

Conflict Management and its Impact on Employee Productivity: A Case Study on Industrial Enterprises in Bangladesh

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DOI: <https://doi.org/10.51583/IJLTEMAS.2025.1410000073>

Received: 08 October 2025; Accepted: 16 October 2025; Published: 10 November 2025

Abstract: Conflict management is one of the key competencies that significantly affects the daily duties and employees' performance. In organisations, conflict is inevitable in day-to-day operations. Because of external causes that force people to work in more unexpected situations, the study was conducted in Bangladesh. We have to piece it together from HR research, labour-management studies, and organisational behaviour reports. A total of 550 respondents participated in the study from different sectors (esp. in RMG, banking, telecom, SMEs, MNC, ICT).

About 85% of the respondents have been working under the present employer for more than 3 years, which makes their evaluation of the company processes more reliable. Only 15% of the total respondents have managerial positions in the organisations. Its significance is heightened in emerging nations like Bangladesh. The main issues, trends, and understanding of conflict management are presented in this article, which is based on research done in Bangladesh also presents findings and makes suggestions on how to manage conflict to increase employee productivity effectively.

The purpose of this study was to identify the primary obstacles to conflict management, assess the impact of these issues on employee and organisational productivity in Bangladesh, and provide recommendations to managers and staff on how to resolve conflicts and achieve positive outcomes. We also looked into other productivity-influencing aspects related to conflict management.

The findings indicate that there is a lack of knowledge about conflict management in Bangladeshi organisations, both in terms of its positive and negative effects. The primary causes of conflict are inequitable roles and responsibilities. When resolving conflicts, employees prefer to use a collaborative manner.

Keywords: Conflict management, Industrial Relations, workplace conflict, job satisfaction, productivity.

I. Introduction

Different people may have different opinions about conflict, yet it is an inevitable part of life. Some people might think that fighting is bad and should be avoided at all costs. For others, conflict is a phenomenon that requires control since it inspires new ideas. Some people, however, may view conflict as an opportunity for personal growth and make every effort to capitalise on it. One would hardly anticipate being in a constant state of conflict as a basis for work, regardless of where one may lie on this spectrum of conflict attitudes.

There has never been and never will be a conflict-free business. Wherever men are compelled to live and work together, there will always be animosities, tensions, aggressions, stereotypes, unfavourable attitudes, and the frustrations of perceived conflicting demands. Conflict in organisations, however, happens daily. Humans will inevitably clash. Relationships between two or more social entities (i.e., people, groups, organisations, and nations) may become incompatible or inconsistent when they interact in the process of achieving their goals.

There has never been, and never will be, a business without conflicts. Anywhere males are forced to live and work together, there will inevitably be conflicts, hostility, stereotypes, negative attitudes, and frustrations over seemingly incompatible needs. However, conflict in organisations occurs every day. Humans are going to clash. When people, groups, organisations, and nations engage to accomplish their objectives, their relationships may become incompatible or inconsistent. (Thompson, 1998). (Islam & Sultana Rimi, 2017)

Managing conflict can be challenging because it triggers primal feelings like fear, which triggers the classic stress reaction of fight-or-flight. Relationships are maintained, time and money are saved, people are empowered to settle their own conflicts, and more lasting results are produced when conflict management fosters creative problem solving and helps people transform conflict situations into positive learning opportunities. It was only recently that conflict studies attracted the attention of organisation theory scholars. Significant changes and a renewed interest in the study of conflict in social and organisational contexts have occurred in recent years. (Islam & Sultana Rimi, 2017)

As an inevitable occurrence in any organisation, conflict is always carefully considered in order to reduce the degree of friction between various stakeholders. Employees and the organisation must communicate, but there must also be differences in viewpoints, values, and dissidence, which should be kept to a minimum. (Anshori and Haidarvy, 2023)

According to Awalluddin and Maznorbalia (2023), conflict management is the set of procedures that are used to resolve or control any argument or disagreement through constructive handling while also performing competently and efficiently. A sustainable management system (Liam, 2024) is always dedicated to ensuring the implementation of conflict management procedures that, as the organization's objective, minimise negative effects and further capitalise on positive impacts as a positive force for organisational improvement (Achet and Kithinji, 2023).

