

# CONFLICT MANAGEMENT PRACTICES AND EMPLOYEE INTENTION TO LEAVE IN BENSON IDAHOSA UNIVERSITY, BENIN CITY

**IGBINEDION, Airenvbahihe**

Department of Business Administration  
Benson Idahosa University  
Benin City, Edo State.

**ADEDOYIN, Samuel (Ph.D)**

Department of Business Administration  
Benson Idahosa University  
Benin City, Edo State.  
(sadedoyin@biu.edu.ng for correspondence)

## Abstract

*Conflict in organizations and its associated outcomes like employee intention to leave and actual turnover have been of immense concern to organizational theorists and business leaders over time. This paper assessed the influence of conflict management practices on employee intention to leave in Benson Idahosa University, Benin City, Edo State. The study objectives were to determine the influence of factors like conflict stimulation, conflict control and conflict resolution on employees' intention to leave Benson Idahosa University, Benin City. The study population comprised all academic and administrative staff of Benson Idahosa University which totaled 436. A sample size of 209 was drawn from the population using the Yamane (1967) formula. The stratified and convenience sampling techniques were employed to assure adequate representation of the population in the sample. A well-structured questionnaire was used in eliciting information, while regression analysis was used for testing the hypotheses. Findings showed that the conflict management practices in aggregation had significant effect on employee intention to leave Benson Idahosa University. Specifically, conflict stimulation had significant effect on employee intention to leave Benson Idahosa University; while conflict control and conflict resolution did not show significant effect on employee intention to leave the University. Based on the findings, the study concluded that the conflict management practice in aggregation influence employee intention to leave Benson Idahosa University and recommended that the University in particular and other organizations in general should pay attention to conflict management practices, techniques and strategies to mitigate the issue of employee intention to leave.*

**Keywords:** Conflict management practices, conflict stimulation, conflict control, conflict resolution, employee intention to leave, Benson Idahosa University.

## Introduction

Employees remain the most valuable asset to any organization and are indispensable for corporate goal actualization (Kurdi, & Alshurideh, 2020; Ali,

& Anwar, 2021). A major problem however that is being experienced by managers of several organizations is the alarming rate at which value adding employees quit their jobs or nurse the intention of leaving the organization (De Clercq, Azeem, Haq, & Bouckennooghe, 2020; Labrague, Nwafor, & Tsaras, 2020; Ten Hoeve, Brouwer, & Kunnen, 2020). Scholars see turnover intention as a conscious and deliberate willingness of an employee to quit his/her current relationship with an organization and describe employee intention to leave as an immediate precursor to turnover when the employee actually leaves the organization (Bothma & Roodt 2012; Medina, 2012; Mohyi, 2021). Dhladhla (2011) posited that employee turnover is a three-step process involving an employee thinking of leaving the job, secondly the employee intends to leave, and lastly, the employee starts to search for a new job. Some of the causes of employee turnover according to (Fursso, 2015; Ali, & Anwar, 2021) include job dissatisfaction, personal demographic and biographical characteristics, discrimination, feelings of not being appreciated or discontent, perceived injustices, poor conflict management etc. Using the university community, this study focused on how on employee intention to leave is influenced by the conflict management practices.

Essentially, conflict management can be seen as the process of restricting the unwanted or harmful side of conflict while boosting its functional aspects. It does not necessarily suggest that conflict has to be terminated or avoided; instead, it has to do with designing appropriate strategies that can limit the dysfunctions of conflict while increasing the constructive aspects of conflict (Rahim, 2002; Ukata & Silas-Dikibo, 2020). Conflict management is crucial in maintaining a harmonious work environment, particularly in private universities where the unique dynamics of academic and administrative staff interactions can lead to frequent disputes. Ineffective conflict management strategies can significantly impact employee morale, job satisfaction, and organizational commitment, ultimately influencing employees' intentions to leave. In private universities, where resources are often more constrained than in public institutions, there is the likelihood of greater incidences of conflict. High turnover intention rates on their own portend severe consequences, including the loss of experienced staff, increased recruitment costs, and disrupted organizational stability (Tett & Meyer, 1993, Ukata, & Silas-Dikibo, 2020; Kilag, Largo, Rabillas, Kilag, Angtud, Book, & Sasan, 2024). The critical role of conflict management in organizations cannot be over emphasized; it seems to appear however that some organizations including private universities lack structured approaches to address workplace conflicts effectively. This inadequacy often leads to unresolved disputes, creating a hostile work environment that pushes employees towards seeking

