conflict. Espejo and Reyes (2020) characterize the VSM as a dynamic system that enables companies to adjust to internal and external conflicts through the constant reconfiguration of subsystems. In conflict management, flexibility refers to the capacity to employ several conflict resolution tactics based on the characteristics and intensity of the dispute.

A disagreement between two operational units may necessitate prompt mediation, but a quarrel about strategic direction may require extensive deliberation and the revision of organisational objectives. The VSM offers a framework for comprehending the many levels of conflict inside an organisation and determining the best suitable response according to the unique context.

### 2.6.3 Conflict Resolution and System 4 (Environmental Analysis)

System 4 in the VSM is tasked with monitoring the external environment and ensuring the organisation adjusts to external changes and challenges. Leonard and Beer (2020) contend that System 4 is essential in addressing disputes stemming from external forces, such as market rivalry, legislative alterations, or technology upheavals. System 4 aids in preventing disputes stemming from misunderstandings or misalignments between the company's internal operations and its external environment by keeping the organisation apprised of external developments.

Organisations that adeptly utilize System 4 can proactively mitigate external conflicts, hence diminishing the probability of internal disputes arising from external disruptions. By anticipating regulatory changes within their business, firms may adjust their plans and prevent problems arising from misalignment with legal requirements.

## 2.7 Total Quality Management (TQM)

Total Quality Management (TQM) is a comprehensive and participatory approach to improving organisational effectiveness, culture, and customer satisfaction through continuous improvement

and employee empowerment. Rooted in the philosophies of Deming, Juran, and Ishikawa, TQM promotes systems thinking, process optimisation, and active involvement of all members in problem-solving (Dale, 2015).

Oakland (2014) outlines the four foundational pillars of TQM: customer focus, employee engagement, process orientation, and evidence-based decision-making. These pillars not only support product and service quality but also contribute to stronger internal collaboration and alignment. Yadeta et al. (2022) extend this argument by showing that TQM fosters collaborative climates where conflict is addressed constructively rather than punitively.

Importantly, TQM encourages open communication and a flattened hierarchy in which feedback is valued across levels. Sweis et al. (2021) report that organisations with strong TQM cultures often experience heightened affective commitment among employees, as individuals feel their contributions are recognised and impactful. This aligns with findings by Kharabsheh et al. (2021), who link participatory improvement initiatives with increased job satisfaction and reduced interpersonal conflict.

In the context of South African aeronautical manufacturing, where coordination, precision, and cultural sensitivity are paramount, TQM provides a suitable model for understanding how quality processes intersect with employee attitudes and conflict dynamics.




**Figure 2-2: Principles of Total Quality Management (Alhumud, Omar & Altohami, 2023)**

### 2.7.1 Definition and Origins of Total Quality Management

Total Quality Management (TQM) is an organisational management concept aimed at integrating quality awareness into all organisational operations (Dale, 2015). The beginnings of Total Quality Management (TQM) may be traced to the early 20th century, with pioneers like Frederick Taylor and Henry Ford promoting scientific management ideas. The contemporary understanding of Total Quality Management (TQM) was significantly shaped by W. Edwards Deming, Joseph M. Juran, and Kaoru Ishikawa during the mid-20th century, especially in post-war Japan (Goetsch & Davis, 2016).

Deming underscored the need for statistical control and ongoing enhancement, whereas Juran proposed prioritizing customer pleasure as the central objective of quality initiatives. Ishikawa furthers the notion by emphasizing the significance of staff engagement and the implementation of quality circles (Dale, 2015).

### 2.7.2 Fundamentals of Total Quality Management

The fundamental tenets of Total Quality Management (TQM) center on client orientation, perpetual enhancement, and comprehensive staff engagement (Oakland, 2014). These ideas are executed by various fundamental practices, including:

Customer Orientation: Each company activity must strive to fulfill or surpass customer expectations. This customer-focused strategy guarantees that the quality of products and services continuously meets client requirements.

Continuous Improvement (Kaizen): Total Quality Management necessitates an unwavering emphasis on enhancing processes, goods, and services. This is accomplished by gradual modifications, innovation, and the application of quality methodologies such as Six Sigma, the PDCA cycle (Plan-Do-Check-Act), and Total Productive Maintenance (Oakland, 2014).

Total Quality Management fosters a culture in which workers at every level are empowered and actively participate in quality enhancement activities. Instruments such as quality circles and collaborative collaboration are essential for leveraging employee expertise and creativity to address quality-related challenges (Goetsch & Davis, 2016).

The Process Approach emphasizes the importance of procedures above outcomes in Total Quality Management (TQM). Organisations can guarantee consistent quality results by comprehending and managing procedures (Dale, 2015).

### 2.7.3 Influence of Total Quality Management on Organisational Performance

The use of Total Quality Management (TQM) has demonstrated a substantial effect on organisational performance. Studies demonstrate that firms implementing Total Quality Management (TQM) achieve enhancements in operational efficiency, customer satisfaction, and total profitability (Zairi, 2013). TQM promotes a culture of continuous improvement, encouraging employee participation in quality efforts, resulting in enhanced work satisfaction and reduced attrition rates (Oakland, 2014).

Research in manufacturing firms has shown that Total Quality Management (TQM) may significantly decrease errors and rework, hence enhancing cost efficiency and customer loyalty (Goetsch & Davis, 2016). Moreover, the comprehensive character of TQM guarantees that quality management extends beyond a singular department, constituting an organisation-wide commitment.

### 2.7.4 Obstacles in Executing Total Quality Management

Notwithstanding its benefits, the adoption of TQM presents problems. A significant problem is the reluctance to change, especially from employees and supervisors who may be used to current practices (Dale, 2015). Furthermore, effective Total Quality Management necessitates substantial investment in training, technology, and managerial support. In the absence of these resources, TQM initiatives may not provide the anticipated advantages (Zairi, 2013).

A further problem is sustaining momentum in continuous improvement programs. Organisations frequently encounter the peril of complacency following early enhancements, which might jeopardize the enduring performance of Total Quality Management (Oakland, 2014).

## 2.8 Plan-Do-Check-Act (PDCA)

The PDCA cycle, or Plan-Do-Check-Act cycle, is an essential instrument in Total Quality Management (TQM) employed to facilitate ongoing enhancement in processes and systems. The PDCA cycle, introduced by Walter Shewhart and later popularized by W. Edwards Deming, is a systematic and iterative approach for problem-solving and change implementation. It constitutes the basis of several quality management strategies and concepts, including Total Quality Management, Six Sigma, and Lean Management (Goetsch & Davis, 2016).

### 2.8.1 What is the PDCA Cycle

The PDCA cycle has four unique phases—Plan, Do, Check, and Act—that assist firms in problem-solving and enhancement endeavours (Oakland, 2014). Every phase aids in guaranteeing that modifications result in tangible, quantifiable enhancements.

In this phase, companies see a particular issue or potential for enhancement. The objective is to comprehensively analyse the present circumstances and identify the fundamental source of the problem. A strategy is subsequently established, delineating the necessary procedures to attain the intended enhancement. Planning includes the collection of data, analysis of processes, and establishment of targets for transformation (Dale, 2015).

Upon establishing the strategy, the subsequent stage is to execute the recommended modifications on a limited scale. This may be accomplished via pilot testing or controlled experiments. The objective is to implement the strategy while mitigating risks related to large-scale execution. In this step, data is gathered to evaluate the efficacy of the modifications (Oakland, 2014).

Evaluate: In the evaluation phase, the outcomes of the executed modifications are assessed. This entails juxtaposing the actual outcomes with the anticipated consequences. Data analysis is performed to ascertain whether the modifications have resulted in enhancements or whether more adjustments are necessary. This phase prioritizes monitoring and measuring to verify the achievement of the intended objectives (Goetsch & Davis, 2016).

Act: Following the assessment in the Check phase, the company determines whether to standardize the successful modifications or implement remedial measures if the results are unsatisfactory. Should the outcomes be advantageous, the modifications are included in wider organisational procedures. If not, the cycle recommences using the insights gained from the last iteration (Dale, 2015).

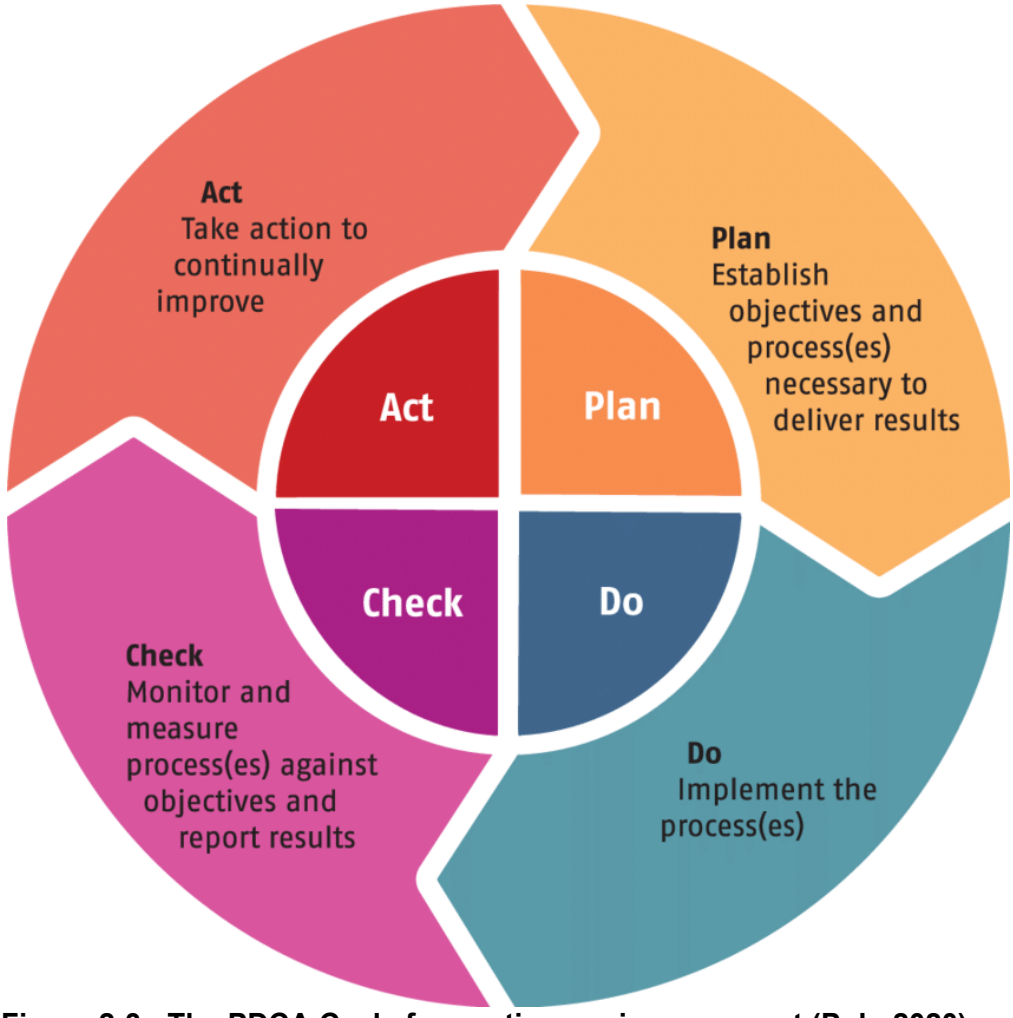



**Figure 2-3: The PDCA Cycle for continuous improvement (Poh, 2020)**

### 2.8.2 Implementation of the PDCA Cycle in Total Quality Management

The PDCA cycle is essential to TQM since it promotes a systematic and methodical approach to ongoing development. It allows firms to implement gradual modifications, evaluate their efficacy, and enhance procedures without interrupting general operations (Oakland, 2014). Through the iterative use of the PDCA phases, firms may consistently refine and enhance their systems to align with evolving market needs, consumer expectations, and technological progress.

In manufacturing, the PDCA cycle may be employed to minimize waste, enhance product quality, and augment production efficiency. In service sectors, the cycle assists firms in augmenting customer service, optimizing processes, and elevating consumer happiness (Goetsch & Davis, 2016). The iterative characteristic of the PDCA cycle guarantees that enhancement initiatives are enduring rather than temporary solutions.

### 2.8.3 Advantages of the PDCA Cycle

The PDCA cycle offers several significant advantages to organisations:

A systematic methodology for problem-solving enables businesses to comprehensively comprehend issues and rigorously evaluate solutions before full implementation (Dale, 2015).

Mitigated Risk of Failure: The limited-scale execution during the Do phase diminishes the risks linked to extensive modifications. Organisations may prevent expensive errors and enhance solutions by testing concepts in a controlled setting before implementation throughout the business (Oakland, 2014).

The PDCA cycle promotes ongoing learning and enhancement, enabling companies to refine their processes and systems with each iteration. This corresponds with the TQM principle of ongoing enhancement (Goetsch & Davis, 2016).

Enhanced Employee Engagement: The cyclical process, along with its focus on data acquisition and analysis, cultivates a culture of cooperation and problem-solving. Employees are more inclined to participate in improvement projects when they can observe the effects of their contributions through quantifiable results (Oakland, 2014).

### 2.8.4 Obstacles in Implementing the PDCA Cycle

The PDCA cycle presents several advantages; nonetheless, its execution may be difficult, especially in firms that are deficient in a robust quality culture. Several challenges encompass:

Resistance to Change: Employees and managers may exhibit reluctance to repeatedly evaluate processes and implement modifications, especially if the advantages of the PDCA cycle are not readily evident (Dale, 2015).

The cyclical nature of the PDCA cycle can be laborious, particularly if businesses hastily progress through the processes without comprehensive data gathering and analysis at each stage (Zairi, 2013).

The efficacy of the PDCA cycle is significantly dependent on precise data. Organisations may encounter difficulties in successfully assessing their outcomes during the Check phase without dependable data gathering and analysis tools (Goetsch & Davis, 2016).

### 2.8.5 Advantages of Implementing the PDCA Cycle in Conflict Resolution Strategies

Utilizing the PDCA cycle in conflict management presents several benefits:

Structured Problem-Solving: The PDCA cycle offers a systematic, sequential approach for resolving disputes, guaranteeing comprehensive analysis of issues before implementation of solutions. This methodical approach mitigates the likelihood of hasty judgments that may fail to address the underlying cause of the dispute (Dale, 2015).

The PDCA cycle promotes continual development by integrating feedback from each dispute resolution phase. Organisations may enhance their conflict management techniques over time by learning from previous experiences and implementing best practices (Goetsch & Davis, 2016).

Reduced Escalation: Prompt detection and study of disputes during the Plan phase enable companies to avert escalation. By tackling the underlying causes of disputes promptly, businesses may mitigate issues before they escalate into more severe and disruptive problems (Rahim, 2011).

The transparency and inclusivity of the PDCA cycle can enhance employee involvement in conflict resolution procedures. Employees are more inclined to engage constructively in conflict resolution when they see their contributions as appreciated and a fair, methodical method is employed (Oakland, 2014).

## 2.9 Summary

Conflict is defined as a dispute or argument between parties within an organisation, typically arising from divergent aims, values, or interests. Multiple origins of the conflict are recognized, including discordant actions, beliefs, and organisational discrepancies.

The review identifies five strategies of conflict management: avoiding, compromising, cooperating, accommodating, and contending. Every style possesses distinct qualities, advantages, and disadvantages. The avoiding method entails retreating from confrontation, whereas compromising aims for a midway ground where both parties concede elements. Collaboration is seen as the most effective approach, promoting mutual efforts towards a "win-win" resolution while necessitating substantial trust and commitment. Accommodating entails resolving problems to preserve peace, whereas competing emphasizes one party's victory, frequently to the detriment of the other.

Organisational commitment comprises three dimensions: emotional, continuance, and normative. Affective commitment denotes an emotional bond to the organisation, continuation commitment pertains to remaining owing to anticipated substantial costs of departure, and normative commitment stems from a sense of duty to persist.