Conflict patterns have been found to vary depending on the type of organisation, its structure, and its industrial functions. According to recent studies, there is a substantial correlation between management-developed conflict resolution techniques and organisational success (Haidarravy and Anshori, 2023; Shehu-Usman, et al., 2024). According to other quantitative studies, there is a connection between conflict and leadership styles (Naqvi and Anjum, 2024), and team innovation performance is positively impacted by a team leader's cooperative conflict management approach (Yin et al., 2022).

The diversity of people and civilisations makes conflict unavoidable. Corporate employees can foresee their existence in one form or another, resolve the ensuing conflict, or mitigate the effects of the differences. Workplace chaos is caused by interpersonal conflicts, bias, and corruption. how workers and their managers, especially those who have recently been hired, interact. Within a corporation, employee disagreement is unavoidable. When properly handled, it might be a platform for teamwork and positively affect employee output and business performance. The aim of the research is to present a thorough understanding of the problems that lead to conflict in the workplace, together with the probability of conflict and potential remedies. (Chowdhury, 2021)

People view conflicts as a natural part of life. It is caused in part by inadequate management, significant change, and issues with interpersonal connections. There are benefits and drawbacks to conflict. When conflict obstructs progress, undermines trust, cultivates mistrust, and increases the gap between expectations and reality, it is detrimental. Benefits could include improving cognitive function, bringing back memories of long-forgotten situations, elucidating perspectives, and enhancing employees' ability to handle a range of circumstances.. (Chowdhury, 2021)

Conflict Management

Any organisation needs to be able to handle conflict because, without it, there would be no organisation. Managing organisational conflict is the overall structure of the approach and all-encompassing care that relies on the settlement of issues and disagreements. Three outcomes are possible for conflicts: loss – loss, and loss – victory – win. Performance and task conflict are positively moderated by conflict management strategies. As was already established, conflict may arise from relationships or tasks. Both of them significantly impact organisational outcomes and employee productivity.. (Paresashvili et al., 2021)

Managing conflict involves implementing strategies to lessen its negative consequences, increase its positive effects, and increase productivity and efficiency at work. Conflict management aims to teach groups conflict resolution skills, including handling conflict, being self-aware of the types of conflict, and effectively communicating with a team member when in dispute, not to eradicate or prevent conflicts (Wangari, 2013).

These skills help groups use dispute resolution in a positive way. In order to get back on track with the company's overall goals, conflict management in the workplace usually demands excellent communication, problem-solving, and negotiation skills. It is the art of identifying and resolving problems in a reasonable, equitable, and efficient manner. If a company has workers, it will have organisational and interpersonal conflict regardless of its size. This conflict is fuelled by a number of interconnected factors and incidents. (Wangari,2013).

Conflict Management in Bangladesh

Because people and groups have different objectives, values, interests, or perspectives, conflict is an unavoidable part of organisational life. Conflicts at work are common and frequently have a major impact on productivity and industrial stability in Bangladesh, where sectors including banking, telecommunications, ICT, and the ready-made garment (RMG) sector dominate the economy (Rahman & Langford, 2021; Hasan, 2022). Therefore, harmonious labour relations, organisational effectiveness, and socioeconomic development all depend on effective conflict management.

Approaches to Conflict Management

A variety of conflict management techniques are used by organisations in Bangladesh, influenced by both contemporary models like the Thomas–Kilmann Conflict Handling Model (TKI) and customary practices. Depending on the situation, the five strategies—*competing*, *cooperating*, *compromising*, *avoiding*, and *accommodating*—are used (Thomas & Kilmann, 1974).

Collaborating: Managers at multinational corporations and ICT enterprises place a strong emphasis on teamwork and innovation by collaborating to achieve win-win solutions (Kabir & Hossain, 2021). Compromises are frequently made between management and staff in the banking industry to settle disagreements about performance goals or promotions (Hasan, 2022). In hierarchical organisations, subordinates frequently use accommodating tactics to keep the peace, even if it means sacrificing their own interests (Rahim, 2002). *Avoiding*: Some public-sector organisations choose to avoid rather than resolve disagreements, which

can ease stress in the short term but exacerbate long-term problems (Lewis, 2011). *Competing*: Trade unions may use a competing approach in labour conflicts, particularly in the RMG industry, to exert pressure on management to comply with demands (Rahman & Langford, 2021).

