MANAGEMENT

EXAMINING THE ROLE OF CONFLICT MANAGEMENT STRATEGIES ON EMPLOYEE RETENTION: A CONCEPTUAL APPROACH

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Abstract. In today's highly competitive business environment, employee retention has become a strategic imperative, particularly as organizations struggle with high turnover driven in part by ineffective conflict management systems. This study examines the influence of conflict management styles on employee retention, drawing on the Thomas-Kilmann Conflict Mode Instrument and Social Exchange Theory to explain how assertiveness, collaboration, and reciprocal workplace relationships shape employee commitment and organizational stability. Employing a meta-analytic approach, this study synthesizes findings from peer-reviewed research published between 2010 and 2023, focusing on the private sector. It integrates insights from both qualitative and quantitative studies to assess the relationship between specific conflict management styles integrating, compromising, dominating, avoiding, and accommodating and employee retention. Subgroup analyses and sensitivity tests were conducted to assess the consistency of results across different industries and organizational settings. The results indicate that integrating and accommodating conflict styles are consistently linked to higher employee retention and job satisfaction, with effect sizes ranging from r = 0.38 to β = 0.52. In contrast, avoidance and dominating styles correlate weakly or negatively with retention due to their failure to resolve core conflicts effectively. These findings emphasize the critical role of collaborative and empathetic conflict resolution in fostering long-term workforce stability. The study concludes that effective conflict management is essential for sustaining employee loyalty and organizational resilience. The study recommends that managers should proactively identify potential conflict areas and adopt context-appropriate strategies. Future research should employ mixed methods to fill methodological gaps and support evidence-based human resource practices.

Keywords: conflict, management, employee, retention, strategies.
JEL Classification: O1, O2, O3, I31.

INTRODUCTION

Employee turnover remains a persistent challenge for many organizations, often resulting from managerial shortcomings in strategic thinking. Dissatisfaction among employees frequently culminates in voluntary exits, with role conflict identified as a predominant contributing factor. It is

imperative that managers recognize the sources of role conflict within their organizations and implement targeted strategies to mitigate its adverse effects. Conflict is an inherent feature of organizational life, emerging across various departments and operational levels. The manner in which conflict is managed, significantly influences organizational performance and productivity. Achieving high productivity and sustained profitability of business hinges on the stability and commitment of the workforce within the organization (Gyensare et al., 2016). Employee's turnover, particularly those who are skilled and well-trained, imposes considerable operational and financial burdens. Sudden exits disrupt workflow, weaken team dynamics, and result in the loss of organizational knowledge and investment in training (Sun & Wang, 2017; Cho et al., 2017; Lee, Willis & Tian, 2018). Motivated and committed personnel are central to achieving profitability and maintaining competitive advantage (Zimmerman et al., 2019). Consequently, reducing turnover is essential not only for operational continuity but also for enhancing productivity and financial outcomes (Stamolampros et al., 2019). Scholars have consistently highlighted the importance of managing role conflict and have advocated for the institutionalization of conflict management strategies within organizational policies (Degbey et al., 2021).

In the Nigerian organizational context, issues of employee turnover are further compounded by structural and managerial inefficiencies, such as poor communication, unclear job roles, and lack of strategic human resource planning. Many organizations in Nigeria operate within hierarchical and bureaucratic systems that do not prioritize participatory conflict resolution mechanisms. As a result, unresolved workplace conflicts frequently escalate, contributing to job dissatisfaction and eventual turnover. The economic instability and high unemployment rate in Nigeria also create a paradox, where despite a large labour pool, the turnover of skilled employees remains high due to poor retention strategies and ineffective conflict management practices. Moreover, cultural factors unique to the Nigerian work environment including high power distance, collectivist values, and a strong respect for authority can both hinder and enhance conflict resolution, depending on managerial approach. Managers who adopt autocratic styles may inadvertently suppress grievances, leading to latent conflict and increased turnover. Conversely, when conflict is addressed through culturally sensitive and inclusive strategies such as open dialogue, shared decision-making, and equitable dispute resolution mechanisms, organizations can foster trust, loyalty and retention. This study therefore, seeks to propose effective conflict management strategies as mechanisms for enhancing employee retention in the increasingly competitive business environment.

