

# Conflict Management and Turnover Intention: Multi-level Curvilinearity and the Moderating Role of Trust in Leader

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## 갈등관리와 이직의도: 다수준 비선형성과 리더신뢰의 조절효과

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**Abstract** This paper examined the U-shape curvilinear relationship between team level conflict management and individual level turnover intention by using exit-voice theory, bandwagon effect, and social loafing theory. In addition to the non-linear relationship between team-level conflict management and individual-level turnover intentions, we also examined how trust in leaders has a moderating effect on this relationship. The samples were collected from a South Korean manufacturing company with 331 team members from 48 teams and items were measured twice to avoid common method biases. The intercepts-as-outcomes model of hierarchical linear modelling was conducted to verify the hypothesis. Results supported the cross-level curvilinear hypothesis which indicated that employees' turnover intention sharply decreased if the activeness of group conflict management was small and increases slightly, but this tendency moderated as activeness increases. After passing the lowest point, their turnover intention increased in the end. However, the moderation effect of trust in leader on this relationship was not statistically significant and hypothesis 2 was rejected. This paper explained the effects of group dynamics of conflict management on individual turnover intention. Such evidence may elucidate the importance of managing the social loafing behavior on conflict management process. This paper examined the sequential, multi-level, and curvilinear relationship between conflict management and turnover intention. Organizations and managers will benefit from avoiding the human resource loss by managing the conflict management process.

**요약** 본 논문은 이탈-목소리내기 이론과 밴드웨건 효과, 사회적 태만이론을 이용하여 팀 수준의 갈등관리 참여와 개인수준의 이직 의도간의 비선형 모형을 검증하였다. 또한 팀 수준의 갈등관리와 개인수준의 이직 의도 간 비선형 관계에 대하여, 리더에 대한 신뢰가 이러한 관계에 있어 어떠한 조절효과를 갖는지에 대해서도 살펴보았다. 이러한 두 가지 가설들을 검증하기 위하여 한국의 제조업 회사의 48개 팀에서 331명의 팀원들로부터 한 달 간격으로 데이터를 수집하였다. 검증 결과, 가설 1에서 예측한 것처럼 위계선형모형의 분석결과 팀 수준의 갈등관리 참여와 개인수준의 이직의도간의 비선형관계가 검증되었다. 그러나 가설 2의 예측과는 달리 이 관계에 대한 상사신뢰의 조절효과는 통계적으로 유의미하게 나타나지 않아 가설이 기각되었다. 이 논문은 팀 내부의 상호작용에 따라 개인의 이직의도가 변화할 수 있다는 것을 보여준다. 이를 통해 갈등관리에 있어서의 팀 수준 관리의 필요성을 강조하였고, 논문의 마지막에 논문의 한계를 논의함과 더불어 미래연구에 대한 제언을 제시하였다.

**Keywords** : Conflict Management, Curvilinearity, Exit-Voice Theory, Multi-level, Social Loafing, Turnover Intention

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## 1. Introduction

Human resource retention is essential to competitiveness in the market [1]. Before making a final decision to leave an organization, individuals complete various processes, such as cognitive and behavioral thoughts, and voicing themselves in conflict resolution is one of the processes that can be used before making final decisions [2]. Conflict management at the interpersonal level is defined as “an individual’s reaction to the perception that one’s own and another party’s current aspirations cannot be achieved simultaneously” [3]. Blake & Mount categorized conflict management into five divisions: accommodating, avoiding, compromising, collaborating, and competing [4] and Rahim proved these categorization [5]. Then, Van de Vliert & Euwema assorted activeness and agreeableness in order to analyze at the team level [6]. Activeness means the extent to which conflict behavior makes a responsive and direct rather than inert and indirect impression [6], and agreeableness indicates the extent to which conflict behaviors make a pleasant and relaxed rather than unpleasant and stressful impression [6]. Agreeableness aspect includes showing antagonism, tension and disagreement. And activeness aspect includes giving and asking for suggestion, opinion and orientation. This paper considers conflict management as a voice behavior. Therefore, this paper focuses on the activeness aspect.

