Pragmatic Approach towards Constructive Conflict Resolution: Psychological Capital Mapping

M.Kousalya Devi,

Doctoral Scholar
PG & Research Department of Management
Hindusthan College of Arts & Science
Hindusthan Gardens, (Behind Nava India)
Coimbatore, TamilNadu, India

Dr. D. Kalpana,

Professor
PG & Research Department of Management
Hindusthan College of Arts & Science
Hindusthan Gardens, (Behind Nava India)
Coimbatore, TamilNadu, India

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 it 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.

INTRODUCTION:

Conflict is overriding in every human activity grasping the actions consociated with handling and determining the working environment (Howieson, 2011). Contravenes originate in establishments when an employees' principles concerning to justice or rights are challenged by decisions or actions (Bar‐Tal, 1998; Snell, Tjosvold, and Fang, 2006). Scholars argue that most of the administration appendages have went through conflicts at workplace (Jones, 2016; Noh, 2012; Tillett and French, 2010). Investigators have also pointed that employees avoid discussion while negotiation takes place to confront organizational conflicts (Gibson, 2006; Jackall, 2010; Toffler, 1991).Theorists have approached personality in various manners (Godwin and Kalpana, 2013).Globally, industrialists have experienced unbendable increases in workplace diversity over the recent decades. Hence, the calibers affiliated to employees' cultural intelligence to adjudicate conflicts is embraced as fundamental skillfulness (Ang and Van Dyne, 2015; Dusi, Messetti, and Steinbach, 2014).

Problem Statement:

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. Hence the primary problem covered in this research is to attain the antecedents of constructive conflict

resolution in multicultural contexts (Eysenck and Kamin, 1981). It is also observed that psychological capital is a critical construct which has an essential capacity in explicating cultural intelligence (Reichard, Dollwet, and Louw-Potgieter, 2013). Accordingly, aside very few researches that analyzed the influence of cultural intelligence on conflict resolution strategies, there is a prevailing lack of studies in this field (Gavriel, 2014). Therefore, the uncovering of forerunners of cultural intelligence towards conflict resolution is assumed as being fundamental in this study. Eventually, this article would shed clarification on these staggeringly authoritative yet less researched variables.

PURPOSE OF THE STUDY:

The elemental purpose of this study is to formulate a better understanding of psychological capital and it influence in ascertaining cultural intelligence, which in turn imparts to constructive conflict resolution. Organizational experimenters have checked out the potential associations between positive behavior, psychological capacities, and organizational improvement (Joo, Lim, and Kim, 2016; Zhong et al., 2016). Despite the growing anxiety of psychological wellbeing influencing cultural intelligence at workplace, only few studies have made organized investigation of cultural intelligence (Seco and Lopes, 2013). Thus, this paper addresses the existing research gaps in the literature by examining the recommendations from previous studies.

Research Questions:
The research questions that are put forward in this study are:
 i. Does psychological capital influence cultural intelligence?
ii.   What is the role of cultural intelligence in determining constructive conflict resolution?

Objectives:
1) To analyze the influence of psychological capital towards cultural intelligence.
2) To measure the role of cultural intelligence towards constructive conflict resolution.

SCOPE OF THE RESEARCH:

The significance of this paper is to formulate a conceptual framework that determines the influence of psychological capital towards cultural intelligence. Furthermore, this proposed conceptual framework also bestows to the professional betterment of the employees with regard to psychological capital in order to profess more esteemed conflict resolution. Outlining on the essential knowledge about the assimilation between psychological capital (self-efficacy, optimism, hope, and resilience) and cultural intelligence (metacognitive cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence), this paper chips in to the latter-day literature pertained to constructive conflict resolution.This paper is one of the first studies that examine the consequences of psychological capital on cultural intelligence in Indian context.