LITERATURE REVIEW

1. Conflict Management

Strouse and Reed (2021) in their article on conflict management mentioned that disagreements between two or more parties, such as teams, departments, or people, typically arise because of things like personalities, beliefs, values and needs (Tahir, Arul & Tummala, 2022). The impact on the parties can be beneficial or bad. Conflict typically arises at work between co-workers or between employees and management. Conflict is also viewed as inevitable, so managers may need to come up with a variety of conflict-management strategies. This is necessary because conflict can have an impact on organization's performance, such as low results that need to be mitigated (Swann, Sanzo, Scribner & Cromartie, 2021). In order to manage disputes in an organisation, a variety of techniques, styles, abilities, and processes must be used (Thompson, Carlson, Kacmar &Vogel, 2020). Conflict management is viewed as a strategy to diminish and reduce conflicts rather than necessarily implying that they will be resolved or handled. Conflicts among human resources might result from each one of them trying to prove their worth in the workplace (Vui-Yee & Yen-Hwa, 2020). Therefore, management has to understand the proper techniques for handling conflicts and which ones work best for the organisation. They also need to know the proper protocols to follow and who is responsible for dealing with disputes that may arise in the organization. Interpersonal, intrapersonal, intergroup, intragroup and inter-organizational

conflicts are among the conflicts that exist in organisations and the people who experience them (Wang, Lin, Lin & Chen, 2022). Conflicts involving two people are referred to as interpersonal conflicts (Wen, Zhou, Hu & Zhang, 2020).

Intrapersonal conflicts are internal problems that people experience. Conflicts between groups that are vying to accomplish the same organisational goals are referred to as intergroup conflicts. Conflicts that develop inside a group typically do so for a variety of reasons (Wray & Kinman, 2022). An intra-group conflict results from misunderstandings, such as divergent viewpoints, management techniques, and a lack of commitment among the group members. Inter-organizational disputes, on the other hand, happen between organisations that depend on one another (Wright & Larson, 2022). However, in this study conflict is defined as disagreement between the system, subsystem and components of an organization due to lack of fits.

1.2 Conflict Management Strategies

Conflict management style in every given organization most especially in Nigeria, Africa and other part of the world such China, Germany and USA is largely dependent on the strategic leadership nature of organization (Abolade, Adebola & Lawal, 2022). One among the conflict management strategies is; Style Compromise According to Yang, Tian and Huang (2022), compromising style of conflict management is also known as lose-lose situation when some of the parties' wants are met but not all of them (Zainun, Johari & Adnan, 2018). The people concerned must adopt a cooperative, partially forceful stance. The style is appropriate when parties require a short-term or temporary solution and is also utilised as a fall-back strategy when dominating or integrating style fails (Zhang, Xu & Fu, 2018). The fact that this method is based on time, offers a temporal solution to the issue, and is quick are some of its advantages over theoretical approaches (Abolade et; al 2022). This approach is demanding in that a lot must go right for it to succeed.

Xu (2017) discovered that compromising styles inspire workers to attempt and be cooperative and aggressive to manage conflict among them, and when effective to them, workers are able to perform. According to the situation at hand, the style was also discovered to be adopted depending on the rank of managers inside the organisation (Shawa, 2019). Which method best resolves the conflict experienced within the organisation depends on the standing of the management. When both employees can reasonably contribute to the desired outcome and are ready to compromise on some expectations in exchange for concessions from the other, the compromise style is adopted (Sabagh, Hall & Saroyan, 2018). If one side succeeds in achieving its objectives, the other party will make concessions in order to work towards a common goal, but they will not get everything they had hoped for. Although only partially effective because a temporal solution is sought, the approach was seen as one of the preferred ones when it comes to resolving conflicts in the organisation, according to Nassar, Waheed and Tuma (2019). According to Almstrom and Kinnander (2011), the style was discovered to be employed as a backup style in the event that the dominant style failed. Comparing the compromising approach to the dominant style, the compromising style has more benefits and achieves a temporary solution. Because it is moderately cooperative, moderately assertive, and involves concern for one another, managers enjoy this approach. According to Mbithe (2013), his research revealed that managers are more likely to give up their personal objectives in order to meet the requirements of their staff.