When activeness is increased, the ability to solve problems and express opinions also increases, which makes an active team. Thus, activeness of conflict management is understood as being an important predictor of group effectiveness [7].

The decision to exit is a final. And prior to coming to the final decision, there are steps to resolve conflicts; after those attempts fail, individuals decide to exit an organization. McClean et al. studied this causal relationship but was not able to cover the different dynamics at team-level [8]. Therefore, in this study, we

will focus on the sequential and nonlinear relationship between team level activeness of conflict management and individual level turnover intention considering dynamics among team members.

## 2. Theoretical Background and Hypotheses

### 2.1 Sequential Relationship between Conflict Management and Turnover Intention

What would an individual employee’s decision be when conflicts occur in an organization? Would s/he try to resolve the conflicts, or decide to leave the organization instead? Hirshman’s exit-loyalty-voice theory can answer these questions[9]. Though Hirshman applied it to economic problems [9], Freeman & Medoff proved the exit-voice tradeoff relation [10]. Dissatisfied employees take one of two behaviors to improve their situation. They either voice to resolve the complaint or exit the organization. Voice can be used to resolve complaints and prevent exit. Employees who choose to exit leave the organization and cannot voice. So exit and voice are trade off.

However, this could also be a sequential decision (for instance, unsatisfied employees could decrease their dissatisfactory feelings by participating in conflict management, which could lead to a decrease in employee turnover). McClean et al., Burris et al., and Morrison supported the explanation of sequential order over traditional tradeoff theory [8,11,12]. The present study also found not as many studies regarding exit-voice theory in sequential order as those on tradeoff theory, and especially not as many studying just mere voicing; thus, we have set the degree of conflict management activeness as the independent variable. As exit-voice theory estimates, when there is enough willingness to overcome and resolve a conflict, there will be decreased turnover intention.

## 2.2 Relationship between Conflict Management and Turnover Intention at the Team Level

In spite of its pioneering achievement, follow-up studies on Hirshman [9] have underestimated how difficult to participate in conflict management at team level compared to individual level [13]. It is essential to consider team dynamics among members. Those leaving the organization tend to behave by themselves, while participants in conflict solving exhibit collective behavior.

Previous studies dealing with collective actions showed how difficult it was for people to behave in groups even if they shared common profits [14]. Raising an opinion, as done in conflict management, is a pro-social, beneficiary, and discretionary behavior [15]. It tends to end up solving issues or problems; and participants, other members, and the entire organization benefit from it [16]. However, people tend to avoid participating in conflict management if only a few people or one person face social expenses but all people involved share in the benefits [17]. This complicates conflict management even if would-be participants do have problems, and leaving the organization is their only option when the conflict is not fully shared by others. McClean et al., who studied the relationship between conflict management and turnover intention, have reported a negative linear relationship in this respect [8].

However, we expected such a relationship would become nonlinear at the team level for the following reasons. When the activeness of conflict management slightly increases and only a few members are participating in solving conflicts, there should be a ray of hope for success. According to social identity theory [18], if they find it feasible to solve conflicts, they welcome the opportunity to avoid losing their social capital or network. Thus, when the activeness of conflict management slightly increases from only a few participating in conflict management, the odds of members leaving the organization decrease

significantly, because they expect to solve the conflict. If a few participants would prefer to solve conflict in an organization but not many wish to do so, they might represent a hope for resolution and have an influence on secession from the organization. This can occur by the three following mechanisms.

First, there is a transaction cost. If complaints in the organization reach a certain level, many participants tend to share the expenses needed to solve conflict management, so the cost incurred by each decreases, making conflict solving more feasible. The second reason is the signalling effect. As participation becomes higher, members dissatisfied with the organization but still not participating in conflict management might be under intangible pressure to participate. They may also be more aware of how possible it is to share conflict-solving costs. The third reason is bargaining. If only one member participates in solving a conflict, bargaining power is minimal. Many members are needed to maximize bargaining power. This is consistent with the results of previous studies dealing with organized behaviors [14].

