

## CONFLICT IN BANGLADESHI ORGANIZATIONS: CAUSES, EFFECTS AND STRATEGIES

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### Abstract

*Conflict is perceived as a social problem and its occurrence at organizational level is of versatile nature but their impacts may exert either positive or negative effects or even both. Conflict if mishandled results in tension, stress, quarrels, social disagreements. Conflicting interests among the individuals and groups of people resultantly affects the organizational performance adversely. In this research the nature, types, causes, and cost to manage the conflict along with its effects at individual and organizational levels and organizational performance is discussed. A self-administered questionnaire is used to collect data. The survey respondents from eight corporate sectors in Bangladesh are selected for this study. 120 questionnaires were distributed among the study respondents. Results shows that the two most commonly faced conflict types are intra-personal and inter-personal conflicts. Both employees and managers gave their shared concerns that emergence of conflict does not primarily bring positive effects to the organizational performance; rather it brings negative effects more to the work performance and organization's productivity. Albeit, out of the five most popular conflict management strategies, three strategies come out to be the most adopted ones by the managers and other employees; these include: integrating, dominating and compromising.*

**Keywords:** *Conflict, organizational conflict, conflict management strategies etc.*

### INTRODUCTION

Every successful organization considers distinctive opposing views and arguments in order to take different organizational decisions. The decisions are conscientious on the side of the leaders and on the side of the employees, the conflict is also present. The conflict in organization is considered healthy if there is a diametrically opposed of ideas pertaining to the nature of the business and the advantage is for the improvement, but in the context of personal conflicts, the organization faces a great predicament that requires to be managed.

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Organization is the collection of people working under one roof for the same purpose and the objective. People working beneath one command are considered as a team that has a harmony, which develops a sense of relationship in every activity that they perform.

We live in a society that is prone to conflict. At home and at work, conflict is very common and in most cases unavoidable. But to the extent, conflict also tend to produce good news as when it is handled appropriately, it provides an opportunity to learn from each other, improve work methods and build team solidarity. It is commonly understood that whenever people come into contact with others, countless disagreements may arise.

In majority of the cases, it is the way in which people used to decide to respond to those disagreements that would identify whether a conflict situation might result, or not. To most managers therefore, the issue is not whether conflict will occur, but how they will effectively respond to it.

Considering the fact that there are a number of views of conflict managers have to contend with, it is not therefore an easy task for them to identify the right strategies or styles to apply in order to successfully manage conflict situations and therefore preserve organizational environment and maintain optimal level of work performance.

### **OBJECTIVES OF THE STUDY**

Broadly, the objectives of the study, however, are based on finding the impacts of conflict and conflict management in the organizational performance. Since, growing competency of globalization is the type of organization development, it is important that the organization values different relationships of its people.

As the supporting idea on the main objective, the establishment of the appropriate conflict management is also required by addressing various causes and types, and role of conflict management in maintaining the performance of the organization by determination of various conflicting handling styles within the organization as well as the identification of positive and negative effects that conflict imposes towards the work performance of the organization.

The study is motivated to be conducted in perspective of different Bangladeshi private and public organizational environments so that a clear and huge data could be gathered to fulfill the prime objectives of this analytical paper.

### **Research Questions**

In order to deal with the conflict and gauge the performance of the organization in case of conflict occurrences, following research questions are tend to formulized to seek an in depth knowledge about the research topic.

1. What are exactly the root causes/sources and reasons for the existence of the conflict within the organization?
2. What are the prominent impacts that conflict imposes at the time of its occurrence?
3. How conflict management plays a significant role towards the effective organizational performance and how it is usually and effectively employed by the organization when it comes to handle the uprising conflict?

4. How critically is the performance of the organization affected by the occurrence of the conflict?
5. What kinds of conflict handling styles are generally adopted by the individuals and members of management teams in order to combat with the conflicting situations within the organization?

