

Conflict Management Styles and Turnover Intentions among Workers of chicken tonight in
Kampala

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Declaration

I, Namwanje Shakira, declare that this dissertation is my own work not copied from anywhere or from anyone and that all sources of information used in this dissertation have been fully acknowledged and it has never been submitted to any University.

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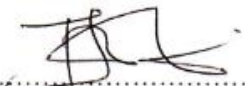
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Approval

This dissertation has been written under the guidance and supervision of my supervisor and it meets the minimum requirements for the award of a degree in Bachelors of Industrial and Organizational Psychology.

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Abstract

The major purpose of the study was to examine the relationship between conflict management styles and turnover intentions among workers of chicken tonight in Kampala. The specific objectives of the study were to examine the level of usage of conflict management styles among workers, to assess the level of turnover intentions among workers and examine the relationship between conflict management styles and turnover intentions.

The study adopted a correlation research design because it is a specific type of non-experimental design used to describe the relationship between or among variables. The correlation research design was used to measure relationship between conflict management styles and turnover intentions among workers of chicken tonight in Kampala. In this design data was presented into statistical information using statistical package for social scientists (SPSS) from where Pearson Product Moment Correlation Coefficients (PPMCC) was used to test the hypotheses of the study.

So the researcher observed and concluded that there was significant relationship competing CRS and turnover intentions, positive relationship between Compromising CRS, turnover intentions, relationship between avoiding CRS and turnover intentions and collaborating CRS and turnover intentions are related.

The study recommended that there is a positive relationship between accommodating CRS and turnover intention; hence management of the company needs to ensure that it the workers are happier and contented with their jobs. They endanger the very existence of turnover intentions among workers leads to higher productivity, organizational responsibility, physical and mental health, so a person will work with better mood and will learn more skills and finally promotion in his performance.

Chapter One

Introduction

Background

Conflict management styles involves various ways by which disputes are resolved, where negative results are minimized and positive results are prioritized in an organization in order to retain its employees. Organizations around the world are striving to be the best in attracting and retaining its employees. Various strategies have been practiced and implemented to attract and retain employees in the organization in order to reduce the turnover rate. According to Huffman *et al.* (2014), the employees are considered as human resources, and therefore they should be managed so as to provide the expected outcomes. Organisations are required to take some measures to ensure that its employees do not leave their organizations. Employee turnover is a vital issues and challenges management in organization (Davidson, *et al.*, 2010). The highest turnover rate in an organization has great impact on productivity, quality and profitability due to the loss of knowledge and technical skills. The turnover rate of any organization will impact the organization's operation cost in investing trainings that required for new employee and eventually will impact the end profit of the organization.

The empirical studies have been conducted in different parts of the world concerning the employees' conflict management styles and turnover intentions and different factors were discovered to have impact with employees and its effect on turnover intention. According to Armstrong (2006), there are a number of factors which promote the employees' to leave the organization, it is important for the organizations to obtain the right and best employees to be with their organization in order to expand their business and to win the market-share. Therefore, the

purpose of this study was to examine the relationship between conflict management styles among workers of chicken tonight in Kampala.

Problem Statement

Due to lack of proper conflict management skills, workers have left most organizations/ companies, It is important for managers to discover what makes employees leave the organization and implement initiatives to reduce it. Therefore more research is needed in coming up with a remedy on how to handle conflicts so that workers do not leave the organization. Therefore this study intended to examine the relationship between conflict management styles and turnover intentions among workers of chicken tonight in Kampala.

Purpose

The purpose of the study is to examine the relationship between conflict management styles and turnover intentions among workers of chicken tonight in Kampala.

Objectives

The study was guided by the following objectives;

1. To examine the level of usage of conflict management styles among workers
2. To assess the level of turnover intentions among workers
3. To examine the relationship between conflict management styles and turnover intentions

Geographical Scope

The study was carried out among employees of chicken tonight branches in Kampala. There are five branches of Chicken tonight which include Wandegya branch, Nakulabye Branch, Ntinda branch and Kyaliwajala branch. The restaurant was chosen because its employees are not satisfied with their jobs.

Conceptually the study covered the variables of conflict management styles and turnover intentions among workers of chicken tonight in Kampala.