LITERATURE REVIEW:

Psychological Capital:
McMurray et al. (2010) examined the consequences of leadership on employee psychological capital, organizational climate, organizational commitment, and psychological wellbeing of employees. The findings depicted a strong positive affiliation between psychological capital and organizational wellbeing. Han et al. (2012) explored the role of psychological capital by applying an inductive approach founded on critical incident technique. The results revealed that psychological capital encounters had a greater degree of saliency in the People's Republic of China. Venkatesh and Blaskovich (2010) studied the function of psychological capital on job performance. Reviewing 109 dynamically implied employees, it was observed that psychological capital was positively associated with job performance.Kwok, Cheng, Wong (2015) ingeminated the dimensions of psychological capital: self-efficacy, hope, optimism, and resilience towards the association between emotional support and satisfaction. A cross-sectional survey in Hong Kong revealed that optimism, hope, and self-efficacy were the significant psychological capital dimensions affiliated with satisfaction. Sahoo et al. (2015) psychoanalyzed the attitudinal outcomes on performance improvement and psychological capital. The authors also exposed a negative relationship between psychological capital and organizational cynicisms.
Datu and Valdez (2015) ascertained the gains of psychological capital in advocating positive organizational and work-related improvements in non-Western academic settings. By evaluating the magnitude of psychological

capital, it was suggested that psychological capital can potentially bestow in assuaging positive student aftermaths in a non-Western context. Lanzo, Aziz, and Wuensch (2016) determined the relationships among workaholism, stress, and psychological capital by gathered data from 168 individuals working at healthcare and finance establishmentsin the Eastern USA. While psychological capital was insignificantly associated to incivility, it was found that workaholism was significantly linked with stress and insignificantly associated to psychological capital.Sweet and Swayze (2017) observed whether psychological capital scores departed among generational youths and work shift groups. Collecting data from 843 employees within a department with direct patient care obligations at community hospital in the southeastern region of the USA, it was exhibited that overall psychological capital and self-efficacy scores substantially deviated by generation.

H$_1$: Psychological Capital will positively influence Cultural Intelligence

Cultural Intelligence:

Ahn and Ettner (2013) analyzed the role of cultural intelligence towards organizational performance. Employing the Cultural Intelligence Scale, data were accumulated from 219 MBA students in the USA. The findings showed that the respondents had understanding on cultural intelligence in aprogressively globalized business world. Moon, Choi, and Jung (2013) investigated the forerunners of cultural intelligence by simultaneously conceiving former working experiences and self-monitoring behavior. Data from 165 Korean expatriates were tested using multiple hierarchical regression analyses. The results disclosed that former working experiences was positively associated to cultural intelligence. Yunlu and Clapp-Smith (2014) probed the function of motivational cultural intelligence on metacognitive awareness among the alumni from 35 countries. The results demonstrated that cultural psychological capital has a positive association with motivational cultural intelligence.

Collins, Duyar, and Pearson (2016) examined the consequence of cultural intelligence towards the achievement of Latino students. Adopting Cultural Intelligence Questionnaire, the associations between the selected attributes were studied applying a naturalistic relational design. Hierarchical multiple regression analyses were used to test the proposed hypotheses. The findings disclosed that cultural intelligence significantly predicted students' accomplishment. Tuan (2016) argued the superiority of cultural intelligence as character adjustment toward narrowing the cultural gap between foreign and local stakeholders. The results of a cross-sectional data set brought out that all the dimensions (cognitive, metacognitive, motivational, and behavioral) of cultural intelligence positively influence supply chain performance. Luu (2017) canvassed the persuade of cultural intelligence in mitigating employees' state suspicion in Vietnam business context. Solomon and Steyn (2017) examined the association between cultural intelligence and styles of leadership. Dramatizing a quantitative technique, the findings revealed a significant relationship between cultural intelligence and empowering leadership.

H$_2$: Cultural Intelligence will positively influence Constructive Conflict Resolution

Constructive Conflict Resolution:

Rivers et al. (2006) probed the affiliation of effectual anger ordinance towards constructive conflict resolution style and evaluated the level of constructive conflict resolution strategies. Based on the participants' recent situations that called forth anger and sadness and the means of resolution adopted, primary data were gathered from 190 respondents. The findings disclosed that effectual anger ordinance was associated to constructive conflict resolution. Snell, Tjosvold, and Fang (2006) essayed the depiction of constructive controversy and the theory of competition in influencing the type of interaction that encourages constructive resolution. The outcomes established that ethical conflict alleviated constructive controversy through open-minded discussion. Jackson, Sibson, and Riebe (2014) corroborated the fact that skill development among the undergraduates will upgrade conflict resolution strategies.