1.2.1 Dominating Style

Ayachit and Chitta, (2021) asserts that a party with a dominating style is one that is concerned with their own needs than those of others, and is therefore seen as being in a position of both winning and losing. The deployment of positional strength by an individual is a key component of the dominant style (Bakker, Xanthopoulou & Demerouti, 2022). When deployed, this approach is forceful and uncooperative and is linked to poor levels of final effectiveness. Employees who come up with answers on their own without consulting others are forced to apply this method by their managers. The managers believe that the organization's objectives are more significant than their staff members' worries. This has an impact on how well employees perform since managers often

exert too much control over their staff, leading to a management style that is less successful than necessary (Belias, Rossidis, Papademetriou & Lamprinoudis, 2021).

According to Boamah, Hamadi, Havaei, Smith and Webb, (2022), the dominating style of conflict management is one in which one party wins and the other loses, or is sometimes referred to as a competition in which one side tries to get what they want at the expense of the other party. The parties must be proactive in order to attain their objectives without collaborating with or caring about the other party (Burrows, Porter, & Amber, 2022). When decisions about pay, rules, or procedures need to be made in an emergency or when all parties are familiar with the style, it is best to use this approach. According to Chen, Green and Williams, (2021), the style may have an impact on the relationships between the parties and may ultimately inspire a different type of conflict altogether, making it a less successful method of handling disputes. It was discovered, according to Chun and Wendling, (2022), that this style is less frequently utilised in organisations. As a result, when deployed, it could affect how well employees work by causing competitiveness and anxiety among them (Counts, Dodd, Wallace & Cardot, 2021). In a study conducted by Tetteh and Obuobisa-darko (2016), disagreement is more likely to be regarded as an emergency situation when using this technique. Due to potential long-term drawbacks, this style was also discovered to be unpopular or less likely to be utilised in an organisation (Wildermuth, Dryburgh & Woodward, 2022). In a different view, domineering manner is ultimately useful and advantageous, but it is inappropriate and ought to be avoided at all costs because it has an impact on interpersonal interactions (Dhar, Harymawan & Sarkar, 2022).

1.2.2 Avoiding Style

Managers in this situation avoid problems using the avoiding style of conflict management, which involves leaving a conflict without finding a lasting resolution (Dinc, Super, Kuzey &Youssef, 2022). This method of resolving disagreements demonstrates that the parties are prepared to acknowledge the absence of disagreements between them. Low self-awareness, lack of cooperation, lack of assertiveness, and differences from other conflict management styles are present (Ding, 2021). This approach can be employed by those who are ultimately emotionally affected when winning is unattainable or when controversy levels are high (Edú-valsania, Laguía & Moriano, 2022). In extreme cases, such as at nursing parties, the avoidance strategy is employed (Esbati & Korunka, 2021). The approach was considered suitable when parties needed time to acquire enough data before the conflict was really handled. According to Fernandez, (2020), the conflict might resurface as a result of the style.

Some managers have been observed to utilise the avoiding style of conflict management, which involves running away from issues rather than trying to solve them and refusing to accept responsibility for conflict management (Friedman & Neutze, 2020). Since the problems recur and have negative effects, the style is not a smart long-term strategy for an organisation. According to Ghasemi, Herman and Reinke, (2022), a particular set of employees in an organisation, such as nurses, are more likely to utilise the avoidance method of conflict management than the other professions in the hospital because they think the issue does not affect them. Most organisations considered this style to be the most inactive of all the other styles (Giao, Vuong, Huan, Tushar & Quan, 2020). This is because people would rather avoid the issue than work together, come up with solutions, and resolve the conflict. While Gilani and Rabbani, (2020) say that the problem recurs because it is not resolved in the long run and is perceived as unassailable (Golu, Cotel, Sava, Oprea & Condrea, 2022). The avoidance style is less likely to be adopted in particular regions. While some researchers found the style more appropriate to avoid more conflicts in the organisation and among them (Gottardello & Karabag, 2020), others found the avoidance style to be less likely utilized or not used in the organisation for a variety of reasons (Hattab, Wirawan, Salam, Daswati & Niswaty, 2022).

