

Exploring Conflict Dynamics and Management in the Telecommunication Industry in Bangladesh: A Qualitative Approach

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Abstract

The objectives of this paper are to identify the key sources and manifestations of conflict among stakeholders within the telecommunication industry of Bangladesh, and to explore the strategies and approaches employed for conflict management and resolution within the industry. This research employs a qualitative approach to achieve these objectives. Employing the interpretive paradigm, this method contributes to both the exploration and confirmation of key variables. Data were collected from 20 respondents using focus group discussions and in-depth interviews, employing purposive sampling techniques. Thematic analysis was used for data analysis. The study uncovered sources of conflict arising from interactions between employees and management, as well as the methods employed to manage conflict within the industry and their implications. The outcomes of this study may help practitioners identify appropriate conflict management styles. Additionally, this research could make a substantial contribution to existing literature by aiding future scholars in further research on organizational conflict and its management.

Key words: Conflict, Conflict Management, Conflict Management Strategies, Telecommunication Industry

1. Introduction

Conflicting situations are common in the social system while at least two social entities, like individuals, groups, organizations, and many more, interact with each other and perceive incompatible or inconsistent for reaching their targets. The theme of conflict has immense influence on social phenomena. Consequently, a handful of social scientists have been engaged with this research arena for a long time. Different scholars, such as political scientists,

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economists, sociologists, and biologists have examined conflicts in their own field of study. Despite the debate on the existence of conflict in the organizations, there is obvious a consensus that conflict must be perceived. Moreover, some major commonalities of conflict terms are opposition, scarcity, blockage, and the assumption that goals appear to be incompatible. Additional criteria of conflict existence may be intent, overt act, and manifest fighting or open struggle (Robbins, 1990).

The development of a body of knowledge focused on conflict has been made in the last couple of decades ago. It is almost in the years of the last decade of the twentieth century; conflict related research has been focused on organizational contexts. Literature of the last century shows that conflict creates two probable opposing outcomes, either functional or dysfunctional, in the organizations. A blend and authentic observation of conflict express that it has both productive and destructive influences on organizational system (Jehn, 1997; de Dreu & van de Vliert, 1997; Kelly & Kelly, 1998; Pelled et al. 1999). Their research suggests that when conflict is beneficial to the organization, the adverse impact must be declined and progressive effects are being increased (Rahim, 2001). The study of organizational conflict and its management are equally important for managers, practitioners, policy makers, and the concerned scholars in knowing the nature of organizational behavior and conflict processes. Traditional organization theorists recognized that conflict as adverse and detrimental to the organization and elimination is essential (Litterer, 1966, p. 178). Traditionalists support the same philosophy, while behaviorists accept the existence of conflict which is inevitable in organization and recognize that it has positive effect on organizational effectiveness. The latest view on organizational conflict is as like the interactionist' philosophy as pluralist theory (Rahim, 2001). The interactionist argues that a certain volume conflict is necessary for the potentiality of the organization and a moderate level of conflict brings functional outcomes rather than breakdown in social relationships. At present, organizational conflict is established as mandatory and positive indicator for effective organizational management.

Presently, managing modern and complex organizations effectively, potential managers must be concerned about conflicting issues and its careful handling. Recently, bountiful researches noted that conflict management has intense impact on organizationaleffectiveness. The middle and top managers are robustlyenvisionedon learning the strategies for preventing and managing conflict in their organizations (Thomas & Schmidt, 1976; Rahim, 2001). Managers employ almost twenty percent dealing time for managing organizational conflicts (Chan et al., 2008; Schermerhorn et al., 1998). Scholars claim that poor conflict

management undermines human relations and productivity of the organizations (Tjosvold & Chia, 1988). Truly, conflict management strategies have been the center of substantial research for periods.

In Bangladesh, the telecommunication industry plays a vital role in driving economic growth, connecting communities, and facilitating communication across various sectors. However, like any dynamic industry, the telecommunications sector is not immune to conflicts and challenges that can arise from diverse stakeholders, including employees, management, customers, and regulatory bodies. Conflict within the telecommunications industry can stem from various sources, such as resource allocation, interdepartmental competition, differences in work culture, or divergent goals and priorities. These conflicts, if left unaddressed or mismanaged, can have detrimental effects on organizational effectiveness, employee morale, and overall performance.

Despite the significance of conflict management in maintaining a healthy and productive work environment, there is a notable gap in understanding the specific dynamics of conflicts within the Bangladeshi telecommunication industry and the effectiveness of current conflict resolution strategies. While some studies have examined conflict management in other industries or global contexts, there is a lack of research that focuses specifically on the telecommunications sector in Bangladesh. Therefore, this study aims to fill this gap by undertaking a qualitative exploration of conflict dynamics and management strategies within the Bangladeshi telecommunications industry. By employing a qualitative approach, the study seeks to uncover the underlying sources of conflict, understand the various manifestations of conflict, and assess the effectiveness of existing conflict management practices. The insights gained from this research will not only contribute to the academic understanding of conflict management but also provide practical recommendations for improving conflict resolution processes within the telecommunication industry in Bangladesh, thereby fostering a more harmonious and productive work environment.

