

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

Md. Kutub Uddin*
Md. Shawan Uddin**
ANM Jahangir Kabir***
Md. Sohel Rana****

Submission	: 21/06/2025
Revision	: 13/08/2025
Acceptance	: 31/08/2025

Abstract

This study investigates the impact of conflict management strategies on the relationship between various levels of organizational conflict and organizational effectiveness within the telecommunications industry in Bangladesh. Given the rapid technological advancements and dynamic work environment in this sector, understanding conflict dynamics is crucial for enhancing organizational performance. Utilizing a quantitative approach, data were collected from 370 respondents through convenience sampling and analyzed using Partial Least Squares based Structural Equation Modeling (PLS-SEM). The findings reveal that interpersonal and intragroup conflicts negatively influence organizational effectiveness while conflict management strategies play a significant moderating role in this relationship. The study highlights the importance of tailored conflict resolution training and fostering a culture of open communication within organizations to improve employee satisfaction and reduce turnover.



The Chittagong University
Journal of Business Administration
Volume 36, 2022, pp. 198-227
© Faculty of Business Administration
University of Chittagong
ISSN: 2219 - 4843

* PhD Fellow, Department of Management Studies, University of Rajshahi, Bangladesh.

E-mail: kutub@tch.hstu.ac.bd, Orchid iD: 0000-0001-8495-3789

**Corresponding Author: Associate Professor, Department of Management Studies, University of Rajshahi, Bangladesh.

E-mail: shawanmgr@ru.ac.bd, Orchid ID: 0000-0002-2516-7144, Web of Science Researcher ID: ADE-1011-2022

***Professor, Department of Management Studies, University of Rajshahi, Bangladesh.

E-mail: annjk2001@gmail.com, Orchid ID: 0009-0005-3756-4314

****Graduate Student, Department of Marketing, University of Rajshahi, Bangladesh.

E-mail: msohelrana180@gmail.com, Orcid iD: 0009-0000-0876-0846

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

The implications extend beyond organizational boundaries, providing valuable insights for industry regulators aiming to create a conducive working environment. This research contributes to the broader understanding of conflict management in modern industries, particularly in the context of rapid technological change, and offers a model for other sectors facing similar challenges. This study offers a significant and original contribution by empirically examining the moderating role of conflict management strategies in the relationship between multiple types of organizational conflict and organizational effectiveness within the telecommunications industry of Bangladesh. Since this study concentrated on particular regions and companies, its results may not be generalizable to the broader telecommunications industry or other sectors. Future research should explore additional contextual factors affecting conflict management and organizational effectiveness in diverse industries.

Keywords: Conflict, Organization Conflict, Conflict Management Strategies Organizational Effectiveness, Telecommunication Industry

1. Introduction

The telecommunication sector stands as a pivotal force in the global and national economy, driving substantial contributions to Gross Domestic Product (GDP), employment generation, and digital connectivity. In the contemporary digital era, telecommunications serve as the backbone of modern society, underpinning technological innovation, social transformation, and economic development. As of 2023, the global telecommunications industry has witnessed exponential growth, with approximately 7.7 billion active mobile broadband subscriptions, significantly up from 3.3 billion in earlier years (GTIS, 2023). Fixed broadband subscriptions have also shown steady growth, reaching over 1.1 billion globally. This remarkable expansion is fueled by continuous advancements in communication technologies, infrastructure development, and the increasing demand for digital services across the globe.

In the context of Bangladesh, the telecommunication industry plays an increasingly vital role in national development. Presently, the industry is dominated by four mobile operators and one landline telephone company as key players, Grameenphone Limited (GP), Robi Axiata Limited (Robi), Banglalink Digital Communications Limited (B'Link), and Teletalk Bangladesh Limited. (Teletalk), alongside a state-run landline company, Bangladesh Telecommunications Company (BTCL). The sector's expansion has been phenomenal since the late 1990s, catalyzed by the launch of Grameenphone in 1997, which introduced GSM technology to the Bangladeshi market. According to Bangladesh Telecommunication Regulatory Commission (BTRC), by June 2025, the total number of mobile phone subscribers has reached 188.45 million in the country, marking a significant leap in digital accessibility. BTRC also provides that GP has 86.51 million mobile phone subscribers which is the highest among the operators containing 43% market share, followed by Robi with 57.40 subscriber and 31% share. B'Link Company occupies third position with 37.95 million mobile subscribers which makes up 23% of total market share, whereas Teletalk, a state owned mobile operator, holds the lowest number of subscriber with only 6.59 million and has three percent market share. Within just a decade, telecommunications became a transformative force, revolutionizing the way people connect, communicate, and conduct business. Furthermore, the telecommunication sector has emerged as a substantial source of employment in Bangladesh. It directly supports approximately 760,000 jobs, the majority of

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

which are filled by unskilled labor, and about 7% are held by women (The Daily Star, 2022). The sector's capacity to provide lucrative and challenging opportunities for young graduates makes it an appealing career domain. As such, it plays a significant role in youth employment and skill development. According to USAID, the industry's revenue is expected to increase by 34% over the next five years, driven by a growing subscriber base and an expanding portfolio of digital services (The Daily Star, 2022).

Notwithstanding its potential and achievements, Bangladesh's telecom industry faces a number of complex issues brought on by shifting regulatory frameworks, competitive pressures, environmental factors, and quick technology advancements. These elements frequently call for organizational reorganization, which has an impact on internal dynamics including worker conduct, company culture, and general efficacy. Information and communication technology (ICT) integration and the shift to digital service models have drastically changed organizational structures, increasing the complexity and demands of management. In this rapidly evolving world, maintaining efficiency, ensuring employee satisfaction, and achieving strategic objectives all depend on effective human resource management. In this industry, managing conflict is one of the less researched but no less significant aspects of organizational effectiveness. The complexity of work, growing interdependence among teams, and continuous performance limitations are all contributing factors to the rise in organizational conflict. Communication, objective alignment, and position clarity are common problems for employees, particularly in group settings. Tension, stress, and conflict may result from this. When operational workers are informed of organizational goals by senior management, it often results in tense conversations that demand collaboration, dialogue, and sometimes disagreement. Interpersonal, intrapersonal, intergroup, and intragroup conflicts can result from these dynamics, and if they are not managed well, they can negatively impact team cohesion, employee morale, and ultimately organizational effectiveness.