However, such an effect will probably be strongest in the beginning but tend to slow down for the following reasons. First, As more people participate in conflict management, the bandwagon effect occurs. The bandwagon effect refers to the phenomenon that when more choices are made, the more people involved, the more people are encouraged to participate [19]. The more people involved in conflict management, the more people involved. As a result, the rate of decreasing transaction cost is reduced. If the social cost needed to have a potential conflict identified by people is 100, for example, the effect of adding one person to two people—is about 16.7. However, the effect of adding one to ten people is 0.91. Secondly, the symbolic effect decreases. Early participants can enjoy first-mover advantages by having opportunities to select types of conflicts. Early participation is considered organizational citizenship behavior due to their discretionary decision to contribute to the

efficiency of the organization by participating in conflict management [20]. However, those who involved later cannot enjoy such an advantage [21]. Third, activeness of conflict management does not improve bargaining power without limit. It is influenced by various other factors such as labor-management relationship, legal regulations, social regulations, economic conditions, and preferences of top management. Beyond a certain level, bargaining power does not improve even after the activeness of conflict management increases. Having considered the aforementioned matters, this study expects a U-shaped curvilinear relationship between team level activeness of conflict management and individual level turnover intention. Thus, when the activeness at team level begins to increase, turnover intention will have a rapid decrease; however, we expect that a certain level of participation in conflict management will increase members' turnover intention. The reasons for this are as follows. First, there are free riders. According to social loafing theory [22,23], this phenomenon becomes severer when fairness on the team is low and the identifiability of individual contribution is low, and participating in conflict management in the team is not a required task indicated on job descriptions. As mentioned earlier, conflict management is discretionary, entailing a low chance of compensation. Therefore, there is a high chance of social loafing. When many employees already participate in conflict management in the team, those not participating prefer to free ride rather than become further involved in solving the issue. As identified in many studies [24,25], free riders tend to degrade cooperation and hinder the recognition of other employees on the team. Furthermore, according to López-Pintado, such a phenomenon is diffused to others around them, and the hindered recognition ends up increasing turnover intention [26].

Secondly and paradoxically, active participation in conflict management can prove severity of conflict. The degree of conflict cannot be identical between

teams [27]. Conflict management occurs when the conflict goes beyond internally tolerated criteria. Therefore, conflict management and turnover intention increase simultaneously in teams with high levels of conflict. Therefore, the mitigation effect of turnover intention of conflict management is reduced.

Third, there is a negative effect when expectations are not met. Conflict resolution is sometimes a long-term process [28]. Teams with high levels of conflict management tend to develop higher expectations than others. In this case, team members tend to be disappointed if there is no immediate and visible compensation [29]. Equity can explain this phenomenon. Adams and follow-up studies have pointed out how humans continuously calculate their equity ratio (outcome/input ratio) and compare it to others [30,31]. Considering input as the participation in conflict management and conflict resolution as the outcome, when the resolution is not reached, the equity ratio becomes weak. If someone did not participate in conflict management, there was no additional input to decrease equity ratio, even if the conflict was not solved.

In summary, transaction costs, signalling effects, and increases in bargaining power sharply decrease turnover intention if the number of people participating in conflict management is relatively small and increases slightly. However, this effect decreases as conflict management increases. After passing the critical point, turnover intention increases due to the existence of free riders, a high level of conflict, and side effects of not being able to meet expectations.

Hypothesis1: Team level conflict management will be a U-shaped relationship with individual level turnover intention.

