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**The Significance of Intercultural Competence in Organisational Behaviour: Conflict
Management and Resolution**

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WORKING TITLE

○ The Significance of Intercultural Competence in Organisational Behaviour: Conflict

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CONFERENCE TRACK

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SUMMARY

In this research I will investigate the influence that intercultural competencies have on organisational behaviour, specifically focusing on leadership styles, communication patterns, and conflict resolution approaches. Through the examination of these dimensions, it is possible to enhance our understanding of how culture and diversity can shape different types of organisational dynamics and the effectiveness of an organisation's performance. The research question underpinning this study is how do intercultural competencies impact organisational behaviour with a particular focus on communication, conflict resolution, and leadership. The methodology for this study will involve a mixed-method approach. Qualitative data collection will be completed through in-depth interviews, observations, shadowing, and vignettes while quantitative data will come from archival data analysis, social network analysis, performance metrics, and questionnaires. The theoretical contributions will aim to enhance the understanding

of the interactions between culture and organisational behaviour while the practical implications will seek to provide insights into the development of leadership practices.

ABSTRACT

This research proposal aims to investigate the influence that intercultural competencies have on organisational behaviour, specifically focusing on leadership styles, communication patterns, and conflict resolution approaches. Through the examination of these dimensions, it is possible to enhance our understanding of how culture and diversity can shape different types of organisational dynamics and the effectiveness of an organisation's performance. The research question underpinning this study is how intercultural competencies impact organisational behaviour with a particular focus on communication, conflict resolution, and leadership. This question is paramount when it comes to learning about the workplace dynamics that are present in today's society. It directly ties intercultural competencies to organisational behaviour and the success of an organisation.

The methodology for this study will involve a mixed-method approach which would include the collection of qualitative and quantitative data. The case study approach will involve qualitative data collected through in-depth interviews, observations, shadowing, and vignettes. The unit of analysis for this data would consist of individual employees and teams. The quantitative data will come from an archival data analysis, a social network analysis, performance metrics, and questionnaires. The unit of analysis for this data would consist of historical records, individuals, and performance outcomes. The findings in this study are expected to contribute valuable insights when it comes to theory and organisational practice. It will additionally provide information on the strategies that could potentially be employed for effective cross-cultural management and how an inclusive organisational culture can be fostered.

Cultural diversity in the workplace brings in a plethora of diverse perspectives, fostering innovation and creativity. However, it also presents challenges, particularly in communication, conflict resolution, and leadership. The proposed study seeks to bridge the gap in understanding how cultural differences influence these key areas of organisational behaviour. The current state of the literature indicates that leadership and leadership styles are key to conflict management and resolution. This study will focus on how leaders manage communication, resolve conflict, and navigate cultural differences within the team. This project will contribute to our understanding of intercultural competencies and their role in conflict resolution, intercultural communication, and leadership of diverse groups of employees. The theoretical contributions will aim to enhance the understanding of the interactions between culture and organisational behaviour while the practical implications will seek to provide insights into the development of leadership practices. Ultimately, this research aspires to promote a more inclusive organisational culture, benefiting both employees and employers in an increasingly globalised business environment.

RESEARCH CONTEXT AND IMPORTANCE OF THE PROPOSED RESEARCH

In today's globalised world, intercultural competencies are increasingly recognised as crucial for enhancing organisational performance. Intercultural competence is correlated with the ability to function effectively across cultures, it is connected to how individuals think, act, communicate, and work with individuals from different cultural backgrounds (Stier, 2006; Zheng, 2015). These competencies, which encompass the ability to effectively communicate, resolve conflicts, and lead in multicultural environments, are essential for fostering a harmonious and productive workplace (Hennings, 2018). Conflict resolution, in particular, is a critical aspect of intercultural competencies. Effective conflict resolution in multicultural settings not only

mitigates misunderstandings and disputes, but also transforms potential points of friction into opportunities for growth and innovation. As organisations continue to diversify, understanding and developing intercultural competencies, especially in the area of conflict resolution, can lead to improved collaboration, innovation, and overall success. Therefore, investigating the significance of intercultural competencies on organisational behaviour, with a strong emphasis on conflict resolution, is not only timely, but also highly relevant for contemporary business practices (Gopalkrishnan, 2019).