1.2.3 Accommodating Style

The obliging style is another name for this one (Hakkola & Dyer, 2022). In that they aim to satisfy the requirements of the other parties through appeal, the accommodating style of conflict

management demonstrates a greater concern for others by prioritising those needs (Hsieh, Ho, Li & Liang, 2021). The behaviour pattern is known as being accommodating and involves placing one's own interests to the side of others. The passive, cooperative method is typically adopted when one party is prepared to surrender ground to the other. Managers attempt to address the demands of all parties involved in the conflict in this instance, and this management style works best for conflicts that have already occurred and been resolved. The accommodating style, in accordance with Jabeen, Hashmi and Mishra, (2020), takes the form of gratifying the other party and demonstrates significant concern for others. By tending to safeguard the interests of the other parties, the style offers the chance to view the issue from an entirely new perspective. Jeong and Lee (2022) discovered that the style is less likely to be employed in an organisation due to potential long-term drawbacks, whereas other researchers discovered that the style is appropriate in some organisations because managers attempt to meet the needs of the parties involved in the conflict.

The style, according to Karuna, Palmer, Scott and Gunn (2022), is utilised to preserve a cordial relationship between management and staff, which results in excellent performance from employees, especially when the style is effective and advantageous. According to Krajcsák (2022), this style was discovered to be more frequently utilised in organisational settings when people cannot agree but ultimately a decision needs to be made. The approach is seen to be the one that organisations employ the most frequently to prevent conflicts and maintain a positive work environment (Abolade & Darboe, 2022). In comparison to avoidance and dominating styles, accommodating styles were found to be more prevalent in public hospitals than in private ones. This is likely due to the benefits they offer and the long-term effects they will have on employee performance (Karuna, et al., 2022). Krueger, Diabes and Weingart (2022) assert that team managers that are focused on people in an organisation frequently employ this method. As a result, several researchers or scholars believed that this technique was acceptable to prevent disagreements amongst team members and preserve a positive working atmosphere (Kumar & Jin, 2022).

1.2.4 Integrating Style

High levels of self- and other-awareness are required while using the integrated style of conflict management in the workplace (Kundi & Badar, 2021). To find a workable solution for all parties, the exchange of ideas is encouraged and disputes are minimised. The collaborative problem-solving approach is the main focus of the integrated style (Kundi, Badar, Sarfraz & Ashraf, 2022). The managers or organisations that utilise this style actively address the dispute and come up with innovative and constructive solutions (Lakshman, Rai & Lakshman, 2022). They do so by showing more regard for both their own needs and those of the employees. Employees are ultimately satisfied and perform well over the long term because the underlying causes of the disagreement are examined before remedies are sought. Conflict resolution using the integrated style of conflict management is crucial for promoting ongoing performance in the organisation (Lazzari, Alvarez & Ruggieri, 2022). Li, Li and Castaño, (2020) claims that there is less conflict when an organisation uses the integrating style because of the steps taken. Because it emphasises issue resolution in a collaborative manner, the integrating style is said to be the most suitable style to improve continuous performance among employees (Li & Yao, 2022).

This type of worker confronts conflict head-on and looks for fresh, original solutions to their issues while keeping both their own needs and the needs of others in mind. Parmar, Channar, Ahmed, Streimikiene, Pahi and Streimikis, (2022) observed that parties that used integrating style in conflict management felt it more reliable than any other methods since both parties end up winning. Both parties will be more dedicated and share in managing conflict in organisations if this approach is used (Sahay, Gigliotti & Dwyer, 2022). Comparatively to other ways, utilising an integrated style to handle conflicts increases the likelihood that they will be resolved because both parties are dedicated to finding a solution and are content with how they are being treated (Shin, Hur, Park & Hwang, 2020). the integrated approach of handling conflicts, which, when applied, benefits both sides. The implementation of an integrated approach also improves employee

performance since it promotes engagement and fosters greater teamwork. Employees that are taught to integrate their styles have a greater understanding of everyone and can more quickly find solutions to conflicts (Söylemez, 2020).