The review links conflict management methods with organisational commitment, highlighting that well-managed conflict may improve morale, performance, and commitment. The integrative conflict management style, emphasizing cooperation and mutual understanding, is identified as the most successful in promoting commitment. Inadequate conflict resolution, especially via avoidance or competition, may result in demoralization and less organisational commitment, thereby causing increased staff turnover and organisational deterioration.

The Viable Systems Model offers an extensive framework for managing conflict inside companies. The recursive structure facilitates conflict management at the appropriate level, while feedback loops provide transparent information sharing on conflicts across the system. The VSM facilitates decentralized conflict resolution and improves adaptation, allowing businesses to successfully handle internal and external disputes while preserving overall system coherence and long-term sustainability.

Total Quality Management is a holistic and cohesive strategy aimed at enhancing organisational performance by instilling quality at all levels. TQM, with its concepts of customer orientation, ongoing enhancement, and staff engagement, may substantially improve operational efficiency, customer happiness, and overall organisational performance. Organisations must be equipped to confront the problems related to their implementation, especially with change management and resource allocation.

The PDCA cycle is an effective instrument for recommendations, offering businesses a systematic and iterative method for problem-solving and ongoing enhancement. By adhering to the Plan-Do-Check-Act methodology, firms may mitigate risks, involve people, and promote continuous enhancement in quality and efficiency. Successful implementation necessitates a commitment to

quality and a data-driven approach, alongside the capacity to surmount hurdles such as opposition to change and time limitations.

# CHAPTER 3 RESEARCH METHODOLOGY

The Data Analysis Spiral, created by John W. Creswell, is a qualitative data analysis methodology that emphasizes a repeating and cyclical process for scrutinizing qualitative data. Creswell and Poth (2018) assert that qualitative data analysis is a cyclical process requiring ongoing engagement with the data. This methodology is used to study the complex relationship between organisational commitment and conflict management styles. This methodology is chosen for its strength in uncovering the nuanced interplay of perceptions, experiences, and cultural influences within a specific organisational context. It is ideal for investigating the subtleties inherent in the South African aeronautical manufacturing industry.

### 3.1.1 Research Design

An exploratory case study allows for a detailed examination within its real-life context, offering deep insights into the specific phenomenon of organisational commitment and conflict management styles. This approach is particularly suited to exploring the nuanced effects of South Africa's unique cultural dynamics on organisational behaviours.

### 3.1.2 Population and Sampling

Purposive sampling is the predominant sampling method employed in qualitative research. Researchers intentionally choose participants according to particular traits or attributes pertinent to the study inquiry. The objective is not to attain statistical representativeness but to obtain comprehensive views from participants who possess the most expertise or experience in the topic area (Etikan, Musa, & Alkassim, 2016). In a study examining conflict management styles, researchers may select managers with considerable expertise in addressing workplace problems. This guarantees that the acquired data is comprehensive and closely aligns with the study objectives.

An aeronautical manufacturing factory in South Africa is the subject of this research, which focuses on individuals working at various levels inside the plant. To guarantee a diversified representation across management levels, departments, and demographics, purposeful sampling will be utilized. This will allow for the collection of a wide range of unique opinions on the phenomenon of interest.

## 3.2 Sampling Technique

In qualitative research, the sample size is generally lower than in quantitative studies, emphasizing the depth of data over its breadth. In qualitative research, there is no definitive

guideline for establishing sample size; nonetheless, the principle of saturation is sometimes employed. Data saturation occurs when more interviews yield no new themes or insights (Guest, Bunce, & Johnson, 2006). study indicates that saturation often arises after around 12 to 16 interviews. However, this may fluctuate based on the study topic and sample variety (Hennink, Kaiser, & Marconi, 2017).

It was decided to use purposeful sampling to choose individuals who could give in-depth insights into the underlying issues of the study. Through the utilization of this method, a deep and all-encompassing comprehension of the organisational culture, as well as its influence on the management of commitment and conflict, will be made possible.

### 3.2.1 Sampling Size

Fifteen participants were selected to achieve data saturation. This range is anticipated based on preliminary literature and will be adjusted as needed to ensure a thorough exploration of the study themes.

### 3.2.2 Recruitment of Participants

Participants will be recruited through the organisation's HR department, ensuring clarity and transparency about the study's aims, confidentiality, and the voluntary nature of participation.

### 3.2.3 Process of Obtaining Informed Consent




**Figure 1-1: Five basic elements to consider for an informed consent (Sivasubramaniam, Dlabolová, Králíková, Khan & Reza, 2021).**

- A detailed informed consent process was handled with assistance of the HR department, The informed consent outlined the study's scope, ethical considerations, and participant safeguards, ensuring informed, voluntary participation.

- As part of the informed consent documentation, the outline of the interview was presented in text form. The study was explained before the interview to make sure that the participants understood the purpose of the study.

- During the interview it was reiterated that if at any time the participant would like to withdraw from the interview, this will be allowed and the data from the interview discarded and not included in the study. None of the participants withdrew from the interview and all participants agreed to the use of the data gathered from the interview in the study.

- According to Cronian (2023), participating in small talk while discreetly reflecting their body language and communication style. During a remote interview, it is essential to focus on non-verbal clues, like camera angle and backdrop arrangement, since these elements enhance the illusion of eye contact and foster a favourable engagement. Verbal affirmations and insightful inquiries can demonstrate active listening, enhancing rapport throughout the interview process.

- It was communicated that there is no financial incentive for participating in the interview process, however it was explained to the participants that feedback will be given to the company in mention and the possibility does exist that the company could implement recommendations in the study if management wishes to do so.

- Deferred consent, or retroactive consent, denotes a procedure wherein researchers get consent from participants after the completion of data collection or an observational activity. This approach is frequently employed in qualitative research when obtaining previous

agreements may jeopardize data authenticity or when timely consent is unfeasible owing to the study's nature. In these instances, participants are apprised of the research and solicited for their consent post-data collection, enabling them to retract their data if desired (Daley, 2020).

### 3.2.4 Data Collection

In qualitative research, interviews are a prevalent strategy for data collecting, as they yield profound insights into participants' experiences, perspectives, and beliefs. Interviews provide a versatile and individualized method for collecting comprehensive information, rendering them appropriate for investigating intricate social phenomena (Creswell, 2014). Interviews may be categorized into organised, semi-structured, and unstructured formats, enabling researchers to modify the degree of freedom in questioning according to their study aims (Bryman, 2016).

In a semi-structured interview, the interviewer employs a guide with predetermined questions while permitting open-ended replies and follow-up inquiries to explore the participants' perspectives more thoroughly (Kvale, 2007). This strategy pushes participants to detail their experiences, yielding substantial qualitative data that might enhance comprehension of the issue being studied. Interviews are particularly beneficial in qualitative research that aims to comprehend context-specific human actions or organisational procedures (Merriam, 2009).

It is crucial to recognize that interviews need meticulous planning, which includes choosing suitable participants, addressing ethical concerns such as informed permission, and formulating a comprehensive interview methodology (Patton, 2015).

Semi-structured interviews were used as the main data collection technique. These interviews were used to investigate the intricate connections that exist between organisational commitment and conflict management methods. A detailed examination of the data was made possible by the interview guide, which was designed to stimulate conversation on a wide variety of experiences and perspectives throughout the interview.

### 3.2.5 Data Collection Tool

To meet the study's objectives, a semi-structured interview guide was developed, drawing upon the Viable System Model (VSM) by Stafford Beer and Total Quality Management (TQM) principles.

- Viable System Model (VSM): Provides a comprehensive framework for analysing organisational structure and control, highlighting the importance of interconnectedness within the organisation. Schwaninger and Scheef (2016) suggest that a harmonious work

environment, characterized by well-aligned organisational components, fosters organisational commitment. This implies that effectively managed conflicts within a coherent system may enhance employee commitment.

- Total Quality Management (TQM): A management philosophy focusing on active employee participation and continuous improvement. Yadeta, Jaleta, & Melese (2022) note that collaborative strategies involving team efforts to identify and solve issues are integral to TQM. This indicates that employee involvement in decision-making and problem-solving processes can lead to a collaborative conflict management style and elevated organisational commitment.
- Organisational System and Structure: Utilize VSM to examine the organisation's structure and how its components interconnect. This includes analysing conflict management strategies and their impact on organisational functionality.
- Employee Participation and Collaboration: Apply TQM principles to evaluate employee involvement in decision-making and problem-solving, assessing its influence on organisational commitment.
- Organisational Commitment: Explore the degree of organisational commitment among employees, considering how the organisational system (via VSM) and employee participation (via TQM) affect this commitment.
- Conflict Management Styles: Investigate the conflict management styles within the organisation, analysing how organisational structure (VSM) and employee collaboration (TQM) inform these styles.

The semi-structured interview guide includes questions that explore the organisation's structure, employee participation, organisational commitment, and conflict management styles. This approach offered insights into the interplay between organisational commitment and conflict management styles within a South African aeronautical manufacturing plant, aiding in achieving the study's objectives and providing recommendations to optimise these dynamics.

### 3.2.6 Data Analysis

Transcripts were created from the interviews, which were analysed through the use of Atlas.ti to find common themes that tie into the Viable System Model (VSM) and the Total Quality Management (TQM).

The process is as follows:

#### 3.2.6.1 Importing data

The initial stage in Atlas entails importing data into the system. This data can encompass written, auditory, or visual sources. The program accommodates several data types, rendering it adaptable for qualitative researchers (Friese, 2019).

#### 3.2.6.2 Developing Codes and Allocating Quotations

To further illustrate the coding process, quotations were identified during transcript review that highlighted key themes. For instance, one participant remarked:

“There’s no incentive to improve if the training doesn’t lead anywhere” (Employee 15), which was coded under *Career Development* and aligned with Theme 4: *Career Development as a Catalyst for Commitment*.

Another participant explained:

“The communication going up to management can definitely improve… the reaction time is too slow” (Interview Employee 3). This quotation was coded as *Communication Issues*, contributing to Theme 2: *Communication as a Mediator in Conflict Resolution*.

A further comment—“Conflict often builds up over time… by the third time, it explodes” (Employee 12) was assigned to *Emotional Stress During Conflict*, a sub-code within Theme 5: *Emotional Climate in Conflict Resolution*.

This approach ensured that participant voices directly informed the thematic framework. Codes were developed both deductively (from the theoretical frameworks of VSM and TQM) and inductively (emerging directly from participant experiences), thereby grounding the analysis in the empirical data.

Upon importing the data, the researcher starts the coding process. These codes are concise words or concepts that delineate essential pieces of the material. Codes may be allocated to certain quotations or segments of the text, signifying the fundamental ideas or concepts within the data (Smit, 2018). Atlas.ti enables academics to methodically arrange codes and associate them with data quotes for enhanced analysis.

Memos are comments or annotations that researchers incorporate into their study to document their thoughts, interpretations, or concepts while interacting with the data (Miles, Huberman & Saldaña, 2014). Atlas.ti incorporates memoing within the program, facilitating the seamless documentation of analytical ideas throughout different phases of the research process.

#### 3.2.6.3 Classification and Organisation of Code

Subsequent to coding, the following phase entails categorizing codes into broader classifications or themes. This procedure is crucial for discerning patterns and correlations within the data. Atlas.ti aids this process by offering tools for effective data visualization, including the code manager and network views, which assist in delineating topics and their interrelations (Friese, 2019).

#### 3.2.6.4 Creating Networks and Visual Representations

Atlas.ti allows academics to construct network diagrams visually illustrating the interconnections of codes, themes, and concepts. This aids in comprehending the structure and dynamics inherent in the data (Friese, 2019). Visual representations are essential for elucidating intricate linkages, particularly in presentations and final reports.

#### 3.2.6.5 Coupling themes to Value System Model and Total Quality Management

The thematic analysis of interview data initially employed a deductive approach guided by the Viable System Model (VSM) and Total Quality Management (TQM) theoretical constructs. This deductive phase starts with a theory-driven coding process, where data is scrutinized for instances that illustrate or challenge the theoretical principles outlined in VSM and TQM. This involves mapping the collected data against the specific elements of these models to verify their applicability and to identify how well the theoretical expectations align with the empirical observations.

Following the deductive analysis, the study will transition to an inductive approach to allow for the emergence of new themes not directly anticipated by the theoretical framework. This phase involves a more open-ended examination of the data, encouraging the discovery of patterns, themes, and insights that extend beyond the initial theoretical expectations. Such an inductive exploration is essential for capturing the full complexity and nuance of organisational commitment and conflict management styles, including potentially novel aspects not covered by VSM and TQM.

This combined analytical strategy ensures a comprehensive understanding of the data, grounded in theory, while remaining open to new, emergent insights. This approach not only validates and explores the theoretical frameworks applied but also enhances the richness and depth of the analysis by incorporating unexpected findings and perspectives.

#### 3.2.6.6 Formulating Conclusions and Composing Reports

The concluding phase of the analysis is synthesizing the data by deriving conclusions and insights from the coded data and categories. Atlas.ti facilitates this process by enabling researchers to export reports and codebooks, therefore enhancing the clarity and methodical presentation of findings (Smit, 2018).

## 3.3 Rigour and Reliability

Creswell (2018) asserts that rigor in qualitative research pertains to the methodologies employed by researchers to augment the trustworthiness, dependability, and validity of their investigations. Rigor is essential for ensuring that the findings truly reflect the participants' experiences and are free from researcher biases.

To ensure the research's reliability, this study employs several methodological safeguards:

### 3.3.1 Triangulation

Enhancing validity through triangulation involves integrating multiple data sources and analytical methods. This study will triangulate findings by using diverse sources, such as interviews, organizational documents, and possibly observations, alongside a mixed-methods approach that complements qualitative data with quantitative validation where feasible.

### 3.3.2 Member Checking

To confirm the accuracy of interpreted data, preliminary findings will be shared with participants for validation. This step ensures that the analysis faithfully represents their views and experiences, thereby enhancing the findings' credibility.

### 3.3.3 Peer Debriefing

Engaging in discussions with uninvolved peers or experts in organisational commitment and conflict management provides an external perspective, aiding in identifying and mitigating potential biases and improving the interpretative depth of the study.

### 3.3.4 Reflexivity

Maintaining a reflexive journal throughout the research process allows for critical self-reflection on the researcher's influence over the research process and findings. This practice is crucial for acknowledging and addressing personal biases, beliefs, and values that could affect the study.

**Table 1-1: Techniques for Enhancing Rigour in Qualitative Research (Creswell, 2018)**

| Technique | Description | Purpose |
|---|---|---|
| Triangulation | Using multiple data sources or methods | Ensures credibility and consistency in findings |
| Member Checking | Returning data/findings to participants for verification | Validates the accuracy of the data interpretation |
| Peer Debriefing | Engaging a peer for external review and critical feedback | Ensures objectivity and helps to identify blind spots |
| Reflexivity | Reflecting on the researcher's biases and influence throughout the research process | Enhances transparency and addresses potential bias |

## 3.4 Ethical Considerations

### 3.4.1 Beneficence and Non-maleficence in the Study

In qualitative research, the concepts of beneficence and non-maleficence are essential for maintaining ethical integrity and safeguarding participants. Beneficence denotes the researchers' task to optimize benefits and enhance participants' well-being, whereas non-maleficence is the responsibility to prevent damage (Orb, Eisenhauer & Wynaden, 2001).

Beneficence in qualitative research underscores the necessity of generating a favourable influence for participants and society. This may entail offering a forum for underrepresented views, fostering personal development for participants, or producing results that enhance societal circumstances (Guillemin & Gillam, 2004). In story research, participants may experience therapeutic benefits from sharing their tales, enhancing their sense of empowerment and validation.

Conversely, non-maleficence necessitates that researchers exercise vigilance in averting possible injury. In qualitative research, damage may occur in several ways, including emotional discomfort, violation of privacy, or distortion of participants' experiences. The subjective and personal character of qualitative data, typically collected through interviews or focus groups, necessitates that researchers manage sensitive information with caution, maintaining confidentiality and respectful interpretation (Tracy, 2010).

