Moving Forward Through a Realistic Method of Constructive Conflict Transformation: Enabling People Through Mapping Their Psychological Capital

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Abstract:

The workplace has become unavoidable to cultural diversity because of organizational globalization. Organizations must understand how cultural intelligence creates beneficial methods to solve conflicts between employees. The essential goal of this research investigates psychological capital and its effect on cultural intelligence development leading to positive conflict resolution practices. The main purpose of this paper establishes a conceptual model which explains how psychological capital affects cultural intelligence. This paper uses empirical research which combines direct observation with experiential evidence as its research method. Two leading Information Technology companies operating at Tidal Park in Chennai serve as the research sample for their employee workforce. The study uses multistage random sampling technique to select a group of respondents as samples. Maximum Likelihood Estimation and SEM analyze the prediction capability along with overall fitness of the projected "KOUS PsyCap Model." Psychological capital explains 59.6% of cultural intelligence variance among respondents according to research outcome.

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

INTRODUCTION

Every human action contains conflicts which influence the way people handle their workplace situations (Howieson, 2011). Workers develop contravenes when their principles regarding justice or rights receive challenges through decisions or establishment actions (Bar-Tal, 1998; Snell, Tjosvold, and Fang, 2006). Supporting evidence reveals that various parts of the administration experienced workplace conflicts (Jones, 2016; Noh, 2012; Tillett and French, 2010) alongside (Jones, 2016). Workers ignore dialogue during negotiations as both Gibson (2006) and Jackall (2010) and Toffler (1991) explain. Research scholars investigate personality through different methods (Godwin and Kalpana, 2013). Throughout recent decades industrialists worldwide have dealt with relentless growth in their workplace diversity. The cultural intelligence capacities of employees serve as essential talent that must be developed by organizations (Ang and Van Dyne, 2015; Dusi, Messetti, and Steinbach, 2014).

Problem Statement

Due to organizational globalization cultural diversity has become unavoidable in modern workplaces. Every organization absolutely needs to understand how cultural intelligence leads to beneficial approaches for solving conflicts. The main research inquiry focuses on identifying the foundation that enables positive conflict resolution in diverse multicultural settings (Eysenck and Kamin, 1981). Psychological capital functions as an essential theoretical foundation to explain cultural intelligence according to Reichard et al. (2013). Research on cultural intelligence influence on conflict resolution strategies remains minimal according to Gavriel (2014) while very few studies address this topic. This study requires the identification of cultural intelligence precursors which lead to conflict resolution because it stands as an important base. The article will finally provide insight into these authoritative variables which research is currently lacking

Purpose of the Study

The central purpose of this research consists of developing an improved understanding about psychological capital while examining how it affects cultural intelligence to achieve better conflict resolution results. Research studies conducted by organizational experimenters investigate the relationships between positive conduct and psychological abilities and business enhancement (Joo, Lim, and Kim, 2016; Zhong et al., 2016). The increasing concern about how psychological wellness affects workplace cultural intelligence has not received sufficient scientific study from researchers according to Seco and Lopes (2013). This paper studies previous research recommendations to solve existing gaps within the current literature.

Research Questions

The current paper presents the following research questions:

i.Does psychological capital influence cultural intelligence?

What role does cultural intelligence play in determining how workers resolve conflicts in a constructively beneficial manner?

Objectives

The assessment investigates how psychological capital affects cultural intelligence.

The research aims to study two things: first, the effect of cultural intelligence on constructive conflict resolution and second, the influence of psychological capital on cultural intelligence.

Scope of the research

This paper develops a conceptual design which evaluates the relationship between psychological capital and cultural intelligence. The proposed conceptual framework works to improve employee psychological capital because this will help them resolve conflicts with greater professionalism. The paper provides basic information about psychological capital (self-efficacy, optimism, hope, and resilience) and cultural intelligence (metacognitive cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence) associations before adding to current research about constructive conflict resolution. The research becomes one of the preliminary investigations demonstrating how psychological capital impacts cultural intelligence in the Indian context.

