

The Impact of Interpersonal Conflict and Job Stress on Employees Turnover Intention

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Abstract

The turnover intention has been a trend in human resources (HR) professionals is one of the most complex areas. It is suggested that employees' turnover intention imposes a significant negative impact on organizational performance, for instance, decrease in productivity, profitability. The aim of this study was to determine the principal conflict management style and investigations its effect on turnover of middle managers of the microfinance banking Sukkur division Sindh Pakistan. In actual fact, the development and success of the bank's middle managers play an important role. This is a cross-sectional study in which random sampling and a quantitative method followed by a survey-based research design. Total 400 questionnaires were distributed among the middle managers of microfinance banking sector. The returned questionnaires were 220. The return rate was remained 55%. The data was analyzed by applying statistical package for social sciences SPSS version 21.0 for windows. After cleaning and screening of data, 203 samples were utilized for final usage. Findings: By applying Pearson's and multiple regression analysis the results show that integrating, obliging, dominating, avoiding and job stress have a significant and positive relationship with turnover intent. On the other hand, obliging and dominating has negative impact towards the turnover intention.

Introduction

Today, organizations run with different work teams of employees for their outcomes, creativeness, and consequences. Even though this is proven method, but it is knowable that when people are brought together from dissimilar environment and experiences conflict will arise there at any time. Conflict occurs when people's standards, perceptions, goals concerning the outcome collide with each other (Allesandra, 1993; Dechurch, 2001). Conflict as an inherent phenomenon in humans' life arises as a daily challenge in different organizations. Because of conflict employees may be leave job for the organization. When employees leave their organization, it does not only reduce the performance of the organizations but also lessen the productivity and profitability of the organizations as well. It also increases the management difficulties and hiring cost for the new people to fill the vacant positions and train them. Thus, many researchers got enormous attention on this issue in the last few decades because it becomes threat to any organization (Moisoglou et al., 2014). It also costs billions of dollars for reducing employees' turnover intention (Alsam et al., 2013). Employee turnover is costly to all level of organizations regardless of its nature and usually the productivity and quality of the products or services are always negatively affected (Ali, 2009). Employee turnover intention as a term is widely used in business circles (Ongori, 2007). That is ratio of the number of organizational members who left during the period being considered divided by the average number of people in that organization during the period. Literature confirms that movement of workers in any organization left huge negative effect on resource and organizations' performance (Hatch & Dyer, 2004). Thus, turnover is a main object of debate among the senior management, human resources

professionals and industrial psychologists and researchers. Previous studies pin up some major factors which are impact on turnover positively as well negatively. Researchers investigated wages, company benefits, employee attendance, and job performance factors that play a significant role in reducing employee turnover intention (Mobley et al., 1979; Peter & Angelo, Bean, 2009; Long, 2012).

Literature Review

Literature study examines the concepts, first, the concept of turnover intention clarify where after the concept of job stress and perceives interpersonal conflict will be dealt with many factor and theory with concern to this study will be explained .Secondly, the framework of this study developed and design with the point of view of the research question hand and the research gap recognized and discussed.