## REVIEW OF LITERATURE

### Meaning of Conflict:

Conflict is said to be inevitable when there is a human factor involved. Conflict management has been increasingly received attention in the organizational literature during the past two decades due to the swings in attitudes toward conflict within organizations. Traditionally the conflict was viewed as something harmful but now it has changed to a view that realizes conflict as a reality of organizational life. The term “conflict” has become one of the most significant instruments in the development of organizations when it is cautiously managed.

Conflict is also said to be a social problem in which two or more individuals, parties, families, communities, or districts state arguments with each other (Alice, A, 2003.). Conflict is an unavoidable and persistent part of the organizational life (Bwowe, P.W, 2002.Papa & Pood, 1988).

Conflict being a many viewpoints of social life such as social disagreement, conflicts of interests, and quarrels between people, groups, or organizations without appropriate social arrangement or management, conflicts in these social circumstances may result in stress or tensions among individuals. Conflict is unavoidable because people change over time, and with change, it creates disturbance (Kehinde, O.A, 2011).

An integral body of research on conflict has indicated that conflict is not stationary and that it can be seen as a dynamic procedure.

They defined the related terms of conflict very specifically which is given in the following table:

TERM	DEFINITION
Conflict	“Conflict is the perception of differences of interests among people.”
Organizational conflict	Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations. There is the inevitable clash between formal authority and power and those individuals and groups affected.

<b>TERM</b>	<b>DEFINITION</b>
Conflict Management	Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting.
Conflict Management Styles	<ol style="list-style-type: none"> <li>1. Integrating</li> <li>2. Obliging</li> <li>3. Dominating</li> <li>4. Compromising</li> <li>5. avoiding</li> </ol>
Types of conflict in an organization	<ol style="list-style-type: none"> <li>1. Interpersonal Conflict</li> <li>2. Intrapersonal Conflict</li> <li>3. Intergroup Conflict</li> <li>4. Intra-group Conflict</li> </ol>

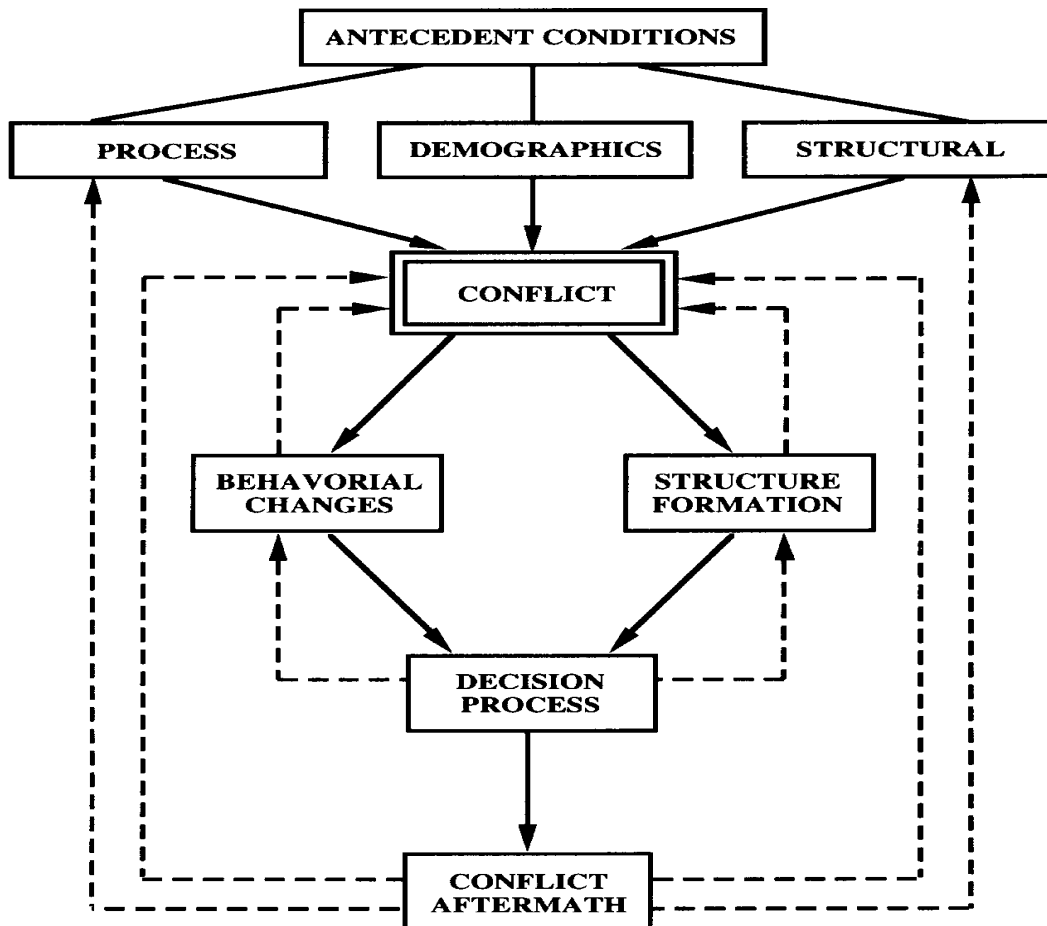
Styles of Handling Interpersonal Conflict and Situations Where They Are Appropriate or Inappropriate:

<b>Conflict style</b>	<b>Situations where appropriate</b>	<b>Situations where inappropriate</b>
<b>Integrating</b>	<ol style="list-style-type: none"> <li>1. Issues are complex.</li> <li>2. Synthesis of ideas is needed to come up with better solutions.</li> <li>3. Commitment is needed from other Parties for successful implementation.</li> <li>4. Time is available for problem solving.</li> <li>5. One party alone cannot solve the problem.</li> <li>6. Resources possessed by different parties are needed to solve their common problems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Task or problem is simple.</li> <li>2. Immediate decision is required.</li> <li>3. Other parties are unconcerned about outcome.</li> <li>4. Other parties do not have problem-solving skills.</li> </ol>

<b>Conflict style</b>	<b>Situations where appropriate</b>	<b>Situations where inappropriate</b>
<b>Obliging</b>	<ol style="list-style-type: none"> <li>1. You believe that you may be wrong.</li> <li>2. Issue is more important to the other party.</li> <li>3. You are willing to give up something in exchange for something from the other party in the future.</li> <li>4. You are dealing from a position of weakness.</li> <li>5. Preserving relationship is important.</li> </ol>	<ol style="list-style-type: none"> <li>1. Issue is important to you.</li> <li>2. You believe that you are right.</li> <li>3. The other party is wrong or unethical.</li> </ol>
<b>Dominating</b>	<ol style="list-style-type: none"> <li>1. Issue is trivial.</li> <li>2. Speedy decision is needed.</li> <li>3. Unpopular course of action is implemented.</li> <li>4. Necessary to overcome assertive subordinates.</li> <li>5. Unfavorable decision by the other party may be costly to you.</li> <li>6. Subordinates lack expertise to make technical decisions.</li> <li>7. Issue is important to you.</li> </ol>	<ol style="list-style-type: none"> <li>1. Issue is complex.</li> <li>2. Issue is not important to you.</li> <li>3. Both parties are equally powerful.</li> <li>4. Decision does not have to be made quickly.</li> <li>5. Subordinates possess high degree of competence</li> </ol>
<b>Avoiding</b>	<ol style="list-style-type: none"> <li>1. Issue is trivial.</li> <li>2. Potential dysfunctional effect of confronting the other party outweighs benefits of resolution.</li> <li>3. Cooling off period is needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Issue is important to you.</li> <li>2. It is your responsibility to make decision.</li> <li>3. Parties are unwilling to defer, issue must be resolved.</li> <li>4. Prompt attention is needed.</li> </ol>
<b>Compromising</b>	<ol style="list-style-type: none"> <li>1. Goals of parties are mutually exclusive.</li> <li>2. Parties are equally powerful.</li> <li>3. Consensus cannot be reached.</li> <li>4. Integrating or dominating style is not successful.</li> <li>5. Temporary solution to a complex problem is needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. One party is more powerful.</li> <li>2. Problem is complex enough needing problem-solving approach.</li> </ol>

Source: Rahim, M. A. (1983). Rahim organizational conflict inventories: Professional manual. Palo Alto, CA: Consulting Psychologists Press, p. 21. Reprinted with permission.