LITERATURE REVIEW

Psychological Capital

McMurray et al. (2010) performed research about how leadership affects employee psychological capital as well as organizational climate and organizational commitment and psychological wellbeing. Research results showed that psychological capital maintains a direct positive link to organizational wellbeing. Han et al. (2012) used critical incident technique to develop an inductive approach which examined psychological capital. A higher level of psychological capital encounters was detected within the People's Republic of China according to the study results. The research conducted by Venkatesh and Blaskovich (2010) analyzed psychological capital effects on workplace performance. The research evaluated performance levels in 109 active workers and discovered that psychological capital generated positive effects on job performance. The research by Kwok, Cheng, and Wong (2015) defined psychological capital as consisting of self-efficacy and hope alongside optimism and resilience to explain emotional support connections with organizational satisfaction. Research surveys in Hong Kong confirmed optimism and hope and self-efficacy to be the fundamental psychological capital constructs linked with job satisfaction levels. Sahoo et al. (2015) investigated how performance improvement relates to psychological capital alongside attitudinal results. The authors demonstrated how psychological capital functions as a negative element affecting organizational cynicisms.

The research conducted by Datu and Valdez (2015) demonstrated how psychological capital leads to favorable work and organizational improvements within non-Western academic environments in specific situations. The authors assessed psychological capital's extent to demonstrate its ability for alleviating positive student outcomes in non-Western educational settings. Lanzo Aziz Wuensch (2016) inspected the connections between workaholism stress and psychological capital through data collection from Eastern USA healthcare and finance businesses which involved 168 participants. The results revealed that psychological capital failed to show any significant relationship to incivility but found a positive connection between workaholism and stress and workaholism with psychological capital. Sweet and Swayze (2017) examined if psychological capital evaluation results differed for both youth generational groups and shift work scheduling groups.

The study of 843 staff members conducted at a southeastern USA community hospital demonstrated that patient care department workers exhibited substantial psychological capital score differences based on their generational ages.

As hypothesis one establishes that Psychological Capital creates positive effects on Cultural Intelligence.

Cultural Intelligence

Ahn and Ettner (2013) conducted an assessment of both organizational performance benefits and cultural intelligence mechanisms. The collected data used Cultural Intelligence Scale to measure 219 MBA students in the USA. The research established that participants understood cultural intelligence due to increasing globalization in business environments. Moon, Choi and Jung (2013) conducted research on cultural intelligence precursors by analyzing how former working experience and self-monitoring behavior connect simultaneously. The authors analyzed results from 165 Korean expatriates through multiple hierarchical regression procedures. former working experiences produced positive outcomes for cultural intelligence according to the research results. Yunlu and Clapp-Smith (2014) conducted a study to determine the effects of motivational cultural intelligence on metacognitive awareness among graduates from 35 different countries. The research produced evidence which showed that cultural psychological capital creates positive correlations with motivational cultural intelligence.

The relationship between cultural intelligence and Latino student achievement was studied by Collins Duyar and Pearson (2016). This research examined the relationship between chosen variables through the implementation of Cultural Intelligence Questionnaire using naturalistic relational design procedures. The proposed hypotheses received testing by applying hierarchical multiple regression analysis. Research data established that cultural intelligence acted as a significant indicator for student achievement results. Tuan (2016) established the supremacy of cultural intelligence because it serves as a personality transformation method to reduce cultural differences between international and local participants. The development of Cultural Intelligence creates positive effects on Constructive Conflict Resolution.

