

# Cultivating Cultural Intelligence Towards Constructive Conflict Resolution: A Pragmatic Approach

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**ABSTRACT:** Owing to globalization of organizations, cultural diversity is ineluctable in the workplace. In this regard, it is invariably essential to empathize how cultural intelligence ascertain constructive conflict resolution strategies. The elemental purpose of this study is to formulate a better understanding of psychological capital and its influence in ascertaining cultural intelligence, which in turn imparts to constructive conflict resolution. The significance of this paper is to formulate a conceptual framework that determines the influence of psychological capital towards cultural intelligence. The research design adopted for this paper is empirical research using observational and experiential evidence. The sample units are the employees of top 2 performing Information Technology companies occupied at Tidal Park in Chennai. The respondents are chosen as samples using multistage random sampling technique. The predictive power and overall fitness of the projected model “KALKOS PsyCap Model” is examined applying Structural Equation Modeling (SEM) with Maximum Likelihood Estimation. The results revealed that 59.6% variance in cultural intelligence is accounted by psychological capital.

**Keywords:** Psychological Capital, Cultural Intelligence, and Constructive Conflict Resolution.

## 1. Introduction

Conflict is predominant in all human action comprehending the imprinting of new arenas of knowledge and in the actions consociated with the designing, formulating, handling, and regulating the built environment. Conflicts spring up in organization when individual precepts pertaining to justice, rights, or usefulness are disputed by decisivenesses, arguments, or actions. Observers debate that resolving organizational conflicts through well-grounded oral communication and open dialogue are preferred over compulsion, menaces, and manipulation. Researchers have also indicated, however, that while confronting organizational conflicts, employees avoid discussion. Considering the previous research determinations, it may be sensible to hypothesize that cultural intelligence plays a pivotal function in the appropriation of constructive conflict resolution styles. Deliberating the originating importance of the cultural intelligence at workplace, this present study broadens the understanding of constructive conflict resolution by developing a conceptual framework with a focus

on more elaborated ontic examination of the relationships among the constructs underlying the cultural intelligence.

### **STATEMENT OF THE PROBLEM**

The IT employees have high degree of Cultural diversity that demands dealing with different members of their own organization. In order to have the in-depth insight into the employees' conflict resolution strategies, it is essential to look into the Social quotient and Psychological capital that determine the Cultural intelligence. Given the emphasis on the Social quotient and Psychological capital mediated by Organizational cynicism towards Constructive conflict resolution, it is astonishing how very few researches have concentrated in this human resource domain.

### **PURPOSE OF THE STUDY**

This research covers existing gaps in the literature, probes recommendations from previous researches, and broadens the investigation of Cultural intelligence to the organizational setting. The primary purpose of this research is to investigate the relationships among social quotient and psychological capital towards cultural intelligence in predicting Constructive conflict resolution; and to see whether or not it is mediated by Organizational cynicism.

### **RESEARCH QUESTIONS**

Following are the research questions composed in this study:

- i. What is the role of social quotient on psychological capital?
- ii. What is the impact of social quotient and psychological capital in ascertaining cultural intelligence?
- iii. Does organizational cynicism mediate social quotient towards cultural intelligence?
- iv. What is the influence of cultural intelligence towards determining openness and constructive conflict resolution?
- v. What is the role of openness in regulating constructive conflict resolution?
- vi. Do demographic factors influence cultural intelligence and constructive conflict resolution?

### **RESEARCH GAP**

Research on Social quotient and Psychological capital leading towards Cultural intelligence has earned acknowledgments only in the recent decade. An extant literature review establishes to be evident that only a limited research studies have studied the Social quotient and Psychological capital dimensions determining Cultural intelligence and Constructive conflict resolution. Hence, there exists a lot of scope for unexplored domains concerning to further research

### **OBJECTIVES**

- 1) To evaluate the role of social quotient on psychological capital.
- 2) To examine the impact of social quotient and psychological capital towards cultural intelligence.

- 3) To measure the mediating effects of organizational cynicism on social quotient towards cultural intelligence.
- 4) To determine the influence of cultural intelligence towards constructive conflict resolution.
- 5) To investigate the role of openness towards constructive conflict resolution.
- 6) To ascertain the impact of demographic factors towards cultural intelligence and constructive conflict resolution.

## HYPOTHESES

H<sub>1</sub>: Social quotient will positively influence psychological capital

H<sub>2</sub>: Social quotient and psychological capital will positively influence cultural intelligence