employment opportunities elsewhere (Rahim, 2002; Ukata, & Silas-Dikibo, 2020). Employees who perceive that conflicts are poorly managed are more likely to experience job dissatisfaction, increased stress levels, and decreased loyalty to the organization, which can further exacerbate turnover intentions (De Dreu & Weingart, 2003). Furthermore, poorly handled conflict can degenerate into anarchy and communication breakdown, difficulty in governance, prolonged disunity among employees making the work environment unfriendly, uncomfortable and disrupting workplace harmony causing employees to begin harbouring the thoughts of leaving the organization (Alabi 2002; Olugbile, 2005; Agbonna, 2009).

On the other hand properly managed conflicts can help harness employee differences as well as stimulate skill enhancement. Conflict management therefore is essential for creating a productive work environment, particularly in private universities where people have divergent academic and administrative expectations. Its management encompasses several strategies, techniques, dimensions practices such as conflict stimulation, conflict resolution, and conflict control (Igbinsosa & Osamwonyi, 2012; Ukata, & Silas-Dikibo, 2020). Although past studies have been done relating to conflict management, there is an apparent paucity of specific works on whether or not stimulating conflict, conflict control and resolution in organizations influences employees' intention to quit their organizations. This paucity of studies is a visible indication of the need for further studies on conflict management practices and employee intention to leave their organizations. Against this background this study sought to explore how conflict management practices like conflict stimulation, conflict control and conflict resolution would influence employee intention to leave Benson Idahosa University. This is hoped to expand the frontiers of knowledge in organizational management.

### **Objectives of the Study**

The specific objectives of this study were to:

- i). ascertain the effect of conflict stimulation on employee intention to leave Benson Idahosa University.
- ii). investigate the relationship between conflict control and employee intention to leave Benson Idahosa University.
- iii). ascertain the effect of conflict resolution on employee intention to leave Benson Idahosa University.

## **Research Hypotheses**

The following hypotheses stated in the null form were formulated to guide this study:

- i). Conflict stimulation has no significant effect on employee intention to leave Benson Idahosa University.
- ii). There is no significant relationship between conflict control and employee intention to leave Benson Idahosa University.
- iii). Conflict resolution does not affect employee intention to leave Benson Idahosa University.

## **Literature Review**

### **Understanding Conflict in Organizations**

Conflict is as old as humanity and is an unavoidable reality of human and organizational life capable of birthing delightful or unpalatable outcomes. It is the condition in which people's concerns appear to be incompatible and sets in whenever a person or a group sense that another person or group is capable of affecting anything that is of value to them in a negative way and often is dependent on perception, intent, belief and goals (Robbins & Judge, 2013; Boateng, 2014).

Conflict viewed from the traditional lenses is considered negative and destructive, while when seen from the behavioural and contemporary perspective is normal with both positive and negative effects. The interactionist perspective views conflict as beneficial not only in organizational relationship but also necessary to increase and improve performance. The resolution-focused or managed view of conflict focuses attention more on looking for constructive methods for resolving conflicts productively in order to minimize their disruptive tendencies (Robbins & Judge, 2013; Ahaemafule 2014). Conflict when properly handled can stimulate employees to be creative, constructive and at the same time learn to turn their discrepancies into opportunities as well as broaden their knowledge and skills ((Igbinoba & Ebeguki, 2016; Dibua, Ezeanyim, Oforegbu & Onwuka, 2017; Ukata, & Silas-Dikibo, 2020)