Constructive Conflict Resolution

Rivers and colleagues (2006) analyzed the link between effective anger regulation and constructive conflict resolution approaches while reporting on the specific conflict resolution methods. The study used primary data to collect information from 190 respondents by asking about situations that created anger and sadness as well as the methods participants implemented to resolve such conflicts. Spontaneous anger regulation practices directly impact how people resolve conflicts constructively. The research team of Snell and Tjosvold and Fang (2006) investigated how constructive controversy relates to the concept of competition to facilitate constructive resolution methods. Open-minded discussion proved to be a beneficial outcome of the ethical conflict which decreased constructive controversy. Jackson Sibson and Riebe (2014) proved the undergraduate skills improve their conflict resolution techniques.
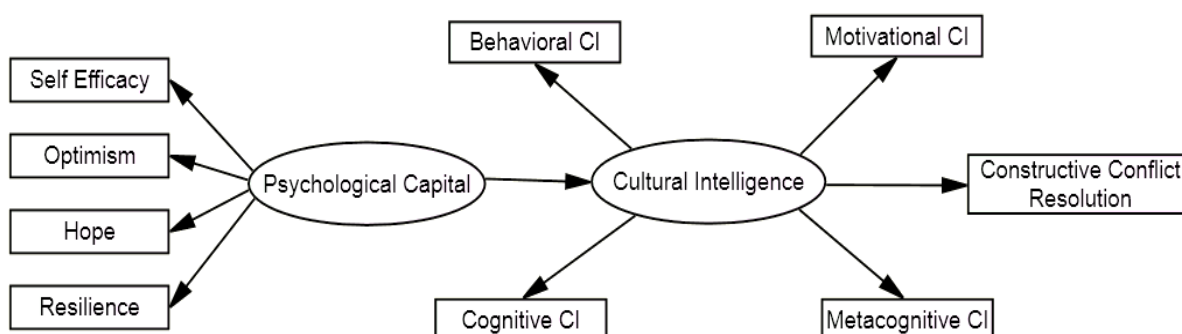

Fig.1 "KOUS PsyCap Model"

METHODOLOGY

This paper uses empirical research with observational and experiential evidence as its core research design. The method depends on collected data which delivers understanding by using both indirect and direct observational techniques (Harsaae, 1988; MacKenzie, 2013; SchererRath and Ven, 2004). The research uses a structured-survey questionnaire that divides into four sections. The initial portion gathers respondent demographic information after which Psychological Capital evaluates Self Efficacy together with Optimism and Hope but ends with Resilience. The research instrument concludes with two sections assessing both Cultural Intelligence through its elements of Metacognitive CI, Cognitive CI, Motivational

CI, and Behavioral CI and Constructive Conflict Resolution. Psychological Capital Scale (PsyCap) created by Luthans, Avolio, Avey, and Norman (2007) functions as an assessment tool for Psychological Capital characteristics. According to Ang and Van Dyne (2015) the Cultural Intelligence Scale serves as the measurement tool for Cultural Intelligence attributes. The items of Constructive Conflict Resolution can be measured through the Thomas-Kilmann Conflict Mode Instrument which was developed by Thomas and Kilmann (1996). Researchers used a five-point Likert scale distributed from "1 – Strongly disagree" to "5 – Strongly agree" as their research measurement tool.

The research instrument modifications undergo face and content validity testing by three expert subject panels according to Engel and Schutt (2017), Kirk and Miller (1986), and Piedmont and Village (2009). 리어 experts confirmed that the research instrument shows sufficient capability to assess the chosen characteristics. The geographical area of this article appertains to Chennai. Chennai stands as the foremost IT hub in South India because it holds a large consolidated population of IT workers together with firms which makes this selection rationale. The data collection period extends across 24 weeks during the period of September 2017 to February 2018. The study includes all workers from the two leading Information Technology organizations that have their facilities located at Tidal Park in Chennai. A total of 3606 people work throughout all selected organizations according to information collected from the HR managers of those firms. According to the sample size determination model of Krejcie & Morgan (1970) the required sample size comes to 347 when estimating with 95% confidence and 5% error margin. Multiple stages of random sampling were used to select the respondents which will serve as samples for the study. Multiple linear regression analysis together with correlation tests the proposed hypotheses. Maximum likelihood estimation analyzes the "KOUS PsyCap Model" through static testing procedures using structural equation modeling.

FINDINGS & DISCUSSION

The research uses a multi-stage method to analyze and discuss the findings from each goal established in this paper. The assessment begins with determining the internal reliability through Cronbach's Alpha reliability coefficient for each attribute. Each construct in this research maintains an acceptable level of internal consistency because the Cronbach's Alpha reliability coefficient exceeds 0.70 according to Nunnally and Bernstein (2010). KMO test together with Bartlett's test determines the adequacy of the sample. Kolmogorov-Smirnov and Shapiro-Wilk tests operate to determine the statistical format of the collected data. The data passed both Kolmogorov-Smirnov and Shapiro-Wilk evaluation tests which confirmed normal Bell-shaped distribution. Confirmatory factor analysis using AMOS validated both the item convergent validity and item discriminant validity through statistical testing. An appropriate statistical tool tests the proposed hypotheses. The proposed conceptual model goes through structural equation modeling to determine path significances and predictive power before any testing is performed.