## CONFLICT MANAGEMENT MODEL



Source: Rahim, M. A. (1983). Rahim organizational conflict inventories

### Conflict Management Strategy

Existing literature on conflict management is deficient on strategies needed to manage conflict at the macro level that can satisfy the preceding criteria. There is a need to design new conflict management strategies based on contemporary literature that are likely to satisfy the three criteria. These strategies are:

1. Attain and maintain a moderate amount of substantive conflict for non routine tasks.
2. Minimize substantive conflict for routine tasks.
3. Minimize affective conflicts for routine and non routine tasks.
4. Enable the organizational members to select and use the styles of handling interpersonal conflict so that various conflict situations can be appropriately dealt with.

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### **Research Hypothesis**

The research hypotheses for this analytical paper are being classified into three distinct parts. All of them are associated with the conflict; its impact as well as its management towards the organizational work performance.

Part-I: Comprises of the determination of the types of conflict that are prevailed and most encountered by the employees and managers during conflicting situation and that exert a significant impact on the work performance.

H1: There is significant relationship between intra-personal types of conflict and work performance.

H2: There is significant relationship between inter-personal types of conflict and work performance.

H3: There is significant relationship between task related types of conflict and work performance.

H4: There is significant relationship between inter-group types of conflict and work performance.

Part-II: Comprises of the determination of the positive and negative effects that conflict most probably exert on the employees' work performance during the emergence of the conflicting situation.

H5: There is significant relationship between various positive effects of conflict and work performance.

H6: There is significant relationship between various negative effects of conflict and work performance.

Part-III: Comprises of the determination of those conflicting handling strategies (conflict management) that are mostly adopted by the employees and managers that describes the techniques of decision making styles to combat and resolve the critical situation of conflict and so to ensure the optimal level of work productivity and work performance in the organization.

H7: There is significant relationship between integrating conflict management style and work performance.

H8: There is significant relationship between obliging conflict management style and work performance.

H9: There is significant relationship between dominating conflict management style and work performance.

H10: There is significant relationship between avoiding conflict management style and work performance.

H11: There is significant relationship between compromising conflict management style and work performance.

## **METHODOLOGY**

The study is based on the information collected from both primary and secondary sources.

The targeted population of the study was various private and public organizations of Dhaka which comprised of employees and managers of both product and service.

Non-probability Sampling Technique that is Convenience Sampling Technique is used in this analytical paper for the collection of the data. This technique is used for conducting the evaluation and analysis of the data gathered because it is easy to collect random data from the respondents (employees and managers) who can be conveniently accessible in the organizations.

A total enumeration sampling technique was used to select 120 personnel who could provide response to a structured questionnaire design to solicit their views about the impact of conflict and conflict management on the corporate productivity and work performance in Bangladesh.

The research instrument (i.e. survey questionnaire) was especially devised to accomplish the underlying objectives of the study and was analyzed by scoring the responses. The response choice scoring weights were strongly agree-4 points, Agree-3 points, Disagree-2 points and strongly disagree-1 point. Quantitative and qualitative information related to organizational conflict was developed through the analytical scanning effort. Different modes of statistical methods are used to analyze the quantitative data.

The mean score and standard deviation for each group of related items were then pooled together and used to analyze the hypothesis formulated using t-test through the employment of statistical tools i.e. MS Excel sheet, PH-Stat and SPSS. It is attempted to establish a relationship between managers' conflict management and employees' work performance. In other words, the study attempts to determine whether employees work performance depends on the strategies adopted by employers/managers in preventing and resolving conflicts in the organization.

We have contacted different management personnel of the above mentioned organizations via email, linked-in social websites as well as face to face distributed 120 questionnaires out of which 100 responded, while the remaining 20 gave incomplete responses and some did not seriously consider the survey, so only 100 questionnaires were considered valid for the data evaluation. The designed questionnaires were e-mailed and distributed to those personnel who showed interest to participate in this study.