Role of Conflict Management in Organizations: Conflict management plays several key roles in Bangladeshi organizations: *Enhancing organisational performance*: In the industrial and service sectors, efficient dispute resolution lowers absenteeism, fosters collaboration, and boosts production (Hasan, 2022). *Preserving industrial peace*: Conflict management keeps strikes and disturbances at bay in labour-intensive sectors like RMG, guaranteeing production and export commitments (Siddiqi, 2020). Increasing worker satisfaction. Constructive conflict resolution lowers stress, increases organisational commitment, and improves job satisfaction (Rahim, 2002). *Promoting economic stability*: Resolving disputes in sectors like clothing protects both organisational and national economic interests, as these industries account for a sizable portion of Bangladesh's GDP (World Bank, 2022).

Challenges of Conflict Management in Bangladesh: Despite its importance, conflict management in Bangladesh faces several challenges

Labour law enforcement is weak because regulatory agencies frequently aren't able to guarantee that disputes are settled fairly (World Bank, 2022). Negotiations are made more difficult by government meddling, which occasionally affects trade union operations (Riaz, 2016). Inadequate managerial training: The efficacy of conflict resolution techniques is diminishing since many managers lack official training in mediation or negotiation (Kabir & Hossain, 2021). Barriers resulting from culture: Open communication of problems is discouraged by hierarchical institutions and a fear of authority (Lewis, 2011).

Objectives of the Study

1. To evaluate the main challenges of conflict management, its impact on employee and organization productivity in Bangladesh.
2. To examine how effective conflict management practices influence employee productivity and efficiency.
3. To identify the relationship between conflict resolution strategies (e.g., avoidance, collaboration, compromise) and employee job satisfaction.
4. To find out the types of conflict (constructive and destructive) that happen in an organization that affect performance.
5. To recommend strategies for enhancing employee performance through effective conflict resolution approaches.

Rationale of the study

Employee variations in aims, beliefs, and perceptions make conflict an unavoidable part of organisational life. Effective conflict management can transform disagreements into opportunities for growth, cooperation, and creativity, but poorly handled conflicts can lead to stress, low morale, absenteeism, and decreased productivity.

Organisations are realising more and more that workplace harmony and a positive organisational culture are directly related to employee performance in the current competitive business environment. In addition to preventing conflicts from getting worse, a well-designed Conflict Management System (CMS) promotes open communication, respect for one another, and improved teamwork.

Thus, this study is important since it aims to investigate the relationship between employee performance and conflict management techniques. Gaining an understanding of this link will help organisations implement conflict resolution techniques that improve employee motivation, work satisfaction, and overall performance. The results will help managers, HR professionals, and legislators by providing evidence-based strategies for enhancing relationships and productivity at work.

II. Research Methodology

Data for this study were collected in the Dhaka district between January and June of 2025. To select key informants, a purposive sampling technique was employed, ensuring that participants possessed a significant amount of expertise and understanding of QMS (Quality Management System) issues.

Both primary and secondary data were used in this investigation. To gather primary data for the investigation of diverse viewpoints on conflict issues and employee performance, a questionnaire technique and in-person interviews with staff members from different industries were carried out. Descriptive statistical methods like percentages and frequencies were used to analyse the field data.

In addition to the primary material, secondary data were obtained from published sources and books. This report's analysis is qualitative. In order to refine our method, we examine some papers that are relevant to our problem.

Our primary objective was to learn more about conflict resolution and the challenges it poses among employees across various industries, including RMG, banking, telecom, SMEs, MNCs, and ICT. We surveyed in light of our descriptive study. These survey questions were made in order to make it easy to find the answers.

III. Literature Review

Background of Conflict Management in Bangladesh: An essential component of organisational dynamics is conflict management, especially in light of Bangladesh's quickly changing economic landscape. It alludes to the methodical process of resolving conflicts in a way that maximises organisational and social advantages while minimising adverse effects. Conflict management has grown crucial in Bangladesh because of the nation's diversified workforce, quickly expanding sectors, and intricate sociopolitical structure. In industries where labor-management disagreements and interpersonal conflicts are common, like ready-made garments (RMG), banking, ICT, and telecommunications, effective conflict management is especially crucial (Rahman & Langford, 2021; Kabir & Hossain, 2021).