The existing body of research on intercultural competencies when it comes to communication, conflict resolution, and leadership is somewhat limited. There is literature that is available on leadership and leadership styles which is extensive and offers valuable insights into various aspects of effective leadership. However, much of this research tends to overlook the cultural dimensions that significantly influence organisational behaviour. While leadership is a critical factor, it is also important to consider how leaders manage communication, resolve conflicts, and navigate cultural differences within their teams. This study aims to bridge this gap by placing a strong emphasis on conflict resolution and problem-solving within organisations amongst different types of people (Lloyd & Hartel, 2010). By examining these aspects, the research will provide a more comprehensive understanding of how intercultural competencies can enhance organisational performance and effectively resolve conflicts that could arise within their organisations.

The increasing number of conferences dedicated to intercultural competencies highlights the growing interest and recognition of this topic within the academic and professional communities. These conferences often bring together experts to discuss the practical implications and strategies for fostering intercultural competencies. However, despite this emerging interest,

there remains a lack of in-depth research exploring the complexities and nuances of intercultural competencies in organisational settings and how individuals within diverse and non diverse teams can resolve the conflicts that arise. The conferences provide interesting dialogue and stimulate the discussion of intercultural competencies which is crucial, but there is a lack of meticulous research on this issue which would be able to form a much more comprehensive understanding (Hennings, 2018). This study aims to fill this void by providing empirical evidence and theoretical insights that can inform both academic discourse and practical applications.

Despite the recognition of the importance of intercultural competencies, there are several research gaps that need to be addressed. Although, while there is substantial literature on leadership, there is an insufficient amount of studies that integrate the cultural aspects influencing leadership effectiveness in terms of solving problems within monocultural versus multicultural organisations. The existing research does not sufficiently explore the role of intercultural competencies in conflict resolution within organisations. Understanding how intercultural competencies can facilitate effective conflict resolution is essential for improving organisational dynamics and performance (Stier, 2006; Zheng, 2015). The current research oftentimes lacks a holistic approach that considers the interplay between communication, conflict resolution, and leadership within different contexts of diversity. This study aims to address these gaps by providing a comprehensive analysis of how intercultural competencies impact these critical areas of organisational behaviour and how this can potentially factor into organisational performance.

The proposed research is significant for several reasons. This research addresses a critical gap in the existing literature by integrating the cultural dimensions of leadership,

communication, and conflict resolution. It offers practical implications for organisations seeking to enhance their performance through the development of intercultural competencies. By providing empirical evidence and actionable insights, the study can enhance organisational policies aimed at fostering a more inclusive and effective workplace. The research shall aim to contribute to the broader discourse on intercultural competencies, offering valuable perspectives that can enhance both academic understanding and practical applications in organisational psychology. By investigating the significance of intercultural competencies on organisational behaviour, this research will provide a deeper understanding of how these competencies can be leveraged to improve communication, resolve conflicts, and enhance leadership effectiveness in multicultural environments (Gopalkrishnan, 2019; Lloyd, & Hartel, 2010). It will be possible to determine how organisations would be able to overcome various obstacles in a more effective way as well and how intercultural competence affects this. This will ultimately contribute to the development of more inclusive, dynamic, and successful organisations (Gopalkrishnan, 2019).

RESEARCH AIMS

This study seeks to explore the significance of intercultural competencies on various aspects of organisational behaviour, with a particular focus on communication, conflict resolution, and leadership. The primary research question guiding this inquiry is: How do intercultural competencies impact organisational behaviour in terms of communication, conflict resolution, and leadership? To address this research question, the study will excavate the specific intercultural competencies that are the most influential in facilitating effective problem-solving and overcoming conflict within various settings. The role of intercultural competencies in conflict resolution within multicultural settings is a critical component within this study. This research will identify which intercultural competencies are essential for resolving conflicts in

multicultural teams and how leaders with high intercultural competencies manage conflicts differently compared to those with lower competencies (Lloyd & Hartel, 2010). It will also analyse the importance of effective communication and how intercultural communication skills vary between teams.