### 2.3 Moderating Effect of Trust in Leader

Perception of leaders has a great influence on the behavior of employees [32]. Since the 1960s, the importance of the trust in leader has been noted as an

important part of leadership research [33]. For example, transformational leadership theory and leader-member exchange theory are based on trust in leaders [34]. Trust in leader was defined as a psychological state in which employees have positive expectations about how their leaders handle their situation or behavior [35]. That is, trust in leader is employees' expectations for the leader. According to expectancy theory [29], motivation for individual behavior is influenced by three factors: valence, instrumentality, and expectancy. Trust in leader increases the expectancy of conflict management. Employees who trust leaders have a positive appraisal of their relationship with the leader, the symbol of the organization. They think that leaders will be able to figure out their complaints or conflicts. Hence, employees who trust their leader evaluated conflicts will be resolved. They might choose to defend their social capital rather than leave.

However, trust in the leader has side effects. First, because conflict management is a long-term process, employee expectations are not immediately met. Because employees with high trust in leaders have high expectations, there will be a greater sense of betrayal when expectations are not met. Second, A team with a high level of confidence in leaders will have many free-riders of conflict management. As mentioned above, participating in conflict management consumes cognitive resources. If other people consume resources on their behalf, they will try to share profit without participation. The employees of the team with a high level of trust in leader will want the leader to consume the resource.

As a result, we expect the trust in leader to strengthen the curvilinear relationship expected in Hypothesis 1. In a team with a high trust in leader, individual-level turnover intention will rapidly decrease as conflict management increases than low team, and it will increase more greatly due to betrayal and consumption resources after passing a certain point.

Hypothesis2: Team level trust in leader will moderate the curvilinear relationship between team level conflict management and individual turnover intention.

### 3. Methods

#### 3.1 Sample and Procedure

We conducted this study based on data from a survey conducted in a manufacturing company in South Korea. All employees were requested to participate in the online survey.

In all, 389 team members from 57 teams participated in the survey, 68 of which were excluded for poor or incomplete responses. Therefore, surveys from 331 team members from 48 teams fueled the analysis. The response rate was 85.1%. Among them most 284 employees were male, and there were 47 women. The average age was 34.7, and the average number of years working was 4.9. All had an academic background of higher than college graduates.

Common method bias refers to systematic error variance shared among variables measured with and introduced as a function of the same method and/or source [36]. In this paper, we use the following two methods to reduce the influence of common method bias. First, we divide the measurement sources into HR department and respondents. We obtained demographic variables from the HR department and research construct from participants. Second, The research variables were measured twice at monthly intervals. At time 1, we distributed to and collected a survey from team members, assessing conflict management and job satisfaction as independent and control variables. After two months (time 2), we distributed a survey assessing turnover intention as a dependent.

All items used seven-point Likert scale estimates, ranging from 1 (strongly disagree) to 7 (strongly agree). Table 1 indicates statistical reliability (Cronbach's alpha). All the estimation variables

showed reliable results. To verify the factor structure of the variables, we conducted a confirmatory factor analysis. Chi-square difference tests point to the superiority of a four factor model with job satisfaction, turnover intention, trust in leader and conflict management as four distinct constructs compared to an alternative one factor model,  $\Delta\chi^2(2)= 1422.79$ ,  $p<0.01$  [37]. And our results of four factor model indicated that RMSEA is 0.062 and CFI is 0.901. The results revealed that all measures demonstrates the acceptable fit [38].

### 3.2 Measures

#### 3.2.1 Conflict management

We measured activeness of conflict management as independent variable. It was measured following the conflict-handling measure suggested by Rahim [5]. We measured this variable with 28 questions including “We try to investigate an issue with my peers to find a solution acceptable to us.” All item were reworded to reflect the team rather than the individual. We computed the activeness of conflict management according to the procedure introduced by Chanin and Schneer [39] and DeChurch and Marks [40].

#### 3.2.2 Turnover intention

We used Landau and Hammer’s method of estimating turnover intention in seven questions [41]. Questions included “As soon as I can find better job, I’ll leave this workplace.”

#### 3.2.3 Trust in leader

Robbins and Rousseau's 7-item scale was used of measure trust in leader [42]. Sample items are "I believe my leader has high integrity" and "I am not sure I fully trust my leader.”