Turnover Intention is a natural phenomenon that takes place when some inadequately planned system and role of work-life dispute occur, giving rise to the least amount of motivation, performance, promotion, and focusing at the workplace, and thus enforcing the employees disturbing the work breakdown structure to quit the organization Although most research have examined how the study in order to preserve the substantive restrict employee research (Peter Angelo, 2001) found that the factors thought to see from another dimension. They caused turnover of staff wishes will be strengthened to quit his job, when the inter-role conflict will reduce job satisfaction, enhance the role of cognitive conflict between exports and reduce job satisfaction and work to avoid work will strengthen and stretch to avoid cognitive (long, 2012). Studying theory Was first Provided with a voluntary employee turnover (Holtom, 2001) and to reexamine the thesis of Those Who Actually lead to employee turnover intention understanding level observation of the quality of work and the working environment at the website of the easement (Peters, Jackofsky & 1983): The Perceived ease of movement are Substantially equal number of alternatives Perceived job alternatives (Lee & Mitchell, 1994). For a long time, two factoring dissertation-have greatly Contributed to the motivation of voluntary workers. Many different Approaches today-have emerged, that explains the study (Wong Hui & Law, 1995), and Argues that job satisfaction will be a negligible effect on the rate of behavioral factoring of turnover rate by (Magid & Tor, 1999). The important determinant of most strong sense of satisfaction with career development and maintenance work to the employee, the employee's job performance, operational strategies and organizational Culture Itself. This may be an important determinant factor and thus reduce or work, employee turnover (Bailey & Foley, 1990) also increases stress. employees with more efficiency and effectiveness to be good stewards of the driving force to accomplish the task within the time limit, leadership and employee turnover intention relationship, positive or negative, can be seen in the behavior of management, when the block size can be so low productivity, efficiency, effectiveness and organizational commitment to lead and loyalty of the potential to lose a good leader, because it prevents employees to improve the performance of co-managers converts any unfair ways. In all cases, more managers (Barnes, 1994) agree and are under stress, the better employee productivity negative perception of the organization of the actual services rendered by employees and private business will affect employee turnover ratio. High levels of stress caused by lack of creative ideas of their employees and reduce the powers of the organizational and business improvement.

Brief summaries of literature review

This study revealed by sheraz et al. (2014) in Pakistan. This study, the researcher applies quantitative methodology on the basis of the survey questionnaire. The factors including;

Intention of turnover; role conflict, uncertainty, workload, job satisfaction, job stress, 220 respondents in the sample were distributed to take share in the self-assessment questionnaire. The current study population was derived from these various fields and Bahawalpur and Lodhran, different professionals (Pakistan). Causes and effect of job stress on employee's behaviors, attitudes as well as to achieve their enthusiasm will be investigated in our study. Ramzan et al. (2013) quantitatively investigated in Pakistan. In his study he tried to found out to the factors such as; Job Commitment & Job Satisfaction / Work overload, Work pressure, Organizational Performance; Job Satisfaction, Family Conflict, Salary Employees Turnover; Islamabad from three different offices, including the headquarters, call centers, Mobilink office and administrative offices took 160 sample sizes, the response rate of 66.77%, a total of 100 replies were received, 60 percent of the sample that was taken from the male ratio and represent 40 percent of female employees of this ratio. From the organization the regression analysis does not conform to staff turnover, work pressure, workload, and wages and return significant work-related family conflict negative analysis of performance. There is no doubt, prove the existence of organizational performance is reliable employee turnover variable workload work pressure, reliable connection variable salary, family shows, that negative impact of a negative correlation. Thirulogasundaram & Kumar (2012) summaries various factors of employees' attrition (turnover intention) in two distinct group namely individual factor and propel factors. In a quantitative study among software professionals in Bangalore India. Survey respondents include 100 pre-constructed questionnaires from 10 software companies, researchers examined the variance of individual and propel factors in turnover intention and found both important for predicting turnover. However, individual factors are more significant for employees' attrition intention or turnover intention. A conceptual study conducted by Shahbazi et al. (2013) in Iran, he used the survey questionnaire as the main tool. The factors including turnover Intention, Trust, Information, Sharing, Distributive, Justice, Job Security, Workplace Characteristics, Emotional Exhaustion. Survey respondents include simple random sampling method from Iran to select 309 employees in industrial enterprises in Iran. All of the participants were male, 33 years age was, the average of organizational tenure was 8 years, and the percentage 66% were married/ marital. Results using structural equation modeling (SEM) workplace characteristics indicate that the forecast of emotional fatigue, which in turn predict turnover intentions. In addition, emotional exhaustion mediated the linkage between workplace characteristics and turnover intention. Discussion and implications of the results are presented in the study. The study in the region of the Republic of Korea by Seong (2014), by applying quantitative method. These include factors the positive impact of the leader of the group-level target individual groups - fit class capacity, participation, and task conflict. The aim of this study is to present the leading members of the group and the positive result of the target level, the strength and adapted to appropriate prediction. Positive correlation between groups active role and group level for target groups and ability levels. Group-level goal fit is a positive relationships affect mediates group-level goal fit and ability fit. Group-level goal fit is a related group of level positively fit and group-level goal fit and ability fit. Task conflict related to negatively relationship with conflict. Group-level ability fit is negatively related to task conflict. Based on our 96 team members 898 analysis, we assume that most empirical support. The relationship between group-level goal fit and group performance is mediated by task conflict and relationship conflict. The relationship between group-level goal fit and group performance is mediated by task conflict and relationship conflict. De, church (2001) in the USA, quantitatively studied. Group performance, Task conflict, Conflict management, group outcome agreeable management is the major factors of his study. This study investigated the impact of group conflict management effectiveness of groups, as well

