

1-13-2024

Influence of Leaders' Conflict Management Skills on Multicultural Team Management

Nicolas Lundula
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Walden University

College of Management and Human Potential

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Nicolas Lundula

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Walden University
2024

Abstract

Influence of Leaders' Conflict Management Skills on Multicultural Team Management

by

Nicolas Lundula

MA, Northwest Missouri State University, 2020

BS, Morningside University, 2018

Dissertation Submitted in Partial Fulfillment

The Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

January 2024

Abstract

Leading multicultural teams, in temporary projects, can be challenging since multicultural teams are relatively more prone to conflicts owing to the diversities that stem from contrasting cultures. The specific problem is many project managers managing a multicultural workforce in temporal projects lack effective conflict management skills, which impedes the projects' success by fostering an uncondusive working environment. The purpose of this study was to identify the best conflict management practices for managers managing multicultural teams in temporal project settings, specifically in the construction industry in the Midwestern US. The study was underpinned by a few theories including Rahim's organization conflict inventory, Blake and Mouton's Five Conflict Management Styles, Cognitive Elements of Conflict Management, and Kilmann and Thomas's theory. The study sought to address the question about the best conflict management practices for managers working in the defined condition. This qualitative grounded theory research utilized a sample size of 10 participants, consisting of both managers and subordinates, with the requirement that they had more than two years of experience in the industry. The data were collected using interviews guided by a semi-structured questionnaire and analyzed using NVivo 10 software. The study results emphasized the importance of managers being flexible in their conflict management approaches, possessing cultural intelligence, effective communication, and embracing adaptive leadership. This research's findings could potentially influence positive social change by leading to the enhancement of the working environment in temporal projects characterized by a multicultural workforce, hence boosting productivity.

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Dedication

I would like to dedicate this study to all visionary leaders who have embraced the difficulties and opportunities of multicultural leadership within the construction industry recognized in this initiative, both past and current. Your dedication to promoting diversity, equity, and inclusion has made it possible for the future to be more inclusive and creative. This effort is a monument to the commitment and tenacity of the multicultural team leaders and construction professionals who kindly offered their views and experiences while negotiating the challenges of cultural diversity. Your advice and encouragement have been crucial in forming this research. Special thank you to Dr. LaBrina Jones, and Dr. Hyuk Kim, as well as all of my mentors, advisors, and educators who have offered support and guidance during this path. Finally, may this research support your efforts and spur further advancement in the area of multicultural leadership within the construction sector. It is my sincere hope that this project will encourage all those who work to bring about constructive societal change by embracing diversity and effective conflict management.

Acknowledgments

I would like to extend my sincere gratitude to everyone who helped this study project be completed successfully. On this academic journey, your encouragement, advice, and support have been priceless. I am extremely grateful to my mentors and advisors for their steadfast support and knowledgeable direction during this research project. This research has benefited much from your knowledge, perseverance, and commitment to learning. I want to express my sincere gratitude to the multicultural team leaders and construction experts who so kindly contributed their knowledge and expertise. Your willingness to take part in this study enabled you to contribute insightful viewpoints that improved the study's conclusions. I'm appreciative of my family and friends' ongoing support, tolerance, and patience while I have worked through this academic endeavor. Your confidence in my skills and unfailing encouragement have served as a constant source of inspiration. In the areas of multicultural leadership, conflict management, and construction management, I appreciated the academic community and the substantial body of literature. Your efforts established the groundwork for my study, and I am sincerely grateful to the academics who opened the door to more investigation in this field.

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Chapter 1: Introduction to the Study

Multicultural work teams comprise members from different cultural backgrounds. Therefore, these teams are more likely to experience different expectations, conflict, and varying perspectives than those experienced in mono-cultural teams as a result of varying cultural belief systems and values (Tabassi et al., 2019). Conflict might have hurt the effectiveness and outcome of a team. Thus, companies and their leaders need to understand the root causes of conflicts to resolve them effectively. Team leaders need to be armed with the right tools to effectively manage conflict in a multicultural environment. This study focused on investigating the influence of leaders' conflict management skills on multicultural team management, targeting the construction industry. The study aimed to establish the best strategies that multicultural leaders could employ to enhance conflict management among their team members for improved performance.