Conceptual Framework:
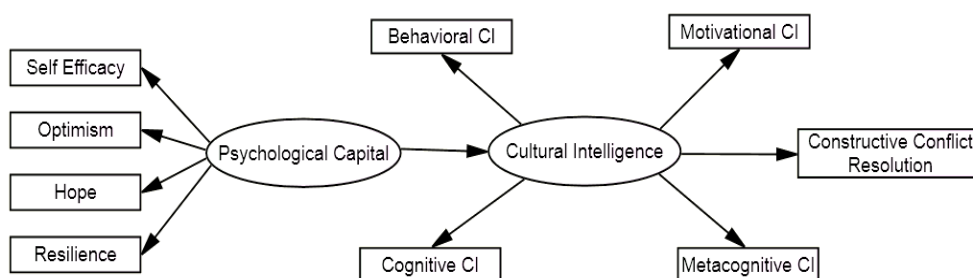
Fig.1: "KALKOS PsyCap Model"

METHODOLOGY:

The research design adopted for this paper is empirical research using observational and experiential evidence. Empirical research is grounded on measured phenomena that gains knowledge through indirect and direct observation (Harsaae, 1988; MacKenzie, 2013; SchererRath and Ven, 2004). A structured-survey questionnaire is used as research instrument, which is divided into four sections. The first section measures the demographics of the respondents, followed by Psychological Capital: Self Efficacy, Optimism, Hope, and Resilience. The last two section of the research instrument measures the Cultural Intelligence: Metacognitive CI, Cognitive CI, Motivational CI, and Behavioral CI and Constructive Conflict Resolution respectively. The Psychological Capital Scale (PsyCap) developed by Luthans, Avolio, Avey, and Norman (2007) is used to measure the attributes of Psychological Capital. The Cultural Intelligence Scale developed by Ang and Van Dyne (2015) is used to measure the attributes of Cultural Intelligence. The Thomas-Kilmann Conflict Mode Instrument developed by Thomas and Kilmann (1996) is used to measure the items of Constructive Conflict Resolution.The research instrument constitutes a five-point Likert scale ranging from "1 – Strongly disagree" to "5 – Strongly agree".

The research instrument that are modified are presented to face and content validity test through 3-panel of subject experts (Engel and Schutt, 2017; Kirk and Miller, 1986; Piedmont and Village, 2009). It is discovered from the experts that the developed research instrument is passable to evaluate the selected attributes. The geographical area of this article appertains to Chennai. Chennai being the IT hub with a consolidated number of various IT professionals and firms in South India is the paramount reason for choosing Chennai. The duration of data collection for this study is 24 weeks, from September 2017 to February 2018. The sample units are the employees of top 2 performing Information Technology companies occupied at Tidal Park in Chennai. As per the data gathered from the HR managers of the selected companies, the total number of employees is 3606. At 95% confidence level and 5% margin of error, 347 is the sample size determined by Krejcie & Morgan (1970) sample size determination model. The respondents are chosen as samples using multistage random sampling technique. The proposed hypotheses are tested using multiple linear regression analysis and correlation. The proposed conceptual model –"KALKOS PsyCap Model" is statically tested using structural equation modeling with maximum likelihood estimation.

FINDINGS & DISCUSSION:

A multi-stage analytical approach is exercised to analysis and discussion the results of each objective hypothesized in this paper. Initially, Cronbach's Alpha reliability coefficient is performed for each attribute to assess the internal consistency. The Cronbach's Alpha reliability coefficient scores are found to be more than 0.70, hence it can be ascertained that each construct in this research has an adequate degree of internal consistency (Nunnally and Bernstein, 2010). Kaiser-Meyer-Olkin (KMO) test and Bartlett's test are performed to evaluate the sample adequacy. Furthermore, Kolmogorov-Smirnov and Shapiro-Wilk tests are performed to evaluate the statistical distribution of the data set. The results of Kolmogorov-Smirnov and Shapiro-Wilk tests revealed a normal Bell-shaped curve. In addition, confirmatory factor analysis was performed in AMOS to test the convergent validity and discriminant validity of the items. The proposed hypotheses are tested using appropriate statistical tools. Eventually, the proposed conceptual model is tested for path significances and the predictive power using structural equation modeling.