The analysis of the qualitative data is difficult to interpret as it requires rigorous efforts and consumes more time. Some research issues are also faced during the conduct of this analytical study such as the analytical study on conflict and its management towards the work performance in the organizations may not proved to be that effective because the population targeted is very large as compared to the sample size selected. If a huge sample size was to be taken then resources would not also be enough.

Secondary data have been collected from various research papers, books, company job evaluation book, company job analysis sheet, yearly performance appraisal & Internet browsing.



**ANALYSIS AND FINDINGS**

This section of the analytical study is going to present tabular representation and interpretation of the information that have been extracted from the survey questionnaires.

As per the objective, eleven hypotheses are applied for the evaluation of the impacts of conflict and conflict management in the organizational performance and the conflict resolution styles/strategies.

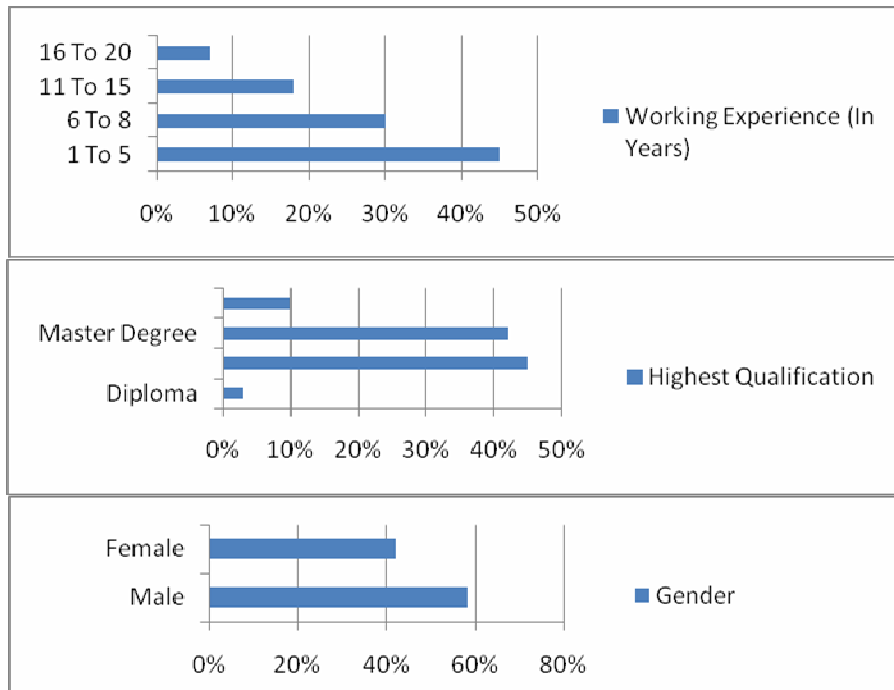
**Demographics of Respondents**

Below is the graph shown that covers personal information of those respondents who participated in the questionnaire survey of this analytical study. Personal details include gender, highest qualification and their working experience in the organization.

Total number of respondents included 120, out of which only 100 responded whereas as 20 were considered as invalid questionnaires due to inappropriate and incomplete answers. The listed graph exhibits that 58% males and 42% females participated and responded to survey. Also, out of those males and females, degree holders include diploma 3%, bachelor’s degree 45%, master’s degree 42% and M.Phil degree 10%.

This shows that respondents are knowledgeable and well trained enough to understand the concept of conflict management and its impact on the organizational performance.

The respondents who have working experience of 1-5 years (mostly newly employed and possess bachelor’s and master’s degree) are in the majority (45%), followed by those that have worked for 6-10 years (30%). The third ranked is those who have 11-15 years experience (18%) and the least include 16-20 years of working experience (7%).The implication of this is that most of the respondents have worked enough to have experienced organizational conflict, its impact on the work performance and how it must be managed.