2. Literature Review

The primary motivation for a significant portion of the literature on conflicts is the attainment of organizational goals (Robbins, 1974). Conflict is regarded as an unavoidable consequence of the structural differentiation in the societal organization of industry (Beres & Schmidt, 1982). Managers and subordinates have conflicting and incompatible interests due to this differentiation (Miller & Form, 1980). Corwin (1969) has investigated the correlation between organizational conflict and other elements in his research. The factors encompassed in this context are structural differentiation, participation in the authority system, regulating

procedures, heterogeneity and stability of personnel, and interpersonal structure. He has discovered that organizational conflict was linked to factors such as size, specialization, hierarchy, complexity, staff additions, and heterogeneity. Conversely, involvement in the process of making decisions and the unity of peer group interactions were discovered to promote conflict. Furthermore, he has noted that both experience and careful supervision are crucial factors. Ma et al. (2008) and Caputo (2019) conducted separate bibliographic analyses to examine the research patterns in conflict management. Ma et al. (2008) have focused on the period from 1997 to 2006, whereas Caputo examined the period from 2007 to 2017. The latest study has identified five essential areas that contribute to the monitoring of conflict management research trajectory, namely negotiation, mediation, trust, conflict management styles, and performance. Pruitt (1983) introduced a two-dimensional framework that differentiates between self-concern and concern for others. Nevertheless, this paradigm fails to recognize compromising as an independent style. Pruitt and Carnevale (1993) have identified problem-solving as a highly successful strategy for managing conflicts. Nevertheless, the majority of research on this subject has been carried out in controlled laboratory environments and has generally concentrated on its influence on work performance, productivity, and organizational efficiency.

Blake and Mouton (1964) first described five modes (as strategies or styles, such as forcing, withdrawing, smoothing, compromising, and problem solving) into two dimensions- concern for production and for people- for handling interpersonal conflicts based on the managers' attitudes. Thomas (1976) re-explained the idea of Blake and Mouton (1964) by reflecting the intentions of a party (cooperativeness- the state for satisfying the other party's interests; and assertiveness-endeavoring to gratify one's own interest) for managing perceived conflict.

Prior studies have consistently shown that cooperative conflict management styles tend to have positive outcomes in organizational settings (Meyer, 2004; Weider-Hatfield & Hatfield, 1996), while distributive styles typically lead to negative outcomes (Pruitt & Carnevale, 1993; Weider-Hatfield & Hatfield, 1996). There is much evidence indicating that the conflict management styles of managers are closely connected to the level of job satisfaction among their subordinates (Blake and Mouton, 1964; Thomas & Kilmann, 1978). Alexander (1995) found strong positive correlations between the collaborative approach and job satisfaction. Erkutlu and Chafra (2015) found a favorable correlation between the compromising style and employee satisfaction with their superiors. In addition, the research conducted by Rahim and Buntzman (1989) has found a significant correlation between the integrating style of supervisors and the level of attitudinal

and behavioral conformity, as well as satisfaction with the supervisor. According to Yang (2012), cooperative approaches of management have been found to enhance trust in managers. When organizational partners are interdependent, employing a cooperating method can promote extended cooperation (Weider-Hatfield & Hatfield, 1996). Furthermore, the utilization of cooperative conflict management techniques has a beneficial impact on both organizational creativity and team effectiveness (Chen et al., 2005; Chen & Tjosvold, 2002).

Previous research has revealed that cooperative conflict management tactics, or styles, are associated with favorable employment outcomes, including managerial satisfaction (Alexander, 1995), trust in leaders (Yang, 2012), and organizational fairness (Chen et al., 2005). Furthermore, it is anticipated that cooperative methods, such as integrating, obliging, and compromising, which prioritize the satisfaction of others' concerns, will result in elevated levels of organizational performance.

Sharma and Singh (2019) assert that the body of research on organizational success is extensive and characterized by a wide range of perspectives. They have also contended that more than fifty years of research demonstrate diverse understandings regarding organizational efficiency. Surprisingly, the concept of organizational performance remains uncertain and prone to change over time (Fischbacher-Smith, 2014). Researchers have not reached a unanimous agreement on the precise meaning of organizational success throughout history, spanning from earlier periods to the present. The disparities also surpass in the quantification of organizational efficiency (Henri, 2004). The authors mentioned, Connolly et al. (1980), Campbell (1977), and Mishra and Misra (2017), argue that organizational effectiveness is an intangible and theoretical term that cannot be defined or quantified.