Scholars such as Pondy (1967), Thomas (1992), Wall and Callister (1995), Rahim (2001), and Sahoo and Sahoo (2019) have examined the ramifications of organizational conflict and the importance of conflict management techniques. Organizational conflict has been extensively studied worldwide in

a variety of sectors. According to these researches, unresolved conflict can undermine corporate objectives by raising employee discontent, decreasing output, and increasing attrition. Strategic conflict management, on the other hand, can produce advantageous results including enhanced team dynamics, creativity, and decision-making. These observations are extremely pertinent to the fast-paced, high-pressure climate of the telecommunications industry, especially in Bangladesh. However, there is still a dearth of empirical study on organizational conflict and conflict management techniques in this field, both locally and globally.

Market saturation, operator competition, Over-The-Top (OTT) service interruption, rising bandwidth needs, and regulatory restrictions are some of the reasons of conflict in telecom organizations, according to emerging research (Curwen, Whalley, & Vialle, 2019; Pai, 2021). Under a variety of operational challenges and corporate expectations, workers in this industry frequently engage with varied coworkers, which can cause conflict and misunderstandings. If these disputes are not settled amicably, they may impair organizational effectiveness and reduce the sector's ability to support national objectives like the Sustainable Development Goals (SDGs), to which the telecom sector is becoming more and more linked (Nekmahmud & Rahman, 2018).

In light of these facts, the current study aims to close the substantial research gap by examining the connection between organizational success and conflict in Bangladesh's telecom industry. The study primarily intends to investigate how various conflict management techniques might improve overall performance in telecom businesses and lessen the detrimental effects of conflict. In addition to being crucial for scholarly research, an understanding of these relationships has real-world applications for business managers, legislators, and human resource specialists who work to maximize organizational results in this crucial field. Despite being a key driver of innovation and progress, Bangladesh's telecom industry has internal organizational issues that demand scholarly study. Despite having a significant impact on organizational success, conflict and its management haven't gotten enough attention among them. Because it provides empirical insights into the nature of conflict inside telecom organizations and the best tactics for managing it, this study is both timely and significant. By doing this, it aims to address the

question of how conflict management techniques affect the relationship between organizational effectiveness and the various forms of organizational conflict (interpersonal, intrapersonal, intergroup, and intragroup) in Bangladesh's telecommunications sector. The purpose of this study is to determine how various forms of organizational conflict impact the effectiveness of the telecommunications sector in Bangladesh and whether conflict management techniques can mitigate these effects to enhance organizational performance. This will contribute to the advancement of knowledge regarding organizational dynamics in technology-driven industries and offer recommendations for practical measures aimed at improving sectoral performance, employee satisfaction, and organizational resilience.

2. Theoretical Framework, Conceptual Model, and Hypotheses Development

The primary motivation for a significant portion of the literature on conflicts is the attainment of organizational goals (Rahim, 2023; Robbins, 1974). Conflict is regarded as an unavoidable consequence of structural differentiation within industrial organizations, leading to conflicting and incompatible interests between managers and subordinates (Beres & Schmidt, 1982; Daisy, 2020). These organizational conflicts can manifest in various forms interpersonal, intrapersonal, intergroup, and intragroup each with its own implications for organizational effectiveness.

The correlation between organizational conflict and various factors such as structural differentiation, participation in authority, and interpersonal structure. Their findings showed that conflict is linked to organizational size, specialization, hierarchy, and staff heterogeneity, while active participation in decision-making and peer group cohesion can promote conflict. These findings suggest that conflict is a natural byproduct of organizational complexity, a view supported by Ma et al. (2008) and Caputo (2019) in their bibliographic analyses, which examined conflict management trends over two decades. Both studies identified key areas of focus, including negotiation, mediation, trust, conflict management styles, and organizational performance.

Pruitt (1983) introduced a two-dimensional framework of conflict management that differentiates between self-concern and concern for others. Although this framework is widely cited, Pruitt and Carnevale (1993) later emphasized problem-solving as a highly successful conflict management strategy.

However, most of this research has been conducted in controlled environments and tends to focus on performance, productivity, and efficiency rather than the nuances of organizational conflict in dynamic sectors like telecommunications.

Pondy (1967) conceptualizes organizational conflict by identifying three types: bargaining conflict, bureaucratic conflict, and systematic conflict. His model treats conflict as a series of episodes, revealing the absence of empirical studies to validate these concepts. Future research should aim to conduct empirical studies within organizational settings to strengthen these theoretical foundations. Derr (1975) delineates six major causes of organizational conflict, including individual stress and role conflict. He proposes a conflict management paradigm, yet highlights a lack of realistic studies in organizations. Thus, practical studies are recommended to enhance the application of his findings. Rahim (1983) develops reliable scales to measure styles of handling interpersonal conflict through quantitative methods, demonstrating satisfactory reliability and validity. He notes the need for further studies to validate these scales across various contexts.

Thomas and Kilmann (1978) compare four instruments for measuring conflict behavior, revealing inconsistencies in some instruments' reliability. This study underscores the necessity for more robust tools in conflict measurement, suggesting further research to refine existing instruments. Thomas (1992) revisits the integrative theory of conflict and conflict management, advocating for an update to incorporate emerging insights from literature. He identifies a gap in studies exploring new areas of conflict management.

Lisa, Pelled, and Adler (1994) propose a model addressing intergroup conflict in multifunctional teams, highlighting the dual nature of task and emotional conflict. The study points out the lack of systematic analysis and recommends intensive case studies to ground the proposed model in empirical data. Wall and Callister (1995) describe conflict as a dynamic process influenced by multiple factors, suggesting that cultural influences need more thorough investigation. They recommend examining conflict management in various cultural contexts to understand better the global implications of their findings. Rahim (2000) contributes to conflict management literature through a collection of empirical studies. While offering insights into the relationship between conflict

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

management styles and organizational justice, he calls for more comprehensive investigations into these relationships.

Rahim (2001) examines team responses to conflict, revealing that collaborating and contending responses negatively impact team effectiveness. He notes the need for objective performance measures in future research to establish clearer causal links. Rahim (2002) emphasizes the need for diagnostic interventions in managing organizational conflict. He calls for more cross-cultural studies to understand better how different cultural contexts affect conflict management strategies. A thorough model that analyzes the impact of intragroup conflict on organizational results and identifies moderators that affect these connections is developed by Jehn and Bendersky (2003). In further research, they advise that this model be extended for application in settings other than corporations. Alina (2016) looks into how difficult it is to resolve conflicts at work. She emphasizes the value of communication and suggests doing quantitative research to back up her qualitative findings. Relationship conflict and team performance have a high negative correlation, according to a meta-analysis by Carsten, Dreu, and Weingart (2003). They identify a gap in empirical research in this area and suggest qualitative and quantitative studies to further explore these relationships.