Conflict management styles is defined the process of limiting the negative aspects of conflict in an organization, this is aimed at enhancing learning of workers, including effectiveness or performance in an organizational setting.

Turnover intention is defined as the intention of workers to leave their job. Intention to turnover may affect organization in achieving its objectives, which in turn lead to a reduction in the overall level of innovation, quality of customer service and a negative psychological effect on the employees that remain in the organization (Sajjad & Ramzan, 2013).

Significance

If research report is successfully done it is hoped to be useful to students and academicians as it may form a body of knowledge in line with the research variables (conflict management styles and turnover intentions since the study is meant to lead to identification of gaps which may work as a basis for further research by scholars in future investigation.

The findings will be used by students and other researchers to do further research on the variables in the study. This will generate more information about the variables in the study.

The findings will be used by organizations to improve their relationship with the employees. That's to say, organizations will be able to work on the gaps in the work place after understanding the importance of having compassionate and satisfied employees at the work place.

Conceptual Framework

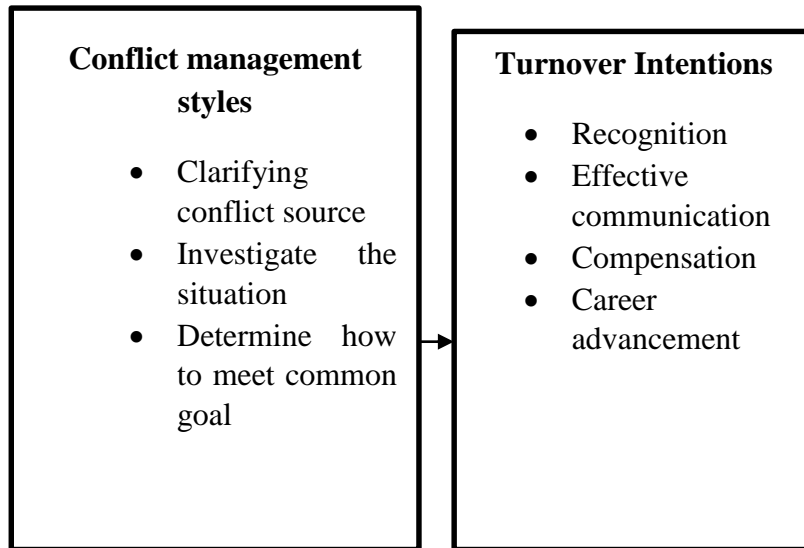


Figure 1: Conceptual relationship between conflict management styles and turnover intentions

The conceptual frame above presents conflict management styles as an independent variable that affects turn over intensions. Employees who feel that the organization does not sympathize and care about them during situations.

Chapter Two

Literature Review

Introduction

The literature is reviewed according to study objectives that include examine the level of usage of conflict management styles among workers, the level of turnover intentions among workers and the relationship between conflict management styles and turnover intentions. This section contains information and data obtained from published materials in relation to the selected study.

Level of usage of Conflict Management Styles

Conflict management is the process of handling disputes and disagreements between two or more parties. Managing conflict is said to decrease the amount of tension; if a conflict is poorly managed, it can create more issues than the original conflict. Conflict can be defined as an encounter between individuals or groups of people who have differing aims, values, expectations, purposes, ideas, etc (Thomas, 2016). Five modes are offered as solutions to managing a conflict, with each mode ranked on scales of assertiveness and cooperativeness. Assertiveness is the extent to which an individual attempts to satisfy their concerns, while cooperativeness is their willingness to satisfy other parties. Studies have been conducted on the modes of conflict management and their effects on relationships.

There are five conflict management styles which include the following as explained below;

Accommodating. This style is about simply putting the other parties needs before one's own. This method reflects a low concern for self and high concern for others. The obliging person disregards his or her own interests and aims to satisfy the opponent's concerns (Thomas, (2016).

This is achieved through accentuating the commonalities in the dispute and disregarding the differences (Rahim, 2013). This style is most useful when the accommodative disputants believe that they are wrong; or when they perceive the issue to be more important to the opponent. This style is most dominant in subordinate-superior conflicts and the obliging method is also referred to as Obliging.