Furthermore, the study will examine the influence of intercultural competencies on leadership effectiveness in diverse organisational environments. It aims to pinpoint the key intercultural competencies that enhance leadership in multicultural organisations and assess the impact of leaders with strong intercultural competencies on team performance and cohesion. The research will address the challenges faced by organisations in developing and integrating intercultural competencies among their employees. This includes evaluating the strategies organisations currently use to develop and enhance the presence of intercultural competencies amongst employees and identify the perceived barriers when it comes to implementing effective intercultural competency.

The objectives of this study are designed to provide a comprehensive understanding of the impact of intercultural competencies on organisational behaviour. The research aims to examine the impact of intercultural competencies on communication within multicultural organisations. This involves analysing how specific intercultural competencies enhance communication effectiveness and identifying differences in communication patterns within organisations. Moreover, the study seeks to explore the role of intercultural competencies in conflict resolution within multicultural settings. It will investigate which intercultural competencies are most effective in resolving conflicts and assess the conflict management strategies used by leaders with varying levels of intercultural competencies. An additional objective is to evaluate the influence of intercultural competencies on leadership effectiveness in

diverse organisational environments. The study will identify key intercultural competencies that contribute to effective leadership and examine the impact of intercultural competent leadership on team performance. The study seeks to identify the challenges and strategies for developing and integrating intercultural competencies within organisations. This involves evaluating current organisational practices for developing intercultural competencies and suggesting potential solutions to overcome barriers in the implementation of intercultural competency. The research question and the objectives will guide the study in uncovering the significance of intercultural competencies on organisational behaviour, providing valuable insights for both theoretical and practical applications.

RESEARCH METHODOLOGY

The research methodology for this study will employ a mixed-method approach, combining both qualitative and quantitative data collection techniques. This approach will provide a comprehensive understanding of the significance of intercultural competencies on organisational behaviour, specifically focusing on conflict resolution. It will also view the impact that intercultural competence may have on communication and leader behaviour and how this may influence the success of organisations.

Interviews will explore participants' experiences and perceptions regarding intercultural competencies in communication, conflict resolution, and leadership. The qualitative data from these interviews will provide detailed insights into the practical applications and challenges of intercultural competencies. Direct observations will be made in organisational settings to study interactions and behaviours related to intercultural competencies.

Observations will focus on communication patterns, conflict resolution strategies, and leadership behaviours in monocultural and multicultural teams. This will assist in determining

which type of teams are able to experience the highest success rates in terms of problem-solving. A strong focus will be placed on observing problems that may arise and how employees solve problems either amongst each other or with their leaders and supervisors within organisations that have different degrees of diversity present. Shadowing key employees, such as leaders and managers, to observe their day-to-day interactions and practices is an additional way that direct observations can be made which would allow for valuable conclusions to be drawn when it comes to intercultural competence. This method can provide insights into how intercultural competencies are applied in various situations, can manifest in practice, and how they influence organisational behaviour.

Vignettes, or short, descriptive scenarios, will be used to elicit responses from participants during interviews and focus groups. These scenarios will be designed to reflect common situations involving intercultural interactions in organisations. Participants will be asked to respond to these vignettes, providing insights into their thought processes and decision-making related to intercultural competencies. This research method will primarily be used to validate or challenge the findings obtained from other methods, ensuring result accuracy and reinforcing the conclusions drawn from the study (Sampson, & Johannessen, 2019).

An archival data analysis is a quantitative data collection that would be performed and the utilisation of existing organisational records and databases to analyse employee performance, communication patterns, and conflict resolution incidents would heavily assist with data collection for this study. This can provide objective data on the impact of intercultural competencies on various organisational metrics.

The use of social network analysis to quantitatively measure communication and collaboration patterns within organisations can assist in data collection. For example, LinkedIn

could be used to examine the levels of communication that is present between organisations within different countries. This can help identify how intercultural competencies influence the structure and dynamics of organisational networks.

The collection of quantitative data on specific performance metrics within organisations, such as productivity levels, employee retention rates, and team performance scores is an additional method that would assist in gathering data. Comparing these metrics between teams or organisations with varying levels of intercultural competency and diversity will allow for various conclusions to be drawn.

