

Assessing leadership's conflict handling style on an employee's turnover intention and employability in an organisation

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COMMENTS

The reader is reminded of the following:

The editorial style, as well as the reference style in this dissertation, follow the format prescribed by the Publication Manual of the American Psychological Association (6th Edition). This study is in line with the North-West University, Potchefstroom Campus policy in the program of Labour Relations Management to use APA style in all scientific documents since the date of January 1999.

The first chapter is the revised research proposal and may be presented in a different tense.

Each of the chapters contains a reference list.

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DECLARATION

I, Gillian Bain, at this moment declare that: *“Assessing leadership's conflict handling style on an employee's turnover intention and employability in an organisation”* is my own work and that the views and opinions expressed in this work are those of the author and researcher, and that relevant literature references are as cited in the manuscript.

I further declare that the content of this research was not and will not be submitted for any other qualification at any other tertiary institute.



Gillian Bain (Cloete)

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SUMMARY

Title: Assessing leadership's conflict handling style on an employee's turnover intention and employability in an organisation.

Keywords: Conflict handling, turnover intention, employability, organisational leadership.

From previous literature, conflict handling styles, turnover intention and employability are critical focus areas of research in South Africa. Few studies have been directed to assess conflict handling styles regarding leadership, and the relationship thereof with employees' turnover intention. Furthermore, little has been conducted concerning conflict handling styles regarding leadership and the influence thereof on an employee's turnover intention and perceived employability. Thus, little is known about conflict handling style with regard to leadership and the influence that it has on employee's decision to stay with an organisation and an employee's perceived employability. Therefore, this study is aimed at (i) assessing the relationship between conflict handling styles regarding leadership and employees' turnover intention and (ii) broadening the understanding of conflict handling style regarding organisational leadership and the influence thereof on employee turnover and perceived employability.

A quantitative, cross-sectional research approach was followed containing a sample of $n = 118$ from a leader in the banking sector in South Africa. Measuring instruments that were used included biographical information, The Rahim Organizational Conflict Inventory-II (ROCI-II), Turnover Intention Scale of Bothma and Roodt (TIS-6) and the Employability Measure. SPSS and AMOS Version 24 were used together with the assistance of a statistician from North-West University. Descriptive Statistics, inferential statistics, SEM, CFA, ANOVA and T-Tests were used (de Vos et al., 2011).

In Chapter 2 (Article 1) the objective was to determine the relationship between the constructs of conflict handling styles regarding leadership and turnover intention in an organisation. In this article, the results showed a correlation between the constructs, but it was not always positive, and that conflict handling style is not a predictor of turnover intention, as well as a structural model.

In Chapter 3 (Article 2) the objective was to broaden the understanding of conflict handling style regarding organisational leadership and the influence thereof on employee turnover and perceived employability. In this article, the results indicated correlations between all three constructs that were both positive and negative. It was also confirmed that conflict handling styles are not a predictor of employability; a structural model was also indicated.

Recommendations regarding future research possibilities were made accordingly.

OPSOMMING

Title: Die assessering van leierskap se konflik hanterings styl op werknemer se omset bedoeling en indiensneembaarheid in 'n organisasie.

Keywords: Konflik hantering, omset bedoeling, indiensneembaarheid, organisatoriese leierskap.

Uit vorige literatuur wil dit blyk dat konflik hanterings style, omset bedoeling en indiensneembaarheid 'n noodsaaklike navorsings fokus area is in Suid-Afrika. Min studies is al gerig daaraan om konflik hanterings styl met betrekking tot leierskap en die invloed daarvan op werknemer se omset bedoeling te bestudeer. Verder is daar min navorsing oor konflik hanterings styl met betrekking tot leierskap en die invloed daarvan op 'n werknemer se omset bedoeling en waargenome indiensneembaarheid. Dus is daar min te wete oor konflik hanterings styl met betrekking tot leierskap en die invloed wat dit het op die weknemer se besluit om by die organisasie te bly en hulle waargenome indiensneembaarheid. Dus is die studie daarop gemik om (i) die verhouding tussen konflik hanterings styl met betrekking tot leierskap en werknemer se omset bedoeling te evalueer en (ii) om die vestaan van konflik hanterings styl met betrekking tot leierskap se invloed op werknemer se omset bedoeling en waargenome indiensneembaarheid te vergroot.

'n Kwanitatiewe, deursnit navorsings metode gebruik met 'n monster van $n = 118$ van 'n leier in die bank sector van Suid-Afrika. Meetings instrumente wat gebruik was sluit in: Biografiese Informasie, Die *Rahim Organizational Conflict Inventory-II (ROCI-II)*, *Turnover Intention Scale* deur Bothma and Roodt (TIS-6) en die Waargenome Indiensneembaarheid meet-instrument. SPSS en AMOS Weergawe 24 was gebruik met behulp van 'n statikus van die Noord-Wes Universiteit. Beskrywende Statistieke, Inferensiele Statistieke, SEM, CFA, ANOVA en T-Toetse was gebruik (de Vos et al., 2011).

In Hoofstuk 2 (Artikkel 1) was die doel om te bepaal wat die vehouding is tussen konstrukte van konflik hanterings styl met betrekking tot leierskap en die invloed daarvan op werknemer se omset bedoeling in 'n organisasie. In die atikel het die resultate daarop gedui dat daar 'n korrelasie tussen konstrukte bestaan maar nie altyd positief is nie en dat konflikhanteringstyl nie 'n voorspeller is van omset bedoeling is nie, asook 'n strukturele model.

In Hoofstuk 3 (Artikkel 2) was die doel om die vestaan van konflik hanterings styl met betrekking tot leierskap se invloed op werknemer se omset bedoeling en waargenome indiensneembaarheid te vergroot in 'n organisasie. In die artikel het die resultate gedui op korrelasies tussen al drie aspekte wat beide positiewe en negatiewe verhoudings gehad het. Daar is ook gevind dat konflik

hanterings style nie 'n voorspeller is van waargenome indiensneembaarheid nie, daar is 'n strukturele model.

Aanhangende verdere navorsingsmoontlikhede is daar aanbevelings gemaak.

CHAPTER 1 INTRODUCTION

1.1 Introduction

The business environment is conducive to constant and rapid change, filled with vagueness, brilliance and extreme competitiveness (Bester, Stander, & van Zyl, 2015). Most important in such a competitive environment is to make informed decisions in businesses. Therefore, it is important to have a robust and supportive leadership team in your organisation (Patterson, Grenny, McMillan, & Switzler, 2015). The importance of a leadership team is equal to the significance of high-quality employees in running a successful organisation (Hinkin & Tracey, 2000). Organisational leadership has been argued to play an immensely important role in corporate conflicts that emerge (Goldman, Cropanzano, Stein, & Benson, 2008). Burke (2006), for example, states that in the business environment that is swiftly changing, organisations will start to cut costs to stay profitable; this will signify that associated conflict tasks will become more prominent in an organisational leader's duties. A negative environment around authority figures is seen to have a direct link to high employee turnover (May 2016; CPSA, 2013). Amy Marcum (2015) states that leadership can make the difference in an employee's decision to stay with an organisation. Gorey (2015) supports the above statement by saying that one of the top five reasons for employee turnover is an employee not being content with leadership's way of handling problems. It is important for employees and management to understand the importance of conflict; if correctly managed the conflict will have significant consequences for organisations (Mulki, Jaramillo, Goad, & Pesquera, 2015).

There is a saying that *people leave people and not their jobs*. Effective leadership, according to Helmrich (2015), can be defined as leading individuals to work together to accomplish a common goal. The most effective leaders do not instil fear in their employees. Within organisations, you get several employees each with their different cultures, emotional intelligence, surroundings, and education levels; these differences are among the leading causes of conflict (Grunkel, Schlaegel, Taras, 2016). There can be a wide variety of causes of conflict in an organisation, for example age, race, cultural differences and even educational levels (Whetten & Cameron, 2012). Rahim (2011) makes it clear that conflict will always exist where there is human interaction, and it is non-specific to any trade or organisation. Bao, Zhu, Hu, & Cui (2016) support Rahim's statement by saying that conflict is inevitable when it comes to humans. Every individual possesses a particular way in which they tend to handle conflict; this has diverse effects on the circumstances and people where the conflict situation emerge (Rahim, 1983). Conflict handling styles are used by individuals when positioned in a situation that makes them feel uncomfortable. According to Marques, Lourenço, Dimas & Rebelo (2016), conflict handling patterns could be predictors of group effectiveness.

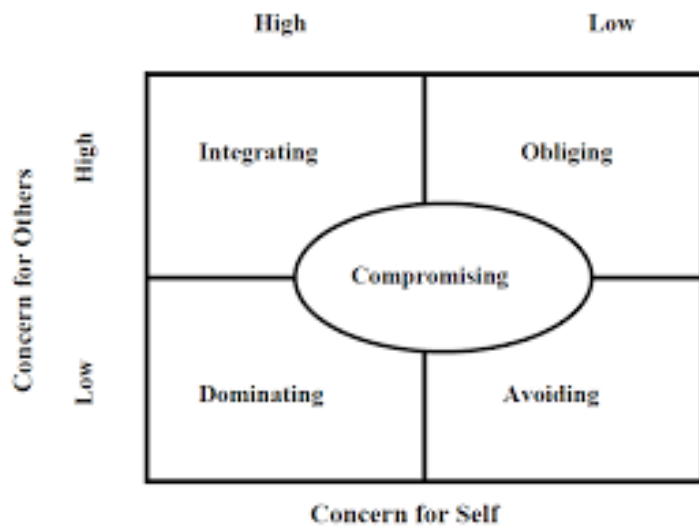


Figure 1-1: Conflict Handling Styles (Rahim, 1983)

Rahim shows that we typically respond to conflict by using one of the five conflict handling styles as illustrated in Figure 1-1 above. Seraji, Otouee, Deldar & Khal (2013), have proven that the most important aspect to resolving organisational conflict is to have an awareness of the abovementioned conflict handling styles from Rahim. Seraji *et al.* (2013) also add that all employees in the organisation can benefit from learning conflict management skills as conflict plays a significant role in organisations. Employees in 2008 around the world spent an average of 2.1 hours during their week dealing just with conflict; it translates to approximately one day in every monthly cycle (CPP, 2008). The conflict led to one in every three employees taking physical action such as attacks and personal injury. One in every five employees had been absent from work because of illness due to dispute conditions in the organisation (CPP, 2008). Ten per cent of workers reported that organisational differences lead to the direct failure of projects that they were working on (Smith, 2008). A human resources department spends approximately 51% of its working hours managing disagreements (CPP, 2008). Conflict has been seen to take up much of the time that leadership spends at work (Watson & Hoffman, 1996), as organisational leadership is the most accessible party to handle conflict amongst employees (Jameson, 2001). Watson and Hoffman (1996) stated that corporate leaders spend up to 42% of their time managing conflict-associated negotiations. Kanani and Farahani (2014) point out that conflict is in all organisations and that it could be diverse regarding strength, visibility, and distinctiveness. Organisational conflict is unpleasant for all in the organisation as employees start to compete for resources, power, security and recognition from leaders in the team (Graham & Hughes, 2009). Conflict has attracted enormous attention from researchers all around the world, with the main reason being

the threat that it poses to every single organisation around the world, and the billions of dollars that it has cost corporations as employee turnover rises (Alsam, Imran, Hameed, & Kafayat, 2013). Not only is conflict a loss of the organisation's money but also a loss of the employee's energy and abilities (Kanani & Farahani, 2014).

The cost of conflict in organisations is commonly related to the saying that time is money. One of the most visible times spent on conflict is the time devoted to resolving them, time that could have been used to achieve other goals (CPP, 2008). Two-thirds of employees have confessed to going out of their way to avoid a fellow employee as a consequence of conflict; one in every eight employees even admitted to leaving their jobs because of conflict (CPP, 2008). The above shows that inadequate levels of conflict management can lead to a person having the feeling of lower job satisfaction and cause increased absence at work (Havenga & Visagie, 2011). Conflict does not only include physical fighting, but is defined as an ongoing disagreement between two or more people (Heitler S, 2012). Interpersonal conflict is the tension between group members when it comes to negative reactions based on processes and outcomes in organisations (Jehn, 1995). Lipsky, Seeber and Fincher (2003) added that conflict gets caused by the resistance that harvests a discrepancy in outlooks of the appropriate course of action for an employee. Handling conflict constructively will allow more creativity and better performance among employees; if not employee productivity will decrease, and the organisation will be at risk of high employee turnover (The University of Oklahoma Human Resources, 2016).

Turnover intention is an employee's intention to leave or stay with an organisation. Voluntary turnover is the decision to exit the organisation made by the employee; involuntary turnover is when the structure removes the employee from employment (Price & Mueller, 1981). Malik, Bashir and Khan (2013) added that turnover intention is the employee's willingness to quit an organisation soon. Employee turnover has been an organisational concern for organisations of different sizes, in different places and different trades (Long & Thean, 2012). A study was done based on corporate turnover that demonstrated many incidents where conflict was the reason for them quitting their jobs (Morrell & Arnold, 2007). Employee turnover has immense implications for the employee as well as the organisation; these include the energy to search for new employment and going into unknown surroundings that evoke new stressors on the employee (Boswell, Boudreau & Trichy, 20015). Winnipegfreepress.com (2015) shows that employees that had hoped to grow old with one organisation are not a reality in today's business environment as employees are more prone to change employers numerous times before they retire. It shows the increasingly changing face of the current business environment where employees need to accommodate business needs and be flexible and adaptable to operational requirements or the business will leave them behind (Africa, 2013; Ross, 2015; Winnipegfreepress.com, 2015).

Organisations today will do their best to reduce employee turnover because of the high costs linked to it; this includes training, advertising and hiring costs (Magloff, 2015). There are many hidden costs associated with the turnover of employees, according to Lucas (2013) it is important not to be blind to these expenses as they are still there. Shelley Frost (2016) makes a clear statement about high employee turnover in organisations and the problems associated with it. These issues include the high cost to the organisation as it has put the employee through training and has educated them; and then the cost associated just 'walks out the door', representing lost knowledge (Lucas, 2013). Also involved are the costs to advertise the position. Frost (2016) says the organisation could spend one-third of the employee's yearly salary just on the placement of the new employee.

Secondly, there are costs associated with time. As previously mentioned, organisational leaders and Human Resource Managers spend much of their time managing conflicts. Turnover requires HR and organisational leaders to devote more time dealing with exit interviews as well as recruiting and doing new placements, all time that could be better spent elsewhere (Frost, 2016; Lucas, 2013). Hinkin and Tracy (2000) show that costs of turnover are often hidden from leadership as they become disguised as recruitment and selection costs. The Society for Human Resource Management (2015), says that organisations should focus on employee turnover for the main reasons of cost implications and overall business performance. Chan, Yeoh, Limand and Osman (2010) stated that Human Resource Management has an immense issue with employee turnover. Chan et al. (2010) also add that the person that is most likely to leave the organisation is likely to be the smartest, most talented employee. Team dynamics are also affected as the organisation has a difficult time keeping all the relationships between employers and employees positive; this also affects the employee's momentum and productivity (Frost, 2016). For organisations in the services sector, it could have an impact on their continuity as their industry relies on having great relationships with clients (Frost, 2016). The staff that remain after an employee has left the organisation's employees overworked as a business must go on (Lucas, 2003). Glebbeek & Bax (2004) found that the heightened rates of voluntary turnover will negatively influence the organisation's performance. Employee turnover affects all levels of an organisation, and in some way or another services or products are affected negatively (Ekong, Olusegun & Mukaila, 2013).

Employee turnover does not only affect institutions at all levels but affects employees at all levels as well (Hinkin & Tracy, 2000). Employee retention is the employee's intention to stay with the organisation. Employees that have higher employability will be more willing to leave an organisation quickly after any incident where they felt uncomfortable; employability is based on an individual's characteristics but is not seen to be the equal to employment but rather as a requirement for employment (Pologeorgis, 2016). Employability is made up of soft and hard skills

as well as technical and transferable skills; the life-long process of acquiring experience, skills, and knowledge to improve one's ability to be employed (Pologeorgis, 2016). Perceived employability is the belief a person has as to how easy it will be for them to source new employment (Rothwell & Arnold, 2007). Rothwell and Arnold (2007) link perceived employability with turnover intention and make a direct connection between the two elements. The main reason for the relationship between perceived employability and turnover intention is that employees believe that they can change jobs without suffering significant loss as they think that they will source employment quickly (De Cuyper, Mauno, Kinnunen, & Mäkikangas, 2011), whereas employees that feel that they will not be able to source work quickly will not leave an organisation so easily (De Cuyper, Mauno, Kinnunen & Mäkikangas, 2011).

1.2 Problem Statement

De Cauper et al. (2011) proposed that further studies into turnover and employability should include job resources, job control or support from supervisor and colleagues as they felt the two funds alone were not sufficient. The turnover intention and the retention of staff are a topic discussed often in the literature (Bothma & Roodt, 2012; Du Plooy & Roodt, 2010 Mendes & Stander, 2011), but the topic has not been studied in correlation with Conflict Management Styles in many instances.

Understanding conflict management styles in the light of turnover intention of an employee can solve many organisational problems. Studies have been done based on the effect of transformational leadership on employee turnover (Peachey, Burton, & Wells, 2014) but little is to be found based on conflict handling styles and turnover intention in literature. As per De Cauper et al. (2011), they strongly suggested bringing another factor into the equation of turnover and employability. There have also been studies that examined the conflict styles that managers use in practice (Filley, 1975; Rahim, 1983; Thomas & Killman, 1974). These all include some aspects of conflict handling styles; they are not representative of the whole spectrum (Goldman et al., 2008).

The purpose of this research was to (i) assess the relationship between conflict handling styles regarding leadership and employees' turnover intention and (ii) to broaden the understanding of conflict handling style regarding organisational leadership and the influence thereof on employee turnover and perceived employability. This study used conflict management style, which is a very well-studied area, and combined it with the two other fields and explored them together. It will enable organisations and employees to manage employee turnover and employability better based on leadership's conflict handling styles. I believe that these fields coupled together are of importance for organisations as well as literature for the future.

1.3 Research Objectives

1.3.1 General Objectives

The general objective of this study was to (i) assess the relationship between conflict handling styles regarding leadership and employees' turnover intention and (ii) to broaden the understanding of conflict handling style regarding organisational leadership and the influence thereof on employee turnover and perceived employability.

1.3.2 Specific Objectives and Hypotheses

Article 1

- To assess the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation.
- To develop a model that will link the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation.
- To determine if conflict handling style is the predicting variable between conflict handling style and employee turnover.
- To make recommendations for future research.

H0: There is a positive relationship between Conflict Handling Styles regarding leadership and Turnover Intention.

H1: Conflict Handling Style is the predicting variable between conflict handling style and employee turnover.