To adhere to these ethical norms, qualitative researchers must use tactics that include gaining informed permission, offering the choice to withdraw from the study, and ensuring honest communication regarding the research's goal and findings (Orb, Eisenhauer & Wynaden, 2001).

The ethical equilibrium of beneficence and non-maleficence guarantees that qualitative research is both significant and ethically robust.

The researcher handled and collected the data used in this study. All employee transcripts did not include identity or name and only referred to each as an employee number.

### 3.4.2 Scientific Integrity

The Scientific Committee of the NWU Business School allowed the commencement of this study, confirming that the methodology used was suitable for addressing the research issues. The researchers have the appropriate skills, expertise, and credentials to guarantee that the research maintains scientific integrity.

### 3.4.3 Permission and Informed Consent

Referring to section 1.7.3, research initiation follows the procurement of formal approval from the aeronautical manufacturing plant. Participants was be provided with a detailed consent form, elucidating the study's aims, methodologies, and their rights, ensuring fully informed consent.

### 3.4.4 Anonymity

To safeguard participant identity, pseudonyms or codes are assigned, and all identifiable information will be meticulously redacted from the research data.

### 3.4.5 Confidentiality

Strict confidentiality measures will be upheld, with data usage limited solely to research purposes. Secure storage protocols were implemented, with data access restricted to the research team.

### 3.4.6 Voluntary Participation and Withdrawal

Participation is entirely voluntary, with assurances given that withdrawal can occur at any stage of the research, free from penalty. The participants were provided by the company on the basis of who would be able to do the study without interrupting production or day-today activities. Management did not participate in the study due to the lack of supervision of lower level staff if management was not present.

### 3.4.7 POPIA Compliance

Adherence to the Protection of Personal Information Act (POPIA) was rigorously maintained, ensuring that participant data handling meets the statutory requirements for privacy and data protection in South Africa.

## 3.5 Conclusion

This research proposal articulates a detailed investigation into the dynamics of organisational commitment and conflict management styles within a South African aeronautical manufacturing plant, addressing a significant gap in the current literature. It emphasizes a qualitative, exploratory case study approach aimed at delving into the unique cultural context of South Africa to extract nuanced insights.

The proposal outlines research objectives, including the conceptualization of conflict management styles and organisational commitment, their interrelations, and their variation across job types and demographic groups. Methodological rigour is assured through triangulation, member checking, peer debriefing, and reflexivity, with strict adherence to ethical standards. Expected to enrich the domains of human resource management, cross-cultural psychology, and labour relations, this study promises valuable theoretical and practical contributions, particularly in guiding managers through the complexities of non-westernized cultural contexts for enhanced organisational commitment and conflict management.

# CHAPTER 4 DATA COLLECTION, ANALYSIS, AND RESULTS

## 4.1 Introduction

A study of the relevant literature was carried out in Chapter 2 to get an understanding of conflict management, organisational commitment, and conflict management styles. Furthermore, to obtain a knowledge of the ideas and how they would tie into the existing framework as well as the proposed framework, a look was taken at the Viable Systems Model, Total Quality Management, and a Plan-do-Check-Act model. A review was carried out to gain this understanding. The discussion of the data and the analysis of the data will be found in Chapter 3. The information was gathered through the use of open-ended interviews, after which it was transcribed, examined, and finally entered into Altas.ti to create a database for the case study. The data is analysed in Chapter 3 through the use of codes, groups, and quotations to form themes. Relationships were found in the refined data presented and discussed further in this chapter.

## 4.2 Data Collection

Open-ended interviews were performed with 15 participants from Jonker Sailplanes. The personnel included in the interviews were individuals from several departments and varying hierarchical levels within the company. Open-ended interviews enable respondents to articulate their thoughts and emotions without the limitations of predetermined response choices (Patton, 2015). In contrast to closed-ended questions that restrict replies to predetermined options, open-ended questions allow participants to expand on their answers, yielding more comprehensive and nuanced data. This interview format is typically directed by a semi-structured guide comprising essential questions that facilitate the dialogue while allowing for spontaneity and further inquiry (Kvale & Brinkmann, 2015).

An interview guide was utilized during the interview, consisting of four sections and a total of fifteen questions. An interview guide functions as a framework for open-ended interviews, guaranteeing that all pertinent subjects are addressed while permitting the interviewer to adjust to the conversational dynamics. The guide generally comprises a series of expansive, open-ended inquiries intended to provoke comprehensive replies. The guide's flexibility enables the interviewer to pose follow-up questions contingent upon the participants' responses, facilitating a more profound examination of specific themes (Rubin & Rubin, 2012).

Research on conflict resolution may encompass inquiries such as "Can you elucidate a recent workplace conflict you encountered?" or "What were your emotions during the conflict?" These inquiries encourage participants to articulate their own experiences, yielding insights that formal

surveys may overlook (Bryman, 2016). The interview guide is included in the informed consent form (Annexure A).

### 4.2.1 Benefits of Open-Ended Interviews Utilizing an Interview Guide

The utilization of an interview guide in open-ended interviews presents several benefits. Initially, it facilitates the maintenance of equilibrium between structure and adaptability, guaranteeing that essential subjects are covered without constraining the dialogue (Silverman, 2017). Secondly, it enables the interviewer to explore intriguing topics that emerge throughout the interview, so augmenting the depth of the data gathered. This methodology is especially beneficial in exploratory research, which seeks to reveal fresh ideas rather than evaluate specific hypotheses (Creswell & Poth, 2018).

Furthermore, open-ended interviews are especially adept at eliciting participants' attitudes, beliefs, and motives, so they offer a more profound comprehension of the study subject. The information gathered from these interviews may be utilized to formulate themes, construct theories, and cultivate a thorough comprehension of the topic being examined (Merriam & Tisdell, 2016).

### 4.2.2 Challenges Associated with Open-Ended Interviews

Open-ended interviews yield significant qualitative data, although they also pose specific obstacles. A significant problem is the possibility of interviewer bias, wherein the interviewer's tone, phrasing, or nonverbal cues may affect the participants' replies (Denzin & Lincoln, 2018). To address this, interviewers must be instructed to pose questions impartially and to maintain a non-judgmental demeanour throughout the interview process.

A further problem is the labour-intensive character of open-ended interviews, including both their execution and data analysis. The unstructured replies necessitate comprehensive transcription, coding, and theme analysis, which might be resource-demanding (Miles, Huberman, & Saldaña, 2014). Notwithstanding these limitations, the profundity and richness of the facts acquired via open-ended interviews frequently validate the work expended.

It is crucial to note that although 15 interviews were done, only 14 transcripts were utilized owing to one record being digitally damaged. Data saturation was still achieved.

## 4.3 Data Analysis

### 4.3.1 Methodological Framework for Coding in Atlas.ti

Coding is an essential phase in qualitative data analysis that entails assigning labels to text segments for categorization, summarization, and interpretation of data (Saldana, 2021). Atlas.ti streamlines this process with its organised and intuitive interface, enabling researchers to methodically code transcripts, thus improving the rigor and transparency of qualitative research.

### 4.3.2 Data Upload and Preparation in Atlas.ti

The initial step in utilizing Atlas.ti entails establishing a project and importing the pertinent data. Upon launching Atlas.ti, researchers may initiate a new project or resume work on a pre-existing one. The 14 transcripts, serving as the principal data sources for this research, are uploaded into the software. The systematic arrangement of these papers within the project facilitates accessibility and reference during the coding process.

### 4.3.3 Generating Quotations in Atlas.ti

Quotations in Atlas.ti signify chosen text fragments from transcripts that are considered pertinent for analysis. Generating quotes is crucial as it enables researchers to concentrate on certain segments of the data that correspond with the study objectives or developing themes (Kuckartz & Rädiker, 2020). To generate a quote, the researcher emphasizes the pertinent material in the transcript and either right-click to choose “Create Free Quotation” or utilizes the appropriate option on the toolbar. This operation records the chosen text as a separate data point, which can then be associated with one or more codes.

### 4.3.4 Coding Procedure in Atlas.ti

In Atlas.ti, coding entails giving codes to quotations to categorize data effectively. This stage is essential as it converts raw data into structured segments that represent diverse topics or concepts. Codes can be generated using various methods:

Utilizing Existing Codes: After a quote is generated, the researcher may right-click on the quotation and select “Code with Existing Code.” This strategy is employed when established codes are derived from a theoretical framework or previous study (Saldana, 2021).

Utilizing New Codes: Should a novel thought or topic arise throughout the study, the researcher may generate a new code by opting for “Code with New Code.” This adaptability enables the coding framework to develop naturally when the data is examined.

### 4.3.5 Administration of Codes and Quotations

Efficient handling of codes and quotes is essential for sustaining coherence and consistency in the analysis. Atlas.ti offers a Code Manager and Quotation Manager that assist scholars in methodically viewing, editing, and organizing codes and quotes. The Code Manager facilitates the amalgamation of analogous codes, modification of code designations, and incorporation of explanations to elucidate their significance (Kuckartz & Rädiker, 2020). The Quotation Manager allows researchers to examine all quotes, guaranteeing their alignment with the designated codes and proper representation of the data.

## 4.4 Identifying Themes, Categories, Code Groups and Codes

After analysing the transcript, developing codes and grouping codes lead to further analysis of the categories.

40 codes were used to create 5 code groups, which, in turn, were used to create 6 categories. In this section, it is explained how the groups and categories were developed. The categories were eventually compared to one another, and relationships were found between these categories, resulting in the creation of 5 themes.

### 4.4.1 Themes Identified

#### 4.4.1.1 Theme 1: Variations in Commitment and Styles of Conflict Management

This subject elucidates how variances in organisational commitment are affected by diverse conflict management techniques. The degree of employee commitment varies according to managerial conflict resolution styles. Cooperative and integrative approaches typically bolster commitment, whereas avoidant or dominant methods may undermine it.

The memoranda addresses differing perspectives on dispute resolution and their direct effects on employees' sense of belonging and motivation.

#### 4.4.1.2 Theme 2: Communication as a Mediator in Conflict Resolution

Effective communication is emphasized as a crucial intermediary between conflict management strategies and organisational results. Transparent communication channels provide more efficient dispute resolution, ultimately improving team cohesiveness and dedication.

Documentation consistently highlights the necessity for enhanced communication, particularly in conflict situations, directly correlating it with the efficacy of conflict resolution.

#### 4.4.1.3 Theme 3: Leadership and Conceptualization in Conflict Scenarios

This subject highlights the significance of leadership in formulating and directing conflict management strategies. Leaders who actively participate in constructive conflict framing tend to cultivate a more dedicated and resilient team.

Observations about leadership competencies and their implementation in conflict situations highlighted the direct impact of leadership on workers' perceptions of the organisation.

#### 4.4.1.4 Theme 4: Career Development as a Catalyst for Organisational Commitment Description

Opportunities for career advancement are seen as a crucial factor in fostering organisational commitment. The management of career advancement conflicts via negotiation, mentorship, or authoritative decision-making affects individuals' perceptions of their future and sense of belonging.

Evidence indicates that effective and supportive conflict management about career-related problems enhances organisational commitment.

#### 4.4.1.5 Theme 5: Emotional Climate and Conflict Resolution

The emotional atmosphere inside the company profoundly influences the management and resolution of conflicts. An affirmative emotional atmosphere, developed via empathy and comprehension during disputes, is associated with elevated levels of commitment.

Quotations provide observations on the emotional atmosphere established by managers during disagreements, demonstrating how a nurturing environment may foster enhanced commitment.

### 4.4.2 Categories

6 categories were identified and created. These categories consist of multiple codes grouped. The categories along with an overview are stipulated as follows.

#### 4.4.2.1 Category 1: Career

The interviewer reflected on the efficiency and difficulties of the organisation's operations and sought employee input on decision-making and collaboration. Employee 8 suggested improving the ability to lead and communicate among section leaders and broadening products to draw in more buyers. Employee 9 was mindful of a suggestion box for grievances but did not use it.

The interviewer addressed how participation in decision-making and collaboration with peers influenced a person's commitment to the organisation. He had also sought information about BUA talks or a suggestion box for grievances. An employee talked about expanding products to attract consumers and a requirement to strengthen leadership and communication skills between section leaders.

#### 4.4.2.2 Category 2: Style Differences

Department employees reported problems with communication and collaboration across stages or departments, highlighting insufficient involvement in decision-making, pressure to expedite production leading to errors, interpersonal conflicts, and difficulties in teamwork and conflict resolution. Some perceived their contributions were appreciated, whilst others voiced dissatisfaction with management and advancement prospects. Recommendations for enhancement were improved training for new personnel, acknowledgment, equitable dispute resolution, and rectification of organisational structural flaws. Employees said that disagreements were generally managed inside the organisation, with some noting that problems were occasionally circumvented rather than properly addressed. Employee-management communication, organisational commitment impacted by corporate structure, and the effect of interpersonal connections on productivity were identified as areas requiring enhancement. The importance of cooperation, effective decision-making procedures, and the need for improved communication and collaboration within and within departments was highlighted. Insights on organisational dynamics, conflict management tactics, and recommendations for workplace enhancement were provided.

#### 4.4.2.3 Category 3: Conceptualisation Connection

The employees provided insights on leadership competencies, modifications in the HR and training divisions, the disconnect between management and staff, preferential treatment based on qualifications, conflict resolution strategies including BUA meetings and grievance procedures, communication challenges between departments and management, organisational restructuring, evaluations of conflict management, determinants of commitment, employee collaboration, and the influence of corporate structure on conflict resolution and engagement. They deliberated on training requirements, communication obstacles, dispute-resolution techniques, and perspectives on enhancing the organisational structure and decision-making processes. Employees recounted their workplace experiences, encompassing teamwork, procedural hurdles, and job satisfaction. Management conducted interviews to collect input and resolve concerns, including communication and employee engagement. Numerous employees articulated apprehensions about collaboration, procedural efficiency, management's dispute resolution, and the imperative

for enhancement in training and decision-making methodologies. The employees expressed diverse perspectives on leadership, communication, and organisational structure, emphasizing both commendable features and parts requiring improvement.

#### 4.4.2.4 Category 4: Culture Dynamics

Employees in the workplace frequently evaded disputes instead of addressing them, which impaired communication and teamwork. Strategies like active listening and counselling were beneficial in conflict resolution; nevertheless, upper management frequently disregarded the input of middle managers. Participation in team decision-making and cooperation enhanced conflict resolution, with certain firms permitting employees to file grievances for internal settlement or to engage a third party if necessary. Elements including work satisfaction, leadership, and communication impacted employees' dedication to the business. Challenges arose in the organisation due to a divide between management and personnel. Employees appreciated being acknowledged and having their perspectives considered to enhance dedication and collaboration. Systematic training, equitable treatment, effective communication, and the resolution of setbacks are crucial for a conducive work environment. The interviewer conducted interviews with employees about communication, organisational structure, dispute resolution, decision-making procedures, cooperation, and collaboration inside the firm. Employees identified concerns with communication both internally and between stages, restructuring that affected production efficiency, difficulties in problem reporting, insufficient recognition and training programs, anxiety over errors, and a sense of victimization among staff. Several employees noted strong cooperation and communication; nevertheless, they also identified deficiencies in practical training, inadequate conflict resolution, and challenges in decision-making procedures. The company's structure and implementation were perceived to have affected commitment and involvement.

#### 4.4.2.5 Category 5: Commitment Variation

Employees inside an organisation deliberated about topics such as dispute resolution, teamwork, organisational structure, and employee engagement. They cited examples of internally resolved disputes, emphasized the significance of good interdepartmental communication, and noted the influence of the organisation's structure on conflict management and commitment. Certain individuals articulated the necessity for more training, acknowledgment, and communication inside the organisation. The meetings also addressed topics including favouritism, decision-making procedures, and the significance of employees feeling appreciated and heard. Company employees implemented mechanisms for resolving work-related difficulties, as shown by the BUA meeting where departmental representatives presented complaints and devised solutions.