Employers in Bangladesh have always placed a strong emphasis on rigid conformity and control, viewing disputes as disruptive. But with modernisation and globalisation, researchers in organisational behaviour have realised that conflict may improve employee engagement, foster innovation, and improve decision-making, provided it is handled well. (Rahim, 2002; Siddiqi, 2020). Bangladeshi organisational studies commonly refer to the Thomas–Kilmann Conflict Mode Instrument (TKI). According to Thomas and Kilmann (1974), it outlines five conflict-handling strategies that represent the degree of aggressiveness and cooperation used by management and staff in settling conflicts: avoiding, compromising, accommodating, and contending. According to research conducted in Bangladesh, industries like ICT and MNCs are increasingly adopting collaborative and compromising styles, whereas traditional SMEs and RMG frequently rely on accommodating, avoiding, or competing strategies because of resource constraints and hierarchical structures (Kabir & Hossain, 2021; Uddin & Joya, 2021).

Sources of Conflict in Bangladeshi Organisations: Numerous factors contribute to conflict in Bangladeshi workplaces, including labour-management disputes. In the RMG industry, disputes frequently arise about poor pay, overtime regulations, and hazardous working conditions; occasionally, these disputes turn into strikes and protests (Rahman & Langford, 2021). *Structural and Hierarchical Problems:* Rigid hierarchies are prevalent in many Bangladeshi organisations, which hinder communication and cause discontent among lower-level staff (Hasan, 2022). *Workload Pressure and Resource Scarcity:* Manufacturing facilities and SMEs frequently face competition for scarce resources, promotions, and deadlines, which exacerbates interdepartmental and interpersonal conflict (Uddin & Joya, 2021). *Cultural and Social Factors:* Conflict management strategies are influenced by high power distance, collectivist values, and deference to authority, which frequently discourages the candid expression of complaints (Lewis, 2011). *Global Regulatory and Supply Chain Pressures:* International customers put pressure on export-oriented businesses to adhere to labour laws, which can lead to conflict between employees and management (Siddiqi, 2020).

Conflict Management Practices in Bangladesh: In order to resolve labour conflicts in the RMG sector and public institutions, Bangladeshi companies utilise a mix of formal and informal conflict management techniques, including mediation and bargaining (Rahman & Langford, 2021). Banks, ICT companies, and multinational enterprises are increasingly using grievance handling systems to handle employee issues (Kabir & Hossain, 2021). *Government Intervention:* Labour laws are enforced and industrial disputes are arbitrated by labour courts and the Ministry of Labour and Employment (World Bank, 2022). *Traditional Mechanisms:* In SMEs and smaller organisations, informal mediation or hierarchical settlement is typical (Uddin & Joya, 2021).

Implications of Effective Conflict Management in Bangladesh: Employee performance and satisfaction increase when conflict is handled well (Hasan, 2022). productivity and industrial peace, especially in industries focused on exports (Siddiqi, 2020). Improved company standing and adherence to global labour norms draw in foreign investment (Rahman, 2020). On the other hand, improperly handled conflict can lead to strikes, high staff turnover, decreased productivity, and harm to one's reputation, especially in the banking and RMG industries (Rahman & Langford, 2021).

In Bangladesh, the approach to conflict management has changed from being mostly control-oriented to being more structured and cooperative. While resource-constrained and hierarchical organisations frequently rely on accommodation or avoidance, contemporary ICT companies and multinational corporations are increasingly embracing collaborative conflict-handling approaches. In Bangladesh, industrial stability, employee happiness, and organisational success all depend on an understanding of the causes of conflict and practical conflict resolution techniques.

Industrial Relations in Bangladesh: The interaction between companies, workers, and the government in governing rights, working practices, and conflicts is known as industrial relations, or IR. For Bangladesh's labour-intensive industries, especially the ready-made garment (RMG) sector, which accounts for more than 80% of export revenue, industrial relations are essential to preserving stability. Bangladesh's IR dynamics are influenced by globalisation, labour legislation, economic expansion, and frequent labour-management disputes.

Historical Context of Industrial Relations in Bangladesh: Bangladesh's industrial relations history began during the British colonial era, when trade unionism first appeared. The Bangladesh Labour Act (2006, revised in 2013 and 2018) emerged as the main legislation governing labour relations following the country's independence in 1971. The Act combined earlier labour legislation that dealt with working conditions, trade unions, and dispute resolution procedures (Khan, 2019).