#### 3.2.4 Control variables

This study is dealing with internal cognitive and emotional conditions of individuals. Therefore, we controlled various variables that could influence the

recognition of turnover intention as an independent variable. The first we controlled were demographic variables. Gender was coded 0 if the respondent was a woman and 1 if a man.

Organizational behavior theories have consistently reported that job satisfaction decreases turnover intention [42, 45]. Therefore, we used Price and Mueller’s method of estimating job satisfaction in three questions [44], including “I am fairly well satisfied with my job.”

### 3.3 Data Aggregation

As for conflict management, we verified hypotheses at team levels, using aggregation to get team-level variables. To justify them, we used the within-group interrater reliability statistic method by James et al. to calculate group consensus [45]. James et al. suggested the following two  $r_{WG}$  function for single-item( $r_{WG(I)}$ ) and parallel-item inter-rater agreement( $r_{WG(J)}$ ) [45].

$$R_{WG(I)} = 1 - S_X^2 / \sigma_E^2$$

$$R_{WG(J)} = \frac{J(1 - \overline{S_{X_j}^2} / \sigma_E^2)}{J(1 - \overline{S_{X_j}^2} / \sigma_E^2) + (\frac{S_{X_j}^2}{\sigma_E^2})}$$

where,  $S_X^2$  is the observed variance on the variable X,  $\sigma_E^2$  is the variance expected when there is a complete lack of agreement among the participants and  $\overline{S_{X_j}^2}$  is the mean of the observed variances for j essentially parallel items. Since this paper uses multiple item measures, we used the function of  $r_{WG(J)}$  based calculations using rectangular (uniform) null distribution [46].

The  $r_{WG(J)}$  of conflict management was 0.85 and trust in leader was 0.88. Many opinions differed about the cut-off value of  $r_{WG(J)}$  [48]. However, most considered anything higher than 0.7 an acceptable level. Therefore, conflict management of this study has fulfilled the criterion. Additionally, we calculated the intra-class correlation coefficient (ICC) [47]. The ICC(1) value based on ANOVA results of conflict management at

the individual level was 0.21, and ICC(2) was 0.51. Also, the ICC(1) of trust in leader was 0.20 and ICC(2) was 0.53. This means the between-group mean square value was significantly greater than the within-group mean square value. It is therefore reasonable to analyze conflict management and trust in leaders at the team level.

## 4. Results

### 4.1 Mean, SD, and Correlation

Table 1 indicated mean, standard deviation, and correlation. The control variable such as age and job satisfaction were significantly related with the dependent variable, turnover intention.

Table 1. Statistics and correlation

Variable	M	S.D.	1	2	3	4
Individual Level						
1. Age	34.66	7.09				
2. Gender	0.14	0.19	-.20**			
3. Job Satisfaction	4.32	1.24	.30**	-.13**	(.93)	
4. Turnover Intention	3.78	1.39	-.33**	.05	-.55**	(.91)
5. Job Tenure(Month)	58.21	58.06	.43**	-.01	.18**	-.10
Team Level						
1. Team Size	6.92	5.71				
2. Conflict Management	4.28	0.35	.08			
3. Trust in Leader	4.46	0.86	.15	.09		

\* :  $p < 0.05$ , \*\* :  $p < 0.01$

### 4.2 Hypotheses Test

In the intercepts-as-outcomes model of hierarchical linear modeling analysis for verification of Hypothesis 1, we entered age, gender, job satisfaction, and job tenure as control variables in level 1 and team size as a control variable in level 2 through grand-mean-centering. Afterwards, we applied conflict management aggregated in the team level and squared effects of conflict management. As shown in Table 2, the coefficient of the square term of the conflict management ( $\gamma_{03}$ ) was 1.49 ( $t=2.15$ ,  $p=0.04$ ) and hence significant.