Furthermore, conflict according to Kinnander (2011) could be - the work process conflicts, the relationship-based conflicts, and the task-based conflict caused mainly by disagreements regarding task itself. Conflicts may be classified based on level of analysis as intra-organization and inter-

organizational conflict. Inter-organizational conflict refers to conflict involving two or more organizations while intra-organizational conflict refers to conflict within the organization and could occur at the individual or group level, translating into intrapersonal, interpersonal, intra-group, and intergroup conflict (Ahamaefule, 2014). Causes of conflict so identified appertain to situational and organizational factors, group interdependence in organizations, goal differences, scarcity of resources, differences in perceptions, reward structures and management style among others (Robbins & Judge (2013; Ukata & Silas-Dikibo, 2020).

### **Conflict Management Practices in Organizations**

According to Tanner (2000), conflict management aims to limit, mitigate and contain conflict. It is concerned with designing effective strategies that will minimize the destructive or dysfunctions of conflict and promote its constructive functions for the overall improvement of corporate performance and societal development (Rahim, 2002; Igbinoba & Ebeguki, 2016). In the literature, scholars have identified different approaches and strategies such as avoidance, collaboration, compromise, etc. in the management of conflict (Rahim, 2002, Ukata & Silas-Dikibo, 2020). Igbinosa and Osamwonyi (2012) posited that managers may adopt a blend of techniques to manage conflict in organization and suggested three uncommon practices / approaches which are - conflict stimulation, conflict control and conflict resolution.

#### **i. Conflict Stimulation**

According to Verma (1998), the idea of stimulating conflicts in organization appears difficult to accept as it entails causing or encouraging conflict in an organization which is always often perceived negatively but can potentially benefit the organization and enhance group performance. Vliert and Dreu (1994) described conflict stimulation as both the deliberate introduction as well as the controlled intensification of issues. They further explained that “the awareness of disagreement and affective tension may be increased by a principal party through strategic conflict behaviour or by a third party through conflict intervention. Robbins and Judge (2013) assert that it is hard to imagine a situation where violent or open aggression could be functional but further explained that it is possible to see a situation where or how moderate or low conflict levels could improve group effectiveness. To this extent, conflict may become a positive force that is necessary to improve group effectiveness in the organization. Igbinosa and Osamwonyi (2012) identified ways of simulating conflict to include increasing healthy competition, hiring outsiders

to shake things up in the organization and to present new perspectives, changing established procedures that have outlived their usefulness etc. Integrating people from different background and experiences can also help stimulate conflict in the organization (Igbinosa & Osamwonyi, 2012).

## **ii. Conflict Control**

Control has to do with the power to influence or to direct the behaviour of people. Conflict control can be seen as the ability to keep conflict within bounds. Igbinosa and Osamwonyi (2012), opined that conflict control is to curtail conflict before it gets destructive and may be achieved through resource expansion, improved coordination, developing super ordinate goals, by collaboration, by improving the awareness of people about the sources of conflict, by accommodation, by matching personalities and work habits of employees in order to avoid conflict between individual members.

## **iii. Conflict Resolution**

According to Rahim (2002), conflict resolution is different from conflict management because while conflict management involves the designing of effective strategies that will minimize dysfunctions of conflict while enhancing the constructive functions so as to enhance learning as well as effectiveness in an organization. Conflict resolution on the other hand implies the reduction, elimination, or the termination of conflict. Some conflict resolution techniques include problem solving or face to face meeting, resource expansion, altering the structural variable or changing the formal structure and interaction patterns of the parties in conflict in the organization.