Because of the market's intense competition, the quick improvement of technology, and the variety of work environments, conflicts are widespread in the telecommunications sector. Inappropriate handling of these conflicts can significantly impair a company's efficacy (Didier, 2024). According to Pai (2021) and Curwen, Whalley, and Vialle (2019), the telecom industry is particularly susceptible to conflict due to market saturation, the expansion of over-the-top (OTT) services, and regulatory constraints. Given that these factors strain the organizational structure and employee interactions, it is imperative to look into how conflict management strategies might reduce negative consequences and enhance organizational performance.

Cooperative conflict management strategies including integrating, obliging, and compromising have been connected to positive organizational outcomes like managerial satisfaction (Alexander, 1995), trust in leadership (Yang, 2012), and views of organizational justice (Chen et al., 2005). These strategies emphasize coming to agreements and cooperating to settle conflicts, which is

essential in domains where achieving complex organizational goals necessitates teamwork. Furthermore, studies suggest that cooperative conflict resolution techniques may improve employee communication and reduce stress, which could improve organizational performance (Prabowo & Castrawijaya, 2023; Sharma & Singh, 2019). Researchers like Connolly et al. (1980) and Campbell (1977), however, argue that the notion of organizational success remains ambiguous and subject to various interpretations even after more than 50 years of studying organizational effectiveness. This uncertainty is particularly evident in the ways that different scholars evaluate organizational effectiveness, with varying emphasis on financial metrics, employee satisfaction, and overall productivity (Henri, 2004; Muthumani & Kumar, 2023).

Additionally, Sharma and Singh (2019) contend that the literature on organizational success usually undervalues the importance of conflict management, particularly in rapidly evolving sectors like telecommunications. This study examines how conflict management strategies impact the relationship between organizational conflict and efficacy in Bangladesh's telecom sector in an effort to bridge this gap. Rahim (2001) outlines four primary models for evaluating organizational success: the Goal Accomplishment model, Systems Resource model, Internal Process model, and Strategic Constituencies model. Each of these approaches offers a different perspective on how to achieve and evaluate organizational effectiveness.

Achieving predefined goals, which are typically measured using financial indicators like earnings per share or return on assets, is the main focus of the goal accomplishment strategy. The Systems Resource model, on the other hand, considers efficacy to be dependent on input security and the external environment, placing a great focus on the organization's ability to acquire the resources it requires. Interpersonal relationships, communication, and trust are among the internal components that the Internal Process model highlights as being crucial to maintaining organizational stability and efficacy (Likert, 1967). This strategy is particularly relevant in the context of conflict management since trust and effective communication are crucial for settling disagreements.

Last but not the least, the Strategic Constituencies model emphasizes the satisfaction of several stakeholders, such as owners, employees, consumers, and regulators, as a critical indicator of organizational effectiveness (Luca et al.,

2024). Sharma and Singh (2019), who offer a comprehensive framework for assessing organizational effectiveness in the context of conflict management, present a more unified approach that combines elements from all four models. This integrated strategy is particularly relevant for industries like telecommunications where success is contingent on both internal processes and external stakeholder satisfaction.

Establishing conflict resolution programs that promote double-loop learning can significantly increase organizational efficacy, claims Rahim (2001).

Double-loop learning encourages behavioral and cognitive changes that go beyond straightforward problem-solving by reexamining the basic assumptions and rules that underlie organizational behavior. In an industry as dynamic as telecoms, maintaining competitive advantage and adapting to rapid technological change require fostering this type of learning (Auqui-Caceres & Furlan, 2023). The nuances of how different conflict types impact organizational effectiveness are among the many unresolved issues surrounding conflict management in enterprises (Folger et al., 2024). Even though previous studies have found a variety of conflict causes and kinds, they usually fail to consider the contextual factors that influence these dynamics, especially when considering the unique operational and cultural backdrop of Bangladesh's telecom sector. The majority of the research that is now available is conceptual or qualitative, and there aren't many empirical studies that back up theoretical frameworks in real organizational contexts. The effectiveness of conflict management strategies in the Bangladeshi context, as well as the relationships between interpersonal, intrapersonal, intergroup, and intragroup conflict, are particularly poorly studied quantitatively.

Although the moderating role of conflict management techniques has been covered in some literature, thorough studies examining how these tactics affect the relationship between various forms of organizational conflict and overall effectiveness are scarce. Given the variety of conflicts that arise inside teams and organizations, this is especially pertinent. This study aims to close that gap given the complexity of the industry and the frequency of conflict brought on by its fast-paced, competitive nature. The study will provide important insights into improving organizational performance in Bangladesh's telecom industry by

investigating how conflict management techniques mitigate the association between organizational conflict and effectiveness.

Organizational and behavioral theories provide the best understanding of conflict and how it is handled in companies. Two significant theoretical frameworks that guide the development of the conceptual model and hypotheses in this study are Galtung's Triadic Conflict Theory and Dual Concern Theory. The Dual Concern Theory states that people manage conflict by considering two crucial elements: their own concerns and those of others. Five conflict management styles are identified based on how people strike a balance between these issues: Compromising (moderate self and others), where both parties make concessions; Accommodating (low self, high others), where one offers up in order to preserve harmony; Avoiding (low self, low others), where both goals and relationships are neglected; and Collaborating (high self, high others), where both parties strive for win-win outcomes. The collaborative style is considered most effective, promoting mutual satisfaction and long-term cooperation. Galtung's theory outlines three core elements of conflict: attitudes, behavior, and contradictions. Conflict emerges when these three components interact such as cognitive biases, observable actions, and value clashes. Often, latent structural conflicts exist where one or more components remain hidden. Galtung stresses that conflict resolution efforts must address all three elements for transformation; otherwise, unresolved emotional and attitudinal aspects can reignite conflict, even if behavioral changes occur.

Building on these theories, Blake and Mouton (1964) introduced conflict handling modes based on managerial concerns for production and people. Rahim (2001) similarly classified conflict management strategies across concern for self and others. The five widely accepted styles (i.e. integrating, obliging, dominating, avoiding, and compromising) have distinct implications. The integrating style (problem-solving) fosters openness and is widely viewed as a win-win solution. The obliging style emphasizes others' needs, often through self-sacrifice. The dominating style asserts one's interests over others. Avoiding delays or ignores conflict, while compromising seeks a mutually acceptable middle ground. Thomas's (1978) model refines these approaches through integrative (e.g., integrating, avoiding) and distributive (e.g., dominating, obliging) dimensions. The compromise style lies between these, offering balanced satisfactions.