Objective 1: Influence of psychological capital towards cultural intelligence

The research investigates the impact of psychological capital on cultural intelligence (Independent/dependent variables) by performing Multiple Linear Regression analysis. Research hypotheses were developed for analysis:

The research shows that psychological capital develops positive effects on cultural intelligence.

Research investigates how resilience along with three other components of psychological capital affect Cultural Intelligence.

*H1: **Psychological Capital will positively influence Cultural Intelligence***

H1a: Resilience will positively influence Cultural Intelligence

H1b: Hope will positively influence Cultural Intelligence

H1c: Self-Efficacy will positively influence Cultural Intelligence

H1d: Optimism will positively influence Cultural Intelligence

Table 1: Influence of psychological capital towards cultural intelligence - Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Resilience, Hope, Self Efficacy, Optimism[b]	.	Enter

a. Dependent Variable: Cultural Intelligence

b. All requested variables entered.

Table 2: Influence of psychological capital towards cultural intelligence - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772[a]	.596	.592	.40846

a. Predictors: (Constant), Resilience, Hope, Self Efficacy, Optimism

Table 3: Influence of psychological capital towards cultural intelligence - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.286	4	21.071	126.296	.000[b]
	Residual	57.060	342	.167		
	Total	141.345	346			

a. Dependent Variable: Cultural Intelligence

b. Predictors: (Constant), Resilience, Hope, Self Efficacy, Optimism

Table 4: Influence of psychological capital towards cultural intelligence - Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.695	.163		4.259	.000
	Self-Efficacy	.159	.044	.169	3.570	.000
	Optimism	.130	.043	.145	2.997	.003
	Hope	.333	.029	.428	11.660	.000
	Resilience	.229	.042	.269	5.510	.000

a. Dependent Variable: Cultural Intelligence

It is observed from Table 2 that the regression value 'R' is at 77.2%, the R Square value is at 59.6%, and the adjusted R Square value is at 59.2%. It can be understood from the R Square value that the weighted combination of the predictor variable (psychological capital) rationalizes 59.6% of the variance of dependent variable (cultural intelligence). It can be derived that 59.6% variance in cultural intelligence is accounted by psychological capital. It can also be observed from Table 4 that all the subscales (Self-Efficacy, Optimism, Hope, and Resilience) are significant with psychological capital.

Objective 2: Role of cultural intelligence towards constructive conflict resolution

Karl Pearson's correlation coefficient is performed to examine the role of cultural intelligence towards constructive conflict resolution. Following hypotheses are formulated in this regard:

>*H₂: Cultural Intelligence will positively influence Constructive Conflict Resolution*

>*H₂ₐ: Metacognitive CI will positively influence Constructive Conflict Resolution*

>*H₂ᵦ: Cognitive CI will positively influence Constructive Conflict Resolution*

>*H₂ᵪ: Motivational CI will positively influence Constructive Conflict Resolution*

>*H₂ₔ: Behavioral CI will positively influence Constructive Conflict Resolution*

Table 5: Role of cultural intelligence towards constructive conflict resolution - Correlations

Pearson Correlation		Metacognitive CI	Cognitive CI	Motivational CI	Behavioral CI	Constructive Conflict Resolution
Metacognitive CI	Pearson Correlation	1	.344**	.411**	.245**	.681**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	347	347	347	347	347
Cognitive CI	Pearson Correlation	.344**	1	.704**	.388**	.709**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	347	347	347	347	347
Motivational CI	Pearson Correlation	.411**	.704**	1	.432**	.697**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	347	347	347	347	347
Behavioral CI	Pearson Correlation	.245**	.388**	.432**	1	.515**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	347	347	347	347	347
Constructive Conflict Resolution	Pearson Correlation	.681**	.709**	.697**	.515**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	347	347	347	347	347

**. Correlation is significant at the 0.01 level (2-tailed).

The results of Karl Pearson's correlation coefficient between cultural intelligence: Metacognitive CI, Cognitive CI, Motivational CI, and Behavioral CI and constructive conflict resolution are summed up in Table 5. The outcomes of Karl Pearson's correlation coefficient measures are determined to be significant between all the subscales of cultural intelligence and constructive conflict resolution. Accordingly, the developed hypotheses: H₂ₐ, H₂ᵦ, H₂ᵪ, and H₂ₔ are accepted.