as regulation of the association entre les outcomes of the task group conflict management group. According to the result of field survey 96 School project team noted that the use of enjoyable with larger conflict management task group to deal with conflict-related satisfaction. The result from this study provides an important the appearances of a direct conflict management group behavior affect the results and impact of the relationship between task conflict team group outcomes.

Research Gap

From the above literature, it is crystal clear that various studies have been conducted to examine the turnover intention by different variables, such as; employees' performance, motivation, stressors role ambiguity, workload, working conditions, salary, social image, work life, balance supervisory support, perceived occupational stress, trust, information sharing, justice, job security, workplace characteristics, emotional exhaustion, job satisfaction and voluntary turnover (Darnold,2009;Shahbazi,2013;Madhumini,2014; & Saeed,2015).These studies highlight the psychological, socio-political environmental perspective of the employees' turnover intention. While, in the conflict theory, the factors like integrating, obliging, dominating, compromising and avoiding are associated with job stress and turnover intention (Abbas and Joshi 2013; Hopkins et al., 2015; & Yang et al., 2015). By reviewing the rigorous literature thoroughly, rare work has been found in which theory of conflict management has been investigated along with job stress to come over the crucial issue of turnover intention in the management side. This is the leading research gap in which conflict management and job stress will be measured along with turnover intention

Aim and objectives of the study

The aim of this study is to determine the main conflict management styles and investigating its effect on turnover intension of middle managers of micro finance banks. Based on this aim, the researcher proposes following objectives.

- 1) To analyse the relationship between integrating characteristic of conflict management and turnover intention.
- 2) To identify the effect of obliging way of characteristic conflict management and turnover intention.
- 3) To measure relationship between the dominating way conflict management and employee's turnover.
- 4) To assess impact of compromising way of conflict management and employees' turnover intention.
- 5) To inquire perceived of avoiding way of conflict management and employees' turnover intention.
- 6) To examine the relationship of job stress and turnover intentions.

Conceptual framework

The aim of the conceptual framework is to explain the influence of work-related variables on turnover intention among the micro financing banking industry employees. On the side of independent variable which is work-related variables, a variety of, Job-stress. Interpersonal conflict, are provided as sub-variables integrating, obliging, dominating, compromising, and avoiding. Influencing employees' turnover intention, which is the dependent variable in this research.