Empirical studies support the effectiveness of cooperative styles. Integrating and compromising strategies are positively linked to job satisfaction, trust, and alignment with supervisors. Conversely, distributive styles often yield negative outcomes (Pruitt & Carnevale, 1993). Cooperative approaches also enhance interdependent collaboration and organizational trust (Yang, 2012). Together, these theoretical lenses inform this study's model, offering a comprehensive basis for understanding the mechanisms and outcomes of conflict management in organizations. Additionally, cooperative conflict management has been shown to enhance organizational creativity and team effectiveness (Chen et al., 2005). The following figure 1 presents the conceptual research model for this study, based on the literature and theories.

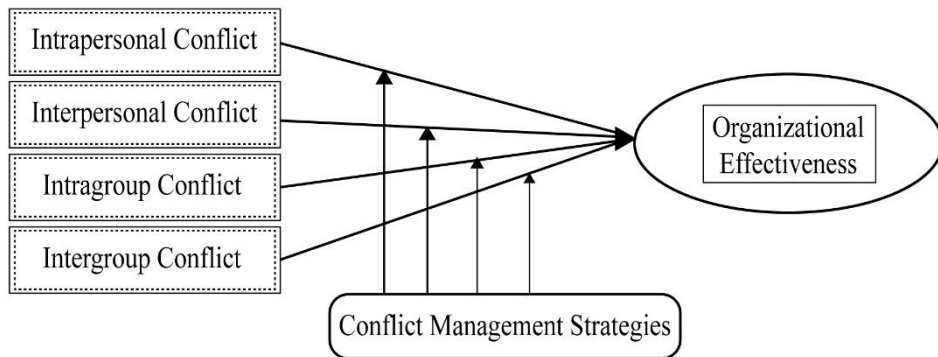


Figure 1: Conceptual Research Model

(Developed by authors based on literature and theories)

Hypotheses of the Study are developed based on the conceptual model as below:

- H1: Interpersonal conflict negatively effects organizational effectiveness.
- H2: Intrapersonal conflict negatively effects organizational effectiveness.
- H3: Intergroup conflict negatively effects organizational effectiveness.
- H4: Intragroup conflict negatively effects organizational effectiveness.
- H5: Conflict management strategies do not moderate the relationship between interpersonal conflict and organizational effectiveness.

H6: Conflict management strategies do not moderate the relationship between intrapersonal conflict and organizational effectiveness.

H7: Conflict management strategies do not moderate the relationship between intergroup conflict and organizational effectiveness.

H8: Conflict management strategies do not moderate the relationship between intragroup conflict and organizational effectiveness.

3. Methodology

This study looks at the effectiveness of key mobile companies in Bangladesh's telecom industry in relation to organizational conflict. It also examines how conflict resolution strategies impact the connection between conflict and corporate success. A quantitative method was adopted, using standardized questionnaires distributed to 1000 of employees of the major telecom operators, including Grameenphone, Robi-Axiata, Banglalink, and Teletalk. The conceptual paradigm of the study is based on the Dual Concern Theory and Galtung's Triadic Conflict Theory. Strict procedures were followed during the data collection process, and the results were analyzed using PLS (Partial Least Square) based Structural Equation Modeling (SEM). The study employs positivism, which maintains that reality is objective and independent of the researcher. Positivism is appropriate for investigating causal interactions among variables because it places a strong emphasis on evaluating hypotheses using statistical analysis and logical reasoning (Creswell & Creswell, 2017; Irshaidat, 2022). Considering all the employees of selected major mobile companies mentioned above as population. This research did not mention the actual population size, since the operators are reluctant to disclose their actual workforce volume. However, around the country employees are scattered and hence, population is finite and large in number. The study has preferred non-probability convenience sampling technique and gathered data from the employees as respondents. Convenience sampling is a non-probability technique used in this study because it is accessible, affordable, and has a large participant pool (Etikan et al., 2016). Moreover, it is useful for large-scale surveys because it enables researchers to choose people who are easily accessible. Data were collected at one particular moment using a cross-sectional survey design which captured telecom workers' experiences in real time. This approach guaranteed economical and successful data gathering. The

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

questionnaire was developed based on relevant theoretical frameworks and existing literature. It consisted of two sections: Section A and Section B. Section A focused on the demographic characteristics of the respondents, while Section B was designed to measure organizational conflict, conflict management strategies, and organizational effectiveness. Likert scales, a commonly used psychometric instrument for evaluating attitudes, behaviors, and perceptions, were used to measure the constructs. The conceptual model's links between constructs are reliably quantified, which brings thanks to this architecture.

Table 1: Measurement Instrument

Intrapersonal Conflict	Modified from
I feel stressed due to conflicting demands at work.	Rahim, (1983)
I often struggle with balancing work responsibilities and personal needs.	
I find it difficult to fulfill my work expectations due to inner conflicts.	
My job frequently causes me to feel anxious due to conflicting responsibilities.	
I frequently feel stress due to uncertainty about how to handle competing tasks at work.	
There are times when I question whether my job fits with my long-term career goals.	
The pressure of trying to meet all my job responsibilities causes internal conflict.	
I feel personal frustration when the demands of my job conflict with my ethical beliefs.	
Interpersonal Conflict	
I often experience disagreements with my colleagues.	

Personal conflicts occur frequently between me and my team members	Jehn, 1995; Rahim, 1983
I have difficulties getting along with certain colleagues	
I find that conflicts with colleagues often reduce my work efficiency	
There is frequent tension in my interactions with certain colleagues	
Disagreements with coworkers make it difficult to complete tasks on time.	
Conflicts with my colleagues often lead to miscommunication in the workplace.	
I find it hard to maintain professional relationships when conflicts arise with colleagues.	
Intragroup Conflict	
Conflicts within the team reduce the quality of our work.	Jehn, 1995; Rahim, 1983
There are frequent misunderstandings within my team	
Conflicts arise within the team due to differences in opinions	
Team members often argue about how tasks should be completed.	
Conflicting opinions within the team slow down decision-making processes.	
Personal differences between team members often lead to conflicts during work.	
My team struggles with reaching consensus due to differing perspectives.	
Communication issues within the team often lead to misunderstandings and conflict.	