Model fit test based on Proposed "*KOUS PsyCap Model*"

Comforting all the principal assumptions (Bowen and Guo, 2012; Byrne, 2012; Schumacker and Lomax, 1996), the proposed model is tested using Structural Equation Modeling with maximum likelihood estimation in IBM AMOS.

The Chi-Square value of the proposed model is observed to be significant. The model fit indices are examined: CMIN/DF value of the model is 2.661 manifesting a good fit (Barrett, 2007) and ECVI value is 0.967 evidencing a perfect fit (Lei and Wu, 2007). GFI is determined to be 0.974 manifesting an acceptable fit (Kline, 2016). AGFI is disclosed to be

0.967 establishing a beneficial fit (Kenny and McCoach, 2003). RMR is ascertained to be 0.032 communicating a very good fit (O'Boyle and Williams, 2011). CFI is noted to be 0.939 displaying a marginal fit (Preacher, 2006). Therefore, the proposed "KOUS PsyCap Model" is accepted.
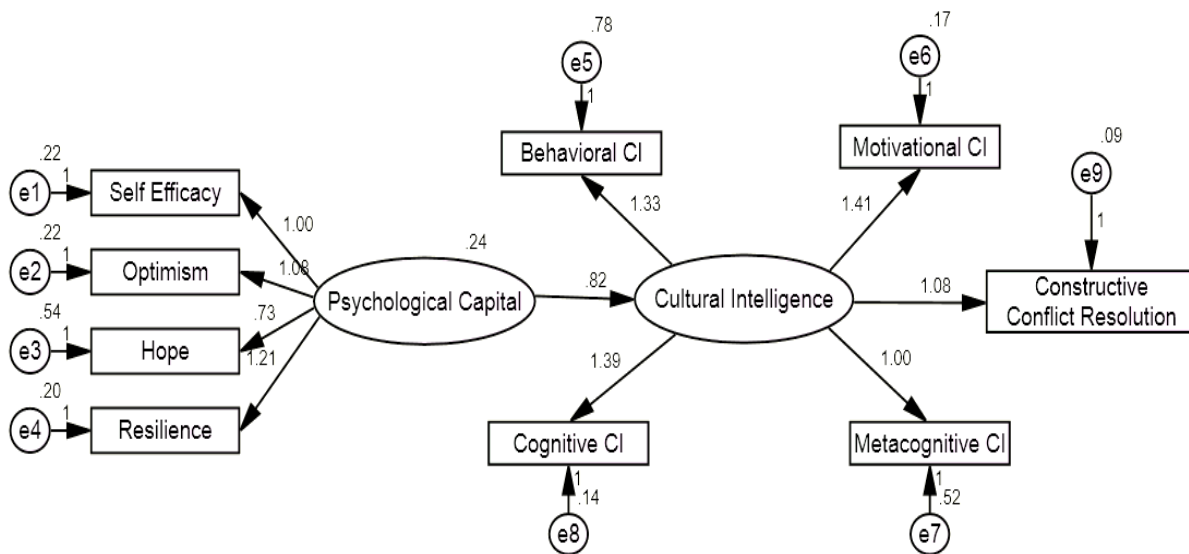

Fig. 2 Unstandardized estimates of KOUS PsyCap Model

CONCLUSION

The original study that sought to resolve and rephrase the research problem did not close the gap between constructive conflict resolution methods. The current research examined how psychological capital affects cultural intelligence. The research confirms that psychological capital with four components which are self-efficacy and optimism alongside hope and resilience accounts for 59.6% of cultural intelligence variation. The research demonstrated cultural intelligence plays a crucial role in achieving constructive conflict resolution as a vital result. This investigation shows that human-conflict management will receive major benefits through its findings. The research focuses on cultural aspects which affect employees throughout the psychological fields. This research delivers information about how employees experience multicultural situations alongside showing ways to overcome such challenges by implementing effective conflict resolution approaches. This paper incorporates several deficiencies which prevent researchers from extending its findings to the entire Information Technology work environment. The research findings cannot be assumed to be true throughout the entire population segment since they only rely on participant responses.

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