The lack of clarity in assessing the organizational success of non-profit organizations has been noted (Croucher et al., 2018; Mitchell, 2013). Nevertheless, by a thorough examination of the contrasting viewpoints about the definitions and measurement of organizational success, this study has acknowledged that the criteria are substantiated by the underlying theory and models. Research on organizational behavior indicates that factors such as leadership, conflict, communication, structure, and technology have an impact on organizational success. These factors are important for understanding and measuring organizational effectiveness (Rahim, 2001). This research aims to investigate the importance of designing a conflict management program that promotes double-loop organizational learning. Double-loop learning involves making changes to the underlying policies, assumptions, and goals for problem diagnosis and

intervention, as well as cognitive and behavioral changes that go beyond the current paradigm. This type of learning has a significant impact on organizational effectiveness.

There are four well-known models in literature that describe organizational effectiveness: goal accomplishment, system resource, internal process, and strategic constituencies. Rahim (2001) has conceptualized these approaches in his seminal and revolutionary book “Managing Conflict in Organizations”. Goal attainment model refers to evaluate organizational effectiveness in terms of results. This is most popular with management practitioners and researchers. Productivity or efficiency is the most frequent measure of goal attainment. Other popular measures are return on equity, return on assets, and earnings per share. Systems Resource model implies the ways for the achievement. This model focuses on the inputs rather than outputs, which is concerned with the organizational ability of advantageous bargaining positions to obtain necessary resources from the environment. Based on the system resource philosophy, the highly effective organization implies its high capability of acquiring the necessary resources. Internal Process model advocates the internal organizational process, like commitment, trust, interpersonal relationships, communication, motivation, information diction, and so on (Likert, 1967). This approach provokes that the largerscopeof organizational process increases organizational effectiveness. Constituenciesare concerned with the extent to which an organization can satisfy its stakeholders, such as owners, employees, customers, suppliers, government officials and so on. Sharma and Singh (2019) have added a more comprehensive and unified model towards bridging the gapfor measuring organizational effectiveness.

The literature review delves into previous research on conflict dynamics and management strategies, emphasizing studies relevant to the telecommunication industry globally and within Bangladesh specifically. It explores various theories and frameworks used to understand conflicts, such as social identity theory, intergroup conflict theory, and conflict resolution models. Key topics discussed include the sources and causes of conflict within organizations, including issues related to communication breakdowns, resource allocation, leadership styles, and organizational culture. The review also examines the different approaches to conflict management and resolution, ranging from traditional methods like negotiation and mediation to more contemporary strategies such as collaborative problem-solving and alternative dispute resolution techniques. Furthermore, the literature review may highlight the unique challenges and opportunities for conflict management within the telecommunication industry, considering factors such as

rapid technological advancements, market competition, regulatory constraints, and cultural dynamics prevalent in Bangladesh. Overall, the literature review sets the stage for the current study by synthesizing existing knowledge on conflict dynamics and management in the telecommunication industry, identifying gaps or areas needing further exploration, and providing a theoretical framework for understanding the phenomena investigation.

3. Methodology

This study employs a qualitative approach to obtain the set objectives. Understanding human ideas, behavior, attitudes, and perceptions of particular social or non-social issues within their own contextual circumstances is the goal of qualitative research. The open-ended questions used in qualitative research methods encourage participants to freely express their opinions and beliefs. The goal of qualitative research is to comprehend not just "what" but also "why" individuals believe the way they do. In their responses, participants describe the reasoning behind their choices and beliefs, and qualitative research technique analyzes the resulting data to produce generalizable findings for a broader group of comparable types. Social sciences like sociology, anthropology, and psychology have a significant influence on qualitative research. As a result, it enables the researcher to delve deeply into the data collection process and look for as much qualitative data as they can without restrictions on the questions they ask and the responses they receive from the participants.

Researchers have selected four leading wireless telecom operating companies, popularly known as Grameenphone (GP), Robi, Banglalink, and Teletalk. These organizations have occupied the market share in telecommunication industry of Bangladesh. The study collected primary data using in-depth interviews (IDIs) technique from 5 respondents who are paid employees of the companies. Moreover, this study also employed focus group discussion (FGD). This study has conducted 3 different FGDs including employees of different departments in the telecommunication industries. The respondents of the study are pertinent to the study's objectives. All the respondents are directly or indirectly related to the companies' management into telecommunication industry of Bangladesh. The information gathered from the respondents is rich in quality due to their deep knowledge in the respective fields, and interviews have been administered face-to-face. The sample 5 (respondents) of this study was selected purposefully so that the researcher can gather required information which are relevant to the study topic. The respondents of the study were asked open-ended semi-structured questions to gather relevant information about the employees working conditions, workload, working hour, conflict and its management or resolution system, and employees'

job performance as well as companies' performance. All the interviews lasted for almost one hour. The interviews were recorded with the permission of the respondents. Note taking technique was also applied where there was obligation to record the interview session. All the interviews and FGDs protocols have been maintained carefully before starting the interviews and FGDs with the respondents. The demographical profile of the respondents is shown in table 1. The collected interviews and FGDs' data has been analyzed thematically. The themes of this study have been obtained systematically. For example, the interviews were recorded by using audio recorder, the interviews, those were conducted online were also recorded. However, note taking techniques were also applied where there was obligation or limitations to record the interviews and FGD session. Subsequently, the recorded IDIs and FGDs data were transcribed from the beginning to the ends. The transcriptions were carefully read. Then the important issues or key words were coded separately. After receiving the unique codes, the researchers prepared some subcategories using the codes of the interview data. Later, the sub-categories were converted into categories and finally into themes. The data analysis process of this study and demographic profile of the respondents are mentioned in the figure 1 and table 1 respectively.