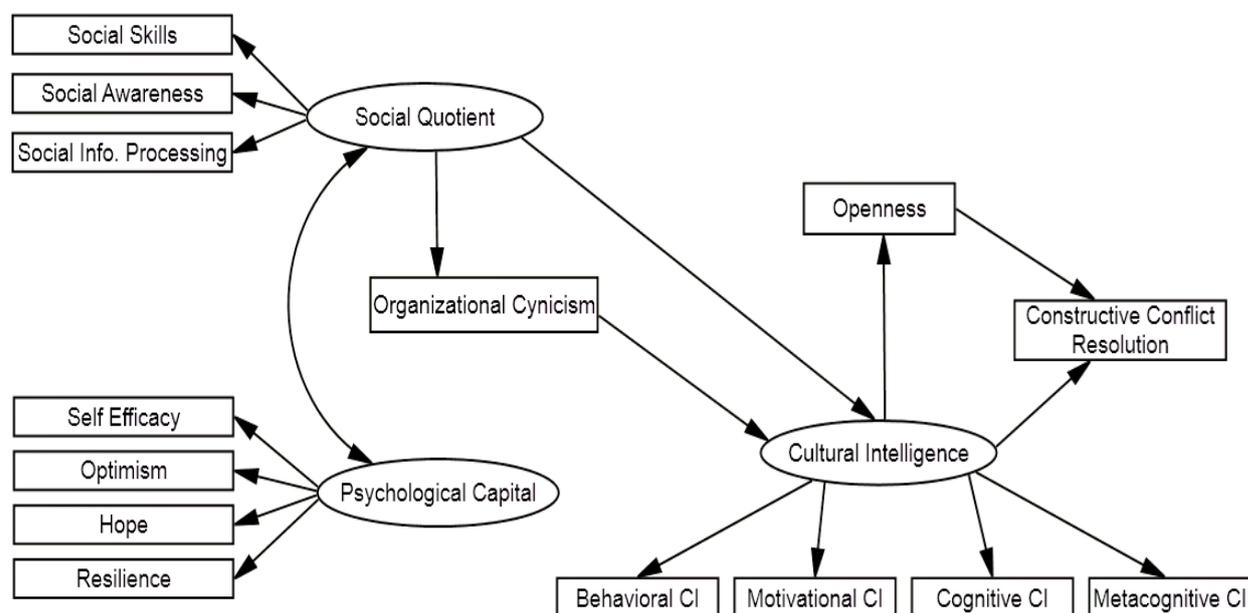
H<sub>3</sub>: Organizational cynicism will mediate social quotient towards cultural intelligence

H<sub>4</sub>: Cultural intelligence will positively influence constructive conflict resolution

H<sub>5</sub>: Openness will significantly contribute constructive conflict resolution

H<sub>6</sub>: Demographic factors will significantly associate cultural intelligence and constructive conflict resolution

## CONCEPTUAL FRAMEWORK- “KALKOS – CONFLICT RESOLUTION MODEL”



## RESEARCH METHODOLOGY

The research design assumed for this investigation is Empirical research. In this study, a structured-survey instrument is used as questionnaire to collect data from the participants. The scales that are modified and adopted are submitted to face and content validity test through 12-panel of subject

experts and managers. Each panel member is questioned about the statements that appropriate the concepts and attributes. Consequently, the panel members are asked regarding the adequateness of each item in evaluating the anticipated data. Furthermore, the panel members are also requested to render considerable opinions on each attribute. Eventually, it is observed from the panel members that the formulated research instrument is adequate to measure the picked-out attributes. As a part of pilot study, data are collected from a sample of 60 participants employed at Bangalore units of the information technology companies. The Cronbach's Alpha reliability test is performed with the data collected during the pilot study to measure the internal consistency. Eventually, it can be determined that each attribute considered in this study has a passable to adequate degree of internal consistency.

### **RESEARCH LIMITATIONS**

In this dissertation, there are quite a few limitations deserving to be addressed, which could have determined the decisions of this exploration. As this research focuses on the employees of 2 top performing IT & ITeS companies, it may be a fact that more eminent study across other IT & ITeS companies in other semi-urban and urban regions would have exhibited much universalize outcomes. The sample size employed in this research can also be regarded constraining of the outcomes achieved, as it is comparatively small for ITeS companies and collected only in Bangalore (homogenous). Furthermore, the responses might not be entirely precise due to personal bias in primary data, which are relational. Since the research findings are grounded on self-report data, there is always a suppositional assumption of common method variance

### **CONCLUSION**

By establishing the role of social quotient and psychological capital on cultural intelligence, this research appropriates establishments to ameliorate their conflict resolution strategies. Empathizing the antecedents of constructive conflict resolution and, particularly, the extent to which openness and cultural intelligence advocates a more operational conflict resolution could assist in better negotiation and eventually bestowing to organizational success. Accordingly, this study covers managerial implications for human resource professionals, policy makers, top management, management advisors, and researchers to comprehend the role of cultural intelligence and constructive conflict resolution.

### **MANAGERIAL IMPLICATIONS & RECOMMENDATIONS**

Future investigators may also impart to this investigation with expressions that are applicable to conflict resolution, such as imitative behavior. Imitative behavior, also known as mimicry, is a crucial component in conflict management that changes consorting to the self-opinionated degrees. Intrinsically, this dissertation also diversifies the existing literature by alleviating the role of organizational cynicism on social quotient towards cultural intelligence. This study has extended the research hypotheses for many eliciting and evoking research and entailments referring to managerial practices in IT & ITeS sector. Extended-provisional intricacy of the determined variables would amend the overall apprehension of cultural intelligence and constructive conflict resolution.

### **CONFLICTS OF INTEREST**

There are no conflicts to declare.

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