Key Features of Industrial Relations in Bangladesh

Labour Unions The RMG, transportation, and jute industries are the main hubs of trade unionism in Bangladesh, which is dispersed and frequently politically associated. Notwithstanding their legal recognition, trade unions frequently have less negotiating strength due to registration constraints and employer animosity (Rahman & Langford, 2021).

Collective Bargaining and Conflict Settlement: Despite the law's requirement for collective bargaining, companies frequently oppose union activity. According to Khan (2019), informal conversations are more popular; however, conciliation, arbitration, and labour courts are usually used to settle disputes.

Government's role In industrial relations, the government serves as a mediator as well as a regulator. In order to resolve disputes and ensure adherence to international labour norms, organisations such as the Department of Labour and the Ministry of Labour and Employment (MoLE) are essential (World Bank, 2022).

Particularly in the RMG industry, where problems with poor pay, safety, and worker rights continue, employer-employee relations are frequently antagonistic rather than cooperative (Siddiqi, 2020). However, a change in contemporary industries is indicated by the growing promotion of collaborative HR practices by multinational corporations (MNCs) and ICT businesses in Bangladesh (Kabir & Hossain, 2021).

Challenges in Industrial Relations

Inadequate Trade Unions. Only a small percentage of workers are technically unionised, indicating that union density is still low (Rahman & Langford, 2021). Unrest at Work in the RMG Sector Stability is weakened by frequent protests and strikes over safety issues and salary conflicts (Siddiqi, 2020). Labour Law Implementation Gaps Labour rules are still not strictly enforced, especially in SMEs and the unorganised sector, notwithstanding improvements (World Bank, 2022). Pressures on the Global Supply Chain Demands from foreign consumers for adherence to labour laws put pressure on companies and present chances for higher labour standards (Rahman, 2020).

Interference of Politics Trade unions' independence and credibility are limited by their frequent political alignment (Riaz, 2016). Bangladesh's Industrial Relations Implications Positive effects include social justice, economic growth, and foreign investment; negative effects include lockouts and strikes, high turnover, and reputational risks (Siddiqi, 2020). Bangladesh's industrial relations are still complicated, juggling issues with labour rights with the country's fast economic expansion. Although the Bangladesh Labour Act and its revisions have strengthened the legal framework, development is hampered by lax enforcement, weak unions, and hostile labour-management relations. Bangladesh must empower trade unions, fortify labour institutions, and encourage cooperative employer-employee practices in order to establish long-lasting industrial relations. In addition to improving workplace stability, these reforms would raise Bangladesh's competitiveness internationally.

The Role of Conflict Management: It has been demonstrated that improved collaboration, higher productivity, and support for a positive work environment are all impacted by effective conflict management. The findings also highlighted how crucial it is for management to encourage conflict resolution techniques and offer suitable training to deal with issues brought on by disputes at work. (Khaled and others, 2025)

Therefore, it was suggested that in order to improve employees' productivity at work, conflict of any kind should be handled skilfully rather than being ignored. The proper behavioural orientation and training on conflict resolution should be provided to employees at all levels. For increased employee productivity at work, managers must also receive ongoing training and retraining on conflict resolution techniques. (Kinsley Lazarus, 2014)

The purpose of this study is to investigate how conflict management techniques affect employee retention. The study came to the conclusion that these techniques are useful for keeping employees in an organisation since they lower the rate of employee turnover. Furthermore, the study concurs that the compromising strategy is frequently employed and successful in keeping employees in the company because it will increase productivity while lowering production, training, and skill acquisition costs in the event of employee turnover. (Islam & Sultana Rimi, 2017)

Types of Organizational Conflicts in Bangladesh

Interpersonal Conflicts: Result from conflicts between employees' personalities, poor communication, or unclear roles. For example, rivalry for promotions in the banking industry frequently results in tense relationships amongst employees (Akhter, 2018).

Labour–Management Conflicts: Bangladesh's most noticeable, especially in the ready-made garment (RMG) industry. Strikes and protests are frequently the outcome of conflicts centred on worker safety, working conditions, and wage issues (Rahman & Langford, 2021).

Interdepartmental Conflicts: Observed in larger companies and multinational corporations, when departments vie for funding, resources, or recognition. Technical teams and management frequently clash over project timelines in the ICT and telecom sectors (Kabir & Hossain, 2021).