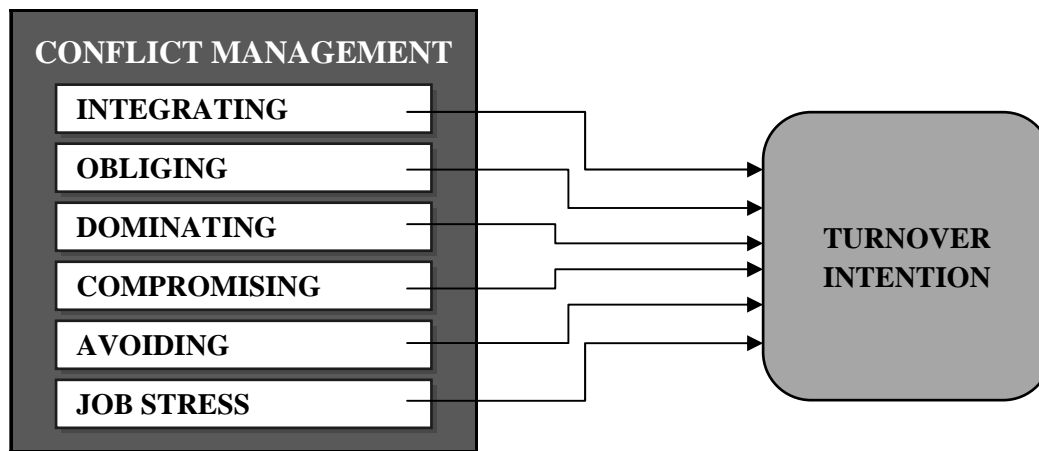


Figure1: Conceptual model of the study

On the basis of above conceptual framework following hypotheses have been formulated for investigation.

- H1:** Integrating is significantly and positively related with turnover intention.
- H2:** Obligation is significantly and negatively related with turnover intention.
- H3:** Dominating is significantly and negatively related with turnover intention.
- H4:** Compromising is significantly and negatively related with turnover intention.
- H5:** Avoiding is significantly and positively related with turnover intention.
- H6:** Job stress is significantly and positively related with turnover intention.

Research methodology

This is the applied research in nature of the application. In the objective mode, this is correlational which lead cross-sectional deductive mode of inquiry. A structured measurement instrument will be utilized as a survey questionnaire to obtain required result. For the purposes of this study, the choice of method is based on the research question and the previous literature, to solve problems of a similar nature. From a philosophical point of view this empirical method of quantitative research and application of policy analysis. The method of data collection for the survey. Rational, which is based on the proposals take part in the role of researchers as a research and choose research methods are consistent with research and feasibility studies (Bobek, 2009; Bullen, 2000 Gilbert, 2001) , in the different discipline of social science across the world. consequently, circumstance of the study, which requires examining interpersonal conflict and job stress acceptance turnover of a large number of individuals working microfinance banking Sukkur, This study is part of the study is illogical, and qualitative interviews. From the overall study design perspective, the purpose of this study was to test the virtual relationship, a common type of survey is the relationship between the extents of the researchers is the smallest, non-contrived learning settings, a unit of analysis is the individual, and finally, check time is a sectional. Based on quantitative analysis, preliminary investigation tools are widely accepted from previous conflicts, work pressure acceptance literary project development library. Based on the results of the pilot study validity and reliability measures, finalize the instrument after using probability sampling methods, data through self-management and mail (postal and email) survey methods. The total number of branches of microfinance banks in Sukkur Division is 65 and total employees are 657. According to banker's diary of the state bank of Pakistan (2015). The completed questionnaire with SPSS 21.0 using descriptive statistics using SPSS

including coding, editing, checking missing data, normal, multiple regression, outliers, non-response bias and factor analysis assumptions. Inferential statistics is checked to verify the relationship between each another.