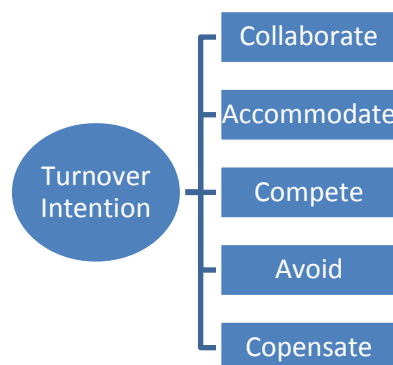


Figure 1-2: Proposed Structural Model between Conflict Handling Styles and Turnover Intention

Article 2

- To broaden the understanding of conflict handling style regarding leadership and the influence thereof on employee turnover and perceived employability.
- To develop a model that illustrates the influence of conflict handling styles on employee turnover and turnover intention in an organisation.
- To determine if conflict handling style is the predicting variable between conflict handling style and perceived employability.
- To make recommendations for future research.

H0: Avoiding and Compete Conflict Handling style will have positive turnover intention.

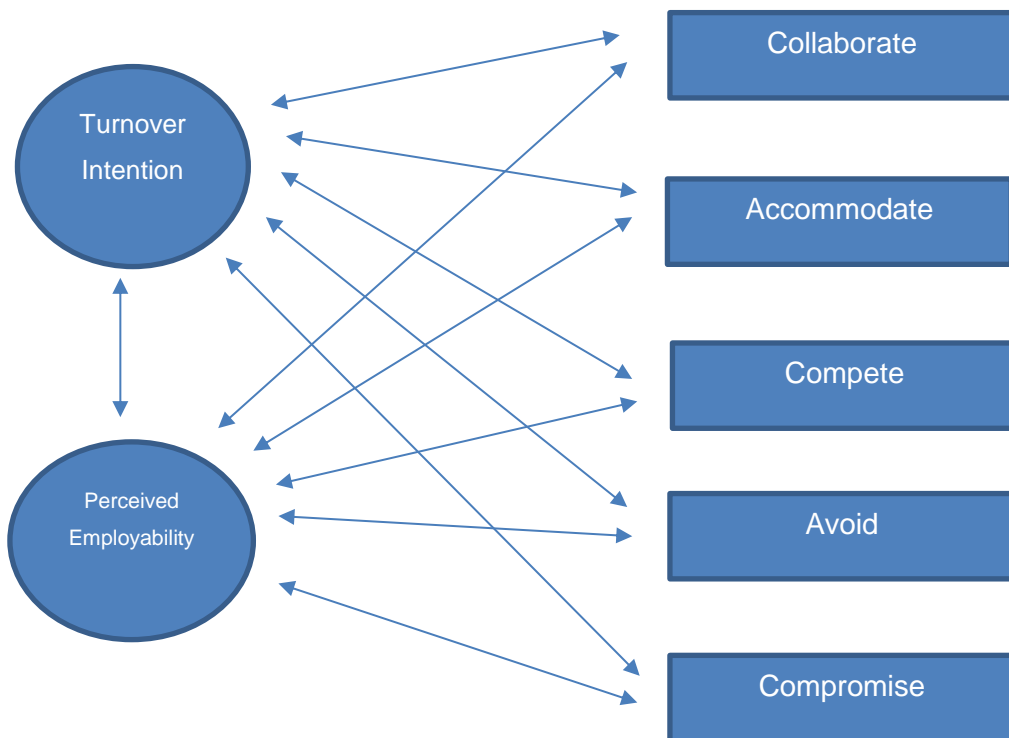
H1: Collaborating, Compromising and Accommodating will have negative turnover intention

H2: Avoiding and Compete Conflict Handling style will have negative perceived employability.

H3: Collaborating, Compromising and Accommodating will have positive perceived employability.

H4: Turnover Intention and Perceived Employability will have a positive relationship.

H5: Conflict handling styles will not be the predicting factor between conflict handling styles and perceived employability.



1.4 Research Design

1.4.1 Research Approach

This was a quantitative research approach as it best represented the unique purpose and aim of the study and followed a more structured methodology (Kumar, 2005; Leedy & Ormrod, 2005). A research study that follows this approach is “based on measuring constructs for individual participants in the study to get numerical scores and submit them to statistical analysis for summary and interpretation” (Gravetter & Forzano, 2012, p. 158). In other words, a quantitative approach is used due to the researcher desiring to obtain statistical inferences regarding constructs and to test the relationships between the theory depicted and the actual deductive findings (Bryman & Bell, 2011; de Vos, Strydom, Fouché, & Delport, 2011; Struwig & Stead, 2001). Leedy and Ormrod (2005) describe a quantitative approach to the process of establishing, confirming, or validating measurable variables or hypothesis and to consequently develop generalisations regarding the phenomenon in an arithmetic representative fashion. Also, the

Figure 1-3: Proposed Structural Model between Conflict Handling Styles, Turnover Intention and Perceived Employability

study followed a cross-sectional survey design

which refers to the process of collecting data from several participants at a single point in time (de Vos et al., 2011; Mann, 2003; Ritchie & Lewis, 2003). Furthermore, this design relates itself to the measurement of relationships between variables and not the causality thereof (Bryman & Bell, 2011). The purpose of using this approach was that the researcher measured the relationships between leadership’s conflict handling styles, turnover intention and perceived employability among employees from various job titles and backgrounds, and to reduce the results to statistical findings in order to make generalisations regarding these constructs.

1.4.2 Research Method

The first step taken in the research process consisted of contacting the organisation and receiving permission from management to conduct the study. The researcher assured the organisation that data would be kept safe and that the name of the organisation would not be disclosed, and that the findings would be shared with the organisation in the form of a report. After permission was granted, the participants were contacted and informed about the questionnaire. The employees were informed about the contents of the questionnaire and that they would remain anonymous. The questionnaire was distributed to different departments within the organisation. The results were published in two articles.

The first article (Chapter 2), focuses on the constructs of conflict handling styles regarding leadership and turnover intention.

The second article (Chapter 3), focuses on conflict handling styles regarding leadership, turnover intention and employees' perceived employability within the organisation.

1.4.3 Literature Review

A literature search was conducted based on leadership's conflict handling styles, turnover intention and employability in an organisation. To ensure that the literature was relevant and current, the researcher used books, articles, journals and internet sources that have published from 2000 to 2017. However, to obtain information from the original author(s), old sources (e.g., 1950-1999) were used. The researcher consulted the following databases to extensively research the constructs: *Science Direct*, *EBSCOhost*, *Google Scholar*, *Emerald Insight*, *SAePublications*, *Web of Science*, and *Sabinet Reference*. The following journals were consulted: *Journal of Human Resource Management*, *Journal of Negotiation & Conflict Management Research*, *International Journal of Organization Theory & Behaviour*, *Journal of Experimental Psychology*, *Journal of Behavioural Sciences*, *International Journal of Conflict Management*, *Journal of Vocational Behaviour*, *European Journal of Work and Organizational Psychology*, and *International Journal of Human Resource Management*.

1.4.4 Research Participants

As for the unique purpose and aim of this study, the target population consisted of employees and leadership in a leading organisation in the banking sector. These employees and leadership represented different job titles (e.g. new business, underwriters, call centre). The aim was to include a minimum of 118 participants that differed in age, gender, ethnic origin, language, educational level and organisational level.

A convenience sampling method was used, based on the participant's availability to partake in the study (Teddie & Yu, 2007).

1.4.5 Measuring Instruments

To obtain the relevant data, the researcher used the following measuring instruments: The questionnaire was divided into four parts A (Biographical Information), B (Conflict Handling Styles), C (Turnover Intention) and D (Perceived Employability).

Biographical Information: The biographical questionnaire served the purpose of obtaining personal information from the participants such as age, gender, ethnic background, home language, highest qualification attained, marital status and years in service.

Conflict handling styles: The Rahim Organizational Conflict Inventory-II (ROCI-II) was used to measure the conflict handling styles of individuals (Rahim, 1983). The ROCI-II was developed to explain and determine how individuals act or react when confronted with a conflict situation in a work setting. The ROCI-II comprises five factors (integrating, avoiding, dominating, obliging and compromising) which measure conflict on three different levels (supervisors, subordinates and peers). These five factors represent the combination between two dimensions, namely (1) the extent to which an individual wants to obtain outcomes suitable for his or her needs or concerns; and (2) the degree that the person attempts to satisfy other parties' needs or concerns (Bowles, 2009; Dixit & Malik, 2008). The ROCI-II instrument contains 28 items which are rated on a 5-point Likert Scale ranging from 1 (Strongly agree) to 5 (Strongly disagree) (Rahim & Magner, 1995). An example of each factor is as follows: Integrating (7 Items) *"I exchange accurate information with my ... to solve a problem together"*; Avoiding (6 items) *"I try to keep my disagreement with myself in order to avoid hard feelings"*; Dominating (5 items) *"I use my influence to get my ideas accepted"*; Obliging (6 items) *"I often go along with the suggestions of my ..."*; and Compromising (4 items) *"I usually propose a middle ground for breaking deadlocks."* The ROCI-II instrument provided reliable and valid findings of the Cronbach Alpha. Previous studies conducted identified a Cronbach Alpha for the ROCI-II ranging from 0.65 to 0.87 (Gross & Guerrero, 2000; Havenga, 2008; Rahim, 1983; Rahim & Psenicka, 2002). Havenga (2008) and Havenga, Visagie, Linde, and Gobind (2012) found an acceptable Cronbach Alpha coefficient for the South African context ranging from 0.65 to 0.83.

Turnover Intention: The intention to stay or leave was measured by the adapted Turnover Intention Scale of Bothma and Roodt (2013). Bothma and Roodt (2013) initially used the 15-item turnover scale developed by Roodt (2004), consequently testing the psychometric properties of a 6-item version (TIS-6). An example of an item is *"How often have you considered leaving your job?"* or *"How often do you look forward to another day at work?"* Cronbach Alphas, specifically related to the first turnover intention scale, were found between the ranges of 0.90 to 0.91 (Jacobs, 2005; Martin, 2007; Martin & Roodt, 2008). However, the TIS-6 provided a Cronbach Alpha coefficient of $\alpha = 0.80$ (Bothma & Roodt, 2013).

Perceived Employability: Perceived Employability was measured using a measurement compiled from measurements by Mowday, Steers & Porter (1979) and Allen & Meyer (1990). Seven items were used on a 5-point Likert scale ranging from 1 (totally disagree) to 5 (totally agree). An example of items is *"I do not feel emotionally attached to the organisation,"* and *"I feel that I would easily get a job outside of my current organisation."*

1.4.6 Research Procedure

The researcher first presented the research proposal to the research committee of the North-West University which included a thorough description and presentation of the purpose, the significant contribution of the study, and the process followed regarding the research study. Following the approval of the research committee, the researcher requested approval from the ethics committee. As soon as the agreement to commence with the research study was achieved by both parties, the researcher moved to the subsequent steps of the research study. As previously mentioned, the sample consisted of employees from various job titles, backgrounds and biographical differences that were recruited based on a simple random sampling technique. In other words, all employees have an equal chance of inclusion in the study (de Vos, Strydom, Fouché, & Delport, 2011).

Pencil and paper booklets were compiled for the sample. The questionnaires included information relating to the purpose and aim of the study, the informed consent, the amount of and description of the measuring instruments, the instructions to complete the questionnaires, and the amount of time to complete the questionnaires. A covering letter accompanied the questionnaire to explain the research process and the participant was provided with sufficient time to read through the letter and provide consent to take part. A period of three weeks was given to the participants to complete the questionnaires. Following the three-week period, the researcher obtained all the pencil and paper booklets and commenced with the statistical analysis process.

1.4.7 Statistical Analysis

The Statistical Package for Social Science (SPSS) Version 24 and AMOS Version 24 were used to do the statistical analysis, with the assistance of a statistician from North-West University.

Descriptive statistics was done that included frequencies, skewness, kurtosis, inferential statistics, means and standard deviations (de Vos et al., 2011). This enabled the researcher to assign importance to the data that was gathered as well as to do the interpretation of the gathered data. Screening of the data was done as well as preliminary analysis. A Confirmatory Factor Analysis (CFA) was done as well as Structural Equation Modelling (SEM). The CFA was used to verify factor structure of the variables obtained this was essential to show the fit between the measurement models for each concept to fit the data (Suhr, 2006). SEM was used to study the structural model to indicate the relationship between the latent variables (Harrington, 2009). The SEM was also used to test the hypothesis in the study. SEM and CFA were used to assess the reliability and the validity of the study. In this study, an ANOVA (Analysis of Variance) as well as T-Tests were used. After all the data was captured the researcher did a regression analysis to

understand the relationship between leaderships conflict handling styles, turnover intention and perceived employability of employees.

1.5 Ethical Considerations

The researcher complied with various ethical considerations which served as the guideline or standard on how the research was conducted to maintain a moral and humane approach towards the participants' greater wellbeing and interest (de Vos et al., 2011; Kimmel, 2009). As such, the following ethical aspects were reflected upon before the commencement of the research study:

Avoidance of harm/Beneficence: This aspect relates itself to the physical and emotional damage that may take place because of the research (Bryman & Bell, 2011; Mertens & Ginsberg, 2009; Newman & Kaloupek, 2009). The researcher ensured that the participants' physical wellbeing, opinions, interests and views were protected (Babbie, 2007). Therefore, the researcher provided participants with the opportunity to voluntarily take part in this study, eliminating those participants that were deemed vulnerable, and used the participants' data in an anonymous manner (Kimmel, 2009). Also, not only can the participants be harmed, but also the researcher. Therefore, the researcher took cognisance of potential risks that could have arisen during negotiations to gain access to the research field. The researcher made sure to continuously weigh the costs and benefits incurred in conducting the research and possibly taking another course of action if harm was being done (Ritchie & Lewis, 2003).

Voluntary participation: It was crucial to indicate to the participants that their involvement in the study was strictly voluntary and that, at any given time, they might withdraw from the study. Before the research study, the participants were made aware of the research purpose, objective, implications and process so as to enable them to make an informed decision regarding their participation (de Vos et al., 2011; Punch, 2013). Following the process, the participants had the opportunity to decide on whether they wanted to continue to take part or not as the researcher did not force them in any manner (Rubin & Babbie, 2005).

Informed consent: The ethical consideration of informed consent required the researcher to thoroughly and comprehensively inform the participants of the research process and purpose implications, advantages, disadvantages, timeline for the research, considerations, and their roles and responsibilities in respect to the research so as to enable them to choose to take part or not (Bryman & Bell, 2011; Grinnell & Unrau, 2008; Ritchie & Lewis, 2003). Not only was verbal consent required, but also written permission. Written consent is a written account whereby the participant provides consent by means of signing a document. Before the commencement of the actual research, the researcher ensured that all the participants completed the informed consent,

after which the researcher stored all the completed informed consent letters in a safe and secure password-protected location (de Vos et al., 2011; Denzin & Lincoln, 2011).

Deception: This referred to the aspect of misleading, misguiding the participants by means of providing incorrect, insufficient or inadequate information, as well as withholding information pertaining to the research study (de Vos et al., 2011; Stuwig & Stead, 2001). Deception can occur in the form of factual or emotional misleading (de Vos et al., 2011; Kimmel, 2009; Punch, 2014). Therefore, the researcher took deliberate steps to ensure that the participants were well-informed, and that the ethics committee approved the research before the commencement of the study. Also, the researcher continually reflected on the research process so as to take cognisance of information that might emerge during the research study that might be deemed as crucial to deception practices. As such, the researcher would have immediately informed the participants when such information presented itself.

Privacy, anonymity, and confidentiality: These three aspects, which work interchangeably, were crucial to take into consideration during the research study as significant harm could have been done if steps were not taken to ensure the privacy, anonymity and confidentiality of the participants (de Vos et al., 2011; Mertens & Ginsberg, 2009). Hence, the researcher ensured to keep the information of the participants private and anonymous as to not disclose any opinions, documents or information without the consent of that participant. The names of the participants were not requested on the informed consent, only biographical information pertaining to age, gender, language, education, among others. Confidentiality was maintained by keeping all the documents in a safe location, whereby the researcher, only, had access to the records.

1.6 Chapter Division

The chapters in this dissertation are presented as follows:

Chapter 1: Introduction.

Chapter 2: Research Article 1.

Chapter 3: Research Article 2.

Chapter 4: Conclusions, limitations and recommendations.

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CHAPTER 2 RESEARCH ARTICLE 1

ARTICLE 1: LEADERSHIP'S CONFLICT HANDLING STYLES AND THE INFLUENCE ON TURNOVER INTENTION.

ABSTRACT

This article's objective was to assess the relationship between conflict handling styles regarding leadership and employee's turnover intention through (i) assessing the relationship between conflict handling styles regarding leadership and employee's turnover intention in an organisation; (ii) developing a model that will link the relationship between conflict handling styles regarding leadership and employee's turnover intention in an organisation; and (iii) determining if conflict handling style is the predicting variable between conflict handling style and employee turnover, and to make recommendations for future research. One hundred and eighteen individuals were sampled from a leader in the banking industry. Three questionnaires were used to collect data for this article, namely Biographical Information, The Rahim Organizational Conflict Inventory-II (ROCI-II) and the Turnover Intention Scale of Bothma and Roodt, (2013). SPSS (Statistical Package for Social Science) and AMOS were used. Descriptive statistics, Inferential Statistics, CFA, SEM, ANOVA's and T-Tests were used. The results in Article 1 (Chapter 2) indicated that there is a correlation between constructs, but it is not always positive and that conflict handling style is not a predictor of turnover intention. A structural model is also shown.

2.1 Introduction

The business environment's ever-changing nature breeds conflict and negative feelings on the one hand, and supplies energy and feelings of achievement on the other (Rau-Foster, 2017). Conflict that arises in the organisation can cause stress for employees, thus making them less productive. When this happens, it can demotivate employees and result in employees leaving the organisation sooner than expected (Deyoe & Fox, 2012). When it comes to defining conflict, it frequently goes side-by-side with people's mental stance and prejudgments (Abdulsalam, Baba, & Adam, 2006). Conflict in this article will be defined as by Mohammed (2006), who considers conflict as the result of disagreement that is based on a belief structure and discernments that are a threat to people's realisation of their goals. Businesses need to take informed decisions to have their employees perform optimally as employees are the organisation's best asset (Shah, Horne, & Capella, 2012). They especially need to assess their employees as there are currently four generations working side by side in organisations that result in a very diverse workplace setting (Deyoe & Fox, 2012). It is suggested by Sacks (2006, p. 72), that if organisations do not

assess these diverse workplace settings and take the necessary action, the conflict will result in an increased turnover, less productivity and more irritable employees that will eventually affect the organisation's bottom line. A study done by Schwartz, Bohdal-Spiegelhoff, Gretczko and Sloan (2016), showed that 26% of employees believed that employees should be the organisation's priority, and not finances. Ideally, leadership in all levels of the organisation should possess skills to work with diverse employee settings to lessen the employee turnover in an organisation (Schwartz, Bohdal-Spiegelhoff, Gretczk, & Sloan, 2016). Turnover intention as referred to in this article can be defined as the precursor variable of an organisation's employees leaving the organisation (Zhuang, Jianmu, & Pengju, 2017).