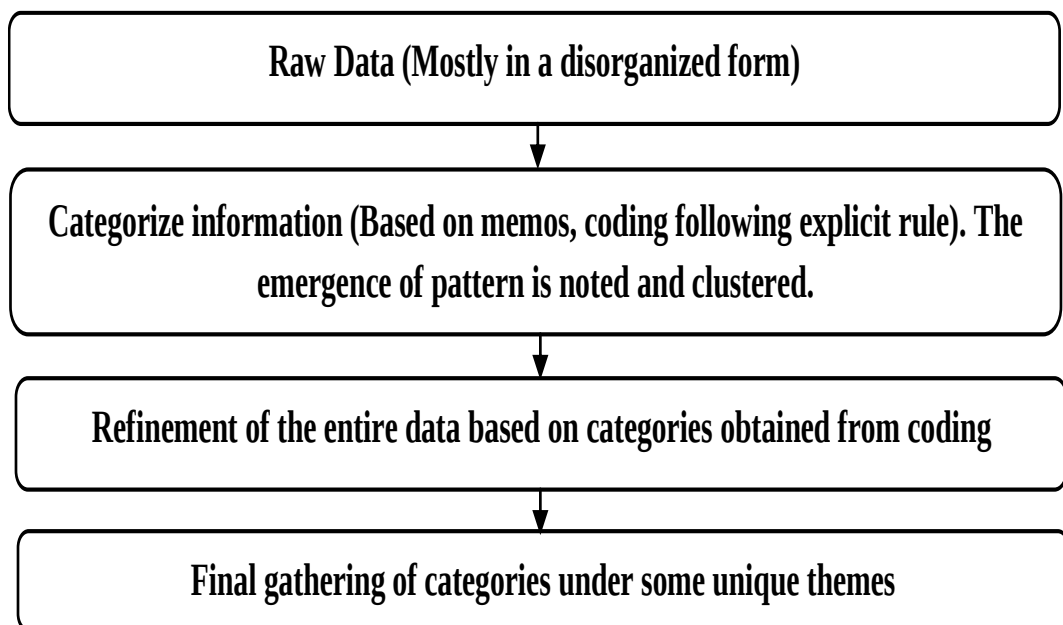


Figure 1: Chronology of Data Analysis Developed by the Researcher

Table 1: Demographic Profile of the Respondents

Sl. No.	Respondents Code	Gender	Age	Job Role	Company	Experience	Education	Date & Time
1	EMP 1	M	42	GM	GP	15 Years	PG	1 Oct. 2022
2	EMP 2	M	48	HRM	TT	20 Years	PG	15 Oct. 2022
3	EMP 3	M	44	HM	BL	10 Years	PG	7 Dec. 2022
4	EMP 4	F	32	CM	Robi	5 Years	PG	8 Dec. 2022
5	EMP 5	M	38	TTM	BL	7 Years	PG	13Nov. 2022
6	FGD 1	M	29	TTM	GP	2 Years	PG	27 Nov. 2022
		M	32	TTM	Robi	4Years	PG	
		M	27	TTM	BL	1 Year	PG	
		F	34	RM	Robi	5 Years	PG	
		M	32	TTM	Robi	4 Years	PG	
		M	35	RM	TT	7 Years	PG	
7	FGD 2	M	42	HRM	GP	10 Years	PG	7 December,2022
		M	45	MLM	GP	15 Years	PG	
		M	49	TTM	GP	18 Years	PG	
		M	47	RM	GP	16 Years	PG	
		M	40	TTM	GP	10 Years	PG	
8	FGD 3	M	55	MLM	BL	12 Years	PG	8 December,2022
		F	45	MLM	BL	9 Years	PG	
		M	37	MLM	BL	5 Years	PG	
		M	41	MLM	BL	8 Years	PG	

Source: Authors

4. Finding and Discussion

The study has considered 5 respondents from diversified levels of positions, age, tenure, region and organizations etc. The respondents are classified according to their professional background. For example, one respondent was from GP, 2 from Banglalink, one from Robi, and one from Teletalk. Apart from these, the respondents are also diversified in accordance with their ages, and tenure. Apparently, the development of Bangladesh economy enormously relies on the telecommunication industry. This is a fastest growing industry in Bangladesh with huge FDI. Nowadays, people cannot put their footstep without telecom services. Surprisingly the nexus of telecom services is making easiest and fastest our daily life. This journey has basically accelerated digital Bangladesh from the last decade of the past century. According to the report of GSMA (2018), worldwide people each other are now more connected through devices and networks. Recently,