Avoiding. This style aims to reduce conflict by ignoring it, removing the conflicted parties, or evading it in some manner. This method reflects a low concern for self and others. It can be identified with lose-lose orientation in which none of the contender's concerns are attended to. The style is associated with withdrawal, buck-passing or side-stepping the situation. It is most appropriate when the issues causing conflict are trivial and when the consequence of confronting the other party outweighs the benefit of resolving the conflict. This method is also referred to as the withdrawing

Compromising. This method reflects the intermediate concern for self and others. Both parties in dispute give up their interest to achieve a mutually acceptable decision. It is most appropriate when the goals of the conflicting parties are mutually exclusive and when the contenders' concerns are of equal importance. Rahim warns that overreliance to this style may yield dysfunctional outcomes. This method reflects the intermediate concern for self and others. Both parties in dispute give up their interest to achieve a mutually acceptable decision. It is most appropriate when the goals of the conflicting parties are mutually exclusive and when the contenders' concerns are of equal importance. Rahim warns that overreliance to this style may yield dysfunctional outcomes

Competing. Those who compete are assertive and uncooperative and willing to pursue one's own concerns at another person's expense. It explains using this style works when customers do not

care about the relationship but the outcome is important, such as when competing with another company for a new client. This style indicates high concern for self and low concern for others. This is also known as dominating. In this style there are two results that one side win and other side lost. It is possible and legal to use this style when one of parties is right. Folger & Sutman (2013), argued that use of a dominating style could lead to higher levels of conflict hence should not be used except for mandatory stipulations or in a small issue.

Collaboration. This method reflects a high concern for self and others. Both contenders aim at reaching an effective solution through the exchange of accurate information, openness and desire to examine each other's differences and it leads to win-win outcomes. This style is most appropriate when issues are complex and is most useful in dealing with strategic issues relating to objectives, policies and long range planning. This method is also referred to as *Integrating*

Level of Turnover Intentions among Workers

Turnover intentions is the intention of workers to leave their job. Intention to turnover may affect organization in achieving its objectives, which in turn lead to a reduction in the overall level of innovation, quality of customer service and a negative psychological effect on the employees that remain in the organization Turnover intention seems to be reasonable prediction for actual turnover. According to Phillips and Edwards (2009), total turnover is total number of employees leaving the organisation during a given period divided by average number of employees during that period. Employee turnover may be voluntary or involuntary turnover; the involuntary turnover is initiated by the organisation while voluntary turnover is initiated by employees.

Turnover intention is the organization's employees plan to leave their jobs or to fire the employees. Turnover intention can be either voluntary or involuntary. In voluntary turnover, employee leaves the organization willingly (Samad, 2016). It occurs when the employee have an

alternative best opportunity. While involuntary turnover intention occurs when organization is not satisfied with an employee performance and makes decision to fire him.

Concerning employees and their intentions to leave their jobs or stay, employees' turnover hinders high levels of productivity and efficiency in all organisations. There are various factors that have direct relationships with employees' turnover intentions, in either academic or other types of organisations. Singh and Loncar (2010), stated that the higher the turnover rate, the greater the increase in the costs of training, recruitment, experience socialisation at the expense of institutions. Many researchers consider turnover a crucial issue for institutions and prefer 'friendly work life policies' to reduce turnover. Nowadays, some institutions are more aware of preserving the work-life balance and provide friendly policies accordingly.

Previous indications or factors are considered to be the standards by which employees decide to stay in or to leave their jobs, and by which they judge whether a job can satisfy their expectations or not. Employees may reflect on factors that may force hi/her to leave the organization, such as: the employee's own attitude, organizational structure; external well-matched job demands; the employee's own assessment of job-related organizational decisions; pay and compensation; job satisfaction; experience and knowledge acquired from the organization; demographic variables; organizational trust and commitment; job stability; job prospects; employee engagement; growth and development; positive feelings; social support of supervisors; and organizational policies

Conflict Management Styles and Turnover Intentions

Turnover intention involves intentions by workers to leave their job. Intention to turnover may affect organization in achieving its objectives, which in turn lead to a reduction in

the overall level of innovation, quality of customer service and a negative psychological effect on the employees that remain in the organization (Ayinde and Adegroye, 2012). Turnover intention seems to be reasonable prediction for actual turnover in resolving conflicts in an organization (Cho and Lewis, 2012).