Anonymous complaint drop boxes were available on-site. Although the organisation excelled in problem-solving and rapid response, it had difficulties in executing and enhancing concepts comprehensively. Concerns arose over the escalation of concerns with direct supervisors to upper management. Employees were not consistently involved in decision-making but were motivated to provide input. The organisation's structure required modifications due to difficulties in achieving obsolete objectives and managing reporting hierarchies. Employees reported diverse experiences in dispute resolution and general job satisfaction.

#### 4.4.2.6 Category 6: Organisational Commitment

Employees at an organisation engaged in a dialogue with the interviewer about several facets of their work environment, encompassing managerial difficulties, intra-team conflicts, decision-making procedures, and organisational commitment. They addressed issues like grievance management, employee views of the organisation, communication obstacles, dispute resolution techniques, and employee motivation. Employees articulated their perspectives on leadership, interdepartmental collaboration, and the necessity for more communication between management and personnel. The interviewer sought information about dispute resolution tactics, employee engagement levels, work satisfaction, and the propensity to pursue new employment possibilities. Employees at the firm showed ambivalent sentiments on technical competencies, training, career advancement prospects, management framework, dispute resolution, communication, and teamwork. Concerns regarding inadequate training, absence of formal instruction, dissatisfaction with career advancement, poor communication across phases, issues with reporting structures, and difficulties in executing ideas were emphasized. The organisation's structure has influenced employee commitment and engagement, with recommendations for enhancement centred on improved training, communication, dispute resolution, acknowledgment, and appreciation of employee contributions. The organisation has shown strengths in cooperation and communication but had difficulties in dispute resolution, collaboration, and managing pressure to enhance production speed.

It is important to note that the category named Organisational Commitment comprises 3 other combined categories or code groups.

A visual representation of the categories can be seen in Figure 5.

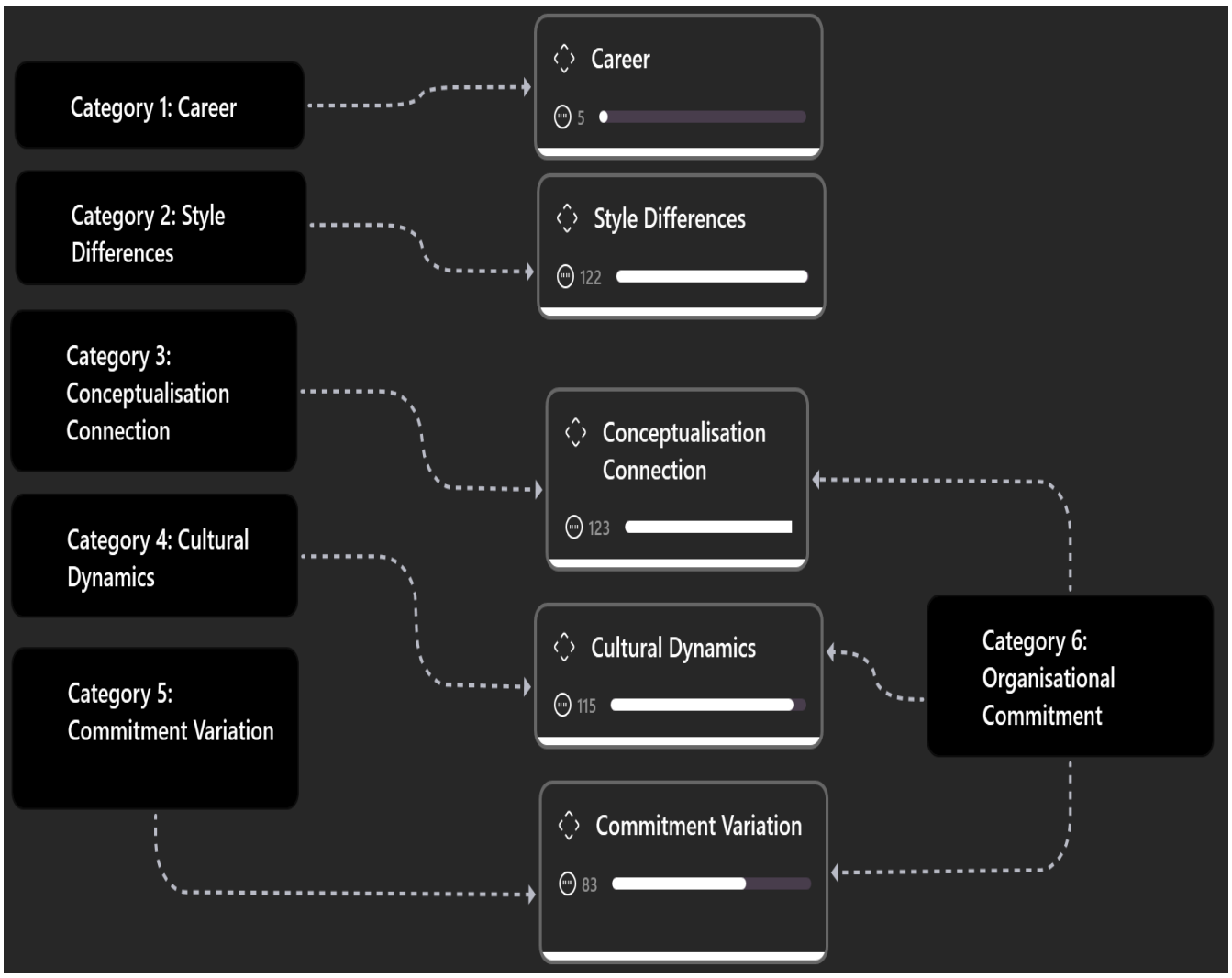



**Figure 3-1: Categories as defined and created in Atlas.ti**

### 4.4.3 Codes

There was a total of 40 codes created however it is important to note that a single code may belong to more than one category and therefore a breakdown of the categories displaying the codes linked to them will have reoccurrences of codes throughout the various categories.

**Table 3-1: Categories and Codes**

| Categories | Codes |
|---|---|
| ○ Career | ○ Personal identity within workplace<br>○ Role Identification<br>○ Self-identity within organization<br>○ Self-perception in the workplace<br>○ Self-reflective consciousness |
| ○ Commitment Variation | ○ Collaboration<br>○ Communication Issues<br>○ Conflict Management<br>○ Effective Communication<br>○ Interdependence |

| | |
|---|---|
| | ○ Level Variation<br>○ Management<br>○ Non-Management<br>○ Non-Management Staff<br>○ Organisational Commitment |
| ○ Conceptualisation Connection | ○ Communication Issues<br>○ Conceptualisation<br>○ Conflict Management Styles<br>○ Cultural Dynamics<br>○ Interconnected<br>○ Interconnectedness<br>○ Interdependence<br>○ Organisational Commitment |
| ○ Cultural Dynamics | ○ Collaboration<br>○ Collaborative Conflict Management<br>○ Communication Issues<br>○ Conflict Management Styles<br>○ Cooperation<br>○ Cultural Diversity<br>○ Cultural Dynamics<br>○ Diverse Workforce<br>○ Effective Communication<br>○ Interdependence<br>○ Organisational Commitment<br>○ Relationship<br>○ Teamwork |
| ○ Style Differences | ○ Authority Levels<br>○ Collaboration<br>○ Communication Issues<br>○ Conflict Management Styles<br>○ Conflict Resolution<br>○ Cooperation<br>○ Differences<br>○ Differences in Styles<br>○ Effective Conflict Resolution<br>○ Effective Resolution<br>○ Employee Satisfaction<br>○ Interdepartmental Differences<br>○ Interdependence<br>○ Patterns<br>○ Teamwork |
| ○ Organisational Commitment | ○ *Conceptualisation Connection*<br>○ *Cultural Dynamics*<br>○ *Commitment Variation* |

## 4.5 Results

The themes are explored further to iterate the findings of the case study.

### 4.5.1 Theme 1: Variations in Commitment and Styles of Conflict Management

#### 4.5.1.1 Findings

This subject examines the impact of diverse employee commitment levels and differing conflict management approaches on organisational dynamics. The codes delineate differences between

management and non-management commitment, emphasizing variances that influence conflict resolution approaches. Conflict-handling styles such as avoidance, accommodation, and collaboration reflect the organisation's varied methods, influencing overall commitment levels.

Interviews suggest that employees who perceive themselves as engaged in decision-making processes exhibit greater organisational commitment. This topic emphasizes that participative management approaches enhance employee morale and organisational commitment.

#### 4.5.1.2 Link between Theme 1 and Viable Systems Model (VSM)

This theme aligns itself in various ways with the Viable Systems Model (VSM) discussed in the literature review.

##### 4.5.1.2.1 Commitment of Diverse Employees and Organisational Dynamics

The Viable Systems Model (VSM) underscores the importance of adaptation and coherence in an organisation to ensure its viability (Espejo & Reyes, 2019). The varying degrees of employee engagement and diverse conflict management strategies substantially affect an organisation's reaction to internal and external difficulties (Leonard, 2020). Comprehending these variances facilitates the alignment of the organisation’s subsystems—tasked with operations, coordination, and strategy—ensuring their cohesive functioning towards shared objectives (Espinosa & Walker, 2021).

##### 4.5.1.2.2 Management versus Non-Management Dedication

VSM examines the connections across several organisational tiers, ranging from operational units to strategic management (Beer, 2021). The model emphasizes that disparities in commitment between management and non-management influence the coherence and accountability of these subsystems, which are essential for systemic equilibrium (Espejo, 2020). Emphasizing these distinctions corresponds with VSM's objective of attaining harmony and optimal functionality at all levels.

##### 4.5.1.2.3 Styles of Conflict Resolution

Conflict management strategies, including avoidance, accommodation, and collaboration, illustrate how organisational systems address internal difficulties (Smith & Lewis, 2022). VSM underscores the necessity for adaptive reactions and synchronized conflict resolution to preserve internal stability since each conflict management method can influence the efficacy of the organisation’s subsystems (Jackson, 2023). Efficient conflict resolution fosters harmonious interactions among subsystems, hence improving overall system performance.

#### 4.5.1.2.4 Collaborative Management and Decision-Making

The VSM emphasizes the significance of feedback loops and communication routes that facilitate participation and information exchange (Espejo & Gill, 2021). Employee involvement in decision-making processes improves the organisation's responsiveness and flexibility, which are essential components of systemic viability (Leonard & Beer, 2021). Participative management harmonizes the organisation's plan with its practical reality, therefore enhancing commitment and morale.

#### 4.5.1.2.5 Impact on Overall Commitment Levels

The focus of VSM on harmonizing autonomy and control within subsystems is intimately linked to the impact of participative management on employee engagement and commitment (Espinosa & Walker, 2021). Efficient conflict resolution and collaborative methods enable the organisation to self-regulate and adapt, hence enhancing its long-term sustainability (Espejo, 2020).

### 4.5.2 Theme 2: Communication as a Mediator in Conflict Resolution

#### 4.5.2.1 Findings

Communication acts as a crucial intermediary in conflict situations, frequently either narrowing or expanding the divide between opposing sides. Codes indicate that factors such as clarity and misunderstanding substantially influence conflict outcomes. Effective communication, encompassing feedback mechanisms and direct dialogue, may facilitate conflict resolution, whereas obstacles and misunderstandings may intensify disputes, underscoring the need for strategic communication in conflict management.

A persistent theme is the prioritization of good communication as a strategy for conflict resolution. Employees emphasized the necessity for enhanced communication channels, which directly affect their involvement and dedication to the firm.

#### 4.5.2.2 Link between Theme 2 and Total Quality Management (TQM)

Effective communication is crucial in conflict situations, serving as a mediator that may either close or exacerbate the divide between opposing parties. Total Quality Management (TQM) underscores communication as an essential element in improving quality and operational efficiency (Evans & Lindsay, 2020). Taghizadeh et al. (2022) asserts that clarity in communication is vital in Total Quality Management since it mitigates misconceptions that may result in mistakes and inefficiencies. In conflict scenarios, unequivocal and accurate communication aids in averting the escalation of disagreements, along with TQM's objective of reducing process variability and faults.

TQM underscores the significance of feedback systems and direct discussion, reflecting the role of communication in conflict resolution. Feedback is an essential component of Total Quality Management, utilized to evaluate performance, pinpoint areas for enhancement, and execute remedial measures (Oakland, 2019). In conflict management, feedback methods and direct communication promote resolution by enabling timely and constructive addressing of concerns (Rahim, 2023). This ongoing feedback mechanism corresponds with TQM's philosophy of continuous improvement, augmenting both dispute resolutions and quality benchmarks.

Strategic communication is essential to Total Quality Management, guaranteeing that quality objectives, policies, and processes are comprehended across the firm (Goetsch & Davis, 2021). This strategy method mitigates conflicts by matching the viewpoints of opposing parties with organisational goals, therefore diminishing adverse effects on performance and quality (Jones et al., 2021). TQM uses communication not just to address disputes but also to avert their impact on overall company efficacy.

In TQM, communication functions as both a preventative and corrective mechanism, akin to conflict resolution, where clear and effective communication may prevent problems or handle them efficiently to sustain a focus on quality (Mitra, 2020).

### 4.5.3 Theme 3: Leadership and Conceptualization in Conflict Scenarios

#### 4.5.3.1 Findings

This subject highlights the significance of leadership in formulating and directing conflict management strategies. Leaders who proactively participate in constructive conflict framing are likely to cultivate a more dedicated and resilient team.

Leadership is crucial in shaping the perception and resolution of conflicts inside the business. The codes highlight the influence of transformational and transactional leadership styles on conflict resolution. Leaders who comprehend and articulate conflict proficiently may navigate their teams through resolution processes, exemplifying the critical function of leadership in influencing organisational reactions to conflict.

#### 4.5.3.2 Link between Theme 3 and Viable Systems Model (VSM)

Leadership is crucial in the Viable Systems Model (VSM) as it determines conflict management tactics and affects organisational responses to difficulties. VSM underscores the need for proficient leadership in sustaining organisational unity and flexibility, which is essential for viability (Espejo & Reyes, 2019). Leaders who participate in constructive conflict framing connect the

organisation’s subsystems, fostering a more committed and resilient team adept at resolving disputes successfully (Leonard, 2020).

#### 4.5.3.2.1 Leadership in Conflict Resolution Strategies

The VSM acknowledges that leadership is crucial in shaping the perception and resolution of disputes inside an organisation (Beer, 2021). Effective leadership guarantees that disagreements are resolved in a manner that aligns with the organisation’s systemic objectives. Transformational and transactional leadership styles profoundly impact conflict resolution processes, corresponding with VSM's emphasis on sustaining equilibrium and flexibility within organisational subsystems (Espejo & Gill, 2021). Transformational leaders who inspire and motivate frequently cultivate cultures that promote open communication and problem-solving, consistent with VSM’s focus on dynamic and adaptable reactions (Jackson, 2023).

#### 4.5.3.2.2 The Impact of Leadership Styles on Conflict Resolution

Leadership styles significantly influence conflict management within the organisational structure defined by VSM. Transformational leadership, emphasizing the inspiration and empowerment of people, corresponds with VSM's requirement for systemic adaptability and proactive conflict resolution (Leonard & Beer, 2021). In contrast, transactional leadership, which prioritizes defined roles and explicit rewards, aligns with the VSM's necessity for operational stability and coherence among subsystems (Goetsch & Davis, 2021). Leaders who comprehend and express conflict adeptly may navigate their teams through resolution processes, demonstrating the essential role of leadership in shaping organisational reactions to conflict.