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

Intergroup Conflict	
There is frequent competition between departments that leads to tension.	
Different groups within the organization often have conflicting objectives.	Jehn, 1995; Rahim, 1983
Disagreements between departments disrupt workflow in the organization.	
Teams within the organization frequently blame each other for problems.	
There is a lack of cooperation between different departments, resulting in conflict.	
Misunderstandings often arise between groups due to differences in communication styles.	
Different departments have conflicting priorities, which creates friction.	
Conflict between departments hinders the organization's overall performance.	
Organizational resources are often unevenly distributed, leading to conflict between groups.	
Conflict Management Strategies	
In a conflict, my organization tends to push for its own solution, regardless of others' opinions.	Rahim, 2002; Thomas &Kilmann, 1974
My organization emphasize on work together to find mutually beneficial solutions to conflicts.	
Conflicts are often resolved by finding a middle ground that satisfies both parties.	
My organization often avoids confronting conflicts, hoping they will resolve themselves.	

My organization tends to delay addressing conflicts in the hope that the situation improves over time.	
My organization frequently gives in to others' demands to avoid prolonged conflict.	
My organization sometimes adopts a competitive approach, aiming to win the conflict rather than resolve it collaboratively.	
My organization tries to identify the root cause of conflicts to prevent them from recurring.	
My organization believes that involving a neutral party helps in resolving conflicts more effectively.	
Organizational Effectiveness	
The organization consistently meets its performance goals.	Rahim, 2002; Thomas &Kilmann, 1974
Employee productivity is high in the organization.	
Our organization is highly competitive in the industry.	
The organization's internal processes are efficient.	
Employees in the organization are satisfied with their work and roles.	
The organization is effective in responding to changes in the external environment.	
The organization consistently delivers products or services that meet customer expectations.	

The well-structured questionnaire (measurement tool) was then distributed to the 1000 intended respondents through the convenient ways. Initially, questionnaire was sent to 200 employees (respondents) of each of five companies. Both in-person and online questionnaires utilizing Google Forms were used to collect data. Respondents were contacted through various platforms such as email, messenger, and WhatsApp. To maximize the response rate, the researcher conducted regular follow-ups through phone calls and personal visits.

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

Researchers have paid maximum effort and received 442 responses, in which distribution for GP, Robi, B’Link, Teletalk, and BTCL were 105, 96, 83, 81, and 77 respectively. After careful screening, 72 responses have been excluded due to incomplete and inconsistent response, and finally, 370 responses were considered as sample size for conducting data analysis of the study, in which distribution for GP, Robi, B’Link, Teletalk, and BTCL were 99, 91, 64, 61, and 55 respectively. According to the guidelines provided by Ali et al. (2016), a final sample of 370 has been used to ensure adequate statistical power, validity, and reliability for analyzing complex models. Hence, the data were analyzed using partial least squares structural equation modeling, or PLS-SEM.

4. Data Analysis and Results

The demographic profiles of the collected data are shown in Table 2 below.

Table 2: Demographic Profiles of the Respondents

Demographic Data	Frequency(N=370)	Percentage (%)
Gender		
Male	268	72.4%
Female	102	27.6%
Total	370	100%
Age Group		
18-25	26	7.0%
26-35	81	21.9%
36-45	108	29.2%
46-55	78	21.1%
Above 56	77	20.8%
Total	370	100%
Educational Qualification		
Secondary	97	26.2%

HSC	60	16.2%
Graduate and Above	213	57.6%
Total	370	100%
Years of Experience		
Less than 5years	30	8.1%
6-10	79	21.4%
11-15	96	25.9%
16-20	64	17.3%
21 and above	101	27.3%
Total	370	100%
Position in the Organization		
Top level	38	10.3%
Mid-level	147	39.7%
Supervisory Level	185	50.0%
Total	370	100%

Table 2 presents the demographic profile of 370 respondents across five categories: gender, age, education, experience, and organizational position. Males represent 72.4%, while females account for 27.6%, indicating a gender imbalance. The 36-45 age group dominates (29.2%), suggesting a predominantly middle-aged workforce. Around 57.6% respondents have graduate and above degrees, reflecting a mostly educated sample. Notably, 27.3% have over 21 years of experience, highlighting the presence of seasoned professionals. Most respondents occupy lower-level positions (50%), followed by mid-level (39.7%), and only 10.3% are in top management. Survey data were analyzed using Smart PLS 4, with SPSS 26 aiding in data processing and validation. Structural Equation Modeling (SEM), a second-generation multivariate technique, has been used to assess complex relationships among latent constructs and observed variables (Hair et al., 2021). The study follows a two-step PLS-SEM process:

evaluating the measurement model for reliability and validity, and then testing the structural model through path coefficients and t-statistics.

4.1 Convergent Validity

The analysis involves two stages: evaluating the measurement model and assessing the structural model using PLS-SEM. The measurement model was tested for reliability and validity, including convergent and discriminant validity. Table 3 presents outer loadings, Cronbach's alpha, composite reliability (rho_a and rho_c), and Average Variance Extracted (AVE) for each construct. Intrapersonal, interpersonal, and intragroup conflicts show strong reliability (Cronbach's alpha > 0.84) and acceptable AVE values (≥ 0.508), confirming convergent validity. Other constructs also demonstrate high reliability (alpha ranging from 0.866 to 0.894) and sufficient AVE values (0.529-0.556). Outer loadings across constructs fall within acceptable ranges (0.612-0.819). Composite reliability values (rho_c) exceed 0.89 for all constructs, reinforcing internal consistency. These results confirm the robustness of the measurement model, as all constructs meet the recommended thresholds for reliability and convergent validity, providing a solid foundation for structural model analysis in the next phase of the research.

Table 3: Construct Reliability and Convergent Validity Results

Construct	Items	Outer loadings	Cronbach 's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Intrapersonal Conflict	Intrapersonal1	0.703	0.860	0.869	0.891	0.508
	Intrapersonal2	0.612				
	Intrapersonal3	0.633				
	Intrapersonal4	0.781				
	Intrapersonal5	0.786				
	Intrapersonal6	0.728				
	Intrapersonal7	0.670				
	Intrapersonal8	0.766				
Interpersonal Conflict	Interpersonal1	0.742	0.882	0.884	0.907	0.549
	Interpersonal2	0.781				
	Interpersonal3	0.737				
	Interpersonal4	0.751				
	Interpersonal5	0.674				
	Interpersonal6	0.698				
	Interpersonal7	0.788				
	Interpersonal8	0.752				