**FIGURE –: RESPONDENTS DEMOGRAPHICS**

### Types of Conflict

Respondents were requested to indicate the types of conflict, which are very common in their organization. The analyzed data in Tables - 1 and 2 show that intra personal and interpersonal conflicts are the types of conflict that are most experienced by the respondents in their organizations. This is due to sharing of limited resources or furthering individual interests at the expense of organizational interests as well as poor communication, employees' own personality differences, and increased competition are the reasons for the existence of these two conflicts.

Whereas, the other two types of conflict i.e. intra-group or task related conflict and inter-group conflict, evaluated in tables 3 and 4 respectively are found at minimal level in the organizations.

**TABLE – 1: EVALUATING INTRA-PERSONAL CONFLICT (HYPOTHESIS 1)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.847
Sample Size	100
Sample Mean	2.99
Intermediate Calculations	
Standard Error of the Mean	0.0847
Z Test Statistic	-0.118063754
Two-Tailed Test	
Lower Critical Value	
Upper Critical Value	-1.959963985
p-Value	1.959963985
Do not reject the null hypothesis	

**TABLE – 2: EVALUATING INTER-PERSONAL CONFLICT (HYPOTHESIS 2)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.847
Sample Size	100
Sample Mean	2.99

Intermediate Calculations	
Standard Error of the Mean	0.0847
Z Test Statistic	-0.118063754
Two-Tailed Test	
Lower Critical Value	
Upper Critical Value	-1.959963985
p-Value	1.959963985
Do not reject the null hypothesis	

**TABLE – 3: EVALUATING INTRA-GROUP/TASK CONFLICT (HYPOTHESIS 3)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.931
Sample Size	100
Sample Mean	2.68
Intermediate Calculations	
Standard Error of the Mean	0.0931
Z Test Statistic	-3.437164339
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.000587839
Do not reject the null hypothesis	

**TABLE – 4: EVALUATING INTER-GROUP CONFLICT (HYPOTHESIS 4)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	1.057
Sample Size	100
Sample Mean	2.12

Intermediate Calculations	
Standard Error of the Mean	0.1057
Z Test Statistic	-8.325449385
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0
Do not reject the null hypothesis	

### Effects of Conflict

Table - 5 reveals the response of the managers and other employees on the issues of benefits of conflicts to organization, the results indicate that conflicts have both optimistic and pessimistic influences on the organization. This reveals that if conflicts are not appropriately solved, they might influence the firm adversely in terms of vulnerable performance, inadequate cooperation, wasteful resources and less productivity.

Additionally, the revealed results as shown in Table - 5, conflict exerts less positive effects to the organization such as building cooperation among the employees, increasing organizational productivity, encourages individual development, improves quality decisions in resolving conflict and development of various conflict management skills.

Conversely, Table - 6 exhibits that conflict exerts more negative effects instead of positive ones on the organizational work performance such as promotes poor business operations, encourage less cooperation among employees, wastage of organizational resources, poor productivity and weak employee relationships.

Therefore, it is the responsibility of the organizational management and its employees to search for ways on how to encourage consistency in organizations and if that is probable, conflicts must be combated at their emerging stages to improve organizational performances.

**TABLE – 5: EVALUATING POSITIVE EFFECTS OF CONFLICT ON THE ORGANIZATIONAL PERFORMANCE (HYPOTHESIS 5)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.9862
Sample Size	100
Sample Mean	2.41

Intermediate Calculations	
Standard Error of the Mean	0.09862
Z Test Statistic	-5.982559319
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	2.19658E-09
Do not reject the null hypothesis	

**TABLE – 6: EVALUATING NEGATIVE EFFECTS OF CONFLICT ON THE ORGANIZATIONAL PERFORMANCE (HYPOTHESIS 6)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.8948
Sample Size	100
Sample Mean	2.98

Intermediate Calculations	
Standard Error of the Mean	0.08948
Z Test Statistic	-0.223513634
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.823135773
Do not reject the null hypothesis	

### Conflict Management Strategies

Table - 7 indicates the various conflict management techniques adopted by respondents' managers and employees in Pakistani product and service industries. Integrating conflict management technique attracted the highest responses of the respondents. Integrating strategy assumes that people make point of listening to others in order to find the best solution to handle the conflict. This strategy builds a friendly environment of the organization where both employers and employees feel confident and free to share their knowledge or perceptions in order to make a single point i.e. to reach to the single decision in order to combat conflict.