#### 4.5.3.2.3 Leadership and Systemic Adaptability

Within the framework of VSM, leadership transcends mere personnel management; it involves adeptly guiding the business through intricate situations by efficiently aligning its subsystems (Espinosa & Walker, 2021). Leaders are essential in aligning conflict management tactics with the organisation’s overarching goals, hence improving systemic sustainability. Leaders' capacity to constructively frame disputes and steer teams through resolution procedures illustrates the VSM's focus on feedback loops and systemic learning (Espejo, 2020). This leadership strategy cultivates a robust organisational culture that promotes ongoing enhancement and flexibility.

### 4.5.4 Theme 4: Career Development as a Catalyst for Organisational Commitment Description

#### 4.5.4.1 Findings

Opportunities for career advancement greatly impact employee commitment, serving as a catalyst for increased corporate loyalty. Codes suggest that training programs, growth opportunities, and professional development enhance levels of commitment. Adequate professional advancement is essential, but its absence might result in unhappiness and even incite or intensify conflict within the business.

#### 4.5.4.2 Link between Theme 4 and Plan-Do-Check-Act

The Plan-Do-Check-Act (PDCA) paradigm, frequently employed in continuous improvement processes, establishes a framework that closely correlates with professional growth prospects and employee engagement. PDCA underscores the importance of planning, executing, assessing, and refining strategies applicable to professional development and career advancement activities inside businesses (Goetsch & Davis, 2021).

##### 4.5.4.2.1 Plan: Recognizing Prospects for Professional Progression

The initial step, "Plan," entails recognizing possibilities for staff advancement, including training programs, career trajectories, and professional development efforts (Deming, 2019). Organisations utilize this phase to evaluate workers' requirements and design customized development plans that correspond with both personal career aspirations and the organisation's aims. Strategically preparing these chances enables firms to augment employee commitment and loyalty since career development correlates with heightened work satisfaction and organisational engagement (Zairi, 2020).

##### 4.5.4.2.2 Do: Training and Development Initiatives

The "Do" phase encompasses the execution of the planned developmental activities, including the implementation of training programs, workshops, and other growth opportunities (Oakland, 2020). Companies enhance employee loyalty and decrease turnover by offering structured progression opportunities (Juran & De Feo, 2021). The successful execution of these programs enables workers to view the company as conducive to their professional development, hence cultivating a good work atmosphere and diminishing the probability of unhappiness or conflict (Khan et al., 2021).

#### 4.5.4.2.3 Check: Analysing the Efficacy of Career Advancement Initiatives

The "Check" phase emphasizes the effects of career development activities on employee engagement and corporate results (Mitra, 2020). Systematic assessments, feedback mechanisms, and performance evaluations ascertain the efficacy of professional development initiatives in achieving their objectives. This phase corresponds with the necessity to assess the impact of growth prospects on employee loyalty and engagement, enabling the firm to pinpoint areas requiring enhancement (Goetsch & Davis, 2021).

#### 4.5.4.2.4 Act: Refining and Enhancing Career Advancement Strategies

During the "Act" phase, companies enhance and modify their professional development plans, which are informed by feedback and evaluation outcomes (Deming, 2019). Ongoing enhancement guarantees that career development programs stay pertinent and efficient, mitigating any deficiencies that might lead to employee discontent or discord (Oakland, 2020). By constantly enhancing these programs, firms may maintain elevated levels of employee dedication, hence reducing the likelihood of disengagement and internal discord.

### 4.5.5 Theme 5: Emotional Climate and Conflict Resolution

#### 4.5.5.1 Findings

The emotional climate inside an organisation significantly influences dispute-resolution procedures. The codes related to this subject underscore the significance of stress, empathy, and emotional control in conflict management. Elevated stress levels can obstruct settlement attempts, whereas empathy and effective emotional control can promote more efficient conflict resolution, highlighting the need to regulate the emotional climate in the workplace.

#### 4.5.5.2 Link between Theme 4 and Plan-Do-Check-Act

The Plan-Do-Check-Act (PDCA) model, a framework for continuous development, is particularly pertinent to controlling the emotional environment within businesses, especially with dispute resolution. The PDCA cycle offers a systematic method for finding, executing, and enhancing tactics that govern the emotional climate, hence affecting conflict management procedures (Goetsch & Davis, 2021).

#### 4.5.5.2.1 Plan: Identifying Factors Influencing Emotional Climate

During the "Plan" phase, companies evaluate the emotional environment by identifying elements such as stress, empathy, and emotional regulation that influence conflict resolution (Deming, 2019). This phase includes administering questionnaires, feedback sessions, or psychological

evaluations to ascertain the current emotional climate of the workplace. Identifying stress origins and areas requiring enhancement in emotional regulation and empathy is essential for developing successful management methods (Köhler et al., 2021).

#### 4.5.5.2.2 Do: Implement Emotional Regulation Strategies

The "Do" phase emphasizes the implementation of devised tactics to enhance the emotional atmosphere. This may involve the implementation of stress management programs, emotional intelligence training, and the promotion of a culture characterized by empathy and open communication (Mitra, 2020). Workshops on emotional regulation, mindfulness techniques, and conflict resolution training are intended to assist employees in managing stress and enhancing emotional control during conflicts (Oakland, 2020). The effective execution of these tactics seeks to provide a conducive work environment that mitigates the adverse effects of heightened stress on conflict resolution.

#### 4.5.5.2.3 Check: Assessing the Emotional Atmosphere and Its Effects

During the "Check" phase, companies assess the efficacy of the employed emotional management techniques. This includes monitoring stress levels, evaluating alterations in empathy and emotional regulation, and collecting feedback on the perceived emotional atmosphere (Goetsch & Davis, 2021). Assessments may be performed via employee surveys, analysis of conflict resolution outcomes, and performance evaluations to gauge the efficacy of various initiatives in conflict management. This phase assesses the effectiveness of interventions in alleviating stress and fostering empathy during conflicts (Juran & De Feo, 2021).

#### 4.5.5.2.4 Act: Refining Approaches to Emotional Climate Management

The "Act" step entails the refinement and modification of emotional climate management techniques informed by the evaluation outcomes. Ongoing feedback and data analysis allow the identification of areas requiring future enhancement, such as the modification of stress reduction approaches or the augmentation of emotional intelligence training (Oakland, 2020). Through the continual refinement of these tactics, businesses may cultivate a more favourable emotional environment that facilitates successful conflict resolution, following PDCA's focus on iterative enhancement (Zairi, 2020).

## 4.6 Summary

After 14 transcriptions were examined, codes were assigned to the transcripts through the use of Atlas.ti, the codes made up 6 Categories, one of which was comprised of 3 others. Through

analysis of these codes and relationships with one another 5 themes were identified whereby several interrelated facets of conflict management and organisational commitment can be seen.

The first theme, Variations in Commitment and Styles of Conflict Management, emphasizes how disparate levels of commitment between management and non-management personnel, coupled with diverse conflict management styles such as avoidance, collaboration, and competition, affect the organisation's conflict resolution strategies and overall dynamics.

The second theme, Communication as a Mediator in Conflict Resolution, underscores the essential function of communication in conflict management. Effective communication, marked by explicit feedback mechanisms and direct discourse, acts as a conduit for conflict resolution. On the contrary, communication obstacles and misunderstandings can intensify confrontations, highlighting the necessity of strategic communication strategies.

The third theme, Leadership, and Conceptualization in Conflict Scenarios, highlights the substantial impact of leadership on the perception and settlement of conflicts. Various leadership styles, such as transformational and transactional, influence the perception and management of disputes inside the business. Leaders who adeptly understand and manage conflict are essential in directing their teams through resolution procedures.

The fourth theme, Career Development as a Catalyst for Organisational Engagement, analyses how career development options, including training and professional advancement, bolster employee engagement and loyalty. Insufficient career advancement can result in discontent, perhaps exacerbating disputes, underscoring the essential importance of facilitating staff growth to enhance organisational commitment.

The theme of Emotional Climate and Conflict Resolution examines how the emotional climate, encompassing elements such as stress, empathy, and emotional control, influences conflict resolution. Regulating the emotional environment is crucial for cultivating a constructive culture that facilitates effective dispute resolution.

These themes demonstrate the interconnectedness of communication, leadership, career development, and emotional aspects in defining conflict management tactics and affecting corporate commitment.

# CHAPTER 5 OUTCOME AND RECOMMENDATIONS

## 5.1 Outcome

### 5.1.1 Evaluation of the Study

The research entitled "Exploring Organisational Commitment and Conflict Management Styles in a South African Aeronautical Manufacturing Plant" successfully achieved its aims via a well-crafted research methodology. The study's primary objective was to investigate the correlation between organisational commitment and conflict management techniques at an aeronautical manufacturing facility in South Africa. This objective was accomplished by an extensive qualitative study that facilitated a thorough knowledge of the phenomena being examined.

A qualitative research approach was suitably chosen due to the exploratory characteristics of the investigation. Semi-structured interviews with participants from diverse levels and departments (excluding senior management) yielded valuable, context-specific insights about workers' perceptions and engagement with conflict management inside the business. The qualitative technique was particularly appropriate since it allowed the researcher to capture the nuanced experiences and opinions of the participants, which quantitative methods may not have accomplished.

The research utilized Atlas.ti for theme analysis, enabling a systematic and rigorous methodology for data examination. This technique facilitated the identification of five principal themes pertinent to the study aims, assuring comprehensive data analysis and that the conclusions were rooted in the participants' genuine experiences. Software utilization increased the legitimacy and openness of the data analysis process, establishing a solid foundation for the study's results.

Despite one interview transcript being compromised and unusable, the analysis of the other 14 interviews was adequate to discern significant patterns and derive relevant conclusions. The participation of individuals from several departments and organisational levels, excluding top management, facilitated a varied array of perspectives, enhancing the depth and validity of the study's conclusions.

In conclusion, the study effectively accomplished its aims through the application of an appropriate and rigorous research technique. The findings obtained offer significant contributions to comprehending the relationship between organisational commitment and conflict management techniques inside a South African aerospace manufacturing facility. The study's findings are pertinent not just to the specific organisation but also provide wider implications for analogous

sectors and circumstances, underscoring the significance of effective conflict management tactics in enhancing organisational commitment.

### 5.1.2 Limitations

No senior management staff was interviewed. Failing to interview senior management may lead to a deficiency of insights from those who shape policies and conflict resolution procedures at the highest echelon, thereby overlooking a vital component of organisational commitment.

The study's confinement to a singular aeronautical manufacturing facility restricts the applicability of the results to other organisations or businesses, especially those beyond the manufacturing or aeronautical domains.

Despite having made backups, one of the transcripts was damaged electronically. One interview resulting from a damaged transcript may have resulted in the loss of potentially useful data that may have enhanced the depth or variety of the results.

Due to the Cross-Sectional design, the study covers a singular moment, it may not accurately represent the evolution of conflict management techniques and organisational commitment, hence lacking longitudinal insights.

## 5.2 Recommendations

### 5.2.1 Recommendations for future research

Based on the findings of this study, various topics can be explored, namely:

**Comparative research across Industries:** research in industries such as automotive and electronics manufacturing to analyse the differences in organisational commitment and conflict management styles in distinct situations. This may elucidate if the results are exclusive to the aerospace sector.

**Longitudinal Studies:** Conduct a longitudinal study to investigate the impact of variations in conflict management approaches on organisational commitment over time. This may aid in comprehending the enduring impacts of diverse conflict management strategies on employee engagement.

**Intervention-Based Research:** Design and evaluate interventions focused on enhancing conflict management skills among employees and managers to measure their effect on organisational commitment. This may entail training programs or seminars emphasizing collaborative and problem-solving approaches to conflict management.

**Examine the influence and relevance:** Contextual factors such as leadership style, job satisfaction, organisational culture, and employee engagement need to be examined. Understanding how these dynamics shape the relationship between conflict management and organisational commitment may yield deeper insights.

**Influence of Demographic Variables:** Analyse the effect of demographic variables, including age, gender, educational attainment, and tenure, on the link between conflict management techniques and organisational commitment. This may indicate if specific groups have varied responses to conflict management strategies.

**Qualitative Investigation of Employee Perspectives:** Execute qualitative research, including interviews or focus groups, to examine workers' perspectives and experiences regarding conflict management styles and their influence on commitment. This can yield profound, nuanced insights that quantitative statistics may overlook.

**Cross-Cultural Comparisons:** Investigate the variations in conflict management approaches and organisational commitment across diverse cultural contexts within South Africa or between South African and foreign aeronautical manufacturing facilities. This can elucidate the impact of cultural context on these interactions.

**Exploring the Connection to Organisational Performance:** Future studies may examine the direct or indirect impacts of organisational commitment and conflict management approaches on overall organisational performance, encompassing productivity, quality, and staff turnover rates.

**Technology and Conflict Management:** Given the rising use of technology in manufacturing facilities, research may examine the impact of digital communication tools and virtual collaboration on conflict management approaches and organisational commitment.

**Investigating the Impact of Remote Work:** Considering the changing work environments, analysing how remote or hybrid work arrangements influence conflict management styles and organisational commitment in the aerospace manufacturing industry may yield valuable insights.

### 5.2.2 Recommendations for Practice

#### 5.2.2.1 Recommendation for Enhancing Organisational Dynamics Through the Viable Systems Model (VSM)

Findings revealed that conflict resolution varied greatly across different departments and levels of staff, reflecting inconsistent decision-making structures and communication flows (Theme 1: Variations in Commitment and Conflict Management Styles). The Viable Systems Model (VSM)

is appropriate here because it accommodates decentralisation while preserving organisational coherence. Implementing VSM would enable the organisation to decentralise authority to operational units while maintaining strategic alignment—helping address the lack of autonomy cited by several participants. This will support more responsive, context-sensitive conflict resolution and empower lower-level staff, potentially strengthening affective commitment.

##### 5.2.2.1.1 Recognize Diverse Employee Commitment and Conflict Management Approaches

Evaluate the differing degrees of commitment between managerial and non-managerial staff. Comprehending these distinctions helps facilitate the customization of conflict management solutions that cater to the requirements of various organisational levels.

Assess the effects of various conflict management techniques, including avoidance, accommodation, and collaboration, on organisational dynamics. Understanding the impact of these techniques on overall commitment and conflict outcomes will inform improved conflict resolution strategies.

##### 5.2.2.1.2 Link Employee Commitment and Conflict Management to the Viable Systems Model (VSM)

The VSM emphasizes the necessity for flexibility and coherence within an organisation. Synchronize subsystems tasked with operations, coordination, and strategy to guarantee unified performance towards common goals (Espejo & Reyes, 2019).

By understanding and resolving the differences in employee engagement and conflict management strategies, the company may more effectively align its subsystems, enhancing overall responsiveness to internal and external concerns.

##### 5.2.2.1.3 Address Management vs. Non-Management Commitment Disparities

Analyse the interactions and relationships among various organisational tiers, ranging from operational units to strategic management. VSM highlights that differences in commitment between management and non-management might affect systemic equilibrium and responsibility (Beer, 2021).

Rectify these commitment discrepancies to guarantee coherence and responsibility within subsystems, essential for sustaining organisational harmony and functionality.

#### 5.2.2.1.4 Promote Adaptive Conflict Resolution Styles

Encourage adaptive conflict management approaches that align with VSM principles. Promote strategies like collaboration that foster coordinated and harmonious interactions among subsystems.

Effective conflict resolution is key to maintaining internal stability, as each conflict management style can significantly influence the effectiveness of the organisation’s subsystems (Jackson, 2023). Harmonious conflict management will lead to improved overall system performance.

#### 5.2.2.1.5 Implement Collaborative Management and Decision-Making

Promote participatory management by fostering employee engagement in decision-making processes. This method improves the organisation's adaptability and reactivity, which are crucial for systemic sustainability (Leonard & Beer, 2021).

Utilize feedback mechanisms and transparent communication channels to facilitate participatory management, ensuring that strategic plans correspond with realistic operational realities, thereby improving staff morale and dedication.

#### 5.2.2.1.6 Enhance Overall Commitment Levels Through Systemic Alignment

VSM underscores the equilibrium between autonomy and control within subsystems, which is intricately linked to the influence of participative management on employee engagement and commitment (Espinosa & Walker, 2021).