Realistically employee turnover will negatively affect the organisation's bottom line as Vittee (2017) explains. This makes employees even more vital in achieving organisational goals. All organisations experience employee turnover; it is not organisation or industry specific (Mobscot Corporation, 2011). Leadership has been seen to play a major role in creating organisational conflicts and resulting in employees leaving the organisation (Goldman, Cropanzano, Stein, & Benson, 2008). Blake (2006), also shows this as he has identified that the main reason that employees leave the organisation is a conflict experience with their immediate manager. A recent study by Schwartz et al. (2016) shows that 76% of millennials employed in emerging markets have expressed the desire to leave their jobs by 2020. Internationally, statistics show that 66% of millennials are expected to leave their organisations in the next five years (Schwartz, Bohdal-Spiegelhoff, Gretczko, & Sloan, 2016). There are common sayings such as "employees don't quit their job, they quit their boss" (Montenegro, 2016), now also re-phrased as "people leave managers and not their jobs".

Greenwood (2010, p. 42) states that there is always the probability of conflict when it comes to managing a very age-diverse organisation (Murphy, Gibson, & Greenwood, 2010). The banking sector in South Africa contributes to around 160,000 job opportunities, 85% of which are at the four largest banks in SA, which makes it a very large and diverse working sector (BankSETA SSP, 2013). Conflict is almost unavoidable when you place together employees that have different views, different ages, different backgrounds and different approaches to doing business in the same environment (Chartered Institute for Personnel and Development, 2015).

The cost of conflict to organisations is commonly associated with the saying that time is money. One of the most visible instances of time spent on conflict is the time spent on the resolution of conflict, time that could instead be used to achieve other goals (CPP, 2008). Everyone has a different way in which they handle a conflict situation. Conflict handling styles have been studied in many different instances. These include but are not limited to conflict management styles based on emotional intelligence (Morrison, 2008), interpersonal conflict (Rahim, 1983), gender roles (Portello & Long, 1994) and cultural values (Gunkel, Schlaegel & Taras, 2016). When you are

confronted with conflict, there are several ways in which it can be resolved. If one does not handle the conflict with the utmost importance, it could easily escalate into more serious problems for the organisation and the employees involved with it (Tyler, Lind, & Huo, 2000).

Turnover intention has been studied together with different fields such as occupational self-efficacy (Schyns, Torka & Gössling, 2007) and absenteeism (Staufenbiel & König, 2010). De Cuyper, Mauno, Kinnunen, & Mäkikangas (2011) suggested adding another factor to the equation of turnover and employability. For the abovementioned reason, this article will assess the relationship between conflict handling styles regarding leadership and employees' turnover intention. This will be done through assessing the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation and to develop a model that will link the relationship between conflict handling styles regarding leadership and employee's turnover intention in an organisation. It will also determine if conflict handling style is the predicting variable between conflict handling style and employee turnover and to make recommendations for future research.

2.2 Research Objectives

2.2.1 General Objective and Hypothesis

To assess the relationship between conflict handling styles regarding leadership and employees' turnover intention.

2.2.2 Specific Objectives and Hypothesis

- To assess the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation;
- To develop a model that will link the relationship between conflict handling styles regarding leadership and employee's turnover intention in an organisation;
- To determine if conflict handling style is the predicting variable between conflict handling style and employee turnover; and
- To make recommendations for future research.

H0: There is a positive relationship between Conflict Handling Styles regarding leadership and Turnover Intention.

H1: Conflict Handling Style is the predicting variable between conflict handling style and employee turnover.

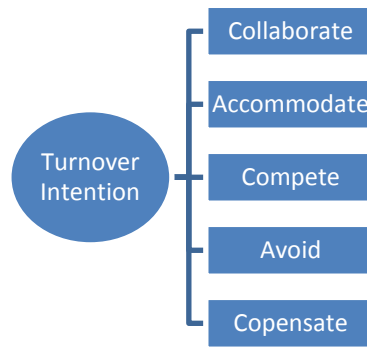


Figure 2-1: Proposed Structural Model between Conflict Handling Styles and Turnover Intention

2.3 Research Method

2.3.1 Research design and participants

This article was a quantitative study with a cross-sectional survey design. This worked best to study participants at a single point in time (de Vos, Strydom, Fouché, & Delpont, 2011). A Non-probability sampling technique was used as it was based on the participants' availability to take part in the study (de Vos et al., 2011). The participants in this study consisted of $n=118$ leadership and employees that differ in job titles, age, cultures and races. Surveys were distributed in hard copy to participants, accompanied by an explanation sheet.

The table below shows the characteristics of the participants that partook in the study.

Table 2-1: Characteristics of the Participants (N=118)

<i>Item</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	Male	39	33.6%
	Female	77	66.4%
<i>Ethnic Background</i>	White	20	17.2%
	Black	65	56%
	Coloured	28	24.1%
	Indian	3	2.6%
<i>Home Language</i>	English	30	27%
	Afrikaans	20	18%
	Setswana	8	7.2%
	Sesotho	8	7.2%
	IsiXhosa	9	8.1%
	isiZulu	23	20.7%
	SiSwati	4	3.6%

<i>Item</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>	
<i>Highest Qualification Attained</i>	Xitsonga	1	0.9%	
	Sepedi	8	7.2%	
	Matric	57	48.3%	
	Certificate	26	22%	
	Diploma	31	26.3%	
	Undergraduate Degree	2	1.7%	
	Post Graduate Degree	2	1.7%	
<i>Marital Status</i>	Single	57	48.3%	
	Married/Living Together	58	49.2%	
	Divorced	3	2.5%	
<i>Years in Service</i>	<1	24	20.7%	
	1-3	26	22.4%	
	4-7	39	33.6%	
	8-15	20	17.2%	
	16-30	7	6%	
<i>Job Level</i>	Medical Underwriter	6	5.1%	
	Claims Assessor	31	26.5%	
	Claim Authoriser	4	3.4%	
	New Business Assistant	18	15.4%	
	Team Leader	2	1.7%	
	Manager	6	5.1%	
	Call Centre Agent	38	32.5%	
	Group Life Assessor	1	0.9%	
	Other	11	9.4%	
	<i>Division or Department</i>	Claims	36	31.3%
Underwriting		9	7.8%	
New Business		10	8.7%	
Data Processing		21	18.3%	
Call Centre		36	31.3%	
Other		3	2.6%	
<i>No of People That Report to Participant</i>		0	90	79.6%
		1-5	16	14.2%
		6-10	3	2.7%
		11-15	1	0.9%
	16-20	1	0.9%	

<i>Item</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
	21-25	2	1.8%

From Table 2-1 above it is evident that most of the participants that took part in this study were Females (66.4%), with a Black Ethnic background (56%), with an English home language (27%). The highest qualification that most participants had was matric (48.3%), with marital status married or living together (49.2%). Most of the participants' years in service were 4-7 years (33.6%), and job level was Call Centre Agents (32.5%). Claims and Call Centre Agents came in together with regard to department or division that the participant works in at 31.3%. Most participants did not have someone that reports to them (79.6%). The mean age at their last birthday for the participants in this study was 32 years. The youngest participant in this study was 18 years of age and the oldest 56 years of age.

2.3.2 Measuring instruments

In this article, the Rahim Organizational Conflict Inventory-II is used. Rahim, 1983, created this 28-item questionnaire used to measure conflict handling styles. The ROCI-II was designed by Rahim to measure five independent styles of handling conflict, namely Integrating, Obliging, Dominating, Avoiding, and Compromising (Rahim, 1983).

Integrating (IN) also known as Collaborating, is seen to have a high concern for self and others involved in the conflict and wanting an outcome to be collaboration between the parties involved (Rahim, 1983).

Obliging (OB) also known as Accommodating, has a low concern for self and a high concern for others involved in the conflict and will often play down the differences involved to satisfy the other party that is involved in the conflict (Rahim, 1983).

Dominating (DO) has a high concern for self and a low concern for other parties involved in the conflict and will try to force a win to one's position (Rahim, 1983).

Avoiding has a low concern for self as well as the other party involved in the conflict and will often withdraw out of the conflict (Rahim, 1983).

Compromising involves a moderate concern for self as well as the other party concerned in conflict, which will result in give-and-take or sharing (Robbins, 1996).

The 28 items present in the ROCI-II were rated on a 5-point Likert Scale, ranging from 1 (Strongly Agree) to 5 (Strongly Disagree) (Rahim & Magner, 1995)

This questionnaire included questions such as:

- Integrating conflict management style will be measured by questions such as: *“I try to work with my supervisor to find a solution to a problem that satisfies our expectations.”*
- Obliging conflict management style will be measured by questions such as: *“I usually allow concessions to my supervisor.”*
- Dominating conflict management style will be measured by questions such as: *“I am generally firm in pursuing my side of the issue.”*
- Avoiding conflict management style will be measured by questions such as: *“I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings.”*
- Compromising conflict management style will be measured by questions such as: *“I negotiate with my supervisor so that a compromise can be reached.”*

The Turnover Intention Scale of Bothma and Roodt (2013) was used in this article. The TIS-6 was used and not the 14-item scale. This was measured on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questions were as follows:

- *“How often do you dream about getting another job that will better suit your personal needs?”*
- *“How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?”*
- *“How often have you considered leaving your job?”*
- *“How likely are you to accept another job at the same compensation level should it be offered to you?”*
- *“To what extent is your current job satisfying your personal needs?”*
- *“How often do you look forward to another day at work?”*

Two of these questions were reversed scored.

2.4 Statistical Analysis

SPSS Version 24 and AMOS Version 24 were used to conduct the statistical analysis for this study with the aid of a statistician from North-West University. Descriptive Statistics were done to show frequencies, means and standard deviations that made it possible to do an interpretation of the data (de Vos et al., 2011). The data was screened, and a preliminary analysis was done. CFA was done together with SEM, which was done to show reliability and the validity of the data through assessing the Cronbach Alpha coefficients and to show the fit of the measurements (Suhr, 2006). SPSS was also be used to assess the descriptive statistics and correlations that include but are not limited to frequency, percentages, means, standard deviation, kurtosis and

skewness. ANOVAs and T-Tests were used in this study. If the analysis showed low reliability and validity a factor analysis was done.

2.5 Results

Table 2-2: Kaiser-Meyer-Olkin Measure and Bartlett's Test of Sphericity

		ROCI - II	TIS 6
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.769	0.710
Bartlett's Test of Sphericity	Approx. Chi-Square	1655.068	200.154
	Df	378	15
	Sig.	0.000	0.000

ROCI – II – Rahim Organisational Conflict Handling Inventory (Conflict Handling Styles)

TIS 6 – Turnover Intention Scale (Turnover Intention)

The results in Table 2-2 show that the Kaiser-Meyer-Olkin (KMO) measure was higher than 0.6, which indicates $p < 0.001$ (Cerny & Kaiser, 1977). The Bartlett's Test of Sphericity is significant for both measures as it is below 0.5 (Gorsuch, 1973). This implies that factor analysis is appropriate.

Total variance explained as per Annexure Table 4: Total Variance Explained ROCI - II results show that the initial eigenvalues indicated that the first factor explained 27.396% of the variance. Factors two to seven explained 13.372%, 8.452%, 6.516%, 5.089%, 4.276% and 3.913% of the variance. Based on the Kaiser's criterion (Yong & Pearce, 2013), it shows seven factors that are meaningful for conflict handling styles. The cumulative value of the seven components is 69.014%. These seven components explain most of the variants in this set of data.

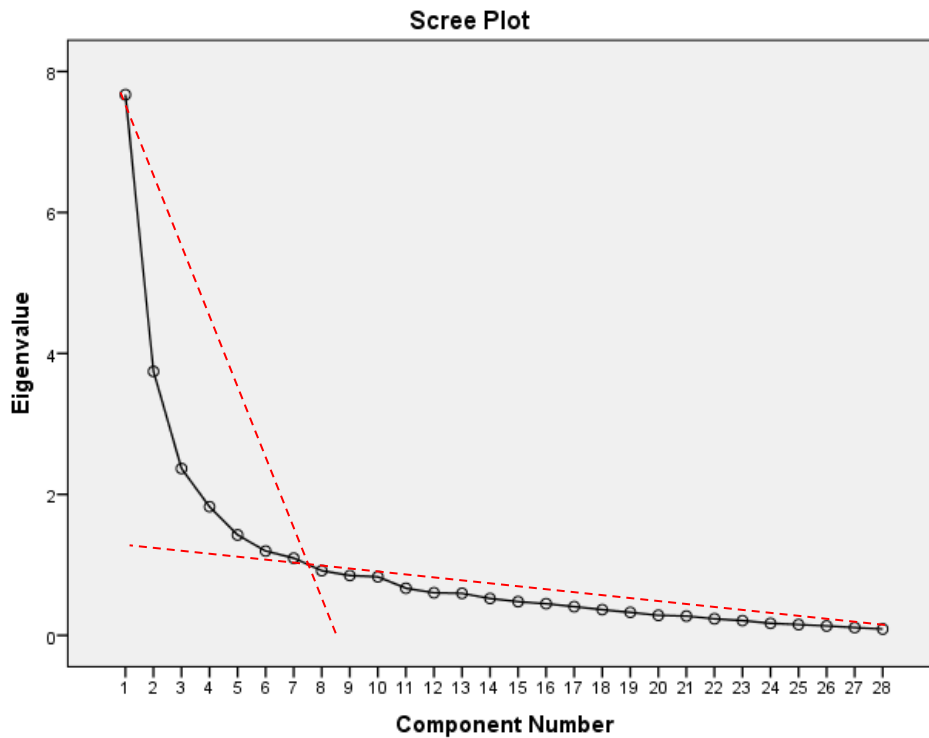


Figure 2-2: SPSS Scree Plot Indicating Seven Factors

The communalities as per Annexure Table 5: Communalities gives us the information about how much of the variants in each item are explained, or in other words, how well each item in the tool explained the variants. Low values of 0.3 and lower do not fit well with the other items in its component (Hwang, Tomiuk & Takane, 2009). As per the communalities table in Annexure Table 5: Communalities all the extraction values are high, which indicates that they are good extraction values. The pattern matrix in Annexure Table 7: Pattern Matrix^a shows the loadings. No additional components will be disregarded as there are five or more items loaded under them. Values between minus 1 and plus 1 is used in the Pattern Matrix^a, the minus indicates that it is the opposite of the indication (Hwang, Tomiuk & Takane, 2009). In Annexure Table 9: Component Correlation Matrix it shows the correlation or strength between the seven components. The strength of the components is quite low as only one is above 0.3.

The reliability analysis in Annexure Table 10: Reliability Analysis Collaborating Conflict Handling Style. displays the seven items for the Collaborating Conflict Handling Styles with a Cronbach Alpha of 0.869 that showed that the scale is reliable (Cronbach, 1951). Based on the above table all seven items were retained. Six items for the Accommodating Conflict Handling Styles with a Cronbach Alpha of 0.841 showed in Annexure Table 11: Reliability Analysis Accommodating Conflict Handling Style that the scale is reliable (Cronbach, 1951). Based on the above table all six items were to be retained. The five items for the Competing Conflict handling style Annexure

Table 12: Reliability Analysis Competing Conflict Handling Style have a Cronbach Alpha of 0.706 that showed that the scale is reliable (Cronbach, 1951). Based on the above table all five items were retained. The six items for the Avoiding Conflict handling style Annexure Table 13: Reliability Analysis Avoiding Conflict Handling Style with a Cronbach Alpha of 0.759 that showed the scale as reliable (Cronbach, 1951). Based on the above all six items were retained.

The reliability analysis Annexure Table 14: Reliability Analysis Compromising Conflict Handling Style displays the four items for the Compromising Conflict handling styles with a Cronbach Alpha of 0.681 that showed that the scale is reliable, this is based on Cronbach (1951). Based on the above all four items were retained. Annexure Table 21: Reliability Analysis Turnover Intention Scale indicates for the six items of the Turnover Intention Scale that it has a Cronbach Alpha of 0.760 that indicates that the scale is reliable (Cronbach, 1951). Based on the table above all six items were retained.

Table 2-3: Goodness-of-Fit (Conflict Handling Style – Turnover Intention)

Model	CMIN/DF	CFI	RMSEA	LO 90	HI 90
Conflict Handling Style – Turnover Intention	2.595	.576	.117	.109	.124

As per Goodness of Fit (Table 2-3), the model loaded well for Conflict Handling Style and Turnover Intention. According to the table CMIN/DF = 2.595, CFI = 0.575, RMSEA = 0.117, LO90 = 0.109, Hi 90 = 0.124. Two of the measures loaded heavy. This could be because of the high correlations. A recommendation would be to use a larger data set in the South African context and to standardise it. For the purpose of this study, we will work with the model as is. The sample size is small in this study. These results do not support H1, as Conflict Handling Styles Predicting Turnover Intention was not a good fit to the data as above.

Four of the five constructs of conflict handling styles correlate positively with turnover intention in the Spearman’s correlation coefficient as seen in Annexure Table 26: Spearman's Rank Correlation Coefficient. Collaborate, and TI (Turnover Intention) has a negative correlation. As per Standardised Regression Weights, Annexure Table 16: Standardised Regression Weights, it is evident that factor loadings are all statistically significant. Regarding H0 the relationships between the conflict handling styles and TI are not all positive relationships.

Table 2-4: Cronbach’s Alpha Coefficients and Descriptive Statistics

Item	M	SD	α
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Collaborate	4.1704	0.67833	0.869
Accommodate	3.6185	0.78549	0.841
Compete	2.7959	0.81894	0.706
Avoid	3.3953	0.83664	0.759
Compromise	3.6588	0.68814	0.681
Turnover Intention	3.0589	0.88116	0.760

Cronbach Alpha coefficients are considered acceptable when they are $\alpha > 0.70$ (Nunnally and Bernstein, 1994). Table 2-4 indicates it becomes evident that variables are normally distributed. The constructs indicated the following Cronbach Alphas (Collaborate = 0.869, Accommodating = 0.841, Competing = 0.706, Avoiding = 0.759, Compromising = 0.861, Turnover Intention = 0.760).

This is based on Spearman's Rank Correlation Coefficient that was done between Conflict Handling Styles and Turnover Intention. This is indicated in Annexure Table 26: Spearman's Rank Correlation Coefficient. Fields marked with *** show that the correlation is practically significant. A positive outcome shows that if the one rises so will the other, where a negative outcome shows that if the one rises the other will decline.

Interpretation done was based on the inclusion of the five components of conflict handling styles as well as one component from turnover intention. The components are Collaborate, Accommodate, Compete, Avoid, Compromise and Turnover Intention.

Relationships with Collaborate indicated a positive practically significant relationship with a large effect with Compromise. It also indicated a positive practically significant relationship with a medium effect with Accommodate.

Relationships with Accommodate indicated a positive practically significant relationship with medium effect with Avoiding, Competing and Collaborating Conflict handling style. Accommodate also shows a positive practically significant relationship with large effect with Compromising Conflict Handling Style.

Relationships with Compete indicated a positive practically significant relationship with medium effect with conflict handling styles of Accommodate & Compromise.

Relationships with Avoid indicated that there was a positive practically significant relationship with Accommodate, Compromise and Turnover intention of medium effect.

Relationships with Compromise indicated a positive practically significant relationship of medium effect with Compete & Avoiding Conflict Handling Styles. There was also positive practically

significant relationship with large effect with conflict handling styles of Collaborating and Accommodating.