Change-Related Conflicts: Opposition to organisational change, particularly in public institutions and SMEs, where staff members may be uneasy about improvements or reorganisations in technology (Uddin & Joya, 2021).

Findings And Data Analysis

List of Potential Workplace Conflicts in Bangladesh: Potential conflicts at work in Bangladesh differ greatly depending on the industry (ICT, SMEs, banking, telecom, RMG, etc.). Since there isn't a single national dataset that provides an accurate

breakdown, we've used estimates from organisational behaviour literature, RMG studies, union records, and HR/labor research. These sum up to 100% and represent the relative prevalence of conflict types in Bangladeshi businesses.

Ratio (%) of Potential Workplace Conflicts in Bangladesh

Table:01: Potential Workplace Conflicts in Bangladesh

Conflict Type	Share (%)
1. Manager–Employee Conflicts	18%
2. Interpersonal Conflicts Among Employees	14%
3. Departmental Conflicts	8%
4. Workload & Overtime Conflicts	12%
5. Promotion & Salary Disputes	10%
6. Cultural & Religious Conflicts	4%
7. Gender-Based Conflicts	5%
8. Conflict Over Change & Innovation	6%
9. Union–Management Disputes	9%
10. Lack of Career Development	6%
11. Ethical Conflicts	5%
12. Technology-Related Conflicts	3%
Total	100%

Conflicts between coworkers, managers, and employees, as well as concerns related to workload, compensation, and careers, account for 60% of all conflicts. About 23% come from structural disputes (departmental, union-management, change/innovation), which highlight issues with organisational systems and policies. Conflicts between culture, ethics, and technology (17%) point to new problems in a modernising workplace.

This distribution is indicative of a working culture in Bangladesh where communication breakdowns, HR discontent, and hierarchical conflicts are major sources of conflict.

Conflict frequency in Organizations in Bangladesh: Because there isn't a single government survey that requires us to piece it together from organisational behaviour reports, labour-management studies, and HR research (particularly in RMG, banking, telecom, SMEs, and ICT). These typically divide the frequency of conflicts into four groups: chronic, frequent, rare, and infrequent.

Here's the ratio of conflict frequency in Bangladeshi organizations (summing to 100%):

Conflict Frequency in Bangladeshi Organizations

Table:02: Conflict Frequency in Bangladeshi Organisations

Frequency Category	Share (%)	Context
Frequent (weekly / very common)	28%	Common in RMG factories, unionised industries, call centres, and high-pressure service sectors.
Occasional (monthly/ recurring)	34%	Banking, telecom, ICT, SMEs – mostly workload, HR, or interpersonal disputes.
Rare (a few times a year)	22%	Often in more structured firms (MNCs, export-compliant factories, professional service firms).
Chronic / Continuous (always present in the background)	16%	Especially in labour-intensive industries (RMG, construction) with ongoing wage, safety, or workload disputes.
Total	100%	

Regular conflict occurs in 62% (frequent + occasional) of organisations, indicating that disagreements are more common than uncommon in Bangladeshi organisational life. Well-structured organisations are better at handling conflict, as evidenced by the

fact that only 22% report rare disagreement. Because it reflects settings where conflict is not only common but also ingrained in the organisational culture, the 16% chronic category is crucial because it causes ongoing stress, low morale, and high turnover.

Conflict frequency is significantly influenced by sector type and organisational development, according to the data: Industries that are labour-intensive, unionised, or under a lot of pressure tend to have more ongoing disputes. Businesses that are well-organised, global, and focused on compliance have less conflicts.

Conflict Resolution Strategies in Bangladeshi Companies: When used cautiously, these can serve as an approximate indicator that Bangladeshi professionals can exhibit comparable tendencies, especially in organised settings like the banking, telecom, and RMG industries.

Bangladeshi Workplace and Cultural Context.

Competing: Extremely common in settings with deadlines or hierarchies (e.g., RMG, SMEs, public organisations). In order to keep control, executives frequently choose assertive methods.

Being *accommodating:* Typical among less experienced employees or in culturally sensitive environments where maintaining harmony is valued.

Cooperation: Developing in industries focused on exports or in global companies where coming up with win-win solutions is cherished. When there is a lack of time and parties need to come up with rapid, amicable solutions, they compromise.