Intragroup Conflict	Intragroup1	0.805	0.841	0.851	0.881	0.515
	Intragroup2	0.677				
	Intragroup3	0.802				
	Intragroup4	0.695				
	Intragroup5	0.668				
	Intragroup7	0.625				
	Intragroup8	0.733				
Intergroup Conflict	Intergroup1	0.759	0.894	0.898	0.914	0.544
	Intergroup2	0.699				
	Intergroup3	0.643				
	Intergroup4	0.765				
	Intergroup5	0.781				
	Intergroup6	0.819				
	Intergroup7	0.754				
	Intergroup8	0.746				
	Intergroup9	0.653				
Conflict Management Strategy	CMS1	0.680	0.872	0.878	0.899	0.529
	CMS3	0.631				
	CMS4	0.785				
	CMS5	0.789				
	CMS6	0.717				
	CMS7	0.668				
	CMS8	0.776				
	CMS9	0.757				
Organizational Effectiveness	OE1	0.765	0.866	0.868	0.898	0.556
	OE2	0.725				
	OE3	0.754				
	OE4	0.687				
	OE5	0.726				
	OE6	0.800				
	OE7	0.758				

Table 4 presents the Variance Inflation Factor (VIF) values to assess multicollinearity among study constructs. Multicollinearity, which may distort regression results, is typically a concern when VIF exceeds 5 (Hair et al., 2021; Kutner et al., 2004). In this study, all VIF values range from 1.000 to 2.594 well below the critical threshold indicating low to moderate multicollinearity. Notably, CMS4 (2.157), Interpersonal2 (2.324), and Intergroup6 (2.594) have the highest values but remain acceptable. Interaction terms show no multicollinearity (VIF=1.000), ensuring reliable regression outcomes.

Table 4: Variance Inflation Factor (VIF)

Items	VIF	Items	VIF	Items	VIF	Items	VIF
CMS1	1.601	Intergroup8	1.788	Intragroup7	1.420	OE6	2.263
CMS3	1.447	Intergroup9	1.529	Intragroup8	1.740	OE7	1.882
CMS4	2.157	Interpersonal1	2.087	Intrapersonal1	1.609	CMS x Intergroup	1.000
CMS5	2.087	Interpersonal2	2.324	Intrapersonal2	1.429	CMS x Intrapersonal	1.000
CMS6	1.719	Interpersonal3	2.053	Intrapersonal3	1.445	CMS x Intragroup	1.000
CMS7	1.534	Interpersonal4	1.802	Intrapersonal4	2.082	CMS x Interpersonal	1.000
CMS8	1.852	Interpersonal5	1.621	Intrapersonal5	2.054		
CMS9	1.868	Interpersonal6	1.810	Intrapersonal6	1.759		
Intergroup1	2.023	Interpersonal7	2.297	Intrapersonal7	1.523		
Intergroup2	1.682	Interpersonal8	1.920	Intrapersonal8	1.794		
Intergroup3	1.547	Intragroup1	2.039	OE1	2.096		
Intergroup4	1.921	Intragroup2	1.629	OE2	1.950		
Intergroup5	2.138	Intragroup3	2.032	OE3	1.765		
Intergroup6	2.594	Intragroup4	1.529	OE4	1.617		
Intergroup7	2.063	Intragroup5	1.538	OE5	1.779		

4.2 Discriminant Validity

Table 5 presents the Fornell & Larcker criterion results, confirming discriminant validity as the square roots of AVEs (e.g., CMS = 0.835, Intergroup = 0.942) exceed inter-construct correlations. Although CMS shows strong negative correlations with others (e.g., -0.949 with Intergroup), and Intrapersonal with OE (-0.983), the diagonal dominance confirms validity. Table 6 reports Heterotrait-Monotrait (HTMT) ratios, all below 0.85 e.g., CMS-Intergroup = 0.754 and Intrapersonal-OE=0.782 further affirming discriminant validity among all constructs.

Table 5: Fornell and Larker Criterion

Construct	CMS	Intergroup	Interpersonal	Intragroup	Intrapersonal	OE
CMS	0.835					
Intergroup	-0.949	0.942				
Interpersonal	-0.861	0.737	0.870			
Intragroup	-0.873	0.856	0.741	0.873		
Intrapersonal	-0.983	0.921	0.830	0.718	0.713	
OE	0.728	-0.923	-0.994	-0.87	-0.819	0.746

Table 6: HTMT

Construct	CMS	Intergroup	Interpersonal	Intragroup	Intrapersonal	OE
CMS						
Intergroup	0.754					
Interpersonal	0.754	0.723				
Intragroup	0.760	0.719	0.662			
Intrapersonal	0.782	0.738	0.671	0.720		
OE	0.767	0.738	0.674	0.703	0.772	

4.3 Path Coefficient Results

Table 7: Path Coefficient

Paths	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values	Decision
Intergroup -> OE	0.007	0.02	0.348	0.728	Rejected
Interpersonal -> OE	-1.081	0.017	62.438	0.000	Accepted
Intragroup -> OE	-0.025	0.011	2.323	0.020	Accepted
Intrapersonal -> OE	-0.415	0.032	13.125	0.000	Accepted
CMS x Intergroup -> OE	-0.048	0.023	2.12	0.034	Accepted
CMS x Intrapersonal -> OE	0.031	0.019	1.641	0.101	Rejected
CMS x Intragroup -> OE	0.001	0.014	0.052	0.958	Rejected
CMS x Interpersonal -> OE	0.016	0.016	0.957	0.339	Rejected

The table 7 presents the path coefficients and related statistics for the impact of different types of conflict and their interaction with conflict management strategies on organizational effectiveness. The impact of intergroup conflict on organizational effectiveness is not statistically significant, as indicated by the high p-value (0.728), suggesting no meaningful effect. In contrast, the p-value result (i.e., 0.000) indicates that interpersonal and intrapersonal conflicts have a significant negative impact on organizational effectiveness in the telecom industry of Bangladesh. The large negative path coefficients (-1.081 and -0.415) suggest that higher interpersonal and intrapersonal conflicts are associated with a decrease in organizational effectiveness. These figures also indicate that interpersonal and intrapersonal conflicts significantly reduce the organizational performance. Intragroup conflict has a statistically significant negative effect on organizational effectiveness, though the effect size is small. This suggests that organizational performance is marginally decreased by intragroup conflict. The interaction between CMS and intergroup conflict has a statistically significant effect on organizational effectiveness. This suggests that CMS may not be able to sufficiently reduce the negative impacts of intergroup conflict on organizational effectiveness. The lack of a statistically significant effect of the CMS-intrapersonal conflict interaction on organizational effectiveness suggests that CMS does not significantly change the impact of intrapersonal conflict on effectiveness. CMS has limited control over the moderating effect of intragroup conflict on effectiveness, as evidenced by the fact that both CMS and intragroup conflict have no discernible effects on organizational effectiveness. CMS has little to no effect on how interpersonal conflict impacts organizational outcomes, as evidenced by the fact that CMS does not significantly attenuate the relationship between interpersonal conflict and organizational effectiveness. Thus, intrapersonal and interpersonal conflicts have a significant impact on an organization's effectiveness, while CMS moderates some intergroup conflict. However this also has a negative moderating effect.