## **iv. Intention to Leave**

Intention to leave is any conscious and deliberate willingness to quit an organization or any possible future plan of an employee to say good-bye to his or her current job or organization as well as search for a new job in the near future (Bothma & Roodt, 2012; Imran, 2017). Intention to leave and actual turnover itself implies cost consequences for organizations as losing highly skilled employees disrupts smooth administration, service delivery and corporate functioning of the organization. Early discovery of employee intention to leave is imperative so as to resist its effects and prevent actual future turnover, as intention to quit is very positively related with turnover. Martin (2011) defined intention to quit as the psychological process that an employee goes through when considering alternative options of employment

which may be due to some level of dissatisfaction with their current job or employment situation. Arshad, Hussain, Iqbal, Munir and Rizwan (2014), assert that turnover intention is a very serious issue for organizations and is one difficult human resource challenge confronting organizations globally, hence the imperative of employers understanding the reasons behind turnover intention and seeking for ways to minimize and control actual turnovers (Ongori, 2007; Martin, 2011). Martin (2011) further opined that employee turnover is a very expensive proposition for organizations with several costs such as recruitment cost, selection cost as well as cost of training the new employee. Other indirect costs include the increased workloads for coworkers and overtime expenses for the remaining employees, as well as the reduced productivity that will be associated with the low morale of employees (Li, Zhang, Xiao, Chen, Lu, 2019). Managers must therefore work hard to minimize employee turnover by checking their intentions to make sure that the negative consequences of such intention resulting in actual turnovers are avoided. Employers are to adequately understand their employees and develop strategies to retain them to support goal actualization.

### **Conflict and Intention to Leave**

According to Martin (2011), intention to leave is the psychological process which members of an organization go through when they start to consider alternative employment options as a result of some form of dissatisfaction in their present workplace. Past studies have attempted to show reasons behind employees' intention to leave and reports that employees voluntarily leave an organization reasons such as work conflicts, poor health, stress, absenteeism, work stress and / or conflict (Azhar, Ahmad & Kassim 2016). Ahmad et al. (2013) further posited that quit intention is probably the most important as well as the immediate precursor to turnover decisions. In other words, intention to leave is one of the strongest predictor of employees' actual turnover (Li, Zhang, Xiao, Chen, Lu, 2019).

### **Review of Theories**

There are several theories relating to this study such as the conflict spiral theory, the power dependence theory, the game theory and the organizational support theory. This study was anchored on the game theory.

## Game Theory

Game theory was introduced by John von Neumann and Oskar Morgenstern in their 1944 book "Theory of Games and Economic Behaviour" but dates back to the 18th century with contributions from mathematicians like Émile Borel and John Nash. Game theory essentially studies strategic decision-making in situations where multiple individuals or parties interact, potentially leading to conflict or cooperation. It provides a framework for analyzing and predicting outcomes in competitive or cooperative environments. The Game theory helps explain conflict by:

- i. Analyzing Strategic Interactions: Understanding how parties interact and make decisions in conflict situations.
- ii. Predicting Outcomes: Identifying potential conflict outcomes based on player strategies.
- iii. Identifying Equilibria: Determining stable states in conflict, where no party can improve their position.
- iv. Exploring Cooperation: Examining conditions for cooperation and conflict resolution.

In Game theory, decision-making leads to choices that affect the interest of all parties involved and the theory tries to model relationships, especially those that involve conflict, as players in the game and just like in games, each and every players select strategies that will enable them reach some preferred outcomes (Murphy, 1991). Central to this theory is that there is no choice made by any of the parties involved / players that is made in isolation as each player tries to select strategies that will provide the appropriate or best results given the probable moves by other players. The justification and choice for this theory is that it is an all inclusive model which helps to avoid polarization as often seen in other organizational conflict models. Also, the theory provides or creates opportunity for the use of mathematical models for testing assumptions as well as the procedures for specifying and quantification of facts. Another benefit is that game theory also allows for cooperation and fuller descriptions of conflict by avoiding value judgments that are frequently associated with other models. In real-world conflict situations, the applications of this theory is evidenced in business and economics (e.g., competition, negotiation); international relations (e.g., nuclear deterrence); politics (e.g., electoral strategy); social psychology (e.g., group conflict); and military strategy (e.g., game-theoretic models of warfare) etc.