Studies all over the world have established the relationship between conflict management styles and turnover intentions in Taiwan. Conflict management styles and turnover intentions have a bidirectional relationship whereby better handling of conflicts at the job retains workers and stops them from leaving the job. Cho and Lewis, 2012), also investigated positive relationship between conflict management styles and turnover intentions among nurses in India and found a positive relationship. Similarly Ayinde and Adegroye, 2012), investigated the effects of conflict management styles and turnover intentions among 131 professors and clerical workers in Private Japanese's university. Results showed that conflict management styles had a positive relationship on hospital workers. Conflict Management Styles therefore is important in solving towards achieving the organizational goals rather than fulfilling their duties.

Kalifa and Tafese (2016), looked at the relationship between conflict management styles and turnover intentions. They state that when employer has high levels of conflict management styles, employees perform better and are less likely not to have intentions of leaving their job. Making happiness through solving their conflicts is a valuable tool for maximizing organizational outcomes. Researchers have put a considerable amount of effort into attempts to demonstrate that the two are positively related in a particular fashion: a happy worker is a good worker and a performer. Although this sounds like a very appealing idea, the results of empirical literature are too mixed to support the hypothesis that conflict management styles leads to better performance

and ignores intentions of leaving the job, there is a reliable positive correlation between these two variables (Kalifa and Tafese, 2016) .

Research Hypothesis

The research study tested the following hypothesis;

1. There is level of usage of conflict management styles among workers
2. There are various the level of turnover intentions among workers
3. Conflict management styles and turnover intentions are significantly related

Chapter Three

Methodology

Introduction

This chapter presents the methods that were used in the study. This included the presentation of the research design, population size, sample size, instruments, measures, quality control, data management, data analysis and the limitations of the study concerning the variables in the study including conflict management styles and turnover intentions

Research Design

The study adopted a correlation research design because it is a specific type of non-experimental design used to describe the relationship between or among variables. The correlation research design was used to measure relationship between conflict management styles and turnover intentions.

Population

The study population comprised of 30 workers of chicken tonight participated in the study. The respondents answered the questionnaires which administered to them by the researcher in order to get information concerning relationship between conflict management styles and turnover intentions. The researcher believed that this category of respondents provided the relevant knowledge that assisted in the answering of the objectives under investigation.

The Sample

The study consisted of 30 respondents from Chicken to Night which was determined by the Morgan and Krejcie's table of standard sample. The researcher used a simple random sampling technique in order to create equal chance for all the participants for selection.

Instrument and Measurement

The study employed the use of a self-questionnaire. The research instrument contained mainly three variables namely; conflict management styles and turnover intentions

Items under conflict management styles were measured using an Organizational conflict management Scale comprising of 15 items.

Items under turnover intentions were measured using a turnover Scale with 12 items

Procedure

The researcher obtained an introductory letter from School of Psychology that acknowledged her intention to carry out the study at Chicken too night. The letter was presented to the Manager of every Branch where the study was carried out. The letter identified certain ethical issues to ensure privacy of the respondents. The manager supported in the identification of the respondents and the administration of the questionnaire. The questionnaires were self-administered hence were given out for filling and there after completed questionnaires were collected.

Ethical Considerations

Respondents should participate on the basis of informed consent. The principle of informed consent involved researchers providing sufficient information and assurances about taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so, without the exercise of any pressure or coercion

Voluntary participation of respondents in the research was important. Moreover, participants have rights to withdraw from the study at any stage if they wish to do so.

Data Management

Data collected from the institution were cleaned and coded for analyses using a Statistical Package for Social Scientists (SPSS Version 16.0 program). The researcher converted raw data gathered from the field to codes. Data was coded using a likert scale which included; conflict management styles (for each pair, circle A or B statement which was most characteristic of your own behavior)

Turnover Intentions: (Scale of 1-6 were 1= totally disagree and 6= totally agree) by indicating level of agreement

Data Analysis

The study employed the use of Pearson correlation coefficient because it measured the linear correlation between two sets of data. The coded data was transformed to tables of frequencies and percentages showing the respondents personal data and relationship between the variables of conflict management styles and turnover intentions which were analyzed using tables of Pearson Product Moment Correlation. It was used to test for the three hypotheses in the study since the researcher is focusing on examining if a relationship exists among the two variables. Pearson Product Moment Correlation Coefficients was used to test the hypotheses of the study.