5. Discussion of the Findings

The study's findings provide crucial insight into the complex interaction between OE and different types of organizational conflict as well as the moderating role of CMS. In line with prior research demonstrating that interpersonal conflicts can have a detrimental effect on workplace dynamics

and performance, there was a significant negative correlation between interpersonal conflict and OE ($\beta = -1.081, p < 0.001$). According to De Dreu and Weingart (2003), interpersonal conflicts usually lead to a decline in team member trust and communication quality which can reduce collective efficacy and obstruct organizational goals. High levels of interpersonal conflict have been linked to poorer levels of employee satisfaction and productivity, according to Jehn (1995). This can have a domino impact on overall effectiveness. The current study emphasizes the necessity for firms to prioritize interpersonal relationship-building activities and conflict resolution training in order to mitigate these negative consequences. Both intragroup conflict ($\beta = -0.025, p < 0.05$) and intrapersonal conflict ($\beta = -0.415, p < 0.001$) had a significant negative influence on OE, which is consistent with results from the literature that these conflicts erode organizational harmony. According to Spector and Jex (1998), intragroup conflict is a critical factor that can impair team cohesion and thus affect performance metrics. Intrapersonal conflict, which often results from opposing obligations or ideals, can lead to increased stress and job dissatisfaction (Kahn & Byosiére, 1992). According to the findings, companies should take a comprehensive approach to employee well-being, taking into account both individual and team pressures. Regular check-ins and the development of support tools can help employees effectively manage these issues. The study also found that CMS significantly moderates the relationship between OE and intergroup conflict ($\beta = -0.048, p < 0.05$). This result supports the idea that a properly operating CMS can mitigate the detrimental consequences of team conflicts. Finding a solution is only one aspect of conflict management; another is creating an environment that promotes open communication and cooperation (Aubé et al., 2003). However, the lack of significant moderating effects for interpersonal ($p=0.339$), intragroup ($p=0.958$), and intrapersonal ($p=0.101$) conflicts suggests that CMS may not be generally beneficial. This study illustrates the intricacy of conflict dynamics and raises the possibility that the type of conflict may influence the effectiveness of specific management strategies. Future research could look at how some CMS tactics, such mediation or negotiation, might be adjusted to accommodate for the unique characteristics of various conflict types.

6. Implications of the Study

The study's findings might be helpful to the telecom management and HR professionals with crucial information on conflict dynamics and workable conflict resolution strategies. This is particularly important in a field characterized by fast-paced work and continuous technological advancements that challenge traditional organizational structures and employee relationships. The results can assist telecom companies in Bangladesh in developing successful dispute resolution strategies that increase employee satisfaction, reduce turnover, and ultimately increase organizational efficacy. Furthermore, the information gained could assist industry regulators in proposing laws that would create a more positive work environment. The importance of vital sectors like telecommunications in achieving the Sustainable Development Goals (SDGs) cannot be overstated, especially as Bangladesh approaches middle-income status. Sustaining this important industry's growth and performance requires effective conflict management. This study will focus on the quickly evolving, technologically sophisticated telecommunications industry to give a more thorough understanding of how conflict management could improve organizational efficiency in modern enterprises. The study will provide a model for other companies facing similar technological disruptions. These findings have significant implications for corporate executives and human resources experts. Businesses need to invest in conflict resolution training tailored to the types of disagreements that frequently occur within their teams. Additionally, fostering an atmosphere of open communication may help employees settle conflicts before they worsen. When employees feel supported in managing interpersonal dynamics, a proactive strategy like this can boost morale and productivity.

7. Limitations and Future Research Agenda

Because this study focused on specific regions and companies, its findings cannot be extended to the larger telecom industry or other sectors. Future studies should include a greater variety of telecom businesses, regions, and employee demographics in order to improve applicability. Examining other industries that have similar problems can yield comparative insights on conflict management. Since the cross-sectional poll only gathered information once, it was challenging to establish causation or track the evolution of a dispute. To comprehend how conflict dynamics and management techniques evolve over time and their long-term effects on organizational effectiveness, longitudinal

studies are required. While intrapersonal, interpersonal, intragroup, and intergroup conflicts were covered in this study, cultural or structural conflicts were not, potentially leaving out important aspects. Employee conflict experiences and perspectives may be better understood by incorporating qualitative techniques like focus groups and interviews. Filling in these gaps will improve the knowledge of telecom conflict management in the face of swift technical advancement.

Acknowledgement: This is one of the findings of the study that was supported by Institute of Research and Training, Hajee Mohammad Danesh Science and Technology University, Dinajpur, Bangladesh.

References

- Alexander, D. C. (1995). Conflict management styles of administrators in schools for the deaf: Teacher perceptions of job satisfaction. Gallaudet University.
- Ali, F., Kim, W. G., & Ryu, K. (2016). The effect of physical environment on passenger delight and satisfaction: Moderating effect of national identity. *Tourism Management*, 57, 213-224.
- Aubé, C., Rousseau, V., & Sullivan, G. (2003). The influence of leadership and group cohesion on conflict management strategies in teams. *Journal of Applied Psychology*, 88(5), 1022-1032.
- Auqui-Caceres, M. V., & Furlan, A. (2023). Revitalizing double-loop learning in organizational contexts: A systematic review and research agenda. *European Management Review*, 20(4), 741-761.
- Blake, R. R., & Mouton, J. S. (1964). The managerial grid. Houston, TX: Gulf. Boddker, AM, & Jameson, JK (2001). *Emotion in conflict formation and its*.
- Breunig, R., & McCarthy, O. (2020). Household telecommunications expenditure in Australia. *Telecommunications Policy*, 44(1), 101837.
- Caputo, A. (2019). The evolution of conflict management research: A bibliometric analysis. *International Journal of Conflict Management*, 30(3), 517-542. <https://doi.org/10.1108/IJCM-09-2018-0093>
- Chen, Z., Li, Y., & Chen, Y. (2005). Trust, conflict, and organizational justice. *International Journal of Conflict Management*, 16(2), 108-123. <https://doi.org/10.1108/10444060510788576>
- Connolly, T., Conlon, E. J., & Deutsch, S. J. (1980). Organizational effectiveness: A multiple-constituency approach. *Academy of management review*, 5(2), 211-218.