telecom corporations have been providing increasingly the cheap and accessible connectivity across the world. In Bangladesh, the story is not different, such as the industry has made its revolutionary earning with four and half billion dollar revenue in 2017 and is contributing 12.7 billion US dollar to the GDP, and showing direct influence on national productivity. GSMA report has also noticed for strategic importance of telecom industry. Bangladesh Government has formulated and executed several policies for influencing the industry's competitiveness and operations of its firms. Bangladesh has own 9th position in the world market in terms of unique mobile subscribers which is above fifty percent of the country's population. International telecom operators have invested their capital in this industry and only one local operator is operating as public limited company with poor performance considering all the aspects of business arena. However, researchers have seen the remarkable growth and contribution of the telecom industry which has generated undoubtedly a big opportunity for the employment in Bangladesh. The industry has been fighting with the internal and external challenges of effective management and to maintain industrial growth and performance collectively as well as individual organizations. Conflict issue and its management are the big challenges for the managers and supervisors at any level of the organizations in telecom organizations.

Study has revealed that the nature of conflict is in the level of interpersonal basically, then intergroup and inter-organizational level conflicts are nominal. However, the main source of conflict is the substantive or task related conflict. The financial target (mainly sales target) of the companies is the big issue for the employees who create mental stress and frustration among the employees of the companies except Teletalk. Beside these, a number of sources of conflict has emerged from the study, such as working process, sales policy, product innovation and development policy, recognition of employees opinion, incentive payment system, response to the problems, communication system, superior behavior and so on. Moreover, researches (Auerbach& Dolan, 1997; Rahim, 2001a) have argued that the common personal factors, for example skills and abilities, personality conflicts, perceptions, diversity, personal problems, are associated with organizational conflicts. Many articles have also claimed that some organizational factors are also common for generating conflicts at work place, such as specialization (Auerbach& Dolan, 1997; Rahim, 2001a), common resources (Rahim, 2001a; Champoux, 2003), goal differences (Champoux, 2003), interdependence (Auerbach& Dolan, 1997; Champoux, 2003), authority relationships (Auerbach& Dolan, 1997), status differences(Auerbach& Dolan, 1997), jurisdictional ambiguities, and roles and expectations(Auerbach& Dolan, 1997). This study has emerged following themes:

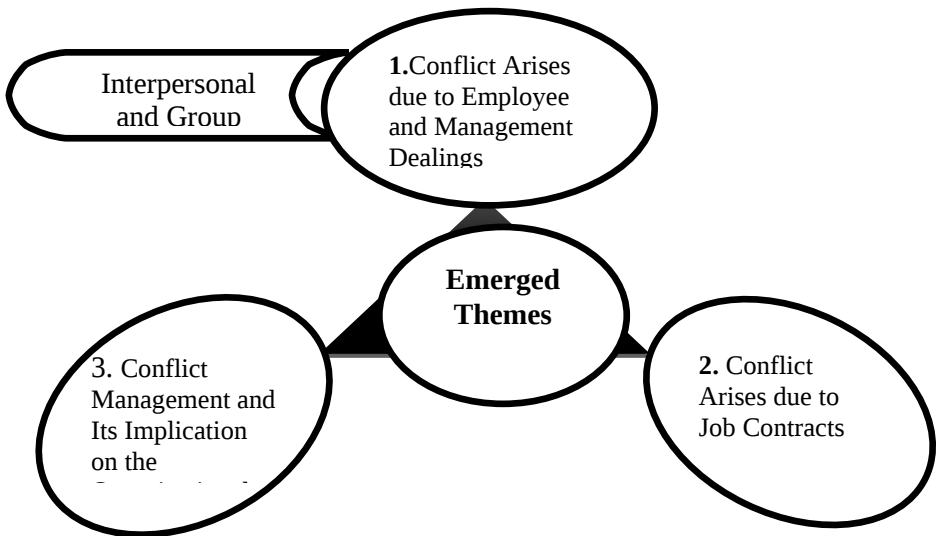


Figure 2: Themes of Conflict Management in the Telco Industry of Bangladesh

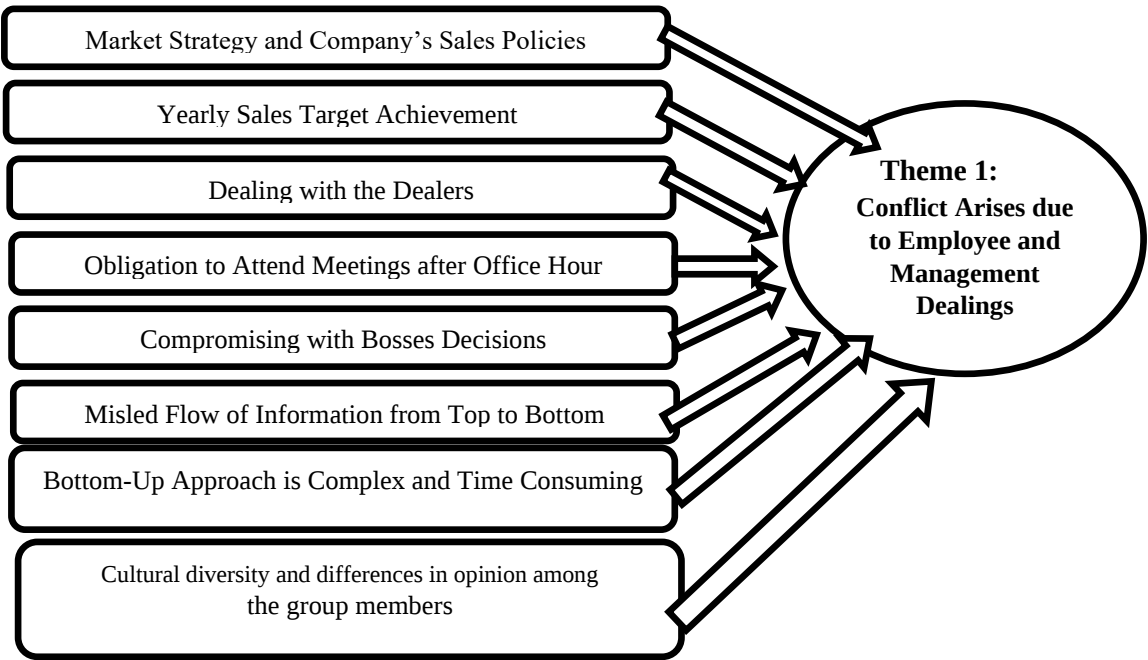


Figure 3: Theme One - Conflict Arises due to Employee and Management Dealings

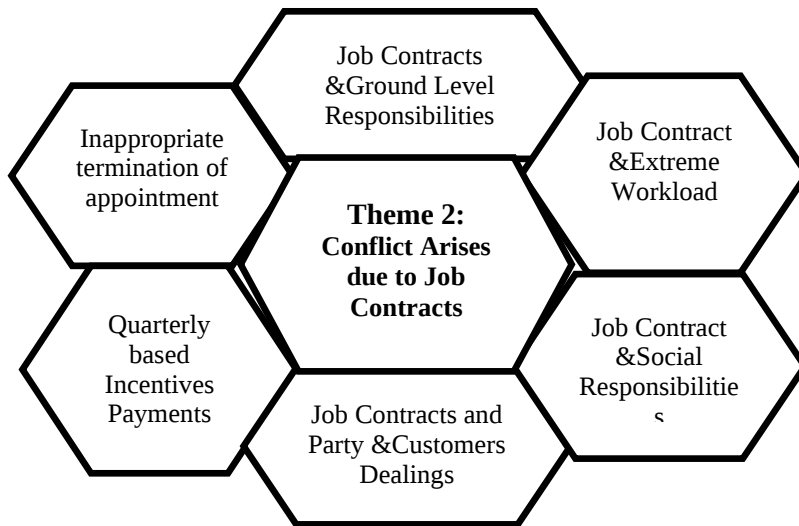


Figure 4: Theme Two- Conflict Arises due to Job Contracts

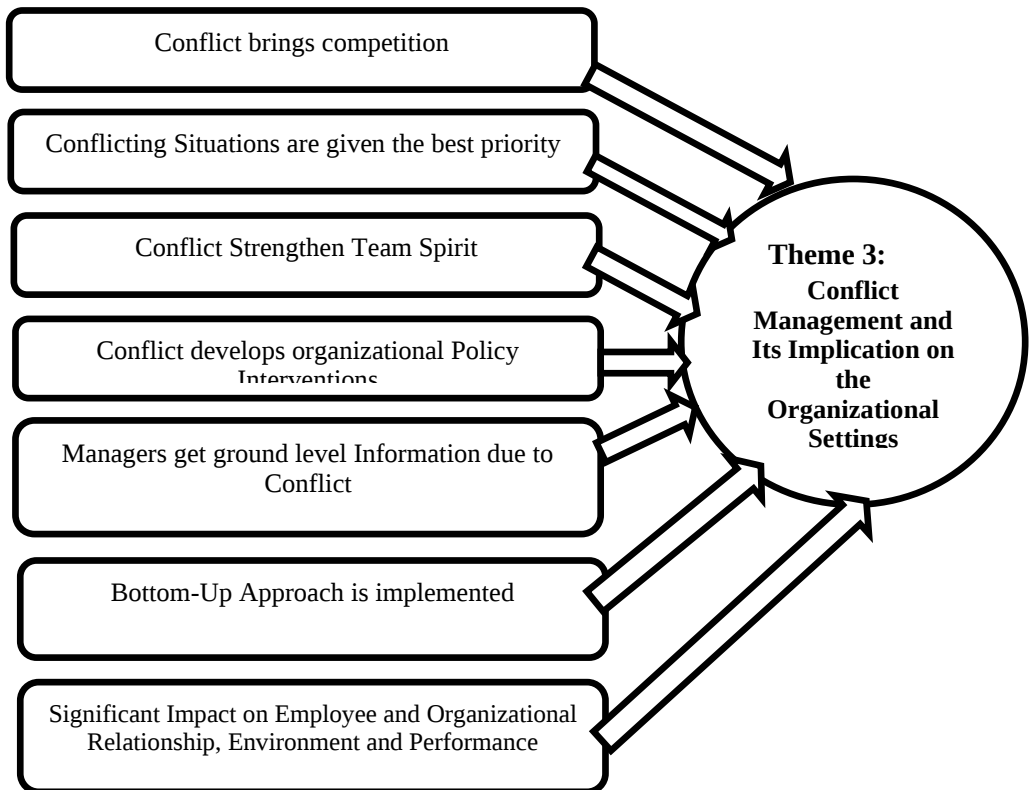


Figure 5: Theme Three-Conflict Management and Its Implication

Some comments of the respondents refer that most of the conflicts are managed in the participatory way through the discussion which denotes the integrating style for conflict management which is called problem solving strategy. Sometimes authority shows the ignoring tendency by avoiding strategy of conflict management. A little application of dominating strategy also is seen in practice for conflict handling. Few respondents have suggested incorporating third party resolution like arbitration or mediation. Respondents also proposed to use the alternative channels for collecting the information of conflicting issues, for example Google form or online software. However, some comments of the respondents are incorporated below:

One of The Teletalk respondents:

“As a Government owned company, it has the social responsibility and obligation to provide services to the customers that’s why Customer care Units (CCUs) necessarily maintain close contact with the people for getting the good impact. When non-govt. companies are closing their CCUs, we cannot do that due to commitment with the citizens. We are more accountable. We are along with the people; we remain in the market directly. For this reason our CCUs remains in the markets. When we raise this issue from the field level, authority can understand that CCUs are important to exist. If needed, financial loss should be recovered from other sources but CCUs should remain. Such this way the conflict is managed/settled”.

He added more, such as-

“Those we are permanent employees, we anticipate our benefits job environment, job responsibilities, descriptions, duties everything written in the appointment letter. So, there is little chance for conflict in these regards. But, conflict basically happens for market strategies. As govt. employee work load, salary structure, other financial benefits what we get those are settled as per govt. pay scale, Company can do nothing. We can say only for additional benefits like incentives, allowances, and mobile bills & convinces etc. There are some conflicts or disagreements on these issues. Say for example, a sales employee work at field level and need talking more. He needs more mobile bill but paid less, which causes conflict sometimes. Similarly, they are paid sales incentive quarterly but feel better if it would be monthly. They inform these issues to the top MGT but not seriously taken.