Relationships with Turnover Intention indicated a positive practically significant relationship to medium effect with Avoiding Conflict handling style.

As per covariances table in Annexure Table 17: Covariances all but three correlations were statistically meaningful. These correlations are positive. The three components that do not correlate are Collaborate and Compete, Collaborate and Avoid and Compete and Avoid. All estimate values were above 0.3 based on the standardised regression weights Annexure Table 16: Standardised Regression Weights. Thus, factor loadings are statistically significant for conflict handling styles.

Table 2-5: Regression Results Conflict Handling Styles and Turnover Intention

Items			Estimate	P
Turnover Intention	<---	Collaborate	-10.977	.946
Turnover Intention	<---	Accommodate	-3.601	.944
Turnover Intention	<---	Compete	-5.212	.948
Turnover Intention	<---	Avoid	-4.281	.951
Turnover Intention	<---	Compromise	17.162	.947

Based on Table 2-5 above, it becomes evident that none of the conflict handling styles are predictors of turnover intention as $p > 0.05$ for all constructs of conflict handling styles.

Based on the T-Test done on Question A2 & A6, relating to Gender and Marital Status the following results followed as indicated in Annexure Table 27: T – Test QA2 and Annexure Table 28: T-Test QA6. The p-value for the T-Tests for Gender & Marital Status was $p > 0.05$, not showing statistical significance. Thus, none have a unique influence, which could be a result of large correlations. This indicated that there was no real difference between the results for these groups. An ANOVA was done based on Language, Ethnic Background and Division. For Language, it indicates that there is no statistically meaningful difference. There is also no practically significant meaning, and there is no effect. Based on Ethnic Background it indicates the White employees are more ‘competing’ than Coloured employees and that Coloured employees are more ‘avoiding’ than White employees. The results for Division indicated no associations for this article. ANOVAs are indicated in Annexure Table 29: Language descriptive and ANOVA, Annexure Table 30: Ethnic Background Descriptive and ANOVA & Annexure Table 31: Division Descriptive and ANOVA

2.6 Discussion

The objective of this study was to assess the relationship between conflict handling styles regarding leadership and employee's turnover intention through (i) assessing the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation. (ii) developing a model that will link the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation. (iii) determining if conflict handling style is the predicting variable between conflict handling style and employee turnover, and to make recommendations for future research. Conflict Handling Styles were measured through the ROCI – II by Rahim (1983), and Turnover Intention through Botma and Roodt (2013) TIS – 6. The ROCI – II consisted of five components of Collaborating, Accommodating, Competing, Avoiding and Compromising. The TIS – 6 consisted of one component.

SPSS and AMOS Version 24 was used for the statistics that included descriptive statistics, inferential statistics, CFA, SEM. A Goodness-of-Fit was also done for this study.

The first objective of this study was to assess the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation. In the significant correlations between conflict handling styles regarding leadership and turnover intention there were some practically significant (large effect) links such as the link between Compromise and Accommodate and Compromise and Collaborate. There are minor correlations (statistically significant and practically significant to a medium effect) that exist that indicate a link between the two concepts. Regarding the relationship between the five conflict handling styles and turnover intention only one practically significant link exists with medium effect between turnover intention and avoidance.

As mentioned above there are some links that are practically significant regarding the relationship between conflict handling styles and turnover intention. The correlation that was found was an r -value of 0.271 between Avoiding and Turnover Intention. This can indicate that the higher the employees' Avoiding Conflict handling style the higher the TI of the employee will be. Knowing that this conflict handling style influences employees' Turnover Intention, organisations could direct more attention towards assisting with this conflict handling style in the organisation that will in the end save the organisation money, time and resources.

Collaborating and TI has a negative link. This indicates that the more collaborating the employee is the less turnover intention they will possess. Collaborating and turnover intention is the only negative link between the five concepts of conflict handling styles and turnover intention. All the other links are positive, which indicates that when the conflict handling style is higher the Turnover

Intention will be higher. The link between Turnover Intention and Collaborate, Accommodate, Compete and Compromise is small. As not all relationships are positive between conflict handling styles and turnover intention the H0 hypothesis must be invalid.

The correlations between the five components, turnover intentions, age, highest qualification, years in service and number of persons that report directly to you, indicated a practically significant relationship between age and years in service ($r=0.560$), Accommodate and Collaborate ($r=0.291$), Competing and Age ($r=0.251$), Accommodate and Compete ($r=0.258$), Avoiding and Accommodating ($r=0.394$), Compromising and Collaborate ($r=0.601$), Accommodate ($r=0.531$), Compete ($r=0.335$) and Avoid ($r=0.250$).

This indicates that the older the person is the more likely they are to have more years in service and the more competitive the employees tend to be. This also indicates that the more accommodating employees are the more they tend to collaborate to handle conflict situations. The links also suggest that the more avoiding the employee is the more accommodating they will be in a conflict situation. If the employee is more compromising the employee could handle conflict situations in any of the following ways, since they correlate: collaborate, accommodate, compete or avoid. The correlation is statistically significant at $p<0.05$. The above thus indicates the relationship between conflict handling styles and turnover intention.

The next objective was to develop a model that will link the relationship between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation.

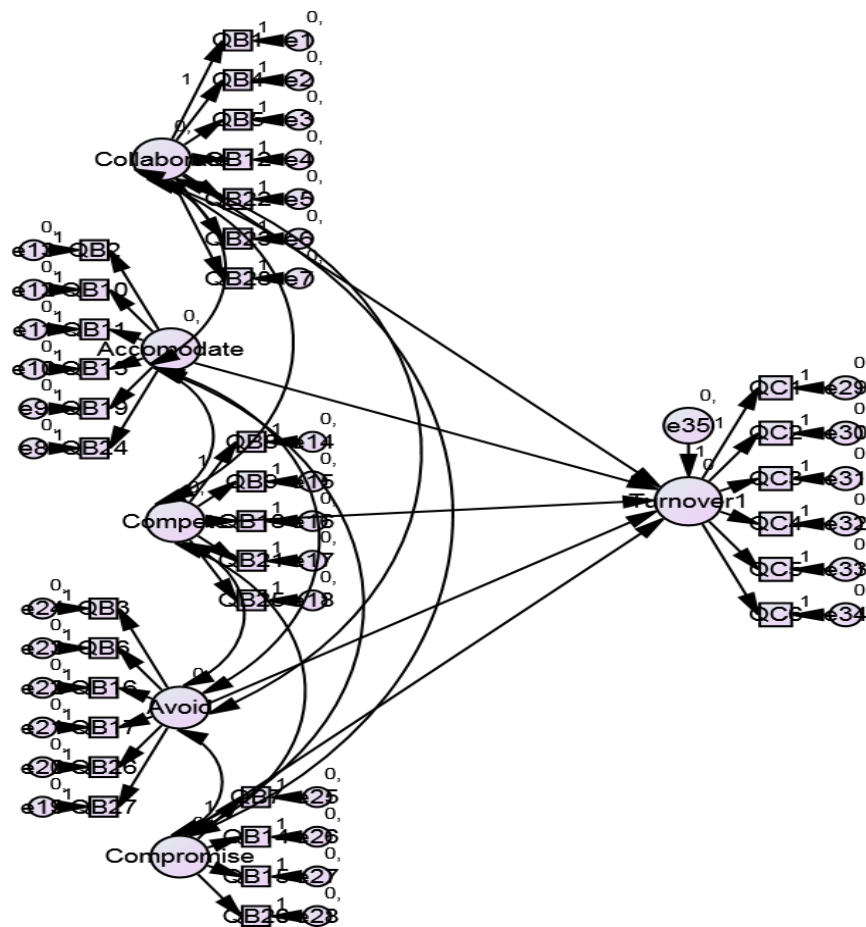


Figure 2-3: Structural Model between Conflict Handling Styles and Turnover Intention

Figure 2-3 indicates the relationships between the different components where significance was indicated between the constructs. The following objective was to determine if conflict handling style is the predicting variable between conflict handling style and employee turnover. The five components of conflict handling styles were measured individually against TI. If you assess the results it indicates that none of the components of conflict handling styles are a predictor of TI as $p > 0.05$. Thus, according to these results H1 has been considered null and void.

In conclusion to this article the relationship between conflict handling styles regarding leadership and employee's turnover intention was assessed, relationships between constructs conflict handling styles regarding leadership and employee's turnover intention in an organisation has indicated interesting results; Not all the relationships between Conflict Handling Styles regarding leadership and Turnover Intention are positive; thus, Hypothesis H0 is invalid. A structural model

was developed that links the relationship between the constructs as mentioned above. It was also confirmed that conflict handling style is not the predicting variable between conflict handling style and employee turnover, which indicates that *H1* is not valid. The results retrieved from this study produced interesting results, based on which recommendations and limitations will be discussed in Chapter 4.

2.7 References

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CHAPTER 3 RESEARCH ARTICLE 2

ARTICLE 2: LEADERSHIP'S CONFLICT HANDLING STYLES AND THE INFLUENCE ON PERCEIVED EMPLOYABILITY.

ABSTRACT

This article's objective was to broaden the understanding of conflict handling style regarding organisational leadership and its influence on employee turnover and perceived employability by (i) broadening the understanding of conflict handling style regarding leadership and the influence thereof on employee turnover and perceived employability; (ii) developing a model that illustrates the influence of conflict handling styles on employee turnover and turnover intention in an organisation; and (iii) determining if conflict handling styles are the predictor of perceived employability, and to making recommendations for the future. One hundred and eighteen individuals were sampled from a leading organisation in the banking industry. The questionnaires used to collect data for this article were Biographical Information, The Rahim Organizational Conflict Inventory-II (ROCI-II) and a Perceived Employability Measure compiled from measurements by Mowday, Steers and Porter (1979) and Allen and Meyer (1990). The Statistical Package for Social Science (SPSS) and AMOS were used. Inferential Statistics, Descriptive statistics, SEM, CFA, T-Tests and ANOVAs were used. In this article the results display that all three constructs have correlations that were both positive and negative. It was also established that conflict handling styles are not a predictor of employability, and a structural model is also shown.

3.1 Introduction

The troubled environment that organisations compete in is becoming more and more dynamic as organisations are constantly trying to be the best performing and most complete in their field (Dodd, 2003). A study done by Gangster (2005), shows that managers in organisations have challenging and demanding calendars at work. The Conflict Handling issues need consideration when looking at the role that leadership plays in an organisation as they have complex roles to fill when it comes to understanding human resources (Smith & Tonidandel, 2003). Conflict in an organisation that starts off as a small matter can intensify and become an overwhelming issue, which can result in an organisation losing money, can reduce employees' wellbeing and at worst even lead to violence (Coleman, 2003 & 2006). Leadership has for centuries played a part in organisations, where the different conflict handling styles and leadership often result in conflict between leadership and employees (Oladitan, Ajibua, Fashogbon, & Ajayi, 2014). Conflict is an

inherent variable when employees are required to work interdependently (Bradley, Anderson, Baur, & Klotz, 2015). According to Masemola (2011, p. 11), “for an organisation to function profitably and for the sustenance of its success, valuing of its human resources is fundamental”.

Turnover Intention of employees has increased rapidly. Turnover in the organisation can be voluntary or involuntary (Dess & Shaw, 2001). As individuals leave an organisation it does not only cost the organisation in replacement, training and productivity costs but most of all the organisation loses intellectual property (Stovel and Bontis, 2002). Apart from the above it also has an influence on the staff that stay as there are feelings of reduction in the organisation (Dess & Shaw, 2001). According to Hsu, Jiangm, Klein, & Tang (2003), when an employee has a high turnover intention the organisation is already being influenced by it, as the employee is not as productive in the position that they are in than at the time they had low turnover intention; this can adversely affect the organisation’s budget before the organisation becomes aware of this.

There is a wide variety of things that influence turnover intention in organisations. Lok and Crawford (2004) indicated that two of these are job satisfaction and procedural justice. A relationship between turnover intention and performance was also found, and high rates of turnover resulted in low performance in the organisation (Glebbeeck & Bax, 2004). An important aspect that Bertrand, Peters, Pérée and Hansez (2010, p. 214), bring into the equation of turnover intention is that they draw attention to the fact of how important it is to be able to manage and develop expertise in the organisation and then to retain the talent internally, as the effect on the business internally can range to more than double what that employee was earning dependent on job level and importance (Singh & Loncar, 2010).

Perceived Employability can be defined as an individual’s perception of their ability to obtain alternative employment outside the organisation (Berntson & Marklund, 2007). In an article in 2007 by Rothwell and Arnold, a distinguishing link is made between the two constructs of Employability and Turnover Intention (Rothwell & Arnold, 2007). Perceived Employability has been extensively researched, based on graduates (Qenani, MacDougall & Sexton, 2014; Rothwell, Herbert & Rothwell, 2007). De Cuyper, Mauno, Kinnunen and Mäkikangas, found in a study done in 2011 that if an employee has the belief that they are highly employable they will tend to search for work quicker when they have a turnover intention. De Cuyper and De Witte (2008) also indicate that the more employees perceive themselves as highly employable, the more they are capable of dealing with changes in the workplace such as new developments, so it is quite important for employees to feel that they are employable. In research done by Berntson, Näswall and Sverke (2010), a positive relationship between Turnover Intention and Perceived Employability was found. In 2011 research by De Cuyper, Mauno, Kinnunen and Mäkikangas (2011), also indicated a positive relationship, but documented it as weak.

Conflict Handling Styles have been studied in contexts like Emotional Intelligence (Morrison, 2008), Business Values and Management (McKenna, Richardson, 1995), Leader Power, Subordinate Conflict Handling Styles and Job Performance (Rahim, Antonioni, & Psenicka, 2001) and Personality Factors (Antonioni, 1998). Turnover Intentions have been studied in the contexts of Job Performance (Dane & Brummel, 2013) and Ethical Leadership Behaviour (Demirtas & Akdogan, 2015). Henry Ongori (2007) indicated that many studies have been done on turnover but little of those focus on the sources of Turnover Intention.

Employability has been studied in many instances alone (Virga, De Witte & Cifre, 2017) and paired with Transformational Leadership (Cheng, Bartram, Karimi & Leggat, 2016). Perceived employability has been studied in many instances such as students (Rothwell, Jewell & Hardie, 2009), health (Berntson & Marklund, 2007), job transitions (Forrier, Verbruggen, & De Cuyper, 2015), job insecurity (De Cuyper, Sulea, Philippaers, Fischmann, Iliescu, & De Witte, 2014), wellbeing (Van der Vaart, Linde, De Beer, & Cockeran, 2015). There is little to be found about perceived employability and conflict management styles.

3.2 Research Objectives and Hypothesis

3.2.1 General Objective

To determine the influence and relationship between conflict handling styles and employees' perceived employability.

3.2.2 Specific Objectives and Hypothesis

- To broaden the understanding of conflict handling style regarding leadership and the influence thereof on employee turnover and perceived employability;
- To develop a model that illustrates the influence of conflict handling styles on employee turnover and turnover intention in an organisation;
- To determine if conflict handling style is the predicting variable between conflict handling style and perceived employability; and
- To make recommendations for future research.

H0: Avoiding and Compete Conflict Handling style will have positive turnover intention.

H1: Collaborating, Compromising and Accommodating will have negative turnover intention

H2: Avoiding and Compete Conflict Handling style will have negative perceived employability.

H3: Collaborating, Compromising and Accommodating will have positive perceived employability.

H4: Turnover Intention and Perceived Employability will have a positive relationship.

H5: Conflict handling styles will not be the predicting factor between conflict handling styles and perceived employability.

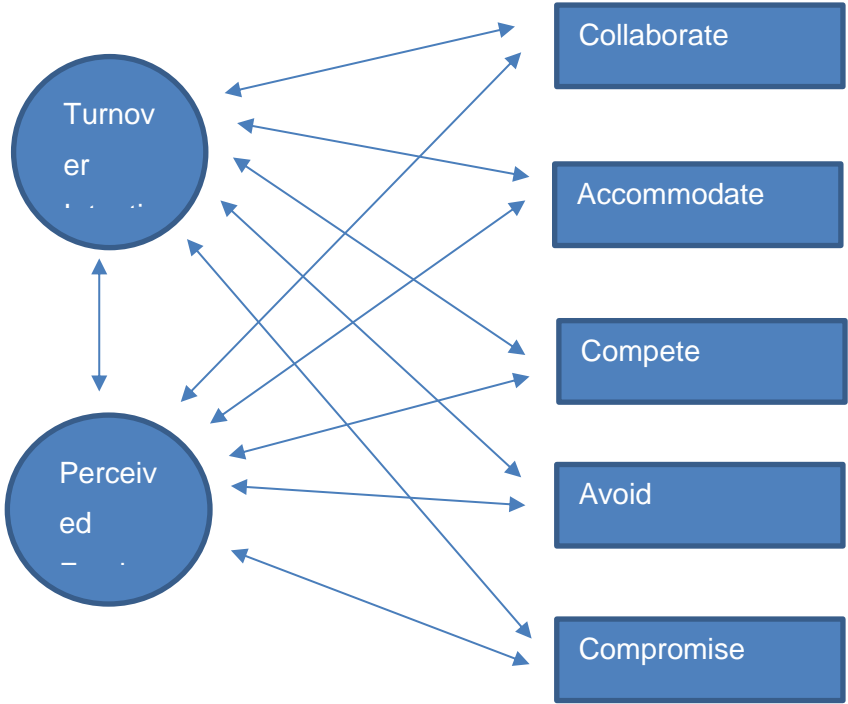


Figure 3-1: Proposed Structural Model between Conflict Handling Styles, Turnover Intention and Perceived Employability

3.3 Research Method

3.3.1 Research design and participants

This study was done using a quantitative cross-sectional survey design. It consisted of $n=118$ participants. A non-probability sampling technique was used, based on the individuals’ availability to take part in the study. The questionnaires were distributed as pen and paper hard copies, with an attached explanation sheet and introduction letter. The participants were diverse in terms of age, culture, race and job titles.