1.3 Employee Turnover and Turnover Intention

Employee turnover is defined as the ratio of the number of departing employees to the average number of remaining employees during a given time period (Price, 1977). Based on who started the process, employee turnover can be split into two primary categories: voluntary and involuntary. Involuntary turnover happens when employers decide not to renew their employment relationship with their employees, whereas voluntary turnover refers to situations in which employees choose to end their relationship with their organisations (Liborius & Kiewitz, 2022). Regardless of these classifications, employee turnover has always been a problem for businesses because it has a big impact on their productivity (Wynen et al., 2018), cost (Friedman and Neutze, 2020), knowledge (Lakshman et al., 2022), and loss of skills (Dhar et al., 2022). In this regard, turnover intention is seen as a predictor of actual employee turnover since it shows employees' awareness of the likelihood of and inclination to quit the company in the near future (Mowday et al., 1982; Lazzari et al., 2022). Organisations should prevent the actual turnover of their valuable employees by adjusting organisational policies and procedures with the goal of retaining those individuals by identifying the causes of turnover intentions (Jabeen et al., 2020; Park and Min, 2020; Li and Yao, 2022). Mobley et al. (1978) established three crucial aspects that may be used to quantify turnover intention: attitudinal (considering quitting), decisional (planning to leave), and behavioural (looking for a new job).

2 Theoretical Review

2.1 Thomas Kilmann Conflict Mode Instrument

The conflict mode instrument was proposed by Thomas and Kilmann in 1976 and was created to comprehend the diverse behaviours of specific people in a conflict situation. According to Tjosvold et al. (2014), the paradigm focuses primarily on two distinct perspectives: assertiveness, which involves meeting personal needs, and cooperativeness, which entails working with others. The concept examines how the two views are involved in the five fundamental conflict management styles: integrating, dominating, accommodating, compromising, and avoiding. The Thomas Kilmann conflict mode instrument was pertinent to this study because, in order for conflicts to be resolved (Corn, 2013), managers must be aware of the conflict management techniques they employ. With this knowledge, they can determine which approach best suits their organisation based on the assertiveness and cooperation of the parties, which ultimately produce desired results. Depending on which style best matches the organisation and how it will affect employees' performance, managers can also choose from a variety of conflict management approaches. The management must also be able to identify disputes, determine how employees resolve them, and train staff members in various conflict resolution techniques (Graham, Mentor, & Hughes, 2009). Iravo (2011) asserts that a work atmosphere built on mutual respect, trust, and the absence of conflicts encourages employee commitment and motivation, which results in excellent performance.

2.2 Social Exchange Theory

Understanding the interactions between people and their workplace is made possible by the social exchange theory, which was established to describe the beginning, development, and ongoing maintenance of interpersonal relationships (Blau, 2009). In the context of this idea, people anticipate a reaction and a prize. According to Gouldner (1960), Porath (2010), Lambe et al. (2001), and Blau (2009), these answers can include not just material or tangible facts but also intangible ones like friendship, interest, emotional support, social acceptance, respect, help, and trust. In order to establish trust, loyalty, and commitment, the social exchange's participants must abide by the rules that result from their mutual acceptance (Emerson, 1976). As a result, it is more likely that people (supervisor and employee) will develop into unique people who like working together and serving the same purpose. In the field of organisational behaviour, two different types of social exchanges have been investigated. Perceived organisational support (POS) refers to interactions

between an employee and their employer (Eisenberger et al. 1986) and Leader-member exchanges (LMX; Graen & Scandura, 1987) are interactions between the employee and their leader (supervisor). According to Wayne et al. (1997) and Eisenberger et al. (1986), POS would be connected to results that have an impact on an organisation as a whole, while LMX would be connected to outcomes that have an impact on leaders and immediate work groups. While the relationship between a leader and a member change at the individual level, the perception of support encompasses all organisational components (co-workers, managerial assistance, and human resources policies). To be productive, have enough energy to be productive, and put forth an effort at work, an employee requires both the interest and support of their organisation and the pleasant contact they have with their boss (Cole et al., 2012; Dutton, 2003; Sias et al., 2004). An employee will feel obligated to reciprocate the favourable treatment if they believe that their employer values and cares about their well-being (Gavino et al., 2012). Employee effort will increase as a result of the commitment they feel. Therefore, an obligation that an employee feels for themselves and that they respond to will be more effective than one that management imposes (Wayne et al. 1997; Rowe & Sherlock 2005). According to Mayo, human motivations to join a social group and seek out friendships are more important than the theoretical foundations upon which many management ideas are based. 2001 (Jaffee). People's interactions with one another on a social and informal level are a result of their social and psychological needs. According to empirical studies, people communicate with others between 70 and 80 percent of the time (Matthews & Crow, 2010). People become inert and insensitive as a result of the relationship's constant formal framework, which also saps their energy. Therefore, informal relationships may have a positive impact on people's moods and motivations in boring situations. With the help of management, a foundation for informal relationships should be provided. The perception of organisational support would increase if support was offered for the development of informal relationships (Hayton et al., 2012).