5.5. Demographic details of the respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	151	74.38%
	Female	52	25.61%
	Total	203	100%
Age	Less than 21	00	00
	21-30	72	35.46%
	31-40	108	53.20%
	41-50	13	06.40%
	51 years and above	10	04.92%
Present Marital Status	Single	62	30.54%
	Married	134	66.02%
	Divorced /Widow	07	03.44%
	Other	00	00%
Highest Education Level	Bachelor Degree	60	29.55%
	Master Degree	133	65.51%
	M.Phil / Ph.D	10	04.92%
Number of Dependents	1 to 2	103	50.73%
	3 to 4	65	32.01%
	5 to 6	30	14.77%
	7 +	5	2.46%
	None	00	000
Job Experience Previously	Less than 1 Year	000	000
	1 to 5 years	009	4.43%
	6 to 10 years	031	15.27%
	11 to 15 years	104	51.23%
	16 to 20 years	044	21.67%
	21 and more	15	7.38%

5.5.1. Background information

The full-scale data was collected during January 2016 to February 2016. Total, 400 survey questionnaires were distributed and the total number of branches in Sukkur division microfinance banks is 65, with a total staff covering a total population of 657 sample selection discussed the details of the details in Chapter 3, section 5.6 tables. Distributions and selection of representatives from the bank to return the questionnaire.

Out of 400 distributed questionnaires were returned rate was 55% (N = 400), of which 5.45% (N = 220) completed the questionnaire because of no portion and having a lot of loss of data discarded. Finally, selected as 50.75 % (N = 400) samples for the final analysis.

Table 5.5.1 Demographic characteristics of the sample

In the manipulated variable nature of gender is categorical i.e. Men, women, researchers in this study sample included male 74.38%, (N = 151), women 25.61% (N = 52).

Here, a higher number of men, because Pakistan is a male-dominated society, where most employees are men (Khilji, 2003). Age manipulated variable is the nature of the survey questions classified, therefore, according to the present (Henseler & Fassott 2010 Nian, p.720) it does not require any subtlety sample packets. Since the number of respondents overalls sample some groups are divided into three groups: the younger age group and older age groups. The largest age group were between the ages of 31-40 years old (53.20%, N = 108), followed by addition of 21-30 years old (35.46%, N = 72), and the lowest one is 51 years old and later (4.92%, N = 10). Marital status from the current point of view, is married (66.02%, N = 134) was observed to the highest and the lowest response rate is within the divorced / widowed (3.44%, N = 07). Single marital status of view is the percentage (30.54%, N = 62) to adjust the status of the academic structure is clear, including the nature of the three categories .The level of education shows that most of the respondents have a master's degree (65.51%, N = 133) and less so M.Phil and Ph D scholars (04.92% N, 10), the square origin of the correlation between the structure of each structure have college degrees (29.55%, N = 60),, check Discriminant validity .The assumption is satisfied. The number depends on the level 2 in 1, the highest. That is 50.73% (N = 103), then. The percentage of families of 3 to No. 4 was 32.01% (N = 65) and fewer were having from 5 to 6, (14.17% N, 30) 7+ number of the last sequence dependent (2.46% N, 5). Previous work experience, work experience in the lowest group, they are not lower than the middle-level managerial applications, due to the requirement. Including those who have been more than 1-5 years experience (4.09%, N = 09), were the largest group observed work experience between 11-15 years of experience within the category (51.23%, N = 104), followed by 16-20 years (21.67%, N = 44). Finally, more than 21 corresponding to (7.38% N, 15), in response to the descriptive analysis are shown in the next section.

5.6.1 Overall reliability of factors

Number of Item	Total samples	Cronbach alpha reliability
42 Items	203	.88

In this pilot study, we found the overall effect is very reliable scales through Cronbach's α (0.88), indicating that the internal consistency among the different scales included in this survey questionnaire. However, the reliability of the individual scales different from each other.