Table 3-1: Characteristics of the participants. (N=118)

<i>Item</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	Male	39	33.6%
	Female	77	66.4%
<i>Ethnic Background</i>	White	20	17.2%
	Black	65	56%
	Coloured	28	24.1%

<i>Home Language</i>	Indian	3	2.6%
	English	30	27%
	Afrikaans	20	18%
	Setswana	8	7.2%
	Sesotho	8	7.2%
	IsiXhosa	9	8.1%
	isiZulu	23	20.7%
	SiSwati	4	3.6%
	Xitsonga	1	0.9%
	Sepedi	8	7.2%
<i>Highest Qualification Attained</i>	Matric	57	48.3%
	Certificate	26	22%
	Diploma	31	26.3%
	Undergraduate Degree	2	1.7%
	Post Graduate Degree	2	1.7%
	<i>Marital Status</i>	Single	57
Married/Living Together		58	49.2%
Divorced		3	2.5%
<i>Years in Service</i>	<1	24	20.7%
	1-3	26	22.4%
	4-7	39	33.6%
	8-15	20	17.2%
	16-30	7	6%
<i>Job Level</i>	Medical Underwriter	6	5.1%
	Claims Assessor	31	26.5%
	Claim Authoriser	4	3.4%
	New Business Assistant	18	15.4%
	Team Leader	2	1.7%
	Manager	6	5.1%
	Call Centre Agent	38	32.5%
	Group Life Assessor	1	0.9%
	Other	11	9.4%
	<i>Division or Department</i>	Claims	36
Underwriting		9	7.8%
New Business		10	8.7%
Data Processing		21	18.3%

<i>No of People that report to Participant</i>	Call Centre	36	31.3%
	Oher	3	2.6%
	0	90	79.6%
	1-5	16	14.2%
	6-10	3	2.7%
	11-15	1	0.9%
	16-20	1	0.9%
	21-25	2	1.8%

Table 3-1 shows the study participants' characteristics. Females were more dominant at 66.4%, a Black Ethnic background was dominant at 56%. The dominant language was English (27%). The dominant qualification level was matric at 48.3%, married/living together was a slight majority of marital status at 49.2%, together accounting for almost half of the sample population. The organisations' employees fell mostly into the 4-7 years of service category (32.5%). Most employees fell in the division of Call Centre (32.5%). Both Call Centre and Claims had the same number of workers at 31.3%. The employees mostly had no one reporting to them at 79.6%. The ages in this study ranged from 18 to 56 years; thus the mean was at 32 years of age at their last birthdays.

3.3.2 Measuring Instruments

The Rahim Organizational Conflict Inventory-II also known as the ROCI-II was used. In 1983, Rahim created a 28-item questionnaire that could be used to measure conflict handling styles. Rahim created this questionnaire to measure five independent styles of handling conflict, namely Integrating, Obliging, Dominating, Avoiding and Compromising (Rahim, 1983).

Integrating or Collaborating is a conflict handling style that is used when people have a concern for both themselves and others (Rahim, 2000).

Obliging or Accommodating is mostly associated with playing down differences and stressing unity to show concern for the other person involved (Blake & Mouton, 1964).

Dominating or Competing is where there is a higher concern for their own interests and a low concern for other individual's interests (Rahim & Buntzman, 1990).

Avoiding has been linked with avoiding situations as the name suggests; here the individual has low concern for self as well as other individuals involved (Rahim & Buntzman, 1990).

Compromising as a conflict handling style is linked with both individuals compromising in some way, so a mutual and respectable outcome is reached (Gross & Guerrero, 2000).

A 5-point Likert Scale was used in the questionnaire that ranged from 1 - Strongly Agree to 5 - Strongly Disagree (Rahim & Magner, 1995).

This questionnaire included questions such as:

- *“I collaborate with my supervisor to come up with decisions acceptable to us”* – Integrating conflict management style.
- *“I try to satisfy the expectations of my supervisor”* – Obliging conflict management style.
- *“I use my influence to get my ideas accepted”* – Dominating conflict management style.
- *“I avoid an encounter with my supervisor.”* – Avoiding conflict management style.
- *“I try to find a middle course to resolve an impasse”* – Compromising conflict management style.

The TIS – 6, a Turnover Intention Scale developed by Bothma and Roodt in 2013, was used in this study. This is a scale that consists of six different items that were measured on a 5-point Likert Scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Two questions were reverse scored as indicated by Botma and Roodt. These questions were:

- *“How likely are you to accept another job at the same compensation level should it be offered to you?”*
- *“To what extent is your current job satisfying your personal needs?”*

Perceived Employability was measured using a compiled measurement. Mowday, Steers and Porter (1979) and Allen and Meyer’s (1990) measuring instruments were combined. This consisted of seven items on a 5-point scale. The scale ranged from 1 – Totally Disagree to 5 – Totally Agree. The items in the questionnaire included: *“I feel that I would easily get a job outside of my current organisation.”*

3.4 Statistical Analysis

The statistical analysis in this study was done with SPSS. Descriptive Statistics consisting of means, kurtosis, skewness, inferential statistics and standard deviations were used (de Vos et al., 2011). CFA was done, which was crucial to show the fit between the measurement models. SEM (Structural Equation Modelling) was done to display the relationship between the latent variables as well as to test the hypothesis. An Analysis of Variance and T-Tests were done together with a regression analysis to understand the relationship.

3.5 Results

Table 3-2: Kaiser-Meyer-Olkin Measure and Bartlett's Test of Sphericity

		ROCI - II	TIS - 6	Employability
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.769	0.710	0.638
Bartlett's Test of Sphericity	Approx. Chi-Square	1655.068	200.154	89.588
	Df	378	15	10
	Sig.	0.000	0.000	0.000

ROCI – II – Rahim Organisational Conflict Handling Inventory (Conflict Handling Styles)

Employability Measure

TIS 6 – Turnover Intention Scale (Turnover Intention)

Employability (Perceived Employability)

The results in Table 3-2 indicate that KMO (Kaiser-Meyer-Olkin) was 0.6 or higher in both measures (Cerny & Kaiser, 1977). The Bartlett's Test of Sphericity shows its significance in all the measures with readings of 0.0, which indicates $p < 0.001$. These indicate that the factor analysis as appropriate as it is a statistically significant value below 0.05.

In Annexure Table 4 total variance explained results indicate that the initial eigenvalues first factor explained 27.396% of the variance. The following factors explained two to seven as 13.372%, 8.452%, 6.516%, 5.089%, 4.276% and 3.913% variance. If using the Kaiser criterion, it shows that the first seven factors are meaningful for the measurement conflict handling styles. These seven components explain most of the data with a total variance of 69.014% for the components.

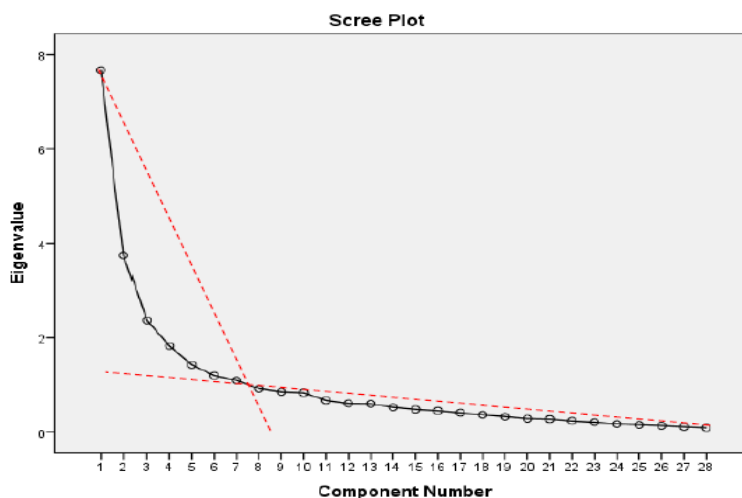


Figure 3-2: SPSS Scree Plot indicating seven factors

In the communalities table as per Annexure Table 5 variants are explained. According to Hwang, Tomiuk and Takane (2009), 0.3 and lesser readings are not suitable with other components, and in the table all extraction values are high. The pattern matrix in Annexure Table 7: Pattern Matrix^a indicates what the participants reported in the study. As per the above all components are kept as they all have five or more components. The Component Correlation Matrix shows all seven components as well as the correlations between them; with only one component above 0.3, the strength is regarded as low. In Appendix A the reliability analysis is shown for each of the five components of conflict handling styles. The Cronbach Alphas are as follows: Collaborating $\alpha=0.869$ (7), Accommodating $\alpha=0.841$ (6), Competing $\alpha=0.706$ (5), Avoiding $\alpha=0.759$ (6) and Compromising $\alpha=0.681$ (4). As per Cronbach (1951), the number of items in brackets for these components were retained as Cronbach Alphas of the items found to be reliable. The TIS-6 had a $\alpha=0.760$ with six items. These items were retained as the scale was found to be reliable.

As the reliability analysis in Annexure Table 24: Reliability Analysis Perceived Employability (Analysis 1) indicates for the seven items of Employability, it has a Cronbach Alpha of 0.473 that indicates that the scale is not reliable. Based on the table above two items will be removed to improve the Cronbach Alpha. As Annexure Table 25: Reliability Analysis Perceived Employability (Analysis 2) indicates for the five items of Employability Commitment it has a Cronbach Alpha of 0.660 that indicates that the scale is reliable (Loewenthal, 2004). As $\alpha < 0.7$, the inter-item correlation is 0.291. Based on the above two items (QD3 & QD5) were removed to improve the Cronbach Alpha. This was satisfactory, and no additional items were removed.

Table 3-3: Goodness-of-Fit (Conflict Handling Style – Employability)

<i>Model</i>	<i>CMIN/DF</i>	<i>CFI</i>	<i>RMSEA</i>	<i>LO 90</i>	<i>HI 90</i>
<i>Conflict Handling Style –Employability</i>	2.400	.607	.109	.101	.117

The Goodness-of-Fit Table 3-3 indicates that the model is well loaded for Conflict Handling Style and Employability. The results indicate CMIN/DF = 2.400, CFI = 0.607, RMSEA = 0.109, LO90 = 0.101 and Hi 90 = 0.117. Measurements CFI and RMSEA are heavily loaded, which could be because of high correlations. To improve this a bigger data set could be used. For this study we will work the model as it is. In Article 1 Table 2-3 indicates the Goodness-of-Fit between Conflict Handling Style and Turnover Intention.

As the Standardised Regression Weights Table 3-5 indicates that all factor loadings are statistically significant apart from QD6<---Employability with a $p > 0.001$ at 0.003. QA6 is related to marital status, based on Spearman’s correlation coefficient as seen in Annexure Table 26:

Spearman's Rank Correlation Coefficient. All but one correlation between conflict handling styles and TI is positive, the negative correlation is between TI and Collaborate. Four of the five components of conflict handling styles have a positive correlation with Employability. Avoiding conflict handling style and Employability have a negative correlation. This indicates that the more Avoiding the employee becomes the less perceived employability the employee has.

Table 3-4: Cronbach's alpha coefficients and Descriptive statistics

Item	M	SD	α
COLLABORATE	4.1704	0.67833	0.869
ACCOMMODATE	3.6185	0.78549	0.841
COMPETE	2.7959	0.81894	0.706
AVOID	3.3953	0.83664	0.759
COMPROMISE	3.6588	0.68814	0.681
TURNOVER INTENTION	3.0598	0.88116	0.760
EMPLOYABILITY	3.2836	0.76212	0.660

If $\alpha > 0.70$ it is seen to be acceptable (Cronbach, 1951). As indicated in Table 3-4 it seems that variables are normally distributed in the table above. The Cronbach Alpha for Collaborate is 0.869, Accommodating is 0.841, Competing is 0.706, Avoiding is 0.759, Compromising is 0.681, Turnover Intention is 0.760 and Employability is 0.660. If focused on the Spearman's Correlation Coefficient Annexure Table 26: Spearman's Rank Correlation Coefficient the items that have been marked with *** have practical significance (a medium or large effect). There are some negative correlations, but most are positive. The negative correlations have an opposite effect, so if the one rises the other will decrease. The positive correlations have a similar effect: if the one rises so will the other. For the interpretation of the results five components of conflict handling styles will be included together with one component of Turnover Intention and one component of Employability.

The relationships between Conflict Handling Styles. Collaborate has a Practically Significant Positive relationship with Compromise to a large extent and a Practically Significant Positive relationship with Accommodate to medium extent. Accommodate has a Practically Significant

Positive relationship with Collaborating, Competing and Avoiding to medium extent, and a Practically Significant Positive relationship with Compromising to a large extent. Compete has a Practically Significant Positive relationship to medium extent with Accommodate and Compromise. Avoid has a Practically Significant Positive relationship with Compromise and Accommodate to a medium degree. Compromise as mentioned Above has a Practically Significant Positive relationship with Compete and Avoid Conflict Handling Styles to a medium degree and to a large degree with Accommodating and Collaborating Conflict handling styles.

The relationships between TI, Conflict Handling Styles and Employability. There is a Practically Significant Positive relationship with Avoiding Conflict handling style to a medium degree. Employability has a Practically Significant Positive relationship with Accommodating to a medium extent and a Practically Significant Positive relationship with Turnover Intention to a large degree.

Based on the Spearman's Correlation Coefficient in Annexure Table 26: Spearman's Rank Correlation Coefficient, the following hypothesis was tested: H0: Avoiding and Compete conflict handling style will have positive Turnover Intention. Avoiding and Turnover Intention have a positive practically significant relationship to a medium extent. Compete has a positive relationship that is not statistically significant with Turnover Intention. Thus, H0 has been confirmed. H1: Collaborating, Compromising and Accommodating have a negative Turnover Intention. Collaborating has a negative not statistically significant relationship with Turnover Intention. Compromising and Accommodating have positive relationships with TI that are not statistically significant with $p=0.016$ and $p=0.035$. This indicates that H1 is not valid.

H2: Avoiding and Compete conflict handling style will have negative perceived employability. Avoiding and Perceived Employability have a negative relationship of statistical significance with $p= - 0.064$. Compete has a small positive relationship that is statistically significant with Perceived Employability $p=0.146$. This indicates that H2 is not a correct hypothesis. H3: Collaborating, Compromising and Accommodating will have positive perceived employability. Collaborating and Compromising have a positive statistically significant relationship with perceived employability $p=0.111$ & $p=0.098$. Accommodating has a positive practically significant relationship with medium effect with Perceived Employability $r=0.292$. This Hypothesis H3 is seen to be correct. H4: Turnover Intention and Perceived Employability have a positive relationship. Turnover Intention and Perceived Employability have a positive practically significant relationship to a large degree. This indicates that H4 is correct.

Table 3-5: Regression Results Conflict Handling Styles and Perceived Employability

Items		Estimate	P
Employability	<--- Collaborate	-11.095	.920

Employability	<---	Accommodate	-2.615	.935
Employability	<---	Compete	-5.347	.920
Employability	<---	Avoid	-5.404	.913
Employability	<---	Compromise	17.280	.920

As per Table 3-5 as seen above there is evidence that indicates that none of the conflict handling styles are predictors of Perceived Employability. This is as $p > 0.05$ for all conflict handling style constructs.

T-Tests were conducted based on the criteria QA2 (Gender) and QA6 (Marital Status). No unique values were identified as the data was $p > 0.05$ that indicates that there is no real significant value; this could be explained by large correlations in the study, which can be seen in Annexure Table 27: T – Test QA2 and Annexure Table 28: T-Test QA6. The T-Test is used to understand if the means are statistically different from one another (Trochim, 2000). ANOVAs are used when the differences are tested between means (Lane, n. d.). Therefore, ANOVAs were conducted on three of the questions in the biographical questionnaire: Language, Ethnic Background and Division that the participant works in. Based on the above it indicated that employees working in the Data Processing Division felt that they were more employable than employees working in the Claims Division. Employees in the Call Centre were seen to have less perceived employability than those in the Claims Division. The ANOVAs can be seen in Annexure Table 29: Language descriptive and ANOVA, Annexure Table 30: Ethnic Background Descriptive and ANOVA and Annexure Table 31: Division Descriptive and ANOVA.

3.6 Discussion

The objective of this article was to broaden the understanding of conflict handling style regarding organisational leadership and its influence on employee turnover and perceived employability by (i) broadening the understanding of conflict handling style regarding leadership and its influence on employee turnover and perceived employability; (ii) developing a model that illustrates the influence of conflict handling styles on employee turnover and turnover intention in an organisation; and (iii) determining if conflict handling style is the predictor of perceived employability and making recommendations for the future. In the study three different measures were used: ROCI – II developed by Rahim in 1983, the TIS – 6 developed by Bothma and Roodt in 2013 and an Employability Measure that was combined from two measures from Mowday, Steers and Porter (1979) and Allen and Meyer (1990). From the above measures that were used in this study the ROCI – II has six components, the TIS – 6 has one component and the Employability Measure has one component. SPSS Version 24 and AMOS Version 24 were used.

This was done with the assistance of a statistician from North-West University. This was used to retrieve statistics that include inferential and descriptive statistics, CFA and SEM.

The first objective in this study was to broaden the understanding of conflict handling style regarding leadership and the influence thereof on employee turnover intention and perceived employability in the organisation. There are practically significant relationships with large effect between the following components: Employability and Turnover Intention at $r=0.528$, Compromise and Accommodate at $r=0.601$ and Compromise and Compete at $r=0.531$. The Practically Significant relationships with medium effect include the following: Employability and Accommodate at $r=0.292$, Turnover Intention and Avoid at $r=0.271$, Compromise and Compete at $r=0.335$, Compromise and Avoid at $r=0.250$, Avoid and Accommodate at $r=0.394$, Compete and Accommodate at $r=0.258$ and Accommodate and Collaborate at $r=0.291$. All the above relationships are positive.

The above indicates that if the employees' perceived employability rises their Turnover Intention will also rise. The more an employee has a Compromising conflict handling style the more they will tend to have an increased Accommodating conflict handling style. If an employee increases their Compromising conflict handling style the Competing conflict handling style will also increase. The following relationships are positive to medium effect, meaning that if the one increases so will the other. These are: Employability and Accommodate, Turnover Intention and Avoid, Compromise and Compete, Compromise and Avoid, Avoid and Accommodate, Compete and Accommodate and Accommodate and Collaborate. These have medium effect that indicates that the rise will not be as large as if the components would have had with a large effect. There are scientifically significant relationships ($p<0.05$) not mentioned here as well as some negative relationships. These can be seen on Annexure Table 26: Spearman's Rank Correlation Coefficient.

There are also relationships with some of the biographical information. These include Age and the Years of Service that the employee has with the company, which have a positive Practically Significant relationship with $r= 0.560$. Competing conflict handling style has a positive practically significant relationship to a medium extent with Competing Conflict handling style with $r=0.251$. This indicates that the older an employee becomes the more they will use a Competing Conflict handling style in conflict situations.

The next objective was to develop a model that would illustrate the influence of conflict handling styles on employee turnover and Turnover Intention in an organisation.