Table 2. Hierarchical linear modeling results for H1

Variable	Turnover Intention			
	Coefficient	SE	t	p
Intercept( $\beta_0$ )				
Intercept( $\gamma_{00}$ )	3.71	.08	44.21	<.01
Team Size( $\gamma_{01}$ )	.02	.01	1.59	.12
Conflict Management( $\gamma_{02}$ )	-13.03	5.91	-2.21	.03
Conflict Management <sup>2</sup> ( $\gamma_{03}$ )	1.49	.69	2.15	.04
Age( $\beta_1$ )				
Intercept( $\gamma_{10}$ )	-.04	.01	-4.31	<.01
Gender( $\beta_2$ )				
Intercept( $\gamma_{20}$ )	-.35	.33	-1.06	.29
Job Satisfaction( $\beta_3$ )				
Intercept( $\gamma_{30}$ )	-.56	.05	-10.42	<.01
Tenure( $\beta_4$ )				
Intercept( $\gamma_{40}$ )	.01	.01	1.30	.19

\* : Level 1  $n=331$ , Level 2  $n=48$

To confirm it, we plotted the result in Figure 1. We graphed a two-standard-deviation plan of conflict management. As expected, as conflict management at the team level increased, turnover intention at the individual level significantly decreased, shortening the decrease width, followed by the lowest point in the area a little bit after the average and increasing again as a U-shaped relationship. The summary of the result in Table 2 and Figure 1 supported Hypothesis 1.

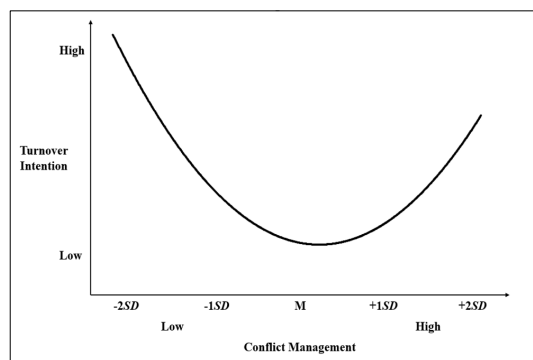


Fig. 1. Relationship between team-level conflict management and individual-level turnover intention

**Table 3.** Hierarchical linear modeling results for H2

Variable	Turnover Intention			
	Coefficient	SE	t	p
Intercept( $\beta_0$ )				
Intercept( $\gamma_{00}$ )	3.72	.07	51.93	<.01
Team Size( $\gamma_{01}$ )	.02	.01	2.56	.01
Conflict Management(CM) ( $\gamma_{02}$ )	11.74	21.78	.54	.59
Trust in Leader (TL) ( $\gamma_{03}$ )	12.19	9.81	1.24	.22
Conflict Management <sup>2</sup> ( $\gamma_{04}$ )	-1.17	2.52	-.46	.65
TL* CM( $\gamma_{05}$ )	-5.33	4.59	-1.16	.25
TL*CM <sup>2</sup> ( $\gamma_{06}$ )	.57	.53	1.07	.29
Age( $\beta_1$ )				
Intercept( $\gamma_{10}$ )	-.04	.01	-3.72	<.01
Gender( $\beta_2$ )				
Intercept( $\gamma_{20}$ )	-.30	.29	-1.03	.30
Job Satisfaction( $\beta_3$ )				
Intercept( $\gamma_{30}$ )	-.56	.05	-11.25	<.01
Tenure( $\beta_4$ )				
Intercept( $\gamma_{40}$ )	-.01	.01	-1.02	.31

\* : Level 1 n=331, Level 2 n=48

For verification of Hypothesis 2, we entered age, gender, job satisfaction, and job tenure as control variables in level 1 and team size as a control variable in level 2 through grand-mean-centering. And then, we applied team-level trust in leader, conflict management and squared effects of conflict management. Afterwards, we entered the interaction term of trust in leader between conflict management and between squared term of conflict management. As shown in Table 3, the coefficient of the interaction term ( $\gamma_{06}$ ) was 0.57 ( $t=1.07$ ,  $p=0.29$ ) but insignificant. Thus, hypothesis 2 was rejected.