One of the Banglalink respondent comments:

“In case of workload, at Banglalink it is too high. Though we work in a MNC. Here no problem on incentive payment which is paid quarterly, but our demand monthly”.

Comment from a former Robi employee:

“Almost 6/7 years ago I left Robi that Time Company would paid salary to a fresher, based on my knowledge till date same package is given at entry level. But meanwhile money inflation, price inflation and living costs have increased. As an employee of Telecom Company what package should be paid to me, in reality that amount is not given. This is big obstacle at beginning of the job tenure. Many times monthly payment of incentive issue is unfolded to the authority, but they don't want to pay. Why? I don't understand. If the incentive is paid monthly, it creates good motivation to the work, get attraction to perform the job with more passion”.

A respondent from Robioperator has expressed such as follows:

“Basically, we report to the authority even at night 12.00am or 1.00am. We have no fixed office time. We work even on Friday and Saturday or off days for achieving the target. We accept it. This is our life. Though we want to perform our work in arelax and comfortable way, but not possible. Company sets different target in different times and picks their profit, but at the end of the day we are frustrated. Nothing to do! We have to our work”.

One of the GP respondents has commented as follows:

“Let's see conflict, we don't say conflict rather challenge. For example, I have disagreement that our Dealers or Distributors do not support/cooperate properly. In this case internal expert is appointed to handle the issue. No compromise in regards of service quality. Conflict or challenge whatever it is, when found, tried to manage instantly, even before bringing/occurring the losses. The issues are solved by the immediate boss or internal other expert who has sufficient experience, even from outside the company if needed. Each and everywhere of the company has conflict/challenges which is overcome/managed through discussion, generally in the way of participation. No challenge, no dynamism in the company”.

After analyzing vigorously all the verbatim comments, researchers of this study have emerged above three themes regarding the origin of the organizational conflicts and the management of originated conflicts in the telecom industry of Bangladesh. The distinct observation is that the non-government organizations

manage their conflicts softly in comparison with the government company, like Teletalk. Openness in the organizational culture is one of the remarkable indicators act as a proactive measure for reducing the amount of conflict production. Subsequently, conflict management strategies have been effective for enhancing the organizational effectiveness.