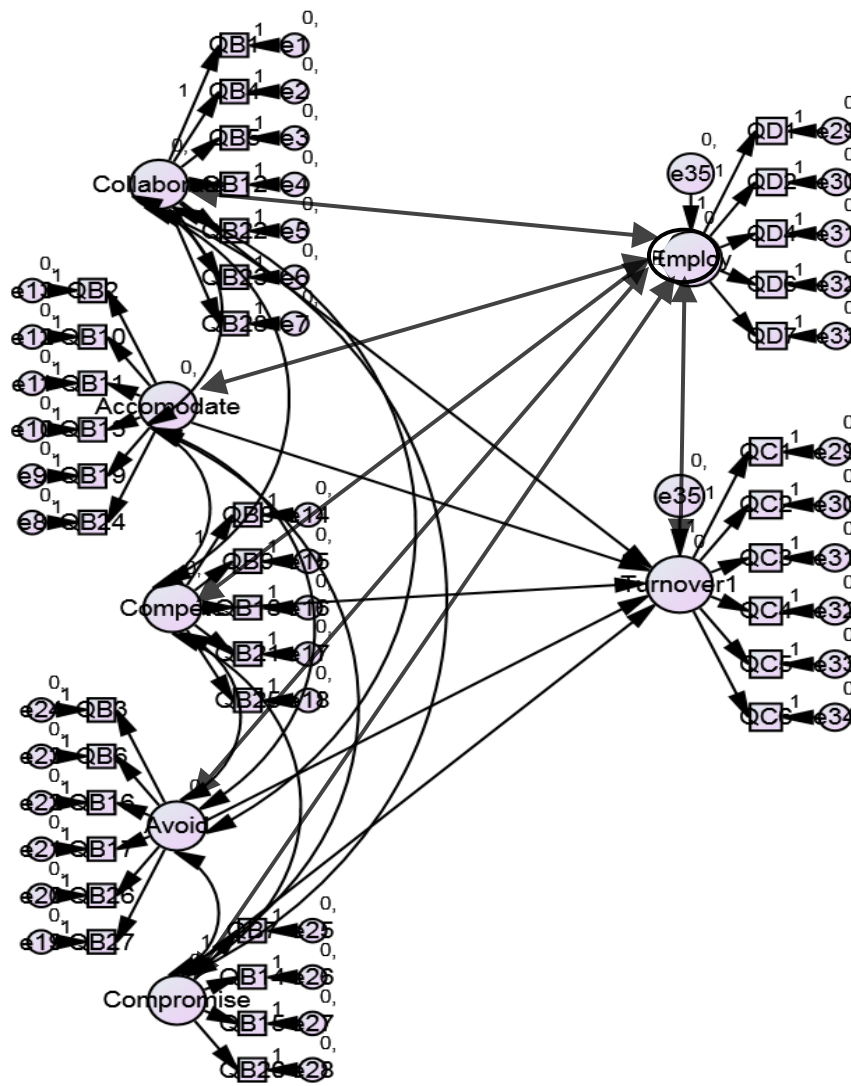


Figure 3-3: Structural Model between Conflict Handling Styles, Turnover Intention and Perceived Employability

Figure 3-3 indicates all three aspects and the relationships between them. The next objective was to determine if conflict handling styles are predictors of perceived employability. The results indicated that the five components of conflict handling styles were not predictors of perceived employability as $p > 0.05$. This indicates that H5 is valid.

In conclusion, the influence and relationship between conflict handling styles and employees' perceived employability was determined. A broad understanding of conflict handling style regarding leadership and its influence on employee turnover and perceived employability has been supplied. Hypothesis H4: Turnover Intention and Perceived Employability will have a

positive relationship has yielded results to indicate that the hypothesis is true. With regard to the hypothesis of this study H0 was proven to be correct; Avoiding and Compete Conflict Handling style has a positive Turnover Intention. H1 was proven to be invalid; Collaborating, Compromising and Accommodating will have negative turnover intention has been proven incorrect. Hypothesis H2 is not true; Avoiding and Compete Conflict Handling style will have negative perceived employability is thus an incorrect statement. H3: Collaborating, Compromising and Accommodating will have positive perceived employability has proven to be a correct hypothesis. Through the above a model that illustrates the influence of conflict handling styles on employee turnover and Turnover Intention in an organisation was developed. It was determined that conflict handling style is not the predicting variable between conflict handling style and perceived employability, which indicates that H5 has been proven to be correct. Recommendations for the future as well as limitations of this study can be found in Chapter 4.

3.7 References

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CHAPTER 4 CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

This chapter is a conclusion to the study as presented above. The content of this chapter is aligned to previously set out general and specific objectives of the study. The chapter also includes recommendations for future practice and research.

4.1 Conclusion

The objective of this study was to determine the relationship between leadership's conflict handling style, turnover intention and perceived employability in an organisation. This was done through statistical analysis of the specific objectives and hypotheses as proposed.

As per Chapter 2 (Article 1) the study aimed to firstly determine if a relationship between leadership's conflict handling styles and turnover intention exists as well as influence of leadership's conflict handling style on the employee's decision to stay with an organisation. The first step was to do a literature review to explore the existence of such a relationship, then a statistical analysis was performed to achieve the above objectives.

The results indicated that there are correlations between conflict handling styles and turnover intention, but they are not all positive. Conflict handling styles are not a predictor of Turnover Intention. A structural model was indicated.

As per Chapter 3 (Article 2) the study was aimed at determining the relationship between conflict handling styles and employees' perceived employability in the organisation, as well as to determine the influence of conflict handling style on employees' perceived employability.

The results indicated that there are correlations present between the three constructs, both positive and negative. The results also indicated that conflict handling styles are not a predictor of employability. A structural model is indicated between conflict handling styles, turnover intention and perceived employability.

4.2 Limitations

This study gives rise to interesting results but has limitations. Below are the limitations identified by the researcher during the study period.

The first limitation that was identified by the researcher was that the questionnaire was only available in English, but 73% of employees indicated that English was not their home language. This could influence the validity of the results.

The second limitation that was identified in the study is the population. The population that was used in the study was small. This resulted in the measurements being heavily loaded; this could be the cause of the high correlations.

The third limitation identified was that only one part of the ROCI – II questionnaire was used in the study; the full questionnaire could have shown stronger correlations.

The fourth limitation was that the Employability Measure that was used consisted of two different questionnaires. Stronger correlations could have shown if only one measurement was used for this purpose.

The fifth limitation as identified by the researcher was that a cross-sectional survey design was used for the study. This study could produce some different results if data was not all gathered at one point in time.

4.3 Recommendations

4.3.1 Recommendations for future practice

As conflict, turnover and employability apply to most of the labour force the results in this study will give organisations as well as their employees the opportunity to better understand the influence that leadership's conflict handling style has on the Turnover Intention of employees as well as employees' perceived employability. The results will enable individuals as well as organisations to attract, preserve and ultimately change employment over time. The relationships established in this study can be used to optimise organisational and labour functions in organisations. This will also enable organisations to identify where conflict resolution strategies are needed in organisations. It will also help access in which positions in the organisation employees feel less employable. This can ultimately assist the organisation with reducing costs in the organisation in the future through less conflict, less turnover and higher employability of their employees.

4.3.2 Recommendations for future research

During this study relationships were confirmed between the constructs. Further recommendations from the researcher would be to include different dimensions of the ROC-II to include conflict handling styles regarding subordinates and peers. Another recommendation would be only to use standardised questionnaires that had been used in the South African context before. This will assist reliability and validity of the study. Additional constructs could be added to the study, such as job performance and organisational commitment (De Cuyper et al., 2011). A recommendation based on the method used is that questionnaires should be distributed both online and in pen and

paper form and that questionnaires should be available in a range of languages to improve the validity of the results. Another recommendation would be based on the sample used in the study, first to use a larger population in the South African context and second, as this study was focused on only one organisation, a recommendation would be to further the study to different organisations, and even taking it into different sectors could yield some interesting results.

4.4 References

De Cuyper, N., Mauno, S., Kinnunen, U., & Mäkikangas, A. (2011). The role of job resources in the relation between perceived employability and turnover intention: A prospective two-sample study. *Journal of Vocational Behavior*, 78(2), 253-263. doi: 10.1016/j.jvb.2010.09.008

ANNEXURES

ANNEXURE A1 – QUESTIONNAIRE COVER LETTER



NORTH-WEST UNIVERSITY

SCHOOL OF HUMAN RESOURCE SCIENCES

Leadership's conflict management style and the influence thereof on employee turnover.

July 2017

Dear Participant,

My name is Gillian Cloete and I am a Masters student at North West University, Potchefstroom Campus. For my thesis, I am examining leadership's conflict management style and the influence thereof on employee turnover. I am inviting you to participate in this research study by completing the attached questionnaire.

The following questionnaire will require approximately 20 minutes to complete. There is no compensation for responding nor is there any known risk. To ensure that all information will remain confidential, please *do not* include your name. Copies of the project will be provided to my North-West University Professor Jan Visagie. If you choose to participate in this thesis, please answer all questions as honestly as possible and return the completed questionnaires promptly via provided stamped envelope or by submitting online questionnaire. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavours. The data collected will provide useful information regarding enabling organisations and employees to manage employee turnover and employability better based on their leadership conflict handling styles. If you would like a summary copy of this study, please complete and detach the Request for Information Form and return it to me in a separate envelope or via email to below e-mail address. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

If you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to Jan Visagie at Jan.visagie@nwu.ac.za.

Sincerely,
Gillian Cloete
079 967 2110
Baingillian26@gmail.com

Jan Visagie
Jan.visagie@nwu.ac.za

Detach here

.....

Request for Information

Please send a copy of the study results to the address listed below.

Name: _____

Address: _____

Please do not return this form with your survey. Return to: Gillian Cloete, baingillian26@gmail.com

ANNEXURE A2 – QUESTIONNAIRE

Section A: Biographical Information:

Please answer all questions. (Mark appropriate box with an X)

1. Age at last birthday?

--

2. Gender

(1) Male	
(2) Female	

3. Ethnic background

(1) White	
(2) Black	
(3) Coloured	
(4) Indian	
(5) *Other	

*Specify: _____

4. Home language

(1) English	
(2) Afrikaans	
(3) Setswana	
(4) Sesotho	
(5) isiXhosa	
(6) isiZulu	
(7) isiNdebele	
(8) SiSwati	
(9) Tshivenda	
(10) Xitsonga	
(11) Sepedi	
(12) *Other	

*Specify: _____

5. Highest qualification attained

(1) Standard 8/ Grade 10 or lower	
(2) Matric	
(3) Certificate	

(4) Diploma	
(5) Under Graduate Degree	
(6) Post Graduate Degree	
(7) *Other	

*Specify: _____

6. Marital status

(1) Single	
(2) Married / Living Together	
(3) Divorced	
(4) Widowed	

7. Years in service

(1) <1	
(2) 1-3	
(3) 4-7	
(4) 8-15	
(5) 16-30	
(6) >30	

8. What job level do you currently fulfil?

(1) Medical Underwriter	
(2) Claims Assessors	
(3) Claim Authorisers	
(4) New Business Assistant	
(5) Team Leaders	
(6) Manager	
(7) Call Centre Agents	
(8) IT Consultant	
(9) Group Life Assessor	

(10) *Other	
-------------	--

*Specify: _____

9. In which division or department are you employed?

(1) Claims	
(2) Underwriting	
(3) New Business	
(4) Data Processing	
(5) Call Centre	
(6) IT	
(7) *Other	

*Specify: _____

10. Number of persons that report directly to you?

(1) 0	
(2) 1-5	
(3) 6-10	
(4) 11-15	
(5) 16-20	
(6) 21-25	
(7) 26-35	
(8) 35 or more	

Thank-you!
Now to measure your Conflict Handling Style

Section B: The Rahim Organizational Conflict Inventory-II (ROCI-II)

Please check the appropriate box after each statement, to indicate *how you handle your disagreement or conflict with your supervisor*. Try to recall as many recent conflict situations as possible in ranking these statements.

1	2	3	4	5
Strongly Disagree	Disagree to a great extent	Undecided	Agree to a great extent	Strongly Agree

1. I try to investigate an issue with my supervisor to find a solution acceptable to us.				
2. I generally try to satisfy the needs of my supervisor.				
3. I attempt to avoid being "put on the spot" and try to keep my conflict with my supervisor to myself.				
4. I try to integrate my ideas with those of my supervisor to come up with a decision jointly.				
5. I try to work with my supervisor to find solution to a problem that satisfies our expectations.				
6. I usually avoid open discussion of my differences with my supervisor.				
7. I try to find a middle course to resolve an impasse.				
8. I use my influence to get my ideas accepted.				
9. I use my authority to make a decision in my favour.				
10. I usually accommodate the wishes of my supervisor.				
11. I give in to the wishes of my supervisor.				
12. I exchange accurate information with my supervisor to solve a problem together.				
13. I usually allow concessions to my supervisor.				
14. I usually propose a middle ground for breaking deadlocks.				
15. I negotiate with my supervisor so that a compromise can be reached.				
16. I try to stay away from disagreement with my supervisor.				
17. I avoid an encounter with my supervisor.				
18. I use my expertise to make a decision in my favour.				
19. I often go along with the suggestions of my supervisor.				
20. I use "give and take" so that a compromise can be made.				
21. I am generally firm in pursuing my side of the issue.				
22. I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.				
23. I collaborate with my supervisor to come up with decisions acceptable to us.				
24. I try to satisfy the expectations of my supervisor.				
25. I sometimes use my power to win a competitive situation.				
26. I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings.				

27. I try to avoid unpleasant exchanges with my supervisor.					
28. I try to work with my supervisor for a proper understanding of a problem.					

Thank-you!
Now to measure your Turnover Intention

Section C: Turnover Intention Scale

1	2	3	4	5
Strongly Disagree	Disagree to a great extent	Undecided	Agree to a great extent	Strongly Agree

1. How often do you dream about getting another job that will better suit your personal needs?					
2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?					
3. How often have you considered leaving your job?					
4. How likely are you to accept another job at the same compensation level should it be offered to you?					
5. To what extent is your current job satisfying your personal needs?					
6. How often do you look forward to another day at work?					

Thank-you!
Now to measure your Perceived Employability

Section D: Perceived Employability

1	2	3	4	5
Strongly Disagree	Disagree to a great extent	Undecided	Agree to a great extent	Strongly Agree

1. When I speak to people I defend my organisation as a great place to work.					
2. I would be willing to do any job in this organisation.					
3. I do not feel emotionally attached to the organisation.					
4. I would have feelings of guilt if I were to leave the organisation now.					
5. I feel that I would easily get a job outside of my current organisation.					
6. At the moment staying with the organisation is more need than desire.					
7. The organisation means a lot to me personally.					

Thank you for your participation and contribution towards my research. I appreciate your honesty and time.

Regards,
Gillian Cloete

ANNEXURE A3 – LETTER OF APPROVAL

Dear Gillian

You are welcome to use the TIS!

For this purpose please find attached the longer 15-item version of the scale. The six items used for the TIS-6 are high-lighted. You may use any one of these two versions.

You are welcome to translate the scale if the need arises. I would like to propose the translate – back-translate method by using two different translators. First you translate from English into home language and then back from home language to English to see if you get to the original English wording.

Please note that some item numbers are followed by an 'R'. These items' scores should be reflected, or reverse scored. The total score can be calculated by merely adding the individual item scores. I would strongly recommend that you also conduct a CFA on the item scores to determine which item scores should be reflected.

The only conditions for using the TIS is that you acknowledge authorship (Roodt, 2004) by conventional academic referencing. The TIS may not be used for commercial purposes.

I wish you the very best with your research project!

Best regards

Prof Gert Roodt

Vice Dean: Research

Faculty of Management

ANNEXURE B1 – DESCRIPTIVE STATISTICS

Annexure Table 1: Descriptive Statistics – Section A

<i>Item</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	Male	39	33.6%
	Female	77	66.4%
<i>Ethnic Background</i>	White	20	17.2%
	Black	65	56%
	Coloured	28	24.1%
	Indian	3	2.6%
<i>Home Language</i>	English	30	27%
	Afrikaans	20	18%
	Setswana	8	7.2%
	Sesotho	8	7.2%
	IsiXhosa	9	8.1%
	isiZulu	23	20.7%
	SiSwati	4	3.6%
	Xitsonga	1	0.9%
	Sepedi	8	7.2%
<i>Highest Qualification Attained</i>	Matric	57	48.3%
	Certificate	26	22%
	Diploma	31	26.3%
	Undergraduate Degree	2	1.7%
	Post Graduate Degree	2	1.7%
<i>Marital Status</i>	Single	57	48.3%
	Married/Living Together	58	49.2%
	Divorced	3	2.5%
<i>Years in Service</i>	<1	24	20.7%
	1-3	26	22.4%
	4-7	39	33.6%
	8-15	20	17.2%
	16-30	7	6%
<i>Job Level</i>	Medical Underwriter	6	5.1%
	Claims Assessor	31	26.5%
	Claim Authoriser	4	3.4%
	New Business Assistant	18	15.4%
	Team Lead	2	1.7%

<i>Division or Department</i>	Manager	6	5.1%
	Call Centre Agent	38	32.5%
	Group Life Assessor	1	0.9%
	Other	11	9.4%
	Claims	36	31.3%
	Underwriting	9	7.8%
	New Business	10	8.7%
	Data Processing	21	18.3%
	Call Centre	36	31.3%
	Other	3	2.6%
<i>No of People That Report to Participant</i>	0	90	79.6%
	1-5	16	14.2%
	6-10	3	2.7%
	11-15	1	0.9%
	16-20	1	0.9%
	21-25	2	1.8%

Annexure Table 2: Descriptive Statistics – Section QA1 & B

	N	Valid %					Minimum	Maximum	Mean	Std. Deviation
		1	2	3	4	5				
QA1	112						18	56	31.83	8.745
QB1	116	3.4	4.3	6.9	42.2	43.1	1	5	4.17	0.980
QB2	114	1.8	13.2	10.5	43.0	31.6	1	5	3.89	1.051
QB3	114	3.5	9.6	18.4	43.0	25.4	1	5	3.77	1.048
QB4	117	0.9	1.7	16.2	42.7	38.5	1	5	4.16	0.820
QB5	115	2.6	3.5	6.1	41.7	46.1	1	5	4.25	0.916
QB6	116	22.4	19	22.4	25	11.2	1	5	2.84	1.332
QB7	117	1.7	7.7	22.2	47.9	20.5	1	5	3.78	0.920
QB8	114	19.3	28.1	22.8	19.3	10.5	1	5	2.74	1.269
QB9	115	34.8	25.2	20.0	15.7	4.3	1	5	2.30	1.221
QB10	115	4.3	11.3	12.2	56.5	15.7	1	5	3.68	1.013
QB11	115	7.0	19.1	20.9	41.7	11.3	1	5	3.31	1.119
QB12	117	3.4	2.6	6.8	39.3	47.9	1	5	4.26	0.948
QB13	114	6.1	7.0	28.9	44.7	13.2	1	5	3.52	1.015
QB14	114	7.9	7.9	29.8	44.7	9.6	1	5	3.40	1.037
QB15	116	1.7	6.9	16.4	56.0	19.0	1	5	3.84	0.874
QB16	113	6.2	15.9	13.3	37.2	27.4	1	5	3.64	1.218
QB17	112	14.3	24.1	19.6	25.9	16.1	1	5	3.05	1.314
QB18	112	16.1	14.3	23.2	38.4	8.0	1	5	3.08	1.224
QB19	114	7.9	13.2	16.7	48.2	14.0	1	5	3.47	1.131
QB20	111	5.4	9.9	24.3	41.4	18.9	1	5	3.59	1.074
QB21	113	8.0	18.6	20.4	38.1	15.0	1	5	3.34	1.177
QB22	116	1.7	4.3	15.5	38.8	39.7	1	5	4.10	0.936
QB23	115	3.5	4.3	12.2	51.3	28.7	1	5	3.97	0.950
QB24	116	5.2	6.0	12.1	53.4	23.3	1	5	3.84	1.021
QB25	116	27.6	19.8	27.6	198	5.2	1	5	2.55	1.232
QB26	117	8.5	20.5	18.8	29.9	22.2	1	5	3.37	1.270
QB27	111	9.0	11.7	10.8	36.0	32.4	1	5	3.71	1.282
QB28	112	2.7	4.5	6.3	35.7	50.9	1	5	4.28	0.961
QC1	116	8.6	10.3	17.2	30.2	33.6	1	5	3.70	1.273
QC2	116	11.2	13.8	23.3	28.4	23.3	1	5	3.39	1.291
QC3	116	21.6	20.7	19.8	14.7	23.3	1	5	2.97	1.471
QC4	116	23.3	13.8	19.8	18.1	25.0	1	5	3.08	1.504
QC5	116	9.5	11.2	26.7	42.2	10.3	1	5	3.33	1.109