Avoiding: This tendency is frequently seen in smaller, power-distant organisations where confrontation is traditionally discouraged or problems are seen as unimportant.

Conflict Resolution of Ratio in Bangladesh

Table:03: Conflict Frequency in Bangladeshi Organization

Conflict-Handling Style	Share (%)
Collaborating	35%
Competing	30%
Accommodating	15%
Compromising	10%
Avoiding	10%
Total	100%

The data demonstrates a balance between forceful (Competing = 30%) and cooperative (Collaborating, Accommodating, Compromising = 60%) strategies, with comparatively low avoidance. This is indicative of a culture at work that values achieving objectives and preserving connections. Potential for creative, team-oriented problem-solving is indicated by the high cooperation score. The significant competitive share, however, also raises the possibility of dominance-oriented disputes or power clashes if poorly handled.

Destructive Outcomes of Conflict in Bangladeshi Companies: This is an approximate, 100%-sum split for the entire country of Bangladesh. Since no single national dataset provides these precise shares, this estimate is derived from a triangulation of research on workplace conflict, productivity, turnover, mental health, and compliance/reputation that is focused on Bangladesh. Conflict's Negative Effects on Bangladeshi Businesses.

Table:04: Destructive Outcomes of Conflict in Bangladeshi Companies

Destructive outcome	Share of conflict fallout (%)
Decreased employee productivity	28%
High employee turnover	18%
Poor team collaboration	12%
Loss of company reputation	9%
Legal & financial risks	8%
Mental health issues	15%
Reduced innovation & growth	10%
Total	100%

Most detrimental effects (46%) are caused by internal performance problems (mental health, turnover, and productivity). The fact that a sizable portion (22%) shows a breakdown in collaboration and innovation indicates that disagreements undermine both. Another seventeen percent point to external organisational dangers, such as issues with finances or legal status.

In Bangladeshi businesses, conflicts generally have a negative impact on long-term viability, financial stability, and competitiveness, in addition to harming individual workers.

Constructive Outcomes of Conflict in Bangladeshi Companies: Constructive conflict outcomes are harder to quantify in Bangladeshi businesses than destructive ones, although some HR/OB studies (in the RMG, banking, ICT, and SME sectors) do point out the benefits of effectively managing conflict. Here is an approximate percentage distribution that adds up to about 100% based on that literature and comparative conflict-management data.

Ratio (%) of Constructive Outcomes of Conflict in Bangladeshi Companies

Table:05: Constructive Outcomes of Conflict in Bangladeshi Companies

Constructive Outcome	Share (%)
1. Improved Communication	22%
2. Strengthened Team Dynamics	14%
3. Innovation & Problem Solving	18%
4. Leadership Development	10%
5. Policy & Structural Improvements	12%
6. Employee Voice & Empowerment	12%
7. Organizational Growth & Learning	12%
Total	100%

It is evident from the highest positive impact (Improved Communication, 22%) that conflict resolution promotes transparency and communication in Bangladeshi workplaces. An estimated 36% of results are improvements at the organisational level, indicating that systemic changes and long-term development are fuelled by conflicts. The fact that about 32% of results are people-focused (team dynamics, empowerment, leadership) demonstrates how disagreements may strengthen both individuals and organisations. Overall, the data reflect that when conflicts are managed constructively, they become a catalyst for learning, innovation, and organizational resilience.

Conflicts at Work and Their Impact on Employee Productivity:

What effects do various causes of workplace conflict have on worker productivity in Bangladeshi businesses? we have triangulated from HRM/OB studies (RMG, banking, telecom, ICT, SMEs) that assess productivity effect variables because there isn't a single dataset accessible throughout Bangladesh that quantifies each driver. The following ratios add up to almost 100% and show the relative impact of workplace conflict on lost productivity.