5. Implications

Conflict management practices in the organizational settings limit the negative aspects and enhance the functional outcomes which lead the increase of productivity. So the application of effective conflict management strategies and conflict resolution process improve the employees' job performance as well as organizational performance which is the ultimate means of achieving the predetermined goals of any organization. The implication of this research is that the managers from any organizations may respond to conflict situations differently for the employees' job performance as well as organizational performance. It seems that managers of business organizations may refute the reality of conflict and can deal with it through escaping, dominance, or compromise. This will perhaps clue to groupthink. If this is factual, managers of profit organizations, like telecom companies are in particular need of training in conflict management.

The outcome of this study makes significant contributions to existing literature of organizational conflict. The findings from this study will encourage policy makers and managers in different organizations to build up preeminent styles on how to resolution of conflicts in their organizations; specifically, the policy makers and managers should be in a position to recognize the reasons and consequences of the conflicts of organization in their specialty of organization and then expand suitable styles to the resolution of conflicts at the infancy phase.

The consequences and result of this effort have some recommendations for decision-making practices. *Firstly*, Managers and the policy makers should make suitable styles in resolution conflicts as they take place in their organizations. *Secondly*, management and the policy makers should place the actions and measures to be adopted to solve any conflict which might take place in the organization. *Thirdly*, the actions and measures regarding conflict management should be informed and communicated to all the employees of the organizations. For example, when any differences of opinion will take place in the organization among the employees, it should be mentioned to the management of the organization and then and the policy makers and the management should get policies and statements from the parties concerned, think the matter and provides suggestions on how to make solution of the conflict. *Fourthly*, the result of the solution of the conflict should be obligatory to all members concerned and they

should consign themselves that in future, they will continue to resolve conflicts as they arise amicably. The following verbatim addresses some suggestions handling conflict particularly in the telecom industry in Bangladesh.

“Since the conflict management is an overall matter, so top to bottom all employees should be informed and communicated the problem issues. The right flow of information might help to reduce the conflict. HR department should take the initiatives for addressing the issues with soft mind to ensure the sound relationships in the company for its betterment and prosperity. Consequently, we may get good working place, reasonable workload, etc. Management/authority should arrange effective training on conflict handling skills for the people of the company. So that every person can manage any conflicting situation in the organization. Moreover, Authority might introduce a reasonable stress management system (SMS)”. Statements from the respondent of Teletalk Company.

“Company might involve third party for collecting employees’ disagreement, dissatisfaction and conflict related information. So that authority get real picture on the issues and could take correct measure for resolving/managing conflict”.said the respondent from Banglalink Company.

6. Limitations and Future Research Directions

The major weakness of this study is that it focused on sample size which does not give a comprehensive view on conflicts. Therefore, there is need to conduct a comprehensive study with focused groups discussion (FGD) to make concrete conclusions on organizational conflicts and develop appropriate interventions to manage it effectively. To acquire a deeper understanding of the objectives of this study, it is crucial to be aware of the methodological limitations and to supplement qualitative research with quantitative research or mixed-methods techniques. Researchers can provide a more thorough and nuanced assessment of the conflicts impacting organizational conflict by fusing qualitative insights with more extensive quantitative data. Moreover, future research could also be conducted in different contexts, highlighting the preparedness strategies and action plans of the conflict management in the organizations under study.

7. Conclusion

Results from the study indicate that organizational conflicts exist in telecom organizations of Bangladesh. The major causes of organizational conflicts are workload and target. In fine, Study has revealed that the nature of conflict is in the level of interpersonal basically, then intergroup and inter-organizational level conflicts are nominal. However, the main source of conflict is the substantive or

task related conflict. The financial target (mainly sales target) of the companies is the big issue for the employees who create mental stress and frustration among the employees of the companies except Teletalk. Beside these, a number of sources of conflict has emerged from the study, such as working process, sales policy, product innovation and development policy, recognition of employees opinion, incentive payment system, response to the problems, communication system, superior behavior and so on. Moreover, the common personal factors, for example skills and abilities, personality conflicts, perceptions, diversity, personal problems, are associated with organizational conflicts. Some organizational factors are also common for generating conflicts at work place, such as specialization, common resources, goal differences, interdependence, authority relationships, status differences, jurisdictional ambiguities, and roles and expectations.

Some comments of the respondents refer that most of the conflicts are managed in the participatory way through the discussion which denotes the integrating style for conflict management which is called problem solving strategy. Sometimes authority shows the ignoring tendency by avoiding strategy of conflict management. A little application of dominating strategy also is seen in practice for conflict handling. Few respondents have suggested incorporating third party resolution like arbitration or mediation. Respondents also proposed to use the alternative channels for collecting the information of conflicting issues, for example Google form or online software. The findings underscored the importance of effective conflict management strategies in promoting organizational harmony and fostering sustainable growth in the industry. Recommendations stemming from this research emphasize the need for proactive communication, conflict resolution training, and the establishment of robust mechanisms for addressing conflicts promptly and constructively. Ultimately, this study contributes to a deeper understanding of conflict dynamics in the telecommunications sector and provides valuable insights for industry stakeholders to navigate challenges and cultivate a conducive work environment conducive to innovation and progress.

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