5.6.2 Individual factors reliability alpha, means and standard deviations

S. No	Variables	Items	Cronbach's Alpha	Mean	Std. Deviation
1	Integrating	INNG7	.85	3.02	0.90
2	Obliging	OBNG6	.87	3.63	1.02
3	Dominating	DONG5	.87	3.04	1.16
4	Compromising	CONG 4	.74	3.69	0.87
5	Avoiding	ANNG 6	.75	3.52	0.96
6	Job stress	JOSS 8	.89	3.40	1.14
7	Turnover Intention	TUON 6	.77	3.48	1.12

Note: INNG =Integrating; OBNG =Obliging; DONG = Dominating, CONG = Compromising, ANNG = Avoiding, JOSS = Job stress, and TUON = turnover intention,

5.7 Pearson's correlations between / constructs

Pearson correlation was used to test the linearity of the data. On two levels, so that the determined scale significant correlation between the value of $p = 0.05$ and $p = 0.01$, is an important part of the preliminary analysis, to learn about the level of the data and find out whether there is any deviation from linearity this may affect the correlation of (field, 2006). All potential factors bivariate Pearson's / relevant results between the structures shown in Table 5 sets (INNG) sacrifice (Cong) avoid (AVNG) and pressure (JOSS) all factors are positive and significant with each other ($P < 0.01$ closely related to) a helpful (OBNG) and dominance (Dong) structure, which is not significant and turnover intention (TUNG) related.

Table: 5.7.1 Pearson's Correlation

Correlations						
Variables	TUON	OBNG	DONG	CONG	AVNG	JOSS
TUON	--					
INNG	.456**					
OBNG	.185**	--				
DONG	.436**	.263**	--			
CONG	.086	.359**	.414**	--		
AVNG	.304**	.529**	.305**	.351**	--	
JOSS	.507**	.478**	.414**	.157*	.358**	--

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

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

Note: INNG = Integrating; OBNG = Obliging; DONG = Dominating, CONG = Compromising, ANNG = Avoiding, JOSS = Job stress, and TUON = turnover intention,

5.9 Multiple Regressions Analysis

Correlation between the main research variable, which is access to predict the relationship between variables is important. Based on the fact that the correlation is not assurance causality researchers through simple regression coefficients reliable test to check the variables. The test results are present in the following table.

5.10 Hypotheses Testing

The purpose of this paper is to predict the causal relationships between a dependent variable such that turnover intention (TUON) and independent variables such that integrating (INNG), Obliging (OBNG), dominating (DONG), compromising (CONG), avoiding (AVNG), job stress (JOSS), The result shows those statistically positive relationships between independent variable and the dependent variable all independent variables related to employees such as integrating, obliging, dominating, compromising, avoiding, and job stress were found significant and positive independent variables related to turnover intention. But two factors such that obliging and dominating was not found positively and significantly to turnover intention.

5.10.1 Summary of Hypotheses

Summary of Hypotheses

H1:	Integrating is significantly and positively related with turnover intention.	Accepted
H2:	Obligation is significantly and negatively related with turnover intention	Rejected
H3:	Dominating is significantly and negatively related turnover intention.	Rejected
H4:	Compromising is significantly and negatively related turnover intention.	Accepted
H5:	Avoiding is significantly and positively related turnover intention.	Accepted
H6:	Job stress is significantly and positively related with turnover intention.	Accepted

6.7 Conclusion

This research has addressed the recognized research gaps by investigating the relationship among independent, (INNG)=Integrating, (OBNG),=obliging (DONG),=dominating (CONG),=compromising (AVNG),= avoiding (JOSS), = job stress and dependent variables (TUNG),= turnover intention in the microfinance banks of Sukkur division Pakistan. specifically, The survey in favor of a different human resource management better understanding of the measurement bundles. The report concluded that these different measures, including the results of the relationship between the proximal and distal rich grasp. Fundamentally, this test has gone beyond the intervention mechanism responsible for the demonstration and targeted human resources management bundle direct impact on middle management turnover intention relationship of this effect. Overall, this study has theoretically and empirically established the relationship skills and motivation-enhancing practices and proposed employee-related outcomes. Study findings also support the view that when individuals are endowed, they can become a resource to the organization and their discretionary efforts matter in influencing both employee and organizational-related outcomes. In addition, the study also provides a bank human resource managers, policy makers and planners important input in the design of their human resources, maintenance, retention program and human resources strategy.

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