Limitations

Respondents were non-submissive and unwilling to fill in or complete the questionnaires. I handled this by clarifying to them how relevant this study was to them prior to handing out the questionnaires.

Some respondents were not honest with their answers for fear of being identified on the questionnaire filled. I dealt with this by asking them not to indicate their names such that information is not traced back to them. I promised them confidentiality of their responses such that they answered honestly and that the questionnaire was anonymous.

Chapter Four

Results

Introduction

This chapter presents the findings of the study in relation to the study objectives and purpose. It presents the data and discusses the findings as listed below.

Background Information

Under the respondents' background information of respondent's data involves the sex of respondents, age of respondents and religion of respondents attached were established and the results are shown in Table 1;

Table 1: Showing the response on bio data information

Variable	Frequency	Percentage (%)
<i>Gender</i>		
Male	129	87.8
Female	16	12.2
Total	147	100.0
<i>Age</i>		
20-30	72	49
31-40	58	39
41-50	17	12
Total	147	100.0
<i>Religion of respondent</i>		
Protestant	59	40.1
Catholics	61	41.5
Muslim	13	8.8
Born again	13	8.8
Others	1	7
Total	147	100

The study findings showed that majority of the respondents males (87.8%) and (12.2%) were males. The findings also showed that the biggest percentage of respondents were aged between 20-30 years (49%), 17 respondents comprised of 12% were aged from 40-50 years and those aged from 30-40 years were (39%). The findings also showed that most of respondents 40.1% were Protestants, 41.5 were Catholics, 8.8% were born again, and 7% were from other religions such as seventh Adventist church as shown by the table above.

Table 2: Correlation between Variables

		Correlations		
		Competing CRS	Collaborating CRS	Compromising CRS
Competing CRS	Pearson	1	-.311**	-.117
	Correlation			
	Sig. (2-tailed)		.000	.157
	N	147	147	147
Collaborating CRS	Pearson	-.311**	1	-.237**
	Correlation			
	Sig. (2-tailed)	.000		.004
	N	147	147	147
Compromising CRS	Pearson	.117	-.237**	1
	Correlation			
	Sig. (2-tailed)	.157	.004	
	N	147	147	147
Avoiding CRS	Pearson	-.477**	.013	-.087
	Correlation			
	Sig. (2-tailed)	.000	.876	.297
	N	147	147	147
Accommodating CRS	Pearson	-.136	-.235**	-.333**
	Correlation			
	Sig. (2-tailed)	.101	.004	.000
	N	147	147	147
Turnover Intensions	Pearson	-.093	.100	.043
	Correlation			
	Sig. (2-tailed)	.265	.227	.602
	N	147	147	147

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The findings in table 2 above revealed a positive relationship between Competing CRS and turnover Intentions. Competing CRS and turnover intentions ($r=0.00$, $p=0.265$, this is because the value of p (0.93) is bigger in magnitude than 0.00 which is the significant level ($p=0.265 > 0.000$), hence accepting the hypothesis. This implies that Competing CRS and turnover Intentions in an organization and influences one another.

The findings in table 2 above further revealed that there is a significant relationship between compromising CRS and turnover intentions. Pearson Product Moment Correlation Coefficient (r) was used to test the hypothesis. $r=-0.117$, $p=0.093$, this is because the value of p (0.93) is less in magnitude than 0.117 which is the significant level ($p=0.117 > 0.093$). Hence accepting the hypothesis. This implies that compromising CRS and turnover intentions influence one another.

From the above table revealed a negative relationship between accommodating CRS and turnover intentions ($r=-0.136$, $p=0.093$, this is because the value of p (0.93) is less in magnitude than 0.136 which is the significant level ($p=0.136 > 0.093$), hence rejecting the hypothesis. This implies that compromising CRS and turnover intentions do not influence one another.