## 5. Discussion

The curvilinear relationship at the team level was supported as predicted in the hypothesis 1. However, unlike the linear relationship in the team level as existing studies indicate, when other members on the team were more willing to participate in conflict

management, individuals calculated the utility for them to also participate. The utility was highest in the beginning and tended to be lower as more participated. After passing the lowest point, free riders tended to emerge after being attracted to social loafing and positively influence turnover intention.

It is very important for managers not to regard individuals as only part of the group but to identify their psychological status and inspire them by stabilizing them emotionally. This study has considered conflict resolution a core variable contributing to conflict management research. At the team level, it reported a non-linear relationship between conflict management and turnover intention. Secondly, this study has touched on what the previous study did not explain by dealing with turnover intention based on traditional job satisfaction. In this regard, it contributed to the research flow of turnover intention.

We expected the moderation effect of the trust in leader, but it was rejected. Possible explanations of the hypothesis rejection are as follows. First, this is because trust in leader has a direct effect on the turnover intention. If employees already lower their turnover intention, the moderation effect may not be significant. Second, it is difficult to verify the statistically significant moderation effect of non-linear relationships. In the verification process, it is difficult to obtain sufficient significance because it forms an interaction term for the square term. But the impact of leadership on employee behavior is well known. Although rejected in this study, the impact of various leadership variables should be confirmed.

This study also has a practical importance. First, it provides a clue how it was possible for organizations or leaders to manage conflict and move toward cooperation. According to the results of this paper, conflict management should be analyzed at the team level rather than the individual level. Conflict management reduces turnover intention as participation increases, but increases it after a certain level. In other words, team level conflict management is a kind of



team cooperation. Organizations and leaders should therefore encourage employees to participate in conflict management and oversee free-riders.

Secondly, it re-confirms that it was important to have many employees participate in conflict management in the group. The U-shaped relationship supported in this study found a rapid decrease of turnover intention when there were not many team members solving a conflict, showing a bandwagon effect [19]. However, it also showed that there could be a negative influence after such an influence slowed down and passed its zenith. This implied that participating in conflict resolution was merely reliant on individual discretionary behaviors, but organizational management required maintaining positive influence by preventing free-riders. To do so, organization should encourage participants in the conflict management, reward improvement ideas, and assess their individual contribution when conflicts are resolved successfully.

This study has limitations. First, our study was not completely free from common method biases. To overcome this issue, we measured by dividing the sources for collecting data by team members and HR departments, and dividing the time of measuring dependent variables and independent variables. However, it would have been possible to improve the study's external validity if we could include companies in other industries or companies with different backgrounds and cultures. The result of the study might have been clearer if it included companies with relatively high turnover and active external labor markets, such as law firms or other professional service firms, compared to manufacturing.

In addition, there might have been a reverse causality and a sorting effect. Employees with less turnover intention are able to participate more in conflict management since they want to stay in the organization. As mentioned earlier, this study assumed that the causality of decrease in turnover intention due to participation in conflict management is a tradeoff. In

the converse, according to the exit-voice-loyalty theory of Hirshman, employees had an option to stay silent through loyalty [9]. Therefore, the logical causality of low turnover intention making employees participate in conflict management tends to be relatively weak. Follow-up studies should be done to expand the scope of the results of this study and overcome its limitations. It is necessary to identify where conflicts come from and analyze them as relationship conflicts, task conflicts, or process conflicts according to Jehn and Mannix's criteria [27]. It is possible to confirm which types of conflict influenced the moderating variables the most. The influence of labor unions might be considered. The grievance and arbitration system is also very important for participating in conflict management [49]. It will be possible for individuals to feel fewer burdens participating in conflict management with a labor union. As shown by the results of a study by Freeman and Medoff, it is possible to expect a relationship between solving the conflict and turnover intention based on the influence of labor unions [10]. A labor union with an expanded role would enable employees to participate in conflict management by supporting its activities without considering the efficiency of their efforts. Such a union also seems likely to solve the free-riding issue and increase the possibility of conflict management, thus cutting turnover intention.

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