This study is anchored on this theory as it offers a platform for strategically analyzing interactions, and exploring cooperation possibilities within individuals and groups.

### **Empirical Review**

Dibua, Ezeanyim, Onwuka and Oforegbu, (2017) carried out a study to examine conflict management and employee turnover in selected private universities. The result shows that conflict management positively influenced employee turnover. The study revealed that the effect of conflict management was significant on employee turnover which implies that conflict in universities should be arrested once they arise as failure to do so will prompt employees to leave the organization. Azhar, Ahmad and Kassim (2016) studied the relationship between work-family conflict and intention to leave among academics at the higher academic institutions in Malaysia. Using survey method, the findings of their study showed that work interferes with family life causing conflict, and influences the intention of employees to leave more than family interferes with work. Their research further revealed that work family conflict has a significant and a positive relationship with employee intention to leave.

Wagude and Ndiritu (2015) carried out a study to explore how intellectual stimulation and conflict resolution influence project implementation. The findings revealed that a relationship exists between predictor variables when combined with resolution of conflict and project implementation. Martin (2011) conducted a study on the influence of human resource practices on employee quit intention using 480 extension agents or educators, representing 12 states in Southern United States. The findings indicated that a significant relationship exists between intention to quit and perceptions of human resource practices of the organizations studied.

Ajaz, Kashif and Mehmood (2015) conducted a study to explore family-to-work conflict and work-to-family conflict in connection with turnover intentions among workers of six commercial banks of Faisalabad, Pakistan. The study used a sample of 230 female workers. The findings showed that quit intention is positively and significantly associated with family-to-work conflict and work-to-family conflict. Aloysius (2017) examined the relationship between conflict and employee intention to quit their organization using 48 bottom level employees selected from private sector organizations. The findings showed a positive relationship between conflict among bottom level workers and their intention to quit the organization.

Langove, and Isha, (2017) studied on interpersonal conflict and turnover intention with the mediating effect of psychological wellbeing amongst IT executives working in Malaysia. The purpose of the study was to examine the direct effect of interpersonal conflict on turnover intention and indirect effect of psychological well-being on interpersonal conflict and turnover intention. The data was collected from IT executives working in Malaysian Software companies using a sample of 396 respondents. The PLS-SEM technique was used to test the research model. The results of the study indicated that interpersonal conflict positively affects turnover intention while psychological well-being mediates the relationship between interpersonal conflict and turnover intention. The results revealed that the intervention of psychological well-being at workplace help to minimize the turnover intention of IT executives in Malaysia.

Ahmad, (2022) conducted a study on the influence of interpersonal conflict, job stress, and work life balance on employee turnover intentions using organizations in the pesticide sector in Iraq. The aim of the study was to analyze the influence of interpersonal conflict, job stress, and work life balance on employee intention to quit their organization. The study used a sample size of 120 respondents and random sampling technique in questionnaire administration. The results from the analysis of data showed that interpersonal conflict is significantly related to employee turnover intentions. Bhayo, Shah, and Chachar, (2017) investigated the impact of interpersonal conflict and job stress on employees turnover intention in Pakistan. The goal of this study was to determine the principal conflict management style and its effect on turnover of middle managers of the microfinance banking Sukkur division Sindh Pakistan. The study adopted a cross-sectional survey design and random sampling technique. The study used a sample size of 400. Copies of the questionnaire were distributed to the middle managers of the microfinance banking sector. The study used Pearson's correlation and multiple regression analysis to test the hypotheses. The results show that integrating, obliging, dominating, avoiding styles of conflict management and job stress all had significant and positive relationship with turnover intention. On the other hand, obliging and dominating conflict management technique had negative impact on employee intention to leave the organization.

Van Gramberg, Teicher, Bamber, and Cooper, (2020) conducted a study on employee voice, intention to quit, and conflict resolution in Australia. The purpose of the study was to examine the relationship between employee voice and employee intentions to quit the organization after conflict situations. Using survey method, data was collected to investigate the relationships

between employee voice at work, dispute resolution, and intention to quit the organization. Findings show that employee voice is associated with successful dispute resolution, which reduces employees' intentions to quit. Further, employee voice has the additional benefit of directly reducing intentions to quit, besides its indirect effect of helping to resolve disputes at work.