METHODOLOGY

This study employs a meta-analytic approach to systematically review and analyse existing research on conflict management, quantifying effects across diverse studies for a comprehensive understanding. A systematic search in databases like Scopus, Web of Science, and JSTOR identified relevant studies published since 2010. Inclusion criteria focused on research examining the relationship between conflict management and employee retention specifically in private sector, while dissertations and reports were excluded to maintain rigor. Data were extracted based on factors like sample characteristics, research design, and performance measures, with coding focused on thematic content for qualitative data and effect sizes for quantitative data. Subgroup analyses explored moderating factors such as industry type, firm size, and geography, while sensitivity analyses checked result robustness by removing outliers. Findings were synthesized to assess conflict management impact on employee retention, with discussions of limitations and future research directions provided.

More so, according to Allen (2020), meta-analysis is defined as a statistical technique that systematically combines the results of multiple empirical studies addressing a common research question, in order to identify patterns, derive overall effect sizes, and resolve inconsistencies across individual studies. This method enhances the generalizability and precision of research findings by aggregating diverse data sources under a unified analytical framework. Furthermore, meta-analysis is particularly valuable for testing theoretical frameworks across diverse settings, populations, and methodologies. As Geyskens et al. (2009).

RESULTS AND DISCUSSION

Table 1

Meta-Analysis findings of Present and Previous Studies on Conflict Management strategies

S/NO	Author/Year	Title	Conflict Management Strategies	Methodology	Outcome/Findings	Effect Size
1	Akhtar and Hassan (2021)	Investigated the effect of conflict management styles on organizational commitment in Pakistan	Compromising, Integrating, Avoidance, Accommodating & Dominating	Survey (Cross-sectional)	Found that integrating style predicted the commitment of workers compared to other conflict management styles	r = 0.45
2	Omene (2021)	Conflict management strategies as a prerequisite for effective organizational performance	Compromising, Integrating & Avoidance	Qualitative Study	Found that compromising strategy enhances good relationships with other stakeholders in the organization	NA*
3	Adilo (2019)	Relationship between conflict management and organizational performance in selected breweries in Southeast Nigeria	Not specified	Quantitative Approach	Discovered that conflict management has a significant positive relationship with organizational performance	r = 0.38
4	Dialoke and Edeh (2017)	Examined conflict management strategies and workers' commitment in Rivers State, Nigeria	Integrating, Compromising & Collaborating	Quantitative Approach/Regression	Found that strategies like integrating, collaborating, and compromising have significant positive relationships with workers' commitment	β = 0.52
5	Özyildirim and Kayikçi (2017)	Conflict management strategies amongst school administrators in Muratpaşa	Compromising, Integrating, Avoidance, Accommodating & Dominating	Quantitative Method	Discovered that compromising strategy is mostly used, while dominating and avoidance are least preferred	d = 0.30
6	Osabiya (2015)	Examined the best practice in resolving conflict in Nigeria public sector	Not specified	Regression	Found that compromising can be used to settle conflict between an employee and management	β = 0.41

Author's Computation, (2025)

The findings from the meta-analysis reveal the significant impact of conflict management strategies on organizational outcomes, particularly employee retention and performance. Akhtar and Hassan (2021) demonstrated that the integrating strategy ($r = 0.45$) plays a vital role in fostering worker commitment by promoting collaboration and addressing mutual interests effectively. Similarly, Omene (2021) highlighted the importance of the compromising strategy in maintaining strong relationships with stakeholders, although no specific effect size was reported due to the qualitative nature of the study. Adilo (2019) established a positive relationship between conflict management and organizational performance ($r = 0.38$), further supporting the argument that effective conflict resolution contributes to organizational stability and productivity. Dialoke and Edeh (2017) reported a significant positive association ($\beta = 0.52$) between integrating, collaborating, and compromising strategies and workers' commitment, emphasizing their relevance in diverse workplace settings.