Dominating which try to impose their own decisions, defend their arguments and not swayed by the others in a conflicting situation is considered to be the second most adopted conflict management strategy in the Pakistani organizations. This strategy often implies to achieve highest profitable targets and short term goals within a limited span of time.

However, in other conflicting situations compromise is also used to resolve conflicts in these organizations as it is supported by majority of the managers and employees because when the conflicting situation gets worse they try to seek compromise so that they can find a middle ground while giving up their own part and insisting others to give up theirs as well. This usually happens when they get a sense of fear to lose any relationship with their colleagues or with their managers.

Other strategies employed by the employers and employees include obliging and avoiding but at a minimal level. This shows that organizational management utilizes more than one technique to solve conflicts in their organizations.

**TABLE- 7: EVALUATING INTEGRATING CONFLICT MANAGEMENT STRATEGY (HYPOTHESIS 7)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	1.104
Sample Size	100
Sample Mean	2.95
Intermediate Calculations	
Standard Error of the Mean	0.1104
Z Test Statistic	-0.452898551
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.650621795
Do not reject the null hypothesis	

**TABLE - 8: EVALUATING OBLIGING CONFLICT MANAGEMENT STRATEGY (HYPOTHESIS 8)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	1
Sample Size	100
Sample Mean	2.7

<b>Intermediate Calculations</b>	
Standard Error of the Mean	0.1
Z Test Statistic	-3
<b>Two-Tailed Test</b>	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.002699796
Do not reject the null hypothesis	

**TABLE - 9: EVALUATING DOMINATING CONFLICT MANAGEMENT STRATEGY (HYPOTHESIS 9)**

<b>Data</b>	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.943
Sample Size	100
Sample Mean	3.1
<b>Intermediate Calculations</b>	
Standard Error of the Mean	0.0943
Z Test Statistic	1.060445387
<b>Two-Tailed Test</b>	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.288942023
Do not reject the null hypothesis	

**TABLE - 10: EVALUATING AVOIDING CONFLICT MANAGEMENT STRATEGY (HYPOTHESIS 10)**

<b>Data</b>	
Null Hypothesis	3
Level of Significance	0.05
Population SD	1.024
Sample Size	100
Sample Mean	2.27

Intermediate Calculations	
Standard Error of the Mean	0.1024
Z Test Statistic	-7.12890625
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	1.01164E-12
Do not reject the null hypothesis	

**TABLE – 11: EVALUATING “COMPROMISING” CONFLICT MANAGEMENT STRATEGY (HYPOTHESIS 11)**

Data	
Null Hypothesis	3
Level of Significance	0.05
Population SD	0.877
Sample Size	100
Sample Mean	2.83
Intermediate Calculations	
Standard Error of the Mean	0.0877
Z Test Statistic	-1.938426454
Two-Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
p-Value	0.052571216
Do not reject the null hypothesis	

### Major Findings

**Types of Conflict:** We know that where there is relation there may be conflict. From this perspective we find conflict in most of the organizations. The type of conflict is interpersonal. The parties involved in conflict are employee & employer and in some cases employee & employee.

**Effects of conflict:** We know some conflict has positive feedback outcome and it is better to exploit that type of conflict in any organization. But here we find that Conflict in most of the organization in Bangladesh has no positive feedback. The cost for conflict in organizations in Bangladesh is inefficiency of the employee, low productivity, lacking of employee loyalty etc. So this should be eliminated.



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Healthy conflict can lead to-

- Growth and innovation
- Increased productivity
- Healthy competition.