Cultivate a workplace that promotes effective dispute resolution and collaborative strategies, allowing the business to self-regulate and adapt, hence improving long-term sustainability and dedication.

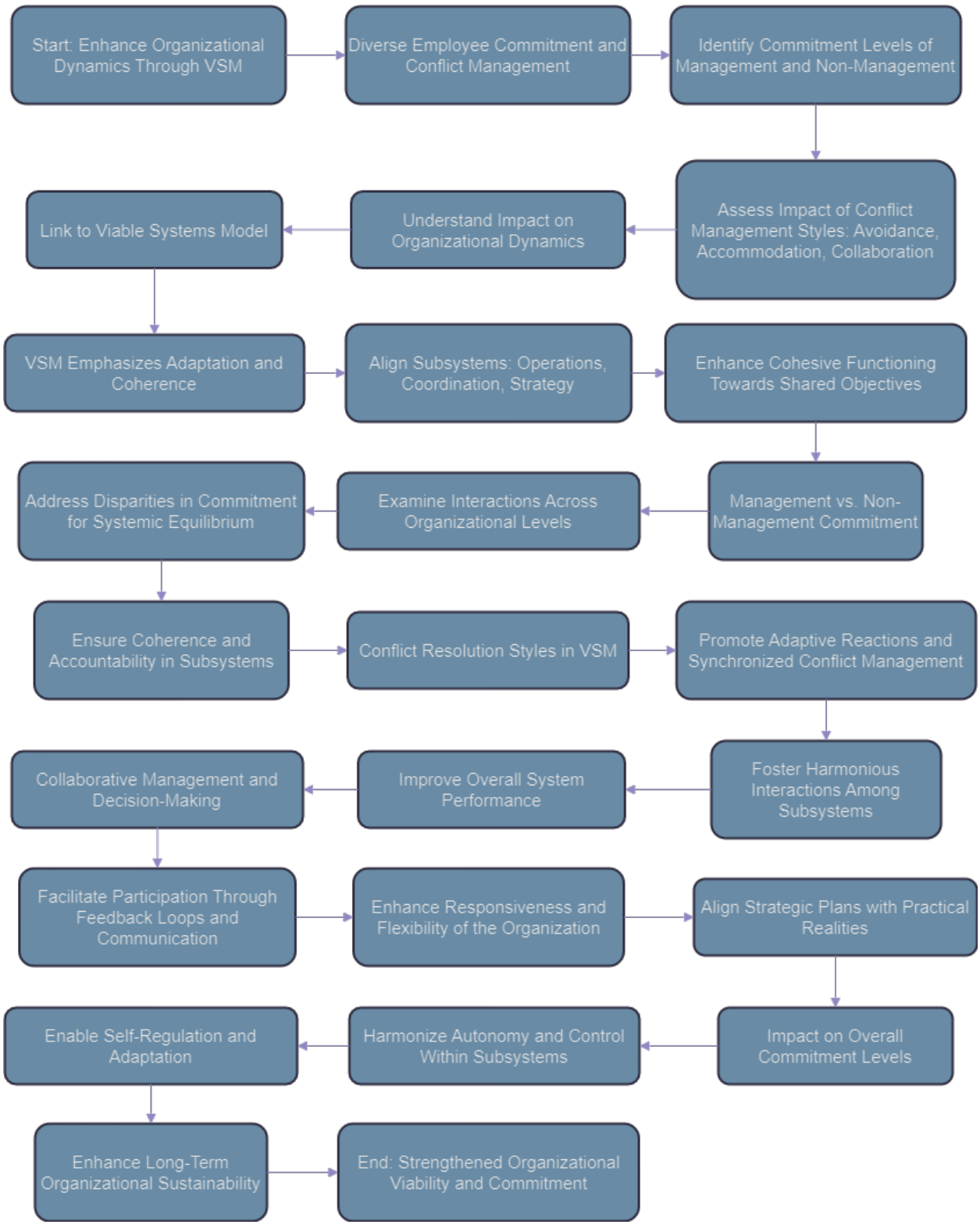



**Figure 4-1: Recommendation for Enhancing Organisational Dynamics Through the Viable Systems Model (VSM)**

#### 5.2.2.1.7 Conclusion

Improving communication, conflict resolution, and commitment using the Viable Systems Model will enhance organisational dynamics and guarantee sustainable performance. By synchronizing subsystems, rectifying commitment imbalances, and fostering participatory management, the organisation may enhance its flexibility, coherence, and overall viability. This strategy fosters a robust workforce adept in dispute resolution and enhances the organisation's sustained performance.

### 5.2.2.2 Recommendation for Enhancing Communication in Conflict Management Based on Total Quality Management (TQM)

Participants across departments expressed frustration with the absence of transparent communication during conflict situations (Theme 2: Communication as a Mediator). TQM principles—particularly those emphasising process orientation and employee involvement—are suited to institutionalising structured communication channels. Applying TQM would help normalise feedback loops and encourage collaborative problem-solving, addressing concerns about inconsistent or top-down communication. This approach supports psychological safety and helps reduce misinterpretation and interpersonal tension, thereby fostering more inclusive conflict resolution.

#### 5.2.2.2.1 Recognize Communication as a Mediator in Conflict Situations

Communication is essential in conflict management, acting as a mediator that may either close or exacerbate divides between opposing parties. Crucial elements such as clarity and misconceptions profoundly affect the results of conflicts.

Organisations must prioritize clear and effective communication to enable conflict resolution, concentrating on overcoming communication hurdles that may exacerbate disagreements.

#### 5.2.2.2.2 Link Communication Strategies to Total Quality Management (TQM)

Total Quality Management underscores the significance of communication in sustaining quality and operational efficacy. The company must guarantee that communication methods are unambiguous, accurate, and uniform to mitigate misconceptions, therefore reducing mistakes and variability in conflict scenarios.

Clear communication is vital to avoid misunderstandings that may result in conflicts, along with TQM's objective of minimizing variability and enhancing quality.

##### 5.2.2.2.3 Implement Feedback Systems and Direct Dialogue

TQM emphasizes the importance of feedback mechanisms and direct communication, which are essential for assessing performance and resolving difficulties swiftly. Establishing efficient feedback systems would facilitate the prompt recognition of conflict catalysts and areas necessitating development.

Foster direct communication among employees to cultivate a culture of transparency and proactive problem-solving, following TQM's principle of continuous improvement.

##### 5.2.2.2.4 Strategic Communication to Align Goals and Mitigate Conflicts

Strategic communication guarantees that quality objectives, policies, and procedures are comprehensively understood across the firm. This alignment alleviates disputes by guaranteeing that all stakeholders possess a common comprehension of organisational objectives.

Aligning conflicting perspectives with the company's objectives helps mitigate the adverse effects of disagreements on performance and quality, hence reinforcing TQM's emphasis on operational efficiency.

##### 5.2.2.2.5 Use Communication as a Preventative and Corrective Tool

In Total Quality Management, communication fulfills both preventive and remedial roles. Lucid and efficient communication may avert possible problems and adeptly address current disagreements to maintain an emphasis on quality.

Establish communication standards that manage problems as they occur while also proactively preventing misunderstandings and disagreements, with a sustained emphasis on quality and continual development.

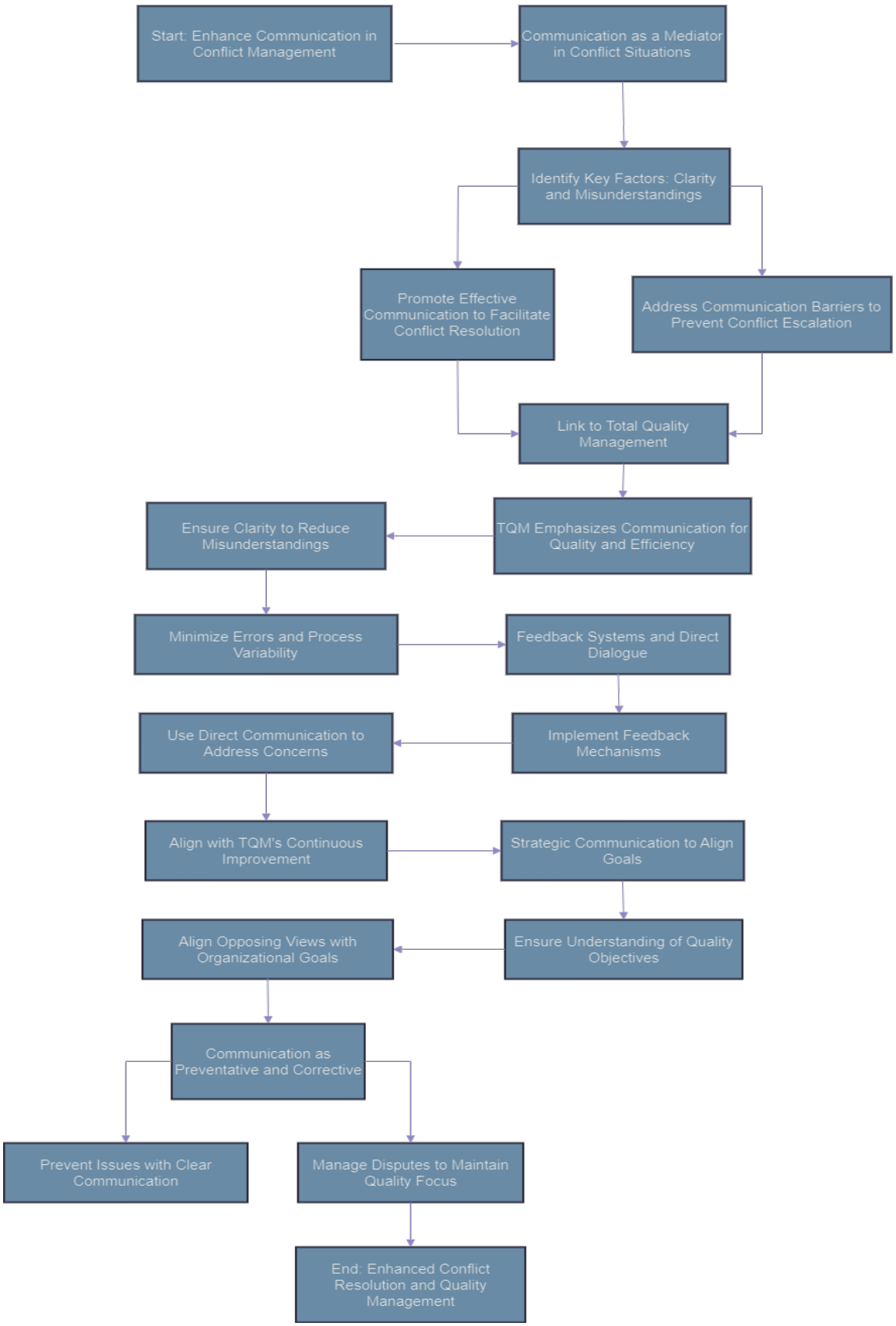



**Figure 4-2: Recommendation for Enhancing Communication in Conflict Management Based on Total Quality Management (TQM)**

#### 5.2.2.2.6 Conclusion

Improving communication in dispute resolution is essential for attaining business objectives and upholding quality standards. Aligning communication strategies with Total Quality Management concepts enables the organisation to cultivate an atmosphere conducive to clear and effective discourse, ongoing feedback, and strategy alignment, so enhancing dispute resolution and overall operational efficiency.

### 5.2.2.3 Recommendation for Enhancing Leadership in Conflict Management Based on the Viable Systems Model (VSM)

Participants perceived inconsistent conflict handling by leadership and reported feelings of unfairness and favouritism (Theme 3: Leadership and Conceptualisation). VSM's focus on aligned governance and ethical coherence across systems makes it suitable for re-evaluating leadership practices. Training leaders in VSM principles would ensure that they understand not only their functional roles but also how their responses to conflict influence systemic trust and commitment. Leaders would benefit from tools that help them maintain ethical consistency, communicate policy transparently, and reinforce organisational identity during conflict.

#### 5.2.2.3.1 Emphasize Leadership in Conflict Resolution Strategies

Understand that leadership is crucial in influencing the perception and settlement of disputes inside the organisation. Leaders who actively participate in constructive conflict framing develop a more committed and resilient team.

Promote transformational leadership styles that inspire and encourage teams, fostering open communication and problem-solving strategies that correspond with VSM's focus on dynamic and flexible responses to problems (Jackson, 2023).

Transactional leadership should be employed where suitable, emphasizing delineated responsibilities and incentives to provide operational stability and coherence among organisational subsystems (Goetsch & Davis, 2021).

#### 5.2.2.3.2 Align Leadership Styles with VSM Requirements

Transformational leadership needs to be advocated since it improves systemic flexibility and facilitates proactive conflict resolution. This approach corresponds with VSM's requirement for adaptability and response in intricate scenarios (Leonard & Beer, 2021).

Transactional leadership ought to be employed to reinforce VSM's emphasis on sustaining equilibrium and stability within subsystems. This approach is highly efficacious in guaranteeing

the seamless execution of operational activities, which is vital for organisational coherence (Espejo & Gill, 2021).

Leaders that can adeptly explain and manage conflict facilitate the resolution of disagreements in alignment with the organisation’s overarching goals, underscoring the essential function of leadership in influencing conflict outcomes.

##### 5.2.2.3.3 Enhance Systemic Adaptability Through Leadership

Leadership in VSM transcends human management; it encompasses steering the organisation through intricate situations by harmonizing conflict resolution strategies with overarching corporate objectives (Espinosa & Walker, 2021).

Concentrate on cultivating leaders adept at constructively framing disputes and guiding their teams through resolution procedures, in alignment with VSM’s focus on feedback loops and systemic learning (Espejo, 2020).

Foster a resilient corporate culture that promotes ongoing enhancement and flexibility, led by leaders proficient in conflict management.

##### 5.2.2.3.4 Foster a Resilient and Adaptable Organisational Culture

Advocate for a leadership approach that fosters continuous improvement of conflict resolution mechanisms, under VSM's tenets of preserving cohesion and adaptability.

Invest in leadership development programs that provide leaders with the ability to handle emotional environments, resolve complicated conflicts, and implement systemic enhancements.

Promote a feedback-oriented methodology in which leadership continuously enhances conflict management solutions to address changing organisational difficulties.