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Cummings, T. G., Molly, E. S., & Glen, R. H. (1975). Intervention strategies for improving productivity and. *Organizational Dynamics*, 4(1), 52-68.
- Curwen, P., Whalley, J., & Vialle, P. (2019). *Disruptive activity in a regulated industry: The case of telecommunications*. Emerald Publishing Limited.
- Daisy, A. (2020). Conflict management models. In *Strategic approaches for conflict resolution in organizations: Emerging research and opportunities* (pp. 106-114). IGI Global Scientific Publishing.
- De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of applied Psychology*, 88(4), 741.
- Didier, N. (2024). Turning fragments into a lens: Technological change, industrial revolutions, and labor. *Technology in Society*, 77, 102497.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), 1-4.
- Folger, J. P., Poole, M. S., & Stutman, R. K. (2024). *Working through conflict: Strategies for relationships, groups, and organizations*. Routledge.
- Goodman Paul, S. (1977). On the nature of organizational effectiveness. *New perspectives on organizational effectiveness*, 13-55.
- GTIS, (2023). Intelligence Report - Key Global Telecom Industry Statistics. https://www.researchandmarkets.com/reports/2103396/intelligence_report_key_global_telecom_industry. Access date: 31/03/2023
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook* (p. 197). Springer Nature.
- Hair, J. F. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. sage.
- Henri, J. F. (2004). Performance measurement and organizational effectiveness: Bridging the gap. *Managerial finance*, 30(6), 93-123.
- Irshaidat, R. (2022). Interpretivism vs. positivism in political marketing research. *Journal of Political Marketing*, 21(2), 126-160.
- Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative science quarterly*, 256-282.
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in organizational behavior*, 25, 187-242.

- Kutner, M. H. (2005). Applied linear statistical models.
- Likert, R. (1967). The human organization: Its management and value.
- Luca, F. A., Tiganas, C. G., Grigoras-Ichim, C. E., Filipeanu, D., & Morosan-Danila, L. (2024). Critical perspectives of organisational behaviour towards stakeholders through the application of corporate governance principles. *Administrative Sciences*, 14(5), 84.
- Ma, Z., Yu, H., & Huang, R. (2008). Research patterns in conflict management: A bibliometric analysis. *International Journal of Conflict Management*, 19(4), 382-402. <https://doi.org/10.1108/10444060810922585>
- Madalina, O. (2016). Conflict management, a new challenge. *Procedia Economics and Finance*, 39, 807-814.
- Marsh, R. M., & Mannari, H. (1981). Technology and size as determinants of the organizational structure of Japanese factories. *Administrative science quarterly*, 33-57.
- Muthumani, S., & Kumar, M. M. (2023). Conflict management strategies: an empirical study on industrial conflict effect on employees' productivity. *International Journal of System Assurance Engineering and Management*, 14(6), 2301-2311.
- Nekmahmud, M., & Rahman, S. (2018). Measuring the competitiveness factors in telecommunication markets. In *Competitiveness in Emerging Markets: Market Dynamics in the Age of Disruptive Technologies* (pp. 339-372). Cham: Springer International Publishing.
- Pai, V. S. (2021). Vodafone India Ltd: Managing in a Turbulent Emerging Market. *Vision*, 25(1), 103-117.
- Pelled, L. H., & Adler, P. S. (1994). Antecedents of intergroup conflict in multifunctional product development teams: A conceptual model. *IEEE transactions on engineering management*, 41(1), 21-28.
- Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative science quarterly*, 296-320.
- Prabowo, E., & Castrawijaya, C. (2023). Leadership And Management Deep Conflict Organization. *Advances In Social Humanities Research*, 1(5).
- Pruitt, D. G., & Carnevale, P. J. (1993). *Negotiation in social conflict*. Thomson Brooks/Cole Publishing Co.
- Rahim, M. A. (1983). A measure of styles of handling interpersonal conflict. *Academy of Management journal*, 26(2), 368-376.
- Rahim, M. A. (2001). Managing relationship conflict and the effectiveness of organizational teams. *The International Journal of Conflict Management*, 12(3), 202-222. <https://doi.org/10.1108/eb022742>
- Rahim, M. A. (2002). Toward a theory of managing organizational conflict. *International Journal of Conflict Management*, 13(3), 206-235. <https://doi.org/10.1108/eb022739>

The Impact of Conflict Management Strategies in Explaining the Relationship between Organizational Conflict and Effectiveness in the Telecommunication Industry of Bangladesh

- Rahim, M. A. (2023). *Managing conflict in organizations*. Routledge.
- RI, K. (1992). Stress organization. *Handbook of industrial and organizational psychology*.
- Robbins, S. P. (1974). *The organizational behavior: Structure, process, and outcomes*. Englewood Cliffs, NJ: Prentice Hall.
- Sahoo, R., & Sahoo, C. K. (2019). Organizational justice, conflict management and employee relations: The mediating role of climate of trust. *International Journal of Manpower*, 40(4), 783-799.
- Sharma, P., & Singh, K. (2019). A comprehensive review of organizational effectiveness: Key dimensions and implications for research and practice. *Journal of Business Research*, 97, 166-177. <https://doi.org/10.1016/j.jbusres.2018.12.023>
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of occupational health psychology*, 3(4), 356.
- The Daily Star, (2022). Telecom sector's revenue to cross \$5b by 2023. <https://www.thedailystar.net/business/news/telecom-sectors-revenue-cross-5b-2023-1840516>. Access date: 24/12/2022
- Thomas, K. W. (1992). Conflict and conflict management: Reflections and update. *Journal of organizational behavior*, 265-274.
- Thomas, K. W., & Kilmann, R. H. (1978). Comparison of four instruments measuring conflict behavior. *Psychological Reports*, 43(3), 1131-1142. <https://doi.org/10.2466/pr0.1978.43.3f.1131>
- Van de Vliert, E., & De Dreu, C. K. (1994). Optimizing performance by stimulating conflict. *The International Journal of Conflict Management*, 5.
- Wall Jr, J. A., & Callister, R. R. (1995). Conflict and its management. *Journal of management*, 21(3), 515-558.
- Yang, J. (2012). Trust in leaders and organizational outcomes: A study of public organizations in China. *International Journal of Public Administration*, 35(4), 233-242. <https://doi.org/10.1080/01900692.2012.652732>