Objective 1: Influence of psychological capital towards cultural intelligence
The influence of psychological capital (Independent Variable) towards cultural intelligence (Dependent Variable) is examined using Multiple Linear Regression analysis.Following hypotheses are formulated in this regard:
H_1: Psychological Capital will positively influence Cultural Intelligence
H_{1a}: Resilience will positively influence Cultural Intelligence
H_{1b}: Hope will positively influence Cultural Intelligence
H_{1c}: Self-Efficacy will positively influence Cultural Intelligence
H_{1d}: 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		
(Constant)	.695	.163		4.259	.000
Self-Efficacy	.159	.044	.169	3.570	.000
1 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:

H$_2$: Cultural Intelligence will positively influence Constructive Conflict Resolution
H$_{2a}$: Metacognitive CI will positively influence Constructive Conflict Resolution
H$_{2b}$: Cognitive CIwill positively influence Constructive Conflict Resolution
H$_{2c}$: Motivational CIwill positively influence Constructive Conflict Resolution
H$_{2d}$: 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: H_{2a}, H_{2b}, H_{2c}, and H_{2d} are accepted.

Model fit test based on Proposed "*KALKOS 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 "KALKOS PsyCap Model" is accepted.
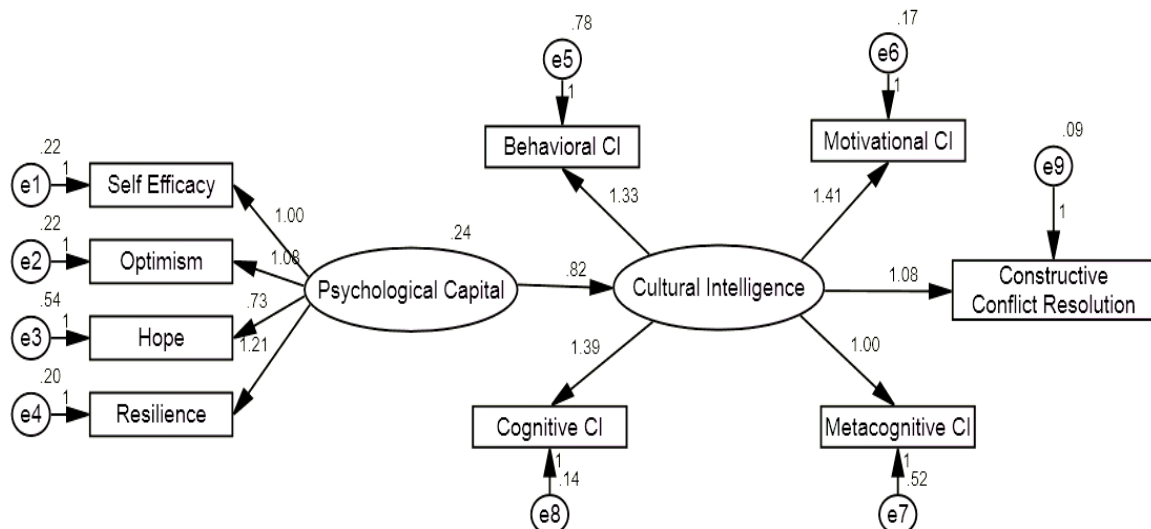
Fig. 2: Unstandardized estimates of KALKOS PsyCap Model

CONCLUSION:

In spite of the originating study that has been acquitted to empathize and overturn the research problem, the constructive conflict resolution gap still persists. The present study was maneuvered to explore the influence of psychological capital towards cultural intelligence. Research findings have been demonstrated that explain 59.6% variance in cultural intelligence is accounted by psychological capital: self-efficacy, optimism, hope, and resilience.Furthermore, this research also highlighted the importance of cultural intelligence towards constructive conflict resolution. With the course of this research, it can be generalized that the human-conflict management domain will have a great aid. The study is projected towards the cultural aspects of the employees in a psychological domain. In addition, this study gives insights towards multicultural experiences of an employee and measures to curb them by rendering constructive conflict resolution strategies.Nevertheless, this paper has some limitations of not being adequate to extrapolate the findings for the entire information technology workforce. The findings cannot be probable for being true for the entire segment of population as it is exclusively established on the answers of the respondents.

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