The findings in the table above stated that there is a significant relationship between Avoiding CRS and turnover intentions. Pearson Product Moment Correlation Coefficient (r) was used to test the hypothesis ($r=-0.477$, $p=0.093$, this is because the value of p (0.93) is greater in magnitude than 0.093. This implies that accommodating CRS and turnover intentions are related.

From the above table revealed a positive relationship between collaborating CRS and turnover intentions ($r=0.311^{**}$, $p=0.093$, this is because the value of p (0.93) is less in magnitude than 0.311** which is the significant level ($p=0.311 > 0.093$), hence accepting the hypothesis. This implies that collaborating and turnover intentions influence one another.

Chapter Five

Discussion, Conclusion and Recommendations

Introduction

This chapter presents the discussion of the findings of the study which is done in relation to the study hypotheses and literature review. The first section discusses the relationship between Competing CRS and turnover Intentions, compromising CRS and turnover Intentions, accommodating CRS and turnover intentions, avoiding CRS and turnover intentions and collaborating CRS and turnover intentions. Furthermore, in this chapter, a conclusion is drawn, recommendations are given, and suggestions for future research are made.

Competing CRS and Turnover Intentions

The results of the current study are in agreement with previous studies including an investigation conducted by,

Centralized organizations tend to favor an autocratic style while decentralized organizations seem to prefer democratic style, and organizational culture can therefore be strongly influenced by national culture which may determine the prevalent leadership style. For example, Al-Hajjeh (1984) assumed that Middle Eastern managers encouraged autocratic leadership, as they had negative impression about the ability of subordinates to carry out instructions. In support, Jar-Allah (2000) indicated that autocratic leadership style was the most common style in industrial organizations. This study is in agreement and supports my findings.

Competing CRS and turnover intentions, the personal background of the leaders such as personality, knowledge, values and experiences shapes their feelings about the appropriate leadership that determine their specific leadership style; employees also have different

personalities, backgrounds, expectations and experiences, for example, employees who are more knowledgeable and experienced may work well under a democratic management style; while employees with different experiences and expectations require autocratic management style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence management style. However, leaders can adapt their management style to the perceived preferences of their subordinates.

Compromising CRS and Turnover Intentions

The results of the current study are in agreement with previous studies including an investigation conducted by Stuit and Smith (2012), to identify the relationship between compromising CRS and turnover intentions among lectures in a private university. Stuit and Smith (2012) reported a positive relationship between compromising CRS and Turnover Intentions.

The results of the study are in line with Stuit and Smith (2012) Results of studies on management styles suggest that most groups prefer a democratic manager. Members of groups led by an authoritarian managers tend to be either extremely submissive or extremely aggressive in interacting with one another, they are also the most likely to quit the organization

The findings of the current study and that of Folger & Sutman (2013) noted that, styles managers demonstrate either high level or low level of confidence in their leader who conduct themselves as role models with a charismatic personality that persuades others to desire to develop and become like the leader. This is called idealized influence. Idealized influence refers to recognizing the need of followers to grow and develop through a process of coaching, supporting and stimulating followers who are seen as unique individuals who need specific individual

attention congruent with their current developmental phase. Idealized influence concerns a leader having high ethical behavior that instills pride and draws respect and trust from the followers.

Accommodating CRS and Turnover Intentions

Findings from the study shows that there a significant statistical positive relationship between accommodating CRS and turnover intentions. According to Awamley & ALDmour, (2011), the contribution of management style to effectiveness is enriched by transformational leadership by bringing in the change aspect. The best leaders are both transformational and transactional. Idealized influence is an important factor in transformational leadership and it shows employee`s standpoint in relation to the leader in terms of power of influence, self-confidence, his trust to others, his consistency and ideals which individuals make an effort to imitate. Such a leader becomes a target of admiration, respect, sense of responsibility, confidence, growing optimism and the talk of the followers. Subsequently, followers demonstrate high level of confidence in their leader and this brings about trust and openness between the leader and the followers as a result employees start to show good attendance, improved commitment and better performance in an organization

Avoiding CRS and Turnover Intentions

Findings from the study shows that there a positive relationship between avoiding CRS and turnover intentions. This means that avoiding CRS necessarily influence turnover among employees in an organization. This happens when employees are motivated by factors such as rewards, pay, training and development which help in changing the employee`s attitude towards work and hence high turnover in the organization. This assists in drawing employees towards work which later translates into turnover among employees but if those factors are not given to workers they are likely to reduce on their turnover in an organization.