With employees of the health department of the district of Okara-Pakistan as respondents, Imran (2017) examined the intrinsic factors of motivation and intention to leave. A sample size of 214 was engaged for the study comprised of health department employees such as doctors, nutrition supervisors and nurses. 201 of the 214 copies of the questionnaire were retrieved and the results showed that opportunity for training and development had a strong inverse relationship with employee intention to quit.

## **Methodology.**

### **Research design and population of the study.**

The research design adopted for this study was the cross sectional design executed through a survey. This research focused on Benson Idahosa University, academic and administrative staff members with a population of 436 staff members comprised of 240 academic staff and 196 administrative staff members (HR Unit, 2023).

### **Sampling technique and sample size determination**

The study adopted stratified and convenience sampling techniques, and used a sample size of 209. This sample size value was derived from the population by using the Yamane 1967 formulae for sample size determination..

### **Source of data and instrument for data collection**

The study used primary data collected through a properly structured questionnaire developed by the researchers and personally administered to the members of staff of Benson Idahosa University. The instrument of the study was a well structured questionnaire prepared with Likert scale statements to gauge the respondents opinion on the subject matter.

### **Validity and reliability of research instrument**

The validity of the instrument was ascertained using face and content validation techniques while the reliability of the study was assured using the

cronbach alpha test statistic which gave values above 0.7 for all the variables under study. The instrument was therefore considered reliable as all the variables had values above 0.7 as stipulated by Nunnally (1978) indicating high degree items consistency and therefore acceptable for the research. The process of ascertaining the reliability of the instrument was executed by the conduct of a pilot study using 25 respondents not included in the sample. The reliability values of all variables are here presented.

**Table 1. Reliability Values**

	Variables	No of items	Rating	alpha values
1	Conflict stimulation	6	1-5	.78
2	Conflict control	5	1-5	.72
3	Conflict resolution	6	1-5	.89
4	Intention to leave	7	1-5	.74

**Source: Researchers' Computation (2023)**

### Method of Data Analysis

Upon retrieval of the questionnaires, multiple regression analysis was used to analyze the hypothesized relationships between conflict management practices and employee intention to leave.

The following model was formulated in the study.

$$\begin{aligned}
 IL &= f(CS + CC + CR) \\
 IL &= a_0 + a_1CS + a_2CC + a_3CR + \varepsilon
 \end{aligned}$$

Where:

IL = Intention to Leave  
 CS = Conflict Stimulation  
 CC = Conflict Control  
 CR = Conflict Resolution  
 $a_0$  = Constant  
 $\varepsilon$  = Error Term

Our decision is based on the calculated p-value and at 5% level of significance. We uphold the null hypotheses where the calculated p-value is greater than the level of significance while it is rejected if the calculated p-value is less than the level of significance used.

## Data Presentation and Analysis

**Table 2: Multiple regression model**

<b>Coefficient</b>				
Variable	Coefficient	t-Stat	p-value	remark
Constant	2.193	3.515	.001	
CS	.329	4.107	.000	Significant
CC	-.090	-.648	.518	Not significant
CR	.010	.082	.935	Not significant
$R^2 = 0.137$ F-Value = 6.265      P-Value = 0.001				

### Regression output (SPSS 25.0)

The model summary revealed  $r^2$  value of 0.137. This implies that about 13.7% of the variability in intention to leave is accounted for by the dimensions (CS, CC and CR) of conflict management investigated. In the ANOVA table, the computed F-value of the model is 6.265 and the p-value is 0.001. In the coefficient table the weight of impact of the dimensions of conflict management on employee intention to leave is shown.