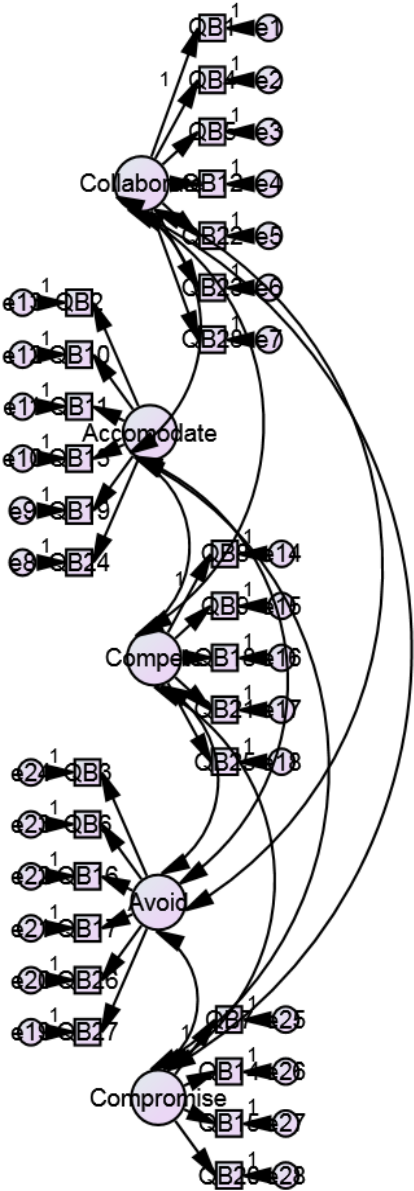
QC6	116	7.8	7.8	37.1	25.9	21.6	1	5	3.46	1.145
QD1	110	2.7	2.7	12.7	45.5	36.4	1	5	4.10	0.918
QD2	110	5.5	5.5	20.0	40.0	29.1	1	5	3.82	1.085
QD3	109	11.9	21.1	29.4	21.1	16.5	1	5	3.09	1.251
QD4	110	28.2	26.4	13.6	20.0	11.8	1	5	2.61	1.389
QD5	109	10.1	17.4	36.7	22.0	13.8	1	5	3.12	1.160
QD6	110	6.4	13.6	15.5	31.8	32.7	1	5	3.71	1.237
QD7	110	8.2	7.3	25.5	34.5	24.5	1	5	3.60	1.175
Valid N (listwise)	75									

Annexure Table 3: Descriptive Statistics – Section B, C & D

	N	Minimum	Maximum	Mean	Std. Deviation	Cronbach Alpha
Collaborating	117	1.29	5.00	4.1704	0.67833	0.869
Accommodating	117	1.00	5.00	3.6185	0.78549	0.841
Competing	117	1.00	4.80	2.7959	0.81894	0.706
Avoiding	117	1.00	5.00	3.3953	0.83664	0.759
Compromising	117	1.75	5.00	3.6588	0.68814	0.681
Turnover	116	1.00	5.00	3.0589	0.88116	0.760
Employability	110	1.00	5.00	3.2836	0.76212	*0.660
Valid N (listwise)	109					

*2nd Analysis Results.

ANNEXURE B2 – CONFIRMATORY FACTOR ANALYSIS – ROCI - II



Annexure Figure 1: Structural Model – Conflict Handling Styles and Employability

Annexure Table 4: Total Variance Explained ROCI - II

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	7.671	27.396	27.396	7.671	27.396	27.396	2.368
2	3.744	13.372	40.768	3.744	13.372	40.768	5.245
3	2.367	8.452	49.221	2.367	8.452	49.221	2.816
4	1.825	6.516	55.737	1.825	6.516	55.737	2.040
5	1.425	5.089	60.826	1.425	5.089	60.826	5.432
6	1.197	4.276	65.102	1.197	4.276	65.102	3.304
7	1.096	3.913	69.014	1.096	3.913	69.014	3.576
8	0.917	3.277	72.291				
9	0.848	3.030	75.321				
10	0.831	2.967	78.289				
11	0.669	2.390	80.679				
12	0.604	2.158	82.836				
13	0.596	2.128	84.964				
14	0.523	1.869	86.833				
15	0.479	1.709	88.542				
16	0.449	1.603	90.146				
17	0.408	1.457	91.602				
18	0.364	1.302	92.904				
19	0.326	1.165	94.069				
20	0.284	1.016	95.084				
21	0.274	0.977	96.061				
22	0.235	0.840	96.901				
23	0.209	0.746	97.647				
24	0.171	0.610	98.257				
25	0.153	0.546	98.804				
26	0.134	0.479	99.283				
27	0.110	0.394	99.677				
28	0.091	0.323	100.000				

Extraction Method: Principal Component Analysis.

When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Annexure Table 5: Communalities

	Initial	Extraction
QB1	1.000	0.738
QB2	1.000	0.696
QB3	1.000	0.610
QB4	1.000	0.762
QB5	1.000	0.846
QB6	1.000	0.694
QB7	1.000	0.568
QB8	1.000	0.701
QB9	1.000	0.666
QB10	1.000	0.698
QB11	1.000	0.840
QB12	1.000	0.753
QB13	1.000	0.558
QB14	1.000	0.681
QB15	1.000	0.664
QB16	1.000	0.708
QB17	1.000	0.716
QB18	1.000	0.446
QB19	1.000	0.771
QB20	1.000	0.762
QB21	1.000	0.623
QB22	1.000	0.705
QB23	1.000	0.634
QB24	1.000	0.763
QB25	1.000	0.737
QB26	1.000	0.626
QB27	1.000	0.636
QB28	1.000	0.723

Extraction Method: Principal Component Analysis

Annexure Table 6: Component Matrix^a

	Component						
	1	2	3	4	5	6	7
QB28	0.760						
QB24	0.734				-0.374		
QB10	0.694				-0.405		
QB13	0.694						
QB5	0.674	-0.503					
QB15	0.650			-0.382			
QB14	0.636			-0.349			
QB20	0.611		0.389				-0.341
QB19	0.599	0.397			-0.456		
QB1	0.595	-0.516					
QB7	0.574			0.337			
QB23	0.573	-0.495					
QB27	0.545	0.287	-0.312				
QB16	0.512	0.387	-0.355		0.312		
QB12	0.502			-0.481		0.415	
QB2	0.462		-0.372	0.413	-0.328		
QB26		0.692					
QB4	0.543	-0.558		0.322			
QB6		0.558	-0.329			-0.299	0.323
QB22	0.417	-0.506				0.428	
QB9		0.456	0.598				
QB25		0.412	0.523		0.396		0.362
QB21	0.520		0.522				
QB8	0.429	0.288	0.501	0.402			
QB18	0.329		0.479				
QB3	0.356		-0.457	0.399			
QB11	0.499	0.421		0.326		0.543	
QB17		0.482					-0.549

Extraction Method: Principal Component Analysis.

a. 7 components extracted.

Annexure Table 7: Pattern Matrix^a

	Component
--	-----------

	1	2	3	4	5	6	7
QB14	0.611						
QB11	-0.524		0.322		-0.329	0.359	-0.324
QB15	0.520					0.329	
QB5		-0.867					
QB1		-0.839					
QB4		-0.821					
QB7		-0.689					
QB23		-0.687					
QB25			0.866				
QB9			0.731			-0.288	
QB8		-0.337	0.550				
QB18			0.497				
QB3		-0.314		0.620			
QB6	0.324			0.619			
QB20				-0.595	-0.416		
QB21		-0.314	0.336	-0.433			
QB19					-0.880		
QB24					-0.816		
QB10					-0.798		
QB2				0.404	-0.592		
QB13					-0.492		
QB12						0.815	
QB22		-0.377				0.663	
QB28	0.336	-0.331				0.363	
QB17							-0.882
QB16							-0.682
QB27	0.350						-0.582
QB26		0.380	0.294				-0.450

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization

a. Rotation converged in 26 iterations

Annexure Table 8: Structure Matrix

	Component						
	1	2	3	4	5	6	7

QB14	0.695	-0.313			-0.392	0.356	-0.359
QB15	0.622	-0.414			-0.406	0.520	
QB5		-0.890			-0.329		
QB1		-0.844					
QB4		-0.842				0.345	
QB23	0.327	-0.737				0.281	
QB7		-0.691			-0.284		
QB25			0.798				
QB9			0.745				
QB8		-0.330	0.627		-0.427		-0.326
QB18			0.556				
QB3		-0.290		0.650			-0.380
QB6	0.317			0.637	-0.326		-0.344
QB21	0.354	-0.415	0.389	-0.482	-0.317		
QB24		-0.331			-0.866		-0.334
QB19					-0.850		-0.360
QB10		-0.303			-0.826	0.301	
QB13	0.309	-0.310			-0.649	0.426	-0.345
QB2		-0.389		0.420	-0.570		
QB20		-0.312		-0.542	-0.551	0.353	-0.356
QB11	-0.363		0.423		-0.515	0.389	-0.509
QB12					-0.320	0.837	
QB22		-0.514				0.710	
QB28	0.483	-0.538			-0.476	0.585	-0.315
QB17							-0.805
QB16	0.359				-0.326	0.307	-0.756
QB27	0.443				-0.423		-0.663
QB26		0.320	0.383	0.335			-0.576

*Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.*

Annexure Table 9: Component Correlation Matrix

Component	1	2	3	4	5	6	7
1	1.000	-0.089	0.022	-0.040	-0.162	0.179	-0.125
2	-0.089	1.000	0.032	0.069	0.298	-0.279	0.042
3	0.022	0.032	1.000	-0.074	-0.178	0.009	-0.198

4	-0.040	0.069	-0.074	1.000	-0.063	-0.026	-0.165
5	-0.162	0.298	-0.178	-0.063	1.000	-0.230	0.345
6	0.179	-0.279	0.009	-0.026	-0.230	1.000	-0.128
7	-0.125	0.042	-0.198	-0.165	0.345	-0.128	1.000

*Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.*

Annexure Table 10: Reliability Analysis Collaborating Conflict Handling Style.

Cronbach Alpha			Number of Items		
0.869			7		
Item – Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
QB1	25.07	16.967	0.716	0.696	0.840
QB4	25.06	18.053	0.704	0.633	0.843
QB5	24.97	17.065	0.770	0.755	0.832
QB12	24.95	19.686	0.403	0.545	0.881
QB22	25.07	18.296	0.584	0.467	0.858
QB23	25.21	17.774	0.683	0.574	0.845
QB28	24.95	17.498	0.663	0.617	0.847

Annexure Table 11: Reliability Analysis Accommodating Conflict Handling Style

Cronbach Alpha			Number of Items		
0.841			6		
Item – Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
QB2	17.85	17.348	0.478	0.292	0.842
QB10	18.05	15.969	0.728	0.551	0.795
QB11	18.42	16.969	0.485	0.239	0.842

QB13	18.20	16.541	0.611	0.385	0.817
QB19	18.28	15.481	0.666	0.576	0.805
QB24	17.93	15.224	0.774	0.646	0.784

Annexure Table 12: Reliability Analysis Competing Conflict Handling Style

Cronbach Alpha			Number of Items		
0.706			5		
Item – Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
QB8	11.20	10.912	0.549	0.325	0.619
QB9	11.75	11.130	0.546	0.385	0.622
QB18	10.97	12.086	0.422	0.182	0.673
QB21	10.66	12.651	0.346	0.181	0.703
QB25	11.46	11.789	0.452	0.306	0.661

Annexure Table 13: Reliability Analysis Avoiding Conflict Handling Style

Cronbach Alpha			Number of Items		
0.759			6		
Item – Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
QB3	16.62	19.897	0.426	0.207	0.742
QB6	17.60	18.402	0.437	0.222	0.742
QB16	16.76	17.783	0.591	0.386	0.700
QB17	17.37	18.494	0.450	0.246	0.737
QB26	17.06	18.216	0.497	0.252	0.724
QB27	16.66	17.126	0.607	0.391	0.693

Annexure Table 14: Reliability Analysis Compromising Conflict Handling Style

Cronbach Alpha		Number of Items			
0.681		4			
Item – Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
QB7	10.77	5.581	0.342	0.125	0.688
QB14	11.19	4.457	0.554	0.348	0.552
QB15	10.70	5.108	0.523	0.328	0.584
QB20	10.97	4.644	0.454	0.211	0.626

Annexure Table 15: Regression Weights

Items			Estimate	S.E.	C.R.	P
I try to investigate an issue with my supervisor to find a solution acceptable to us.	<---	Collaborate	1.000			
I try to integrate my ideas with those of my supervisor to come up with a decision jointly.	<---	Collaborate	.821	.087	9.446	***
I try to work with my supervisor to find solution to a problem that satisfies our expectations.	<---	Collaborate	1.010	.094	10.701	***
I exchange accurate information with my supervisor to solve a problem together.	<---	Collaborate	.415	.114	3.648	***
I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	<---	Collaborate	.631	.108	5.821	***
I collaborate with my supervisor to come up with decisions acceptable to us.	<---	Collaborate	.872	.104	8.415	***
I try to work with my supervisor for a proper understanding of a problem.	<---	Collaborate	.760	.109	6.961	***
I try to satisfy the expectations of my supervisor.	<---	Accommodate	1.000			
I often go along with the suggestions of my supervisor.	<---	Accommodate	.989	.113	8.770	***

I usually allow concessions to my supervisor.	<---	Accommodate	.802	.105	7.662	***
I give in to the wishes of my supervisor.	<---	Accommodate	.720	.120	5.989	***
I usually accommodate the wishes of my supervisor.	<---	Accommodate	.920	.100	9.228	***
I generally try to satisfy the needs of my supervisor.	<---	Accommodate	.608	.115	5.285	***
I use my influence to get my ideas accepted.	<---	Compete	1.000			
I use my authority to make a decision in my favour.	<---	Compete	.775	.170	4.570	***
I use my expertise to make a decision in my favour.	<---	Compete	.727	.168	4.332	***
I am generally firm in pursuing my side of the issue.	<---	Compete	.705	.161	4.376	***
I sometimes use my power to win a competitive situation.	<---	Compete	.635	.163	3.894	***
I try to avoid unpleasant exchanges with my supervisor.	<---	Avoid	1.000			
I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings.	<---	Avoid	.831	.160	5.180	***
I avoid an encounter with my supervisor.	<---	Avoid	.735	.165	4.469	***
I try to stay away from disagreement with my supervisor.	<---	Avoid	1.023	.165	6.189	***
I usually avoid open discussion of my differences with my supervisor.	<---	Avoid	.820	.167	4.911	***
I attempt to avoid being “put on the spot” and try to keep my conflict with my supervisor to myself.	<---	Avoid	.514	.129	3.985	***
I try to find a middle course to resolve an impasse.	<---	Compromise	1.000			
I usually propose a middle ground for breaking deadlocks.	<---	Compromise	1.141	.225	5.066	***
I negotiate with my supervisor so that a compromise can be reached.	<---	Compromise	1.000	.192	5.221	***
I use “give and take” so that a compromise can be made.	<---	Compromise	1.147	.233	4.919	***

Annexure Table 16: Standardised Regression Weights

Items			Estimate
I try to investigate an issue with my supervisor to find a solution acceptable to us.	<---	Collaborate	.809
I try to integrate my ideas with those of my supervisor to come up with a decision jointly.	<---	Collaborate	.793
I try to work with my supervisor to find solution to a problem that satisfies our expectations.	<---	Collaborate	.876
I exchange accurate information with my supervisor to solve a problem together.	<---	Collaborate	.346
I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.	<---	Collaborate	.534
I collaborate with my supervisor to come up with decisions acceptable to us.	<---	Collaborate	.728
I try to work with my supervisor for a proper understanding of a problem.	<---	Collaborate	.630
I try to satisfy the expectations of my supervisor.	<---	Accommodate	.838
I often go along with the suggestions of my supervisor.	<---	Accommodate	.752
I usually allow concessions to my supervisor.	<---	Accommodate	.677
I give in to the wishes of my supervisor.	<---	Accommodate	.551
I usually accommodate the wishes of my supervisor.	<---	Accommodate	.780
I generally try to satisfy the needs of my supervisor.	<---	Accommodate	.496
I use my influence to get my ideas accepted.	<---	Compete	.697
I use my authority to make a decision in my favour.	<---	Compete	.559
I use my expertise to make a decision in my favour.	<---	Compete	.525
I am generally firm in pursuing my side of the issue.	<---	Compete	.531
I sometimes use my power to win a competitive situation.	<---	Compete	.456
I try to avoid unpleasant exchanges with my supervisor.	<---	Avoid	.685
I try to keep my disagreement with my supervisor to myself in order to avoid hard feelings.	<---	Avoid	.580
I avoid an encounter with my supervisor.	<---	Avoid	.497

I try to stay away from disagreement with my supervisor.	<---	Avoid	.744
I usually avoid open discussion of my differences with my supervisor.	<---	Avoid	.546
I attempt to avoid being “put on the spot” and try to keep my conflict with my supervisor to myself.	<---	Avoid	.436
I try to find a middle course to resolve an impasse.	<---	Compromise	.567
I usually propose a middle ground for breaking deadlocks.	<---	Compromise	.577
I negotiate with my supervisor so that a compromise can be reached.	<---	Compromise	.598
I use “give and take” so that a compromise can be made.	<---	Compromise	.560

Annexure Table 17: Covariances

			Estimate	S.E.	C.R.	P	Label
Collaborate	<-->	Accommodate	.293	.080	3.682	***	
Collaborate	<-->	Compete	.111	.083	1.340	.180	
Collaborate	<-->	Avoid	.084	.078	1.077	.282	
Compromise	<-->	Collaborate	.334	.074	4.490	***	
Accommodate	<-->	Compete	.358	.104	3.453	***	
Accommodate	<-->	Avoid	.438	.108	4.064	***	
Compromise	<-->	Accommodate	.346	.078	4.422	***	
Compete	<-->	Avoid	.212	.104	2.035	.042	
Compromise	<-->	Compete	.265	.079	3.351	***	
Compromise	<-->	Avoid	.252	.076	3.321	***	