So, we can conclude that conflicts results in

- Developing better approaches
- Creating enthusiasm
- Revealing hidden problems
- Deepening of understanding
- Increasing commitment

Some other findings are as follows:

- There are conflicts in most of the organizations
- Maximum conflict is employee & employer
- Maximum cause of conflict is related to Organizational Benefits and personal attitude.
- Almost all the conflicts are negative conflict. It means that this will create harm to the organization
- These conflict are manageable
- Directive process of delivering the organizational goal to the employees is found everywhere.
- Decision making depends on top management
- Low scope for the employees to participate in decision making process
- Most downward communication system in many organizations
- Management don't welcome the employee's suggestions regarding the improvement of the organization
- Employee recognition is very poor.
- There is moderate level of openness in employee mind
- There are too little people in some organizations who are free to share with bosses.
- The leadership style is directive in most of the cases. In some cases combinations are used, like participative or other.
- Supervisors' are not well known with the problem faced by subordinates
- There is deficit in Human resources in comparison with activity
- There is discrimination in giving employee benefit
- There is also gender discrimination at moderate level.
- The level of job satisfaction of the employees is very low.

- The employees moderately accept the changes
- The practices of time management are not satisfactory
- There is nepotism in most of the cases

Causes of Conflict: We find the following causes for conflict in Organizations in Bangladesh

- Different and unexpected Personal attitudes of the employees and employer
- No scope for the employees to participate in decision-making process.
- Only downward communication process
- The main way to deliver the organizational goal to the employee is issuing a order
- Poor employee recognition
- Poor award practices especially financial award
- The interpersonal relationship between employee and employer and also employee & employee is not so good
- Practices of directive leadership
- Absence of formal counseling process
- Deficit in human resources in comparison with activity
- Discrimination in giving employee benefit
- Practices of gender discrimination
- Low level of job satisfaction
- Poor mentality to accept changes
- Low scope for get-together
- Practices of time management is very poor
- Existence of Nepotism

Strategies to resolve conflict:

- Ensuring employee participation in the goal setting process
- Welcoming employee to suggest in changes/improvements
- Establishing employee recognition
- Including employees in the in decision making process
- Informing the employees the grievance handling process
- Practicing distribution of awards among the competent staff
- Providing counseling opportunities to the employees
- Establishing employee welfare program
- Ensuring the job security
- Developing trust among the employees
- Stopping gender discrimination
- Practicing Time management

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## RECOMMENDATIONS

The study, in its limited scope, has derived significant findings on various aspects of the organizational conflict. Once the identified shortfalls of the system are addressed by way of making the system more transparent, the purposes of the conflict management will be achieved and thus the employees, the organization, will be benefited, if proper conflict handling program is designed for employees.

However, based on the overall observation of the study the following recommendations have been made to overcome conflict of the employees through designing and implementing an effective conflict management program.

- Managers must adopt diversified but appropriate strategies to combat and manage conflicts as they emerge before escalating to unmanageable level.
- Efforts should be made by both the managers and employees to occasionally stimulate conflict by promoting different views and motivating staff and unit/department through rewards for their outstanding performance.
- Appropriate communication procedures should be put in place to resolve conflict.
- Efforts must be made by the middle and/or senior management to organize seminars/workshops on the management of organizational conflict with the passage of time in order to train the employees.
- Lastly, group interaction and activities should be followed up so as to assure the extent of functionality consistent with the conflicts. Positive conflicts will only be possible if particularities of the organization are analyzed.

## CONCLUSIONS

Conflicts are a significant portion of the human nature and it exceptionally important to study it not only for theoretical purposes but also for organizational practices. The outcomes from the study indicate that the major causes of organizational conflicts are lack of resources, poor communication, employees' own personality differences, and increased competition. These ultimately lead to increased imposition of negative effects on the organizational work performance such as poor business operations, poor communication, collaboration and relationships among employees, low productivity and wastage of organizational resources. Thus, it is pertinent on the organization's management to ensure that efficient management strategies must be employed in order to combat the conflicting situation as well as bring and maintain operational smoothness in the organization by strengthening the relationships among all the employees. The study also revealed that the most used means of managing conflict among the managers and employees in Bangladeshi organizations are Integrating, Dominating and Compromising. However, a careful review and attention are essential to focus on some of the key areas of organizational conflict and implementing a standard conflict management program in the organization.



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