## Interpretation of Result

### Hypothesis One

With respect to hypothesis one on conflict stimulation and employee intention to leave, the results from table one above shows that the relations with conflict stimulation is significant ( $\beta=0.329$ ,  $P = 0.000$ ). The p-value is lower than 5% level of significance used for this research. Therefore, the alternative hypothesis is accepted and the null hypothesis is rejected. We therefore conclude that conflict stimulation is significantly related to intention to leave.

### Hypothesis Two

With respect to hypothesis two on the relationship between conflict control and employee intention to leave, the coefficient table above reveals that the relationship is not significant ( $\beta=0.090$ ,  $P = 0.518$ ). The p-value is greater than 5% level of significance used for this research hence the null hypothesis is accepted.

### **Hypothesis Three**

For hypotheses three on the relationship between conflict resolution and employee intention to leave, the coefficient table above suggests that the relationship between conflict resolution and employee intention to leave is insignificant ( $\beta=0.010$ ,  $P = 0.935$ ). The p-value is greater than 5% level of significance used for this research. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected. We therefore conclude in this study that conflict resolution has no significant effect on intention to leave.

### **Discussion of Findings**

The purpose of this study was to determine the effect of conflict management on employee intention to leave. The major finding of this study agrees with the research by Aloysius (2017) on the relationship between conflict and employee intention to quit an organization wherein it was established that a positive relationship did exist between conflict and the intention to quit the organization. More specifically in the study, three hypotheses were tested representing different practices in handling conflict issues.

Concerning hypothesis one on conflict stimulation and employee intention to leave, the finding shows that conflict stimulation was significantly related to intention to leave. This finding is in line with the finding of related studies like Li, Cao, Wu, Li, & Zhu, (2020) whose findings showed that intention to leave is significant and is influenced by work area, level of education, negative workplace/life events and person–organization fit. The intention to leave is dynamically multifactorial and supportive strategies must be similarly multifaceted to effectively reduce turnover. Also Elia, Paramitha, Gunawan, and Maharani, (2020) report that a factor like work family conflict yields a direct and significant negative influence on employee intention to leave an organization.

With respect to hypothesis two on conflict control and employee intention to leave, the finding of this study show that the relationship between conflict control and employee intention to leave was insignificant. Some earlier studies have reported different results based on the perceived form of conflict control often classified as either positive or negative and that positive control practices such as problem-solving and collaboration which was tagged as constructive practices reduced employee intention to leave (De Dreu & Van de Vliert, 1997), while mediation and negotiation practices labeled as integrative practices decreased turnover intention (Rahim, 2002). On the other hand, the

negative conflict control like suppressive conflict handling using avoidance and coercion techniques increased employee intention to leave (Folger & Skarlicki (1998); while distributive conflict management practices using the winning-losing approach increased turnover intention (Jehn & Mannix (2001).

Regarding hypothesis three on conflict resolution and employee intention to leave, the finding of the study showed that conflict resolution and employee intention to leave was insignificant. This finding differs from the results of studies such as Holtom et al. (2005) who found that conflict resolution was a significant predictor of employee retention. Also, Yang and Mossholder (2004) study reports that procedural justice practices such as fair conflict resolution processes reduced employee intention to leave.

## **Conclusion and Recommendations**

This work concludes based on the findings that conflict management in aggregation influences employee intention to leave. Specifically, conflict stimulation had significant effect on employee intention to leave while the other components did not show significant effects on employee intention to leave the organization.

### **Recommendations:**

From the findings of this research, the study recommends the following:

- i. The university management can practice conflict stimulation in the organization but should ensure it remains within tolerable limits to avoid it becoming counterproductive.
- ii. The university management should rework its style in conflict control and proactively engage all stakeholders to enhance the effectiveness of conflict control in mitigating employee intention to leave the organization.
- iii. The university management should further explore conflict resolution in order to harness its potential usefulness in reducing intention to leave.
- iv. Other organizations may also adopt these aforementioned recommendations and would do well by conducting further studies on conflict management and promoting employee education on understanding and effectively handling conflict.

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