Structured questionnaires will be developed using a rating scale to collect quantitative data from a larger sample of participants. These questionnaires will measure various aspects of intercultural competencies, such as communication skills, conflict resolution strategies, and leadership effectiveness. The data collected will be analysed to identify patterns and correlations. Surveys will be distributed to a broader population within organisations to gather quantitative data on the prevalence and impact of intercultural competencies. Mailchimp is one of the platforms that could be used for the survey distribution, so that it would be possible to obtain results from multiple groups of people. The surveys will include both closed-ended and open-ended questions, allowing for the collection of both numerical data and additional qualitative insights. The quantitative data from the surveys will be used to validate the findings from the qualitative data collection methods.

DATA ANALYSIS AND COLLECTION

The mixed-method approach will allow for the integration of qualitative and quantitative data, providing a comprehensive analysis of the research questions. Qualitative data from case studies, historical analysis, interviews, observations, shadowing, and vignettes will be analysed

using thematic analysis to identify common themes and patterns. Quantitative data from archival data analysis, a literature review, network analysis, performance metrics, questionnaires, and surveys will be analysed using statistical techniques to identify correlations and trends.

The data collection will place a focus on countries that have different levels of diversity within their organisations. The suggested countries for this study include Poland, the United Kingdom, and the United States of America. All of these countries have distinct environments where Poland lacks diversity within organisational settings, the United Kingdom is somewhat diverse, and the United States exhibits a vast degree of diversity within the workplace setting. The data collection that shall be completed within these countries will assist in understanding how conflict can be resolved within various organisations and how diverse and non diverse work environments can influence additional elements such as communication and leadership. The conflict that would be examined within these organisational settings would include any types of conflict that the organisation is experiencing. For example, organisations may experience conflict in a number of different ways. There are instances where employees and employers both have conflicting values that can hinder the goals and accomplishments organisations experience. Additionally, there have been moments in the past where employees participate in strikes and take industrial action to bring attention to issues that are taking place in the workplace. These various forms of conflicts will be studied to determine what can be done to prevent unnecessary conflict moving forward and ensure successful organisational performance. The study will view what types of countries are more likely to engage in conflict and what their diversity looks like. All of the data that will be acquired throughout the duration of the study will assist in understanding why intercultural competencies matter and what they bring to the organisation.

ETHICAL CONSIDERATIONS

All data collection methods will be conducted in accordance with ethical guidelines. Participants will be informed about the purpose of the study, and their consent will be obtained before data collection. Confidentiality and anonymity will be maintained throughout the research process. By employing a mixed-method approach, this study aims to provide a thorough understanding of the significance of intercultural competencies and diversity on organisational behaviour. The combination of qualitative and quantitative data will offer a well-rounded perspective, enhancing the validity and reliability of the research findings.

SUMMARY AND CONCLUSIONS

In conclusion, this research proposal outlines a study that will attempt to investigate the influence that intercultural competencies have on organisational behaviour, with a specific focus on leadership, communication, and conflict resolution. The employment of a mixed-methods approach, where both quantitative and qualitative data would be collected, allows for the study to provide comprehensive insights into the complexities surrounding the management of the cultural diversity that is present within organisations.

The anticipated outcomes of the research include a valuable awareness of all of the unique complexities that may come with managing cultural diversity within organisations. The findings are expected to contribute to both theory and practice, offering practical recommendations for developing culturally sensitive leadership practices, enhancing communication strategies, and promoting effective conflict resolution. They will also contribute to advancements in theory when it comes to organisational psychology and cross-cultural management disciplines.

The proposed research addresses critical gaps in the existing literature, providing a deeper understanding of the interplay between culture and organisational behaviour. By exploring these dynamics in diverse organisational contexts, the study aims to inform the development of strategies that can harness the benefits of cultural diversity while mitigating its challenges. Through a combination of quantitative and qualitative methods, the study will capture the complexity and richness of cross-cultural interactions, contributing to the advancement of knowledge and practice in the field of cross-cultural management and organisational psychology.

FURTHER DEVELOPMENT PLAN

Prior to the conference, further development will be completed in terms of strengthening the background and theoretical foundation, which will refine the research context and the importance of the proposed research, and assist with clarifying the research aims. Additional work will also focus on integrating the relevant literature, which would enhance the clarity of the methodology and outline the intended contributions to both theory and practice. The feedback from the conference will be invaluable in shaping the next stages of the paper's development.

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