Studies have been found to provide similar findings related to the current research findings such studies involve the study conducted by Joseph (2013), stated that avoiding is a component of every human existence. It becomes threat when a person faces it at work; so, it becomes an essential concern for the employer and the employees as well which limits his/her turnover. The success of an organization highly depends upon its employees. If there is the risk of quitting intention of employees, then the organization will have long lasting effects of this big challenge. High turnover becomes a loss for organization's cost and profitability (Hassan, 2014).

Collaborating CRS and Turnover Intentions

Hwang *et al.* (2014) studied the collision of collaborating CRS on employees' turnover. Collaborating CRS is an actually a physical and psychological state that arises in quite a lot of situations and can be viewed as a crucial part of a person. He tries to demonstrate, in the light of literature, that collaborating has a positive impact on employees' personal lives. As the Collaborating CRS decreases the turnover among employees in an organization. He studied hotel segment as turnover because Collaborating CRS is high in this segment. The principal component factor analysis is applied to measure the results. It is examined that employees who are affected by collaborating CRS have intention to change their jobs. And turnover is considered as an interpreter of genuine turnover. The turnover is high as the Collaborating CRS is high.

Turnover over intentions as a subject matter is considered to be one of the most serious obstacles in organisations because of the important position of employees within companies. Stuit and Smith (2012), has shown that there are some factors which heighten the significant status of the employee turnover, and these factors concern the changing world of work, technological development, and globalisation. Moreover, employees are at the forefront of business agendas, which aim to ensure an organisation's competitive sustainability. Organisations and companies are

paying increased attention to the search for talented management to guarantee that the right staff members are hired for the right positions, and are developed, well-administered and retained. After all, this ensures that an organisation's competitive advantage.

Conclusions

Findings from the study revealed a significant relationship between variables. Turnover intentions can also be described as the probability of extending the individual's attachment to the occupation or organization. Turnover among teachers in Uganda is not high due to complicated procedures and high cost of leaving. However, the threat of turnover among workers is critical since it will affect their job performance which, in turn, will affect workers

Recommendations

Management of the company needs to ensure that it creatively investigates the various factors which boost workers not to leave the company. Therefore once the appropriate factors which make workers satisfied are obtained this will consequently promote turnover in the company.

Management of the company needs to ensure that it the workers are happier and contented with their jobs. They endanger the very existence of turnover intentions among workers leads to higher productivity, organizational responsibility, physical and mental health, so a person will work with better mood and will learn more skills and finally promotion in his performance.

Areas for Future Research

A study needs to be conducted on the factors which moderate the relationship between turnover intentions and job satisfaction.

Another study needs to be conducted on the relationship between leadership styles on job satisfaction and how these are related to the general turnover of employees.

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Appendix I

Time Frame

Items			Months					
Expected results	Outcome indicators	Activities	July	Aug	sep	Oct	Nov	Dec
Topic and objectives' development.	Availed topic and objectives.	Developing research topic and objectives.	✓	✓				
Evidence of literature review.	Existing literature compiled.	Reviewing documents on conflict management styles and turnover intensions.	✓	✓	✓			
Compiled proposal.	Submission of the proposal.	Compiling the proposal.				✓	✓	
Study area mapped.	Study area mapped.	Identification of respondents of the study				✓		
Data collected.	Data base created.	Collection of data.				✓	✓	
Evidence of edited data.	Final data base with data files.	Creation of the final data base.						✓
Data analysis.	Data analyzed.	Using SPSS.						✓

Final proposal compiled.	Final proposal submission.	Submitting the final proposal.						✓
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Appendix III: Budget Estimate

Items	Quantity	Cost @	Amount (Ugsh)
Pens	10	500	5000
Paper (Reams)	4	15000	60000
Staples	1	2000	2000
Typing	50 pages	500(@page)	25000
Printing	200 pages	100@ page	20000
Transport	2 routes	20,000	20,000
Telephone (airtime)	100 units	300	30000
Internet	800min	27@min	21600
Lunch			100000
Binding	4 books		50000
Miscellaneous			100000
Grand Total			433600