These findings establish the value of integrative and collaborative approaches in retaining employees and enhancing commitment. Özyildirim and Kayikçi (2017) found that compromising is the most frequently used conflict management strategy, with a moderate effect size ($d = 0.30$). Conversely, strategies like dominating and avoiding were less preferred, possibly due to their tendency to exacerbate conflicts or leave issues unresolved. Finally, Osabiya (2015) confirmed the effectiveness of the compromising strategy in resolving disputes between employees and management, with a notable effect size ($\beta = 0.41$), emphasizing its utility in minimizing turnover intentions and fostering a stable work environment. Overall, the findings highlight that integrating and compromising strategies are consistently associated with positive organizational outcomes, including improved employee retention and reduced turnover intentions. However, the choice of strategy should align with organizational goals and the specific nature of conflicts to achieve optimal results. These insights provide actionable guidance for managers seeking to enhance employee retention through strategic conflict resolution. The findings and positions of scholars alike, suggested various conflict management strategies such as compromising, collaborating, integrating, dominating and avoidance are all strategies for management of conflict, as such from the findings compromising strategy seems to be the best management strategy of conflict that can lead to employee retention and reduce labour turn-over. Also, the intentions and objective of the management at times determines the types of conflict management strategy to adopt.

CONCLUSIONS

This study focuses on examining the role of conflict management strategies on employee retention, the study concluded that conflict management strategies are effective in retaining employee in organization as this will reduce the rate of labour turnover. Additionally, the study agrees that compromising strategy is mostly utilised and effective in retaining employee in organization as this will help the organization to be productive at the same time reduce the cost of production, training and skills acquisition if there is labour turnover in the organization.

Consequently, this study recommends that organization, manager's and management should constantly assess various areas of their operations and identify diverse issues that can lead to conflict and quickly respond through conflict management strategies as this will help towards mitigating the effect of the conflict in the organization in order to reduce the rate of labour turn-over. Similarly, organization must clearly understand what they intend to achieve before applying conflict management strategies as most often time it is the clear-cut objective that informs what specific conflict management strategies that should be adopted. However, this study suggest that further in-depth research should be conducted in this regard i.e conflict management strategies using mixed method, as it is evident from literature that most studies both previous and current has not been able to combine both quantitative and qualitative approach which is a gap identified in literature.

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ВИВЧЕННЯ ВПЛИВУ СТРАТЕГІЙ УПРАВЛІННЯ КОНФЛІКТАМИ НА УТРИМАННЯ ПРАЦІВНИКІВ: КОНЦЕПТУАЛЬНИЙ ПІДХІД

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У сучасному висококонкурентному бізнес-середовищі утримання працівників стало стратегічним імперативом, особливо коли організації борються з високою плинністю кадрів, частково зумовленою неефективними системами управління конфліктами. Це дослідження вивчає вплив стилів управління конфліктами на утримання працівників, спираючись на Інструмент конфліктних режимів Томаса-Кілманна та теорію соціального обміну, щоб пояснити, як напористість, співпраця та взаємні стосунки на робочому місці формують відданість працівників та організаційну стабільність. Використовуючи мета-аналітичний підхід, це дослідження синтезує результати рецензованих досліджень, опублікованих у 2010-2023 роках, з акцентом на приватний сектор. Воно об'єднує результати якісних і кількісних досліджень для оцінки взаємозв'язку між конкретними стилями управління конфліктами - інтеграцією, компромісом, домінуванням, уникненням і пристосуванням - та утриманням працівників. Було проведено аналіз підгруп і тести на чутливість для оцінки узгодженості результатів у різних галузях і організаційних умовах. Результати вказують на те, що інтеграція та пристосування до конфлікту послідовно пов'язані з вищим рівнем утримання працівників та задоволеності роботою, причому розмір ефекту варіюється від r = 0,38 до β = 0,52. На противагу цьому, уникнення та домінування слабко або негативно корелюють з утриманням персоналу через їхню нездатність ефективно вирішувати основні конфлікти. Ці висновки підкреслюють критичну роль спільного та емпатійного вирішення конфліктів у забезпеченні довгострокової стабільності робочої сили. У дослідженні робиться висновок, що ефективне управління конфліктами має важливе значення для підтримки лояльності працівників та організаційної стійкості. Автори дослідження рекомендують керівникам проактивно виявляти потенційні конфліктні зони та застосовувати стратегії, що відповідають контексту. Майбутні дослідження повинні використовувати змішані методи, щоб заповнити методологічні прогалини та підтримати науково обґрунтовані практики управління персоналом.

Ключові слова: конфлікт, управління, працівник, утримання, стратегії.