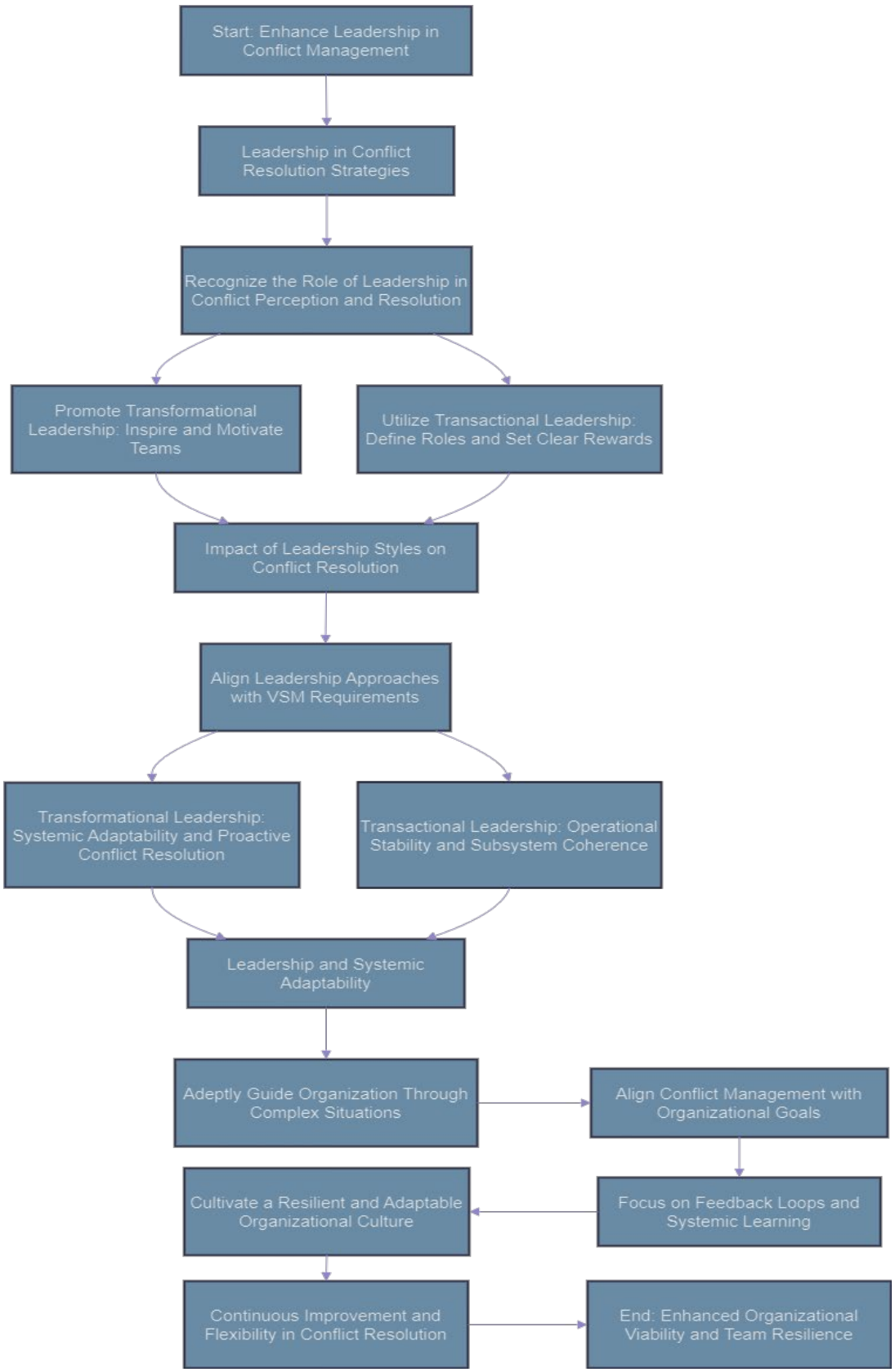



**Figure 4-3: Recommendation for Enhancing Leadership in Conflict Management Based on the Viable Systems Model (VSM)**

#### 5.2.2.3.5 Conclusion

By reinforcing leadership's function in conflict management and aligning it with the Viable Systems Model, the organisation may improve its overall viability, resilience, and adaptability. Effective leadership guarantees that conflict resolution mechanisms align with company objectives, sustain systemic equilibrium, and cultivate a dedicated and resilient workforce. This strategy will provide ongoing enhancement in conflict management, fostering a more robust and productive corporate atmosphere.

### 5.2.2.4 Recommendation for Enhancing Career Advancement and Employee

Lack of career progression and unclear pathways for advancement were frequently cited as drivers of low morale and disengagement (Theme 4: Career Development as a Catalyst for Commitment). PDCA (Plan-Do-Check-Act) cycles can help establish transparent performance tracking and development goals. Implementing this structure allows for continuous improvement in career development systems and ensures alignment with employee expectations. This would directly address concerns voiced by participants who felt stagnant or overlooked, reinforcing normative and affective commitment.

The following are the comprehensive steps of the recommendation:

#### 5.2.2.4.1 Plan: Identify Opportunities for Career Advancement

Commence by evaluating personnel requirements, professional aspirations, and anticipations using questionnaires, interviews, and feedback sessions.

Determine essential domains for enhancement, including training initiatives, career trajectories, and further professional advancement possibilities.

Formulate customized growth plans that correspond with personal career goals and the organisation's strategic aims. Strategic planning of these opportunities is crucial for enhancing employee commitment and fostering loyalty since career advancement is intimately connected to job satisfaction and engagement.

#### 5.2.2.4.2 Do: Implement Training and Development Programs

Implement the scheduled development initiatives by initiating focused training sessions, seminars, and other organised growth opportunities.

Establish explicit career trajectories and consistent professional development programs that promote ongoing education and progression.

Investing in these opportunities indicates the organisation’s dedication to employee development, enhancing their loyalty and decreasing turnover rates. The successful execution of these programs cultivates a constructive workplace atmosphere, diminishing discontent and the likelihood of discord.

##### 5.2.2.4.3 Check: Evaluate the Effectiveness of Career Advancement Programs

Consistently assess the influence of career progression initiatives on employee dedication and overall organisational results.

Utilize performance assessments, feedback mechanisms, and surveys to evaluate the efficacy of the programs in achieving their designated objectives.

Evaluate the impact of these activities on employee loyalty and engagement, and pinpoint areas requiring enhancement. This assessment step is essential for comprehending the effects of professional development initiatives.

##### 5.2.2.4.4 Act: Refine and Improve Career Advancement Strategies

Refine and alter career progression strategies based on evaluation results to address identified deficiencies and areas requiring enhancement.

Revise training programs, augment professional development opportunities, and perpetually optimize career trajectories to maintain their relevance and efficacy.

This ongoing refining process sustains elevated employee commitment, reducing the likelihood of disengagement, unhappiness, and conflict within the firm.

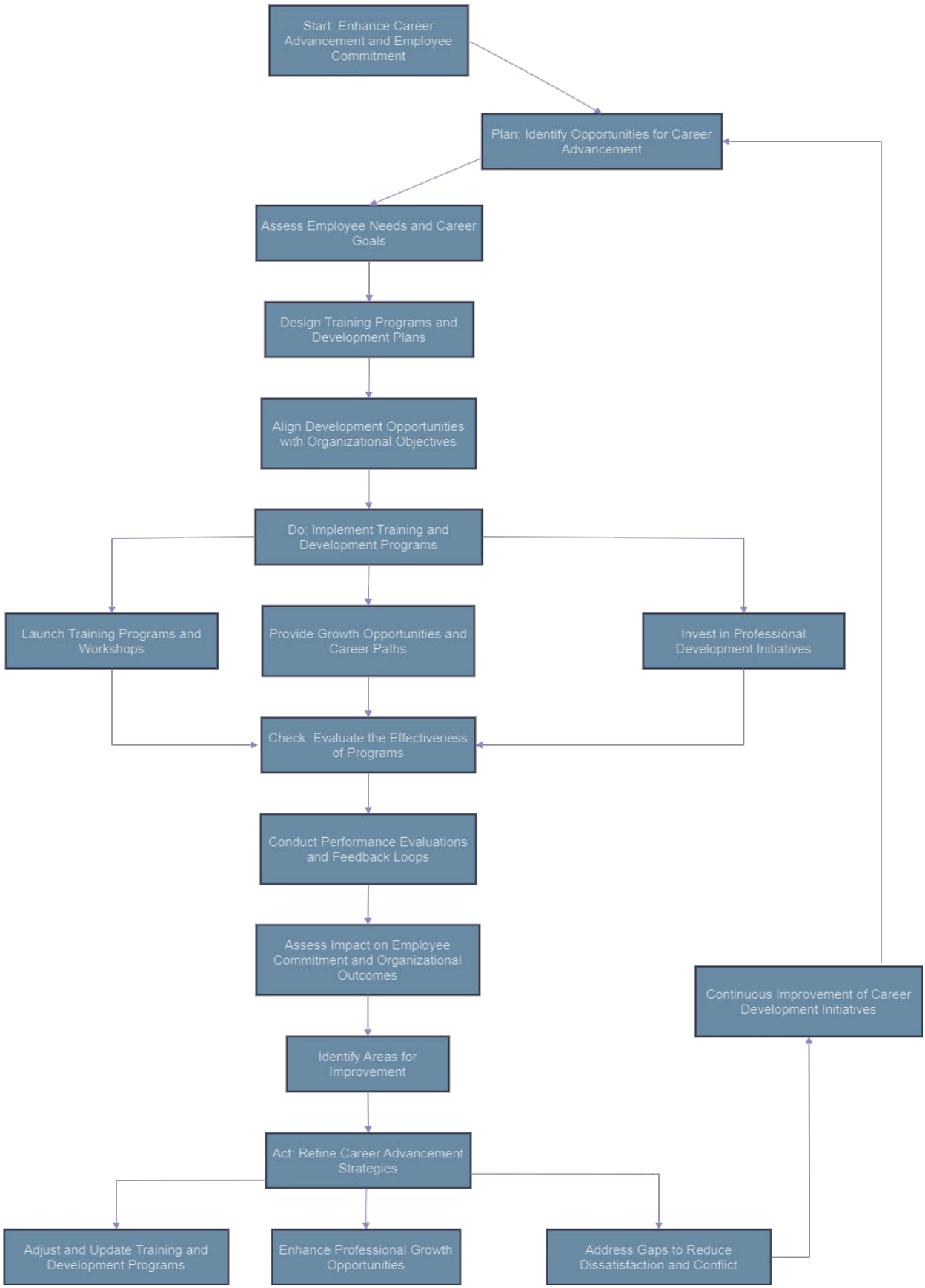



**Figure 4-4: Recommendation for Enhancing Career Advancement and Employee**

**Conclusion**

Utilizing the PDCA cycle for career development efforts will allow the organisation to methodically build employee engagement and loyalty via ongoing enhancement. Through the strategic planning, implementation, evaluation, and refinement of professional development programs, the organisation can cultivate a dedicated workforce, pre-emptively mitigate potential sources of conflict associated with career dissatisfaction and enhance long-term employee engagement and organisational success.

#### 5.2.2.5 Recommendation for Improving the Emotional Climate in Conflict Resolution

Theme 5 highlighted emotional burnout and stress during conflict as a major concern, especially among employees who felt they lacked emotional support. Participants described emotional suppression and fear of speaking up. PDCA cycles can also be applied here to implement and refine emotional regulation strategies. Incorporating stress management programmes, emotional intelligence training, and team empathy-building exercises addresses these concerns directly. Participants' calls for greater emotional awareness in leadership support the need for institutional structures that improve the emotional climate as part of conflict resolution.

The following are the comprehensive steps of the recommendation:

##### 5.2.2.5.1 Plan: Identify Emotional Climate Factors

Administer surveys, feedback sessions, and psychological evaluations to analyse the prevailing emotional atmosphere inside the organisation.

Determine essential elements influencing conflict resolution, including heightened stress levels, lack of empathy, and difficulties in emotional regulation among employees.

Utilize this data to develop targeted methods for enhancing the emotional atmosphere.

##### 5.2.2.5.2 Do: Implement Emotional Regulation Strategies

Implement stress management programs that incorporate mindfulness training, relaxation methods, and additional treatments to assist employees in efficiently managing workplace stress.

Deliver emotional intelligence training to furnish employees with competencies in self-awareness, emotional control, and empathy, essential for effectively resolving disputes.

Foster a culture of transparent communication and empathy by promoting direct discourse and comprehension in conflict scenarios. Proposed initiatives may encompass team-building exercises, empathy seminars, and leadership training focused on emotional regulation.

##### 5.2.2.5.3 Check: Evaluate the Emotional Climate and Its Impact

Evaluate fluctuations in stress levels, empathy, and emotional regulation via systematic evaluations and feedback acquisition.

Assess the results of conflict resolution methods to ascertain whether there has been an enhancement in dispute management.

Examine employee input to assess the perceived efficacy of the emotional control programs.

##### 5.2.2.5.4 Act: Refine and Improve Emotional Regulation Strategies

Refine and modify the current plans based on the evaluation results to rectify any deficiencies or areas needing enhancement.

Revise stress alleviation methods, improve the substance and presentation of emotional intelligence training, and perpetually advocate for programs that cultivate a nurturing and compassionate workplace atmosphere.

Implement a continuous cycle of feedback and modification to guarantee that the emotional environment is favourable for efficient conflict resolution.

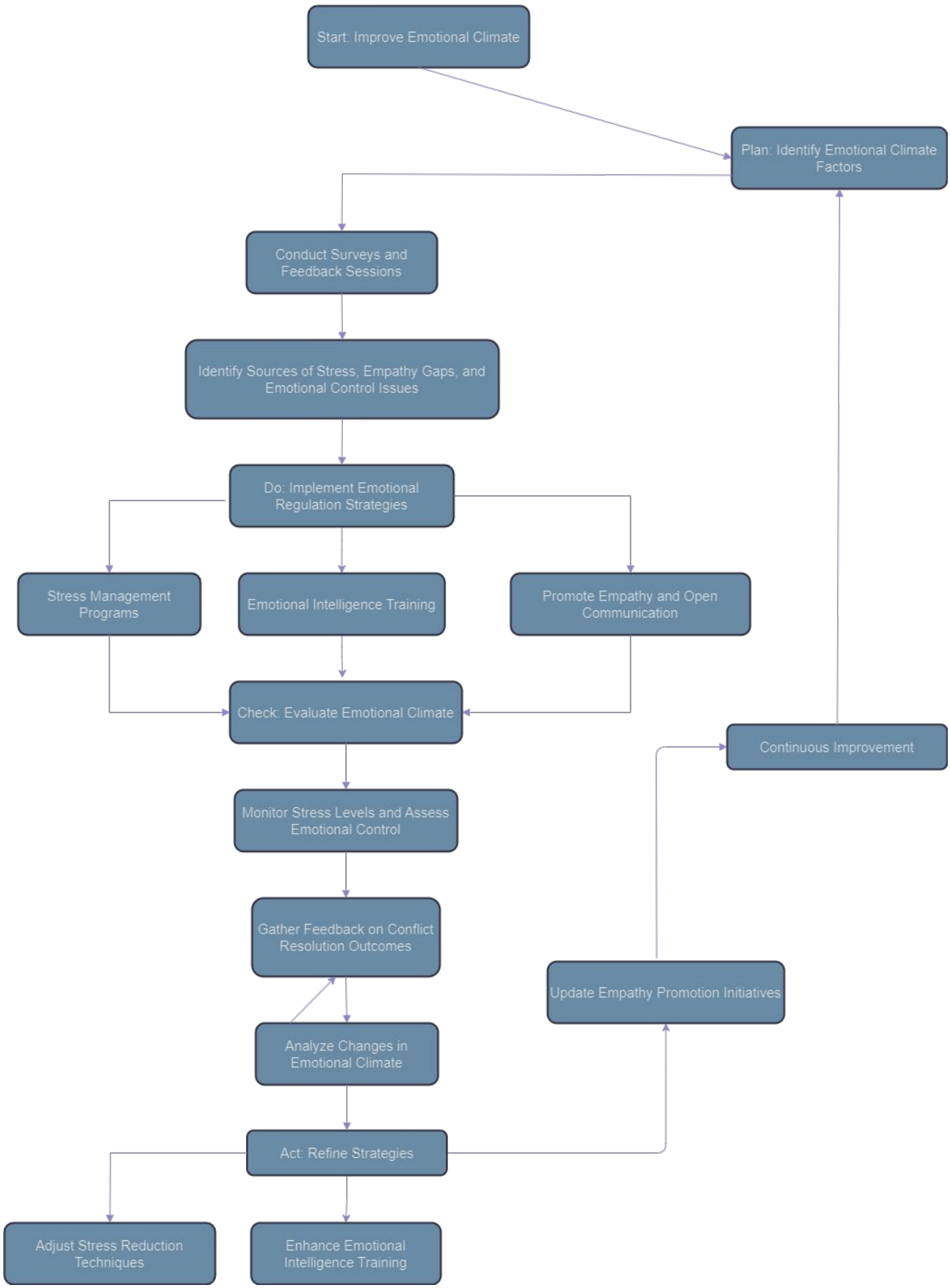



**Figure 4-5: Recommendation for Improving the Emotional Climate in Conflict Resolution**

#### 5.2.2.5.5 Conclusion

Implementing this PDCA cycle will enable the business to systematically manage its emotional environment, resulting in improved conflict resolution and increased overall employee engagement and satisfaction. Ongoing evaluation and enhancement of these tactics will guarantee that the company stays flexible and robust in addressing workplace issues.