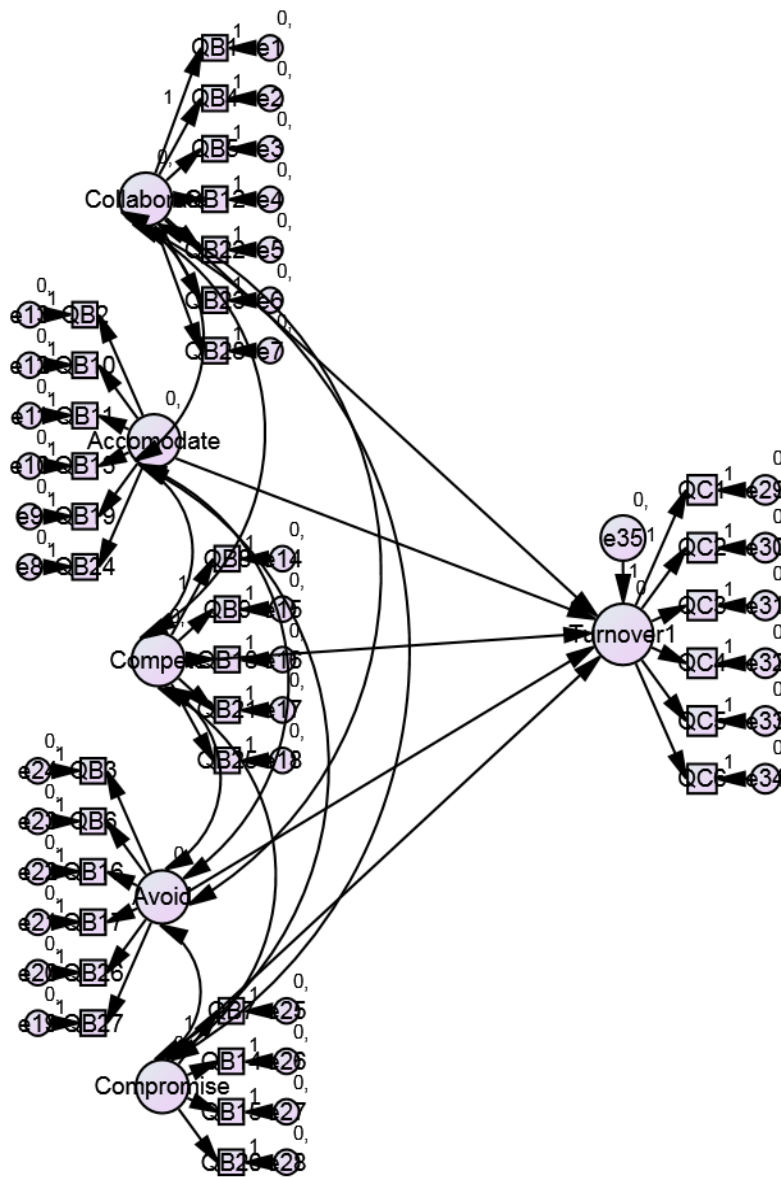
Annexure Table 18: Correlations

			Estimate
Collaborate	<-->	Accommodate	.436
Collaborate	<-->	Compete	.160
Collaborate	<-->	Avoid	.121
Compromise	<-->	Collaborate	.815
Accommodate	<-->	Compete	.477
Accommodate	<-->	Avoid	.583
Compromise	<-->	Accommodate	.781

Compete	<-->	Avoid	.274
Compromise	<-->	Compete	.580
Compromise	<-->	Avoid	.548

ANNEXURE B3 – FACTOR ANALYSIS OF TIS – 6

Annexure Figure 2: Structural Model – Conflict Handling Styles and Turnover Intention



Annexure Table 19: Regression Weights

Items		Estimate	S.E.	C.R.	P
Turnover1	<--- Collaborate	-11.668	173.106	-.067	.946
Turnover1	<--- Accommodate	-3.505	49.563	-.071	.944
Turnover1	<--- Compete	-4.930	75.901	-.065	.948
Turnover1	<--- Avoid	-4.061	66.374	-.061	.951
Turnover1	<--- Compromise	28.206	422.322	.067	.947

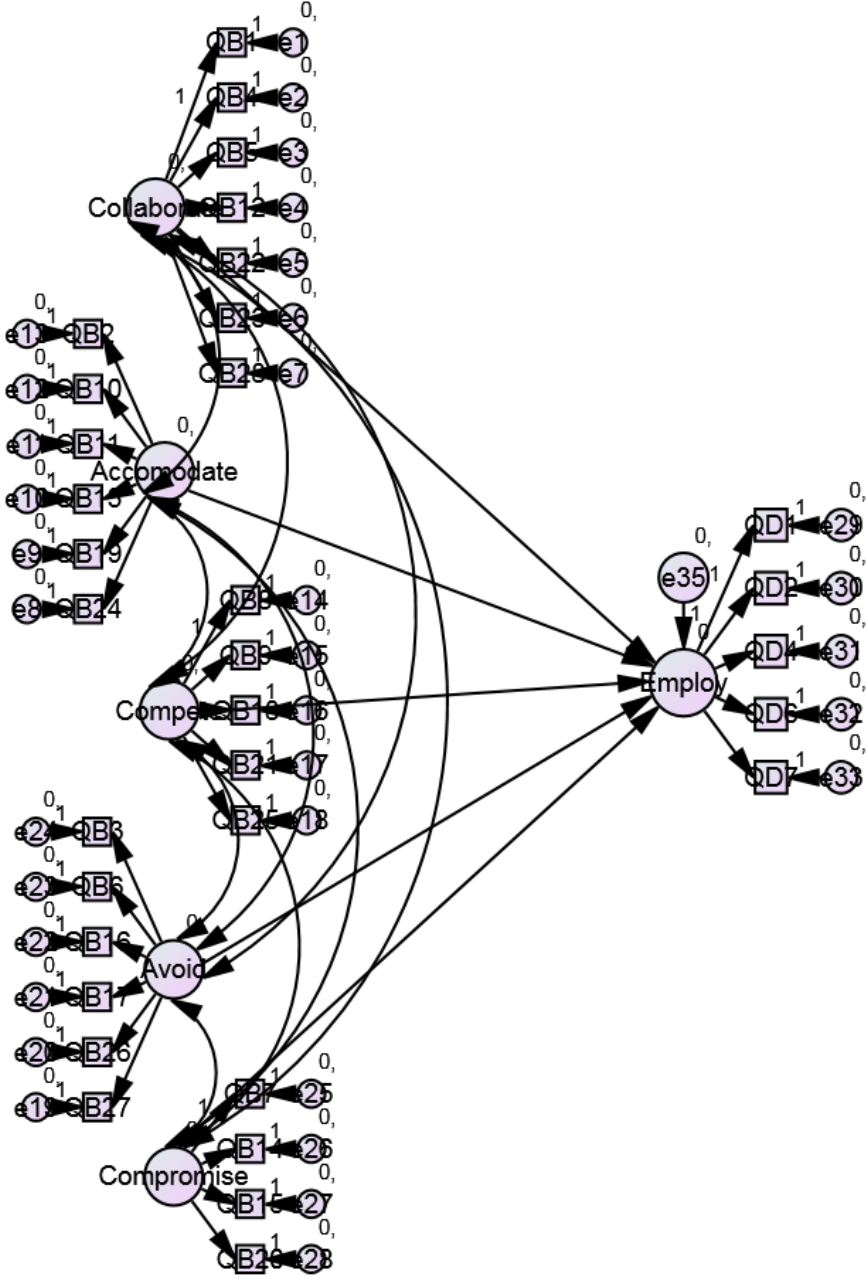
Annexure Table 20: Standardised Regression Weights

Items		Estimate
Turnover1	<--- Collaborate	-10.977
Turnover1	<--- Accommodate	-3.601
Turnover1	<--- Compete	-5.212
Turnover1	<--- Avoid	-4.281
Turnover1	<--- Compromise	17.162

Annexure Table 21: Reliability Analysis Turnover Intention Scale

Cronbach Alpha		Number of Items			
0.760		6			
Item – Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
QC1	14.66	19.810	0.575	0.465	0.705
QC2	14.97	20.312	0.514	0.431	0.721
QC3	15.38	16.968	0.728	0.563	0.654
QC4	15.28	19.193	0.493	0.395	0.729
QC5	15.68	22.567	0.394	0.254	0.750
QC6	15.81	23.216	0.310	0.238	0.768

ANNEXURE B4 – FACTOR ANALYSIS OF EMPLOYABILITY MEASURE



Annexure Figure 3: Structural Model – Conflict Handling Styles and Employability

Annexure Table 22: Regression Weights

					Estimate	S.E.
Employability	<---	Collaborate	-8.947	89.433	-.100	.920
Employability	<---	Accommodate	-1.923	23.489	-.082	.935
Employability	<---	Compete	-3.852	38.114	-.101	.920
Employability	<---	Avoid	-3.854	35.313	-.109	.913
Employability	<---	Compromise	21.882	217.786	.100	.920

Annexure Table 23: Standardised Regression Weights

Items			Estimate
Employability	<---	Collaborate	-11.095
Employability	<---	Accommodate	-2.615
Employability	<---	Compete	-5.347
Employability	<---	Avoid	-5.404
Employability	<---	Compromise	17.280

Annexure Table 24: Reliability Analysis Perceived Employability (Analysis 1)

Cronbach Alpha			Number of Items		
0.473			7		
Item – Total Statistics	Scale Mean if Item Deleted	Item – Total Statistics	Scale Mean if Item Deleted	Item – Total Statistics	Scale Mean if Item Deleted
QD1	18.54	12.774	0.457	0.372	0.349
QD2	18.82	13.305	0.270	0.259	0.414
QD3	19.55	15.446	-0.037	0.142	0.553
QD4	20.03	10.887	0.413	0.266	0.323
QD5	19.52	15.336	-0.004	0.142	0.531
QD6	20.34	13.330	0.195	0.202	0.448
QD7	19.04	12.148	0.377	0.324	0.359

Annexure Table 25: Reliability Analysis Perceived Employability (Analysis 2)

Cronbach Alpha			Number of Items		
0.660			5		
Item – Total Statistics	Scale Mean if Item Deleted	Item – Total Statistics	Scale Mean if Item Deleted	Item – Total Statistics	Scale Mean if Item Deleted
QD1	12.32	10.439	0.546	0.364	0.565
QD2	12.60	10.646	0.381	0.224	0.622
QD4	13.81	8.560	0.496	0.266	0.565
QD6	14.13	10.828	0.266	0.141	0.677
QD7	12.82	9.948	0.431	0.301	0.599

ANNEXURE B5 – ASSOSIATION OF BIOGRAPHICAL INFORMATION OF ROCI – II, TIS – 6 & EMPLOYABILITY MEASURE

Annexure Table 26: Spearman's Rank Correlation Coefficient

	1	2	3	4	5	6	7	8	9	10	11
QA1	1.00 0										
QA5	0.07 9	1.000									
QA7	.560 **	- 0.104	1.0 00								
QA10	0.10 6	- 0.174	0.1 28	1.00 0							
Collaborate	0.04 3	0.147	0.0 56	0.10 3	1.00 0						
Accommodate	0.02 7	0.163	- 0.0 76	0.00 3	.291 **	1.00 0					
Compete	.251 **	- 0.110	0.0 15	0.12 7	- 0.05 0	.258 **	1.00 0				
Avoid	- 0.10 9	0.047	- 0.1 13	- 0.10 4	- 0.04 1	.394 **	0.08 7	1.00 0			
Compromise	0.00 9	0.152	- 0.0 93	0.05 8	.601 **	.531 **	.335 **	.250 **	1.00 0		
Turnover Intention	0.02 4	0.035	0.0 74	0.12 7	- 0.04 0	0.03 5	0.04 8	.271 **	0.01 6	1.00 0	
Employability	- 0.10 1	0.053	- 0.1 44	0.03 7	0.11 1	.292 **	0.14 6	- 0.06 4	0.09 8	.528 **	1.00 0

Annexure Table 27: T – Test QA2

QA2 -		N	MEAN	STD. DEVIATION	P-VALUE	EFFECT SIZES
COLLABORATING	1	38	4.1159	0.72222	0.551	0.12
	2	77	4.1996	0.66427		
ACCOMODATING	1	38	3.4895	0.82488	0.233	0.23
	2	77	3.6810	0.75619		
COMPETING	1	38	2.9123	0.84072	0.371	0.18
	2	77	2.7643	0.80287		
AVOIDING	1	38	3.4009	0.82508	0.919	0.02
	2	77	3.3840	0.85323		
COMPROMISING	1	38	3.6316	0.73231	0.666	0.08
	2	77	3.6926	0.66602		
TURNOVER	1	37	3.1171	0.76261	0.583	0.10
	2	77	3.0260	0.94400		
EMPLOYABILITY	1	34	3.2941	0.70364	0.848	0.04
	2	74	3.2649	0.79664		

Annexure Table 28: T-Test QA6

QA6 -		N	MEAN	STD. DEVIATION	P-VALUE	EFFECT SIZES
COLLABORATING	1	56	4.1745	0.71189	0.841	0.04
	2	58	4.1999	0.63295		
ACCOMODATING	1	56	3.6369	0.78181	0.907	0.02
	2	58	3.6540	0.77863		
COMPETING	1	56	2.6610	0.85336	0.111	0.29
	2	58	2.9086	0.78963		
AVOIDING	1	56	3.4896	0.78700	0.357	0.16
	2	58	3.3448	0.88202		
COMPROMISING	1	56	3.7039	0.68441	0.711	0.07
	2	58	3.6566	0.67576		
TURNOVER	1	56	3.1577	0.83025	0.327	0.17
	2	57	2.9942	0.93540		
EMPLOYABILITY	1	54	3.3333	0.63006	0.508	0.11
	2	53	3.2340	0.89162		

Annexure Table 29: Language descriptive and ANOVA

		N	Mean	Std. Deviation	Std. Error	p-value	Effect sizes	
							1 met	2 met
Collaborating	1.00	30	4.3667	0.36118	0.06594	0.112	0.38	0.20
	2.00	19	4.2168	0.39690	0.09105			
	3.00	61	4.0493	0.85016	0.10885			
	Total	110	4.1648	0.69118	0.06590			
Accommodating	1.00	30	3.5600	0.71810	0.13111	0.490	0.35	0.27
	2.00	19	3.8088	0.59253	0.13594			
	3.00	61	3.5716	0.88363	0.11314			
	Total	110	3.6094	0.79585	0.07588			
Competing	1.00	30	2.6767	0.64737	0.11819	0.445	0.37	0.15
	2.00	19	2.9719	0.80379	0.18440			
	3.00	61	2.8369	0.88024	0.11270			
	Total	110	2.8165	0.80903	0.07714			
Avoiding	1.00	30	3.4489	0.86071	0.15714	0.855	0.00	0.10
	2.00	19	3.4456	0.76249	0.17493			
	3.00	61	3.3568	0.86183	0.11035			
	Total	110	3.3973	0.83906	0.08000			
Compromising	1.00	30	3.6667	0.56604	0.10334	0.968	0.08	0.06
	2.00	19	3.7105	0.50489	0.11583			
	3.00	61	3.6667	0.78085	0.09998			
	Total	110	3.6742	0.68062	0.06489			
Turnover	1.00	29	3.1724	0.99451	0.18468	0.805	0.11	0.02
	2.00	19	3.0614	0.98947	0.22700			
	3.00	61	3.0410	0.81118	0.10386			
	Total	109	3.0795	0.88790	0.08505			
Employability	1.00	27	3.1481	0.85681	0.16489	0.565	0.25	0.08
	2.00	19	3.3684	0.88258	0.20248			
	3.00	57	3.2982	0.62350	0.08258			
	Total	103	3.2718	0.73770	0.07269			

Annexure Table 30: Ethnic Background Descriptive and ANOVA

		N	Mean	Std. Deviation	Std. Error	p-value	Effect sizes	
							1 met	2 met
Collaborating	1.00	19	4.2632	0.47919	0.10993	0.120	0.25	0.37
	2.00	65	4.0580	0.82297	0.10208			
	3.00	28	4.3622	0.35258	0.06663			
	Total	112	4.1689	0.69002	0.06520			
Accommodating	1.00	19	3.7649	0.74506	0.17093	0.648	0.22	0.07
	2.00	65	3.5723	0.86542	0.10734			
	3.00	28	3.6298	0.63202	0.11944			
	Total	112	3.6193	0.78991	0.07464			
Competing	1.00	19	3.0947	0.67121	0.15399	0.058	0.29	0.36
	2.00	65	2.8418	0.86828	0.10770			
	3.00	28	2.5286	0.74267	0.14035			
	Total	112	2.8064	0.82240	0.07771			
Avoiding	1.00	19	3.2228	0.60349	0.13845	0.245	0.17	0.26
	2.00	65	3.3626	0.84147	0.10437			
	3.00	28	3.6190	0.97809	0.18484			
	Total	112	3.4030	0.84753	0.08008			
Compromising	1.00	19	3.8421	0.49760	0.11416	0.387	0.31	0.16
	2.00	65	3.6064	0.77161	0.09571			
	3.00	28	3.7292	0.59948	0.11329			
	Total	112	3.6771	0.69218	0.06541			
Turnover	1.00	19	3.1404	0.83197	0.19087	0.776	0.15	0.11
	2.00	65	3.0179	0.80316	0.09962			
	3.00	27	3.1420	1.13388	0.21822			
	Total	111	3.0691	0.89230	0.08469			
Employability	1.00	19	3.0632	0.80292	0.18420	0.352	0.35	0.12
	2.00	61	3.3475	0.62065	0.07947			
	3.00	25	3.2240	1.01705	0.20341			
	Total	105	3.2667	0.76443	0.07460			

Annexure Table 31: Division Descriptive and ANOVA

N	Mean				Effect sizes
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				Std. Deviation	Std. Error	p- value	1 met	2 met
Collaborating	1.00	36	4.2238	0.42144	0.07024	0.882		
	2.00	21	4.1519	0.57826	0.12619		0.12	
	3.00	36	4.1653	0.75131	0.12522		0.08	0.02
	Total	93	4.1849	0.59665	0.06187			
Accommodating	1.00	36	3.4944	0.75641	0.12607	0.306		
	2.00	21	3.7206	0.71145	0.15525		0.30	
	3.00	36	3.7361	0.67774	0.11296		0.32	0.02
	Total	93	3.6391	0.71822	0.07448			
Competing	1.00	36	2.7889	0.66720	0.11120	0.445		
	2.00	21	3.0508	0.94420	0.20604		0.28	
	3.00	36	2.8056	0.83562	0.13927		0.02	0.26
	Total	93	2.8545	0.80014	0.08297			
Avoiding	1.00	36	3.4722	0.70344	0.11724	0.667		
	2.00	21	3.5286	0.84019	0.18334		0.07	
	3.00	36	3.6306	0.74431	0.12405		0.21	0.12
	Total	93	3.5462	0.74664	0.07742			
Compromising	1.00	36	3.6782	0.43102	0.07184	0.474		
	2.00	21	3.5952	0.71797	0.15667		0.12	
	3.00	36	3.7963	0.71365	0.11894		0.17	0.28
	Total	93	3.7052	0.61870	0.06416			
Turnover	1.00	36	3.1250	0.84174	0.14029	0.764		
	2.00	21	2.9841	0.74890	0.16342		0.17	
	3.00	35	3.1571	0.98098	0.16582		0.03	0.18
	Total	92	3.1051	0.87172	0.09088			
Employability	1.00	35	3.0057	0.63891	0.10799	0.045		
	2.00	20	3.3900	0.62736	0.14028		0.60	
	3.00	32	3.3938	0.79268	0.14013		0.49	0.00
	Total	87	3.2368	0.71498	0.07665			