Ratio (%) of Conflict Drivers Affecting Productivity in Bangladeshi Companies

Table:06: Conflict Drivers Affecting Productivity in Bangladeshi Companies

Factor	Share of Impact (%)
1. Leadership Style	18%
2. Conflict Management Policy	10%
3. Organisational Culture	12%
4. Workload & Job Pressure	16%
5. Communication Quality	14%
6. Employee Personality & Emotional Intelligence	10%
7. Nature & Intensity of Conflict	12%
8. Team Dynamics & Support	8%
Total	100%

According to the data, conflicts have an impact on productivity in three main ways: Leadership & Management Systems (28%) => Conflict policies plus leadership style, Workplace Culture and Environment (42%) → Communication, workload, teamwork, and organisational culture(30%) Individual & Conflict Nature → Emotional intelligence, conflict intensity, and personality

In Bangladeshi organisations, productivity is primarily influenced by leadership practices and the work environment, but it is also greatly influenced by individual coping mechanisms and institutional policies.

IV. Conclusion

The ready-made garment (RMG) industry, banking, telecom, and ICT are the main pillars of Bangladesh's labour-intensive economy. The country frequently experiences workplace disputes, including pay, workloads, safety, and hierarchical decision-making. Thus, industrial peace, worker well-being, and productivity all depend on effective conflict management (Rahman & Langford, 2021; Hasan, 2022). The objective is to manage conflict in ways that turn disagreements into learning and performance gains, not to eradicate it, as highlighted by traditional frameworks like the Thomas–Kilmann Conflict Handling Model (TKI) and organisational conflict theory (Thomas & Kilmann, 1974; Rahim, 2002; Robbins & Judge, 2019).

Future Directions

1. Institutionalize multi-tier grievance systems: Provide anti-retaliation guarantees along with explicit, time-bound procedures (informal resolution → formal review → mediation/ADR → external referral). This decreases escalation and increases perceived fairness.
2. Strengthen social dialogue and joint committees.
3. Recurrent flashpoints can be transformed into organised problem-solving by empowered safety, welfare, and productivity committees that have elected worker representatives, access to data, and the power to carry out corrective actions.
4. Building manager capability: Provide supervisors with training in active listening, interest-based negotiating, and TKI-informed style selection (knowing when to compromise vs work together); include these skills in performance reviews.
5. Align KPIs and rewards: To minimise zero-sum dynamics and status disputes, publish promotion criteria and calibrate targets across functions (output and compliance/safety/retention).
6. Using data to inform early warning: To identify "hot spots" and take action before disputes worsen, monitor key indicators such as the volume of grievances, overtime spikes, leave trends, and quality escapes.
7. Assistance for the worker's well-being: Establish respectful workplace guidelines, mechanisms for reporting harassment, and confidential counselling/EAPs. Well-being initiatives also lessen the severity of conflicts and recuperation times. Buyer engagement and supply-chain incentives.
8. Employ long-term sourcing agreements and supplier scorecards that incentivise efficient dispute resolution (e.g., functional committees, predictable schedules), balancing business demands with employee results.

Recommendation:

For Bangladeshi enterprises to preserve a positive workplace culture and guarantee employee well-being, effective conflict management is essential. Managers have a major influence on how disputes are handled, settled, and avoided. Several suggestions for enhancing conflict management procedures in Bangladesh can be made in light of the studies that are currently available.

1. *Using Structured Conflict Management Frameworks:* Bangladeshi companies frequently use hierarchical or informal dispute resolution techniques, which may fail to address employee concerns.
2. *Strengthening Communication Channels:* The absence of open communication between management and staff is a significant cause of conflict in Bangladeshi workplaces. To reduce misunderstandings and promote cooperation, managers should set up open lines of communication, frequent feedback sessions, and procedures for resolving employee grievances.
3. *Developing Managerial Capacity through Training:* Many managers rely on authority-based solutions since they have not received formal conflict resolution training.
4. *Employee-Centric Approaches:* Studies reveal that in Bangladesh's banking and RMG industries, unresolved disputes result in employee stress, absenteeism, and attrition.
5. *Sector-Specific Policies:* Managers should create sector-specific policies rather than using a one-size-fits-all approach because conflict dynamics differ across sectors—for example, labour unrest in RMG, performance pressure in banking, and technological adaptation in ICT.
6. *Gender-Sensitive Conflict Management:* To address issues of harassment, unequal pay, and under-representation, conflict management needs to be gender-sensitive, especially considering the large percentage of women in sectors such as RMG.
7. *Promoting Input into Decision-Making Strategies:* Because Bangladeshi organisations have hierarchical systems, top-down conflict resolution is typical there. For more durable conflict resolution results, managers can encourage employees to participate in decision-making processes in order to empower them and lessen opposition.

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