## 5.3 Summary

This study explored the relationship between organisational commitment and conflict management styles within a South African aeronautical manufacturing environment. Using a qualitative approach, data were collected through 15 semi-structured interviews involving employees across various departments and organisational levels—excluding senior management. Fourteen interviews were included in the final analysis.

The research aimed to understand how employees experience conflict and how these experiences influence their commitment to the organisation. The diversity of participants provided rich insights into the nuances of conflict management across functional divisions, highlighting both shared challenges and unique departmental dynamics. Thematic analysis, conducted using Atlas.ti, revealed five key themes: (1) variations in commitment and conflict styles, (2) communication as a mediator, (3) leadership and conceptualisation of conflict, (4) career development as a catalyst for commitment, and (5) emotional climate in conflict resolution.

The findings indicate that conflict management approaches significantly shape organisational commitment. Specifically, inconsistencies in leadership responses, unclear communication, limited growth opportunities, and emotional stress during conflict were shown to erode employee commitment. The study met its objectives by identifying and interpreting these dynamics through the lived experiences of employees, offering a grounded understanding of how conflict management influences commitment within a culturally diverse workforce.

Recommendations emerging from the study are directly informed by participant insights and mapped to the identified themes. These include practical strategies guided by the Viable Systems Model (VSM), Total Quality Management (TQM), and the PDCA cycle. The recommendations address the specific organisational challenges uncovered in the study while also offering transferable insights for similar industrial contexts aiming to enhance both conflict resolution practices and employee commitment.

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# ANNEXURE A: INFORMED CONSENT

**INFORMED CONSENT FORM**

**Title of the study**

*Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant.*

**Information about the study**

- This interviews forms part of qualitative study needed by the interviewer to complete their qualification.
- The participant needs to read and sign this informed consent form if they feel comfortable with their interview being used in the study.
- The participant is informed that their participation is voluntary and confidential, they can withdraw at any time.
- Interview is recorded online and transcribed.
- Participant in the interview will not receive any remuneration for participation.
- Estimated duration of the interview is 45 minutes to 60 minutes.
- A total of 15 to 20 participants will be interviewed.

**Interview Questions**

*Section 1: Organisational System and Structure*

1. "Could you provide an overview of the organisation's structure and how you see yourself within it?"
2. "In your experience, how effectively do the different parts of the organisation work together?"
3. "Reflecting on the organisation's functionality, what aspects do you find most efficient or challenging?"
4. "Thinking about conflict resolution, could you share any strategies that the organisation employs, only as much as you're comfortable discussing?"

*Section 2: Employee Participation and Collaboration*

5. "How are employees encouraged to contribute to decision-making processes in your organisation?"
6. "Could you share an example where you or your colleagues were involved in solving a problem? What was the outcome?"
7. "From your perspective, how would you rate the level of collaboration among employees? Any particular strengths or areas for improvement?"

*Section 3: Organisational Commitment*

8. "Considering your journey in the organisation, how would you describe your engagement and commitment to your work and the company?"
9. "What factors influence your sense of commitment to the organisation, be it positive or areas you wish to see improved?"
10. "How do you perceive the impact of the organisation's system and structure on your engagement and commitment?"
11. "In what ways do you think involvement in decision-making and collaboration with colleagues influence your commitment to the organisation?"

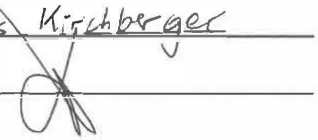
*Section 4: Conflict Management Styles*

12. "Without going into specifics, could you describe how conflicts are generally approached or managed in your organisation?"
13. "From your observations, what conflict resolution strategies seem to be most effective within your workplace?"
14. "How do you feel the organisation's overall structure supports or hinders effective conflict management?"
15. "Reflecting on your experiences, how does participation in team decisions and collaboration impact conflict resolution approaches in your team or organisation?"

**Conclusion**

- The participant is thanked for their time and participation.
- They are asked if they have any questions or anything else they would like to add.
- The participant is informed that the recommendations of the study will be shared with the company and the final document will be published and accessible to the public.

**Name of participant** Lukas Kirchberger

**Signature of participant** 

**Declaration by person obtaining consent (student)**

**I *(name)*** *Marco Pires* **declare that:**

- I clearly and in detail explained the information in this document to
- I did/did not use an interpreter.
- I encouraged him/her to ask questions and took adequate time to answer them.
- I am satisfied that he/she adequately understands all aspects of the research, as discussed above
- I gave him/her time to discuss it with others if he/she wished to do so.

**Signature of student** MARCO PIRES

**INFORMED CONSENT FORM**

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*Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant.*

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5. "How are employees encouraged to contribute to decision-making processes in your organisation?"
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*Section 3: Organisational Commitment*

8. "Considering your journey in the organisation, how would you describe your engagement and commitment to your work and the company?"
9. "What factors influence your sense of commitment to the organisation, be it positive or areas you wish to see improved?"
10. "How do you perceive the impact of the organisation's system and structure on your engagement and commitment?"
11. "In what ways do you think involvement in decision-making and collaboration with colleagues influence your commitment to the organisation?"

*Section 4: Conflict Management Styles*

12. "Without going into specifics, could you describe how conflicts are generally approached or managed in your organisation?"
13. "From your observations, what conflict resolution strategies seem to be most effective within your workplace?"
14. "How do you feel the organisation's overall structure supports or hinders effective conflict management?"
15. "Reflecting on your experiences, how does participation in team decisions and collaboration impact conflict resolution approaches in your team or organisation?"

**Conclusion**

- The participant is thanked for their time and participation.
- They are asked if they have any questions or anything else they would like to add.
- The participant is informed that the recommendations of the study will be shared with the company and the final document will be published and accessible to the public.

**Name of participant** M. Marks

**Signature of participant** _____

**Declaration by person obtaining consent (student)**

**I *(name)*** *Marco Pires* **declare that:**

- I clearly and in detail explained the information in this document to
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**Name of participant** Lee Possouw

**Signature of participant** _____

**Declaration by person obtaining consent (student)**

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**Name of participant** Stella Vassel

**Signature of participant** _____

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**Name of participant** Chante' Anthony

**Signature of participant** _____

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**Name of participant** Kgomotso

**Signature of participant** _____

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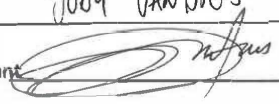
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**Name of participant** Jody Jenkins

**Signature of participant** 

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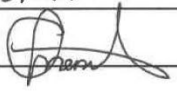
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**Name of participant** KAGISO

**Signature of participant** 

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**Name of participant** Amoré Faivre

**Signature of participant** 

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**Name of participant** Phinius Mpopelwa

**Signature of participant** _____

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**Name of participant** THABANG RAMPAI

**Signature of participant** T.J

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13. "From your observations, what conflict resolution strategies seem to be most effective within your workplace?"
14. "How do you feel the organisation's overall structure supports or hinders effective conflict management?"
15. "Reflecting on your experiences, how does participation in team decisions and collaboration impact conflict resolution approaches in your team or organisation?"

**Conclusion**

- The participant is thanked for their time and participation.
- They are asked if they have any questions or anything else they would like to add.
- The participant is informed that the recommendations of the study will be shared with the company and the final document will be published and accessible to the public.

**Name of participant** GRAÇA BOKAMOSO

**Signature of participant** _____

**Declaration by person obtaining consent (student)**

**I *(name)*** Marco Pires **declare that:**

- I clearly and in detail explained the information in this document to
- I did/did not use an interpreter.
- I encouraged him/her to ask questions and took adequate time to answer them.
- I am satisfied that he/she adequately understands all aspects of the research, as discussed above
- I gave him/her time to discuss it with others if he/she wished to do so.

**Signature of student** MARCO PIRES

**INFORMED CONSENT FORM**

**Title of the study**

*Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant.*

**Information about the study**

- This interviews forms part of qualitative study needed by the interviewer to complete their qualification.
- The participant needs to read and sign this informed consent form if they feel comfortable with their interview being used in the study.
- The participant is informed that their participation is voluntary and confidential, they can withdraw at any time.
- Interview is recorded online and transcribed.
- Participant in the interview will not receive any remuneration for participation.
- Estimated duration of the interview is 45 minutes to 60 minutes.
- A total of 15 to 20 participants will be interviewed.

**Interview Questions**

*Section 1: Organisational System and Structure*

1. "Could you provide an overview of the organisation's structure and how you see yourself within it?"
2. "In your experience, how effectively do the different parts of the organisation work together?"
3. "Reflecting on the organisation's functionality, what aspects do you find most efficient or challenging?"
4. "Thinking about conflict resolution, could you share any strategies that the organisation employs, only as much as you're comfortable discussing?"

*Section 2: Employee Participation and Collaboration*

5. "How are employees encouraged to contribute to decision-making processes in your organisation?"
6. "Could you share an example where you or your colleagues were involved in solving a problem? What was the outcome?"
7. "From your perspective, how would you rate the level of collaboration among employees? Any particular strengths or areas for improvement?"

*Section 3: Organisational Commitment*

8. "Considering your journey in the organisation, how would you describe your engagement and commitment to your work and the company?"
9. "What factors influence your sense of commitment to the organisation, be it positive or areas you wish to see improved?"
10. "How do you perceive the impact of the organisation's system and structure on your engagement and commitment?"
11. "In what ways do you think involvement in decision-making and collaboration with colleagues influence your commitment to the organisation?"

*Section 4: Conflict Management Styles*

12. "Without going into specifics, could you describe how conflicts are generally approached or managed in your organisation?"
13. "From your observations, what conflict resolution strategies seem to be most effective within your workplace?"
14. "How do you feel the organisation's overall structure supports or hinders effective conflict management?"
15. "Reflecting on your experiences, how does participation in team decisions and collaboration impact conflict resolution approaches in your team or organisation?"

**Conclusion**

- The participant is thanked for their time and participation.
- They are asked if they have any questions or anything else they would like to add.
- The participant is informed that the recommendations of the study will be shared with the company and the final document will be published and accessible to the public.

**Name of participant** Tumo Mphehlo

**Signature of participant** _____

**Declaration by person obtaining consent (student)**

**I *(name)*** Marco Pires **declare that:**

- I clearly and in detail explained the information in this document to
- I did/did not use an interpreter.
- I encouraged him/her to ask questions and took adequate time to answer them.
- I am satisfied that he/she adequately understands all aspects of the research, as discussed above
- I gave him/her time to discuss it with others if he/she wished to do so.

**Signature of student** MARCO PIRES

## ANNEXURE B: TURNITIN REPORT

turnitin

# Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

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Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant

MR Pires

orcid.org/0000-0001-6766-8484

Mini-dissertation submitted in partial fulfilment of the requirements for the degree Master of Business Administration at the North-West University

Supervisor: Prof MJ Grobler

Examination: February 2025

Student number: 12933600

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# ANNEXURE C: GOODWILL PERMISSION

NWU Business School
North-West University
Private Bag x6001
Potchefstroom, 2520
http://commerce.nwu.ac.za/business-school

22 August 2023

## GOODWILL PERMISSION: A STUDY CONDUCTED AT JONKER SAILPLANES

I herewith wish to request your permission for Jonker Sailplanes to participate in this research, which involves conducting interviews to gather data with the purpose of exploring organisational commitment and conflict management styles within the organisation. Prior to granting permission, please acquaint yourself with the information below.

The details of the project are as follows:

**TITLE OF THE PROJECT:**

Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant.

PROJECT SUPERVISOR: Prof Leenta Grobler
ADDRESS: 110 Thabo Mbeki Way, Potchefstroom, 2520
CONTACT NUMBER: 018 285 2416

MEMBER OF PROJECT TEAM MBA-Student: Marco Pires
ADDRESS: 11 Villa Emfuleni, Vanderbijlpark, 1900
CONTACT NUMBER: 083 393 5844

Ethics Committee of the Faculty of Economic and Management Sciences (EMS-REC)
Chairperson: Prof. Mark Rathbone
Committee administrative coordinator: Ms. Dalene Vorster (018 299 1529)

This study has been approved by the Research Ethics Committee of the Faculty of Economic & Management Sciences of the North-West University and will be conducted according to the ethical guidelines of this committee.

**ETHICS APPLICATION NUMBER**

[NWU-XXXXX-XX-xx]

**What is this research about?**
This study explores the link, if any between conflict management styles and organisational commitment at aeronautical manufacturing plant.

**Participants**

Participants who will be selected will fall into one of the following categories:

- Employees functioning within the capacity of a management role.
- Employees that do not function within the capacity of a management role.

**What is expected of the participants?**

Participants will be expected to:

- Participate in a 45 – 60min semi-structured interview with the researcher at a suitable time and private area without interruptions that is convenient for both parties via an online platform. This will be scheduled by the researcher once approved by the NWU ethics committee.
- Respond to the questions in an open and honest manner.
- Inform the supervisor should you feel or experience any form of discomfort or distress during the research process and inform the supervisor if you at times feel the need to terminate your involvement in the research process.

**Benefits to the participants**

This research study intends to give participants a voice to reveal, explain and reflect on the experience and feeling toward the company they are employed by. No monetary reward shall be made available for participation in the study. They will however be furnished with a two-page communique on the outcomes of the study that they can utilize to further improve their work environment in order to better organisational commitment within the organisation.

**Risks involved for participants**

Participation in this study does not create any physical risk to participants as the study does not involve any physical activities or experiments. We, however, have identified certain ethical principles that shall be always maintained to prevent any damage to participants. The focus of these principals will be to protect the dignity of participants and keep all records provided private and confidential.

**Confidentiality and protection of identity**

Participants will be assigned a unique participant ID. The interview will be recorded and saved with reference to the ID, but data collected shall be regarded as confidential and will not be shared with any 3rd party that is not directly involved in the research process. Personal details of participants and their direct input to the research study shall not be made public. All records of the research shall be kept for a retention period and destroyed by an appropriate means. The findings of the study will be made public however will not contain any raw data that might incriminate certain individuals.

**Dissemination of findings**

The findings concluded in the study will be for academic purposes and will only be utilized to add to the current body of available knowledge.

If you have any further questions or inquiries regarding participation in this research, please contact the researchers for more information.



**DECLARATION BY THE RELEVANT RESPONSIBLE PERSON:**

By signing below, I Hazel Roos agree to give permission for the research to take place with the identified participants in the study entitled:

Exploring organisational commitment and conflict management styles in a South African aeronautical manufacturing plant.

**I declare that:**

- I have read this information and consent form and understand what is expected of the participants in the research.
- I have had a chance to ask questions to the researcher and all my questions have been adequately answered.
- I understand that taking part in this study is voluntary and participants will not be pressurised to take part.
- Participants may choose to leave the study at any time and will not be penalised or prejudiced in any way.
- Participants may be asked to leave the research process before it is completed, if the researcher feels it is in their best interests, or if they do not follow the research procedures, as agreed to.

Signed at (place) Potchefstroom on (date) 29 /08 /2023

**Signature of Relevant responsible person**

# ANNEXURE D: PROOFREADING LETTER

# Edine de Bruin


## Contact information

Edine de Bruin
1001 Highway 34
Walnut Ridge, Arkansas, 72476
edine.debruin@gmail.com
076 765 6444


## To Whom It May Concern,

I, Edine de Bruin, hereby confirm that I have proofread the mini-dissertation titled "Exploring Organisational Commitment and Conflict Management Styles in a South African Aeronautical Manufacturing Plant."

I hold a Bachelor of Arts in Language Practice in Languages and have reviewed the document for grammatical accuracy, clarity, and consistency in style. I am pleased to confirm that, in my professional opinion, the dissertation is well-written and meets the required academic standards.

Should you have any further questions, please do not hesitate to contact me.

Yours sincerely,
Sincerely,



**Edine de Bruin**