Background of the Study

Leading multicultural teams often proves to be a challenging task. This is because in a multicultural team, conflicts are bound to arise, and employee morale may be reduced at times. Conflict is a common aspect of group activities and intrinsic to an extensive range of team members' interactions. Anxiety and stress to attain an agreement, task complexity, power difference, leadership, and culture models used by team leaders all play a great role in influencing how conflict needs to be handled. Success in dealing with conflict has a strong influence on the performance of the project, especially in temporary business environments such as the construction industry, which is founded on

projects (Tsao et al., 2021). Multicultural team leaders, therefore, need to have excellent leadership and conflict management skills.

Managing multicultural employees can both exciting and challenging. A multicultural team requires more time and dedication because a leader has to tailor-make their leadership approach to meet the unique cultural needs of the various team members. The success of a leader managing a culturally diverse team depends on the company's organizational culture (Vorbach, 2018). The management approaches that a leader can utilize include recognizing and respecting the cultural differences of the team members. This requires that a leader knows all the team members to understand how best to manage them. A potential leader could also design processes geared towards making team members feel part of the team so that they felt accepted. A leader also needs to build trust with the team members. It is only through trust that team leaders can cultivate meaningful relationships that will allow them to manage the team (Vorbach, 2018). According to Vorbach, some of the crucial aspects of managing multicultural teams are the creation of trust and confidence.

Besides leadership skills, a multicultural team leader must possess conflict management skills. Notably, in this context, conflict does not necessarily have a negative connotation. Conflict is a necessary part of teamwork and, more so, in a multicultural team setting. It ought not to be particularly avoided but rather should be managed thoroughly to be able to obtain optimal results (Tabassi et al., 2019). People in some cultures prefer fast decision-making while others like to take their time. Another cause of conflict in a multicultural team involves preferences for direct versus indirect

communication. For instance, people from Western cultures prefer direct and explicit communication, while those from Asian cultures prefer communication to be indirect and implicit (McKibben, 2017).

There are many strategies that multicultural team leaders can use to manage conflict effectively. However, the most effective one is adaptation in terms of members' willingness to identify cultural variations and adopting an inclusive culture (Tabassi et al., 2019). This approach does not require much managerial time because team members participate in conflict solutions themselves and learn from the process. The research focused more on the application of five styles of conflict management: compromising, cooperative, avoiding, accommodating, and competitive.

The research investigated this issue; however, the topic had not been explored via the angle of investigating the influence of conflict management skills on multicultural team management within the construction industry. Although the above-discussed strategies are effective in normal organizations, they may not be effective in managing conflict in multicultural teams—hence the need for the current research. The literature review established that the issue regarding identifying effective strategies was under researched. There was, therefore, a need for research focusing on investigating effective ways of managing multicultural teams to reduce or eliminate destructive conflict.

Problem Statement

Whereas disputes are natural within an organization, multicultural organizations face more conflict sources than mono-cultural organizations. This is due to the divergent values of multicultural team settings (Vorbach, 2018). According to Vorbach (2018), if

not managed effectively, conflicts in a multicultural environment could adversely affect an organization's bottom line by disorienting the workforce. Notably, the lack of leaders with appropriate conflict management skills to effectively manage multicultural teams, particularly in temporal projects such as those in the construction industry, could prove detrimental to the projects (Szydlo et al., 2022). Whereas there have been numerous research works on the multicultural team management topic, researchers have not paid enough attention to temporal team settings such as the ones in the construction industry.

The general problem is that construction projects are particularly unique in that they are temporal and they mostly have a workforce comprising workers from different cultural backgrounds. This means that leaders in construction projects do not have the luxury of time. This is different from other organizations where leaders have enough time to understand workers and their cultural backgrounds and consequently fine-tune their management skills to meet workers' specific needs. In the construction industry, a project manager usually deals with a different set of workers in every new project. When dealing with multicultural teams in temporal projects, dispute management can prove significantly challenging for project managers. The specific problem was the lack of effective conflict management skills among project managers managing multicultural teams in the Midwestern U.S. construction industry in temporal project settings.

Purpose of the Study

The purpose of this qualitative grounded theory study was to identify the best conflict management practices for managers managing multicultural teams in temporal project settings, specifically in the construction industry in the Midwestern United States.

The conclusion drawn from this study may help multicultural team managers managing temporal projects better lead their teams, especially by promoting effective conflict management. The investigation led to the identification of best practices used by multicultural leaders to manage conflict in the context of temporal multicultural teams. It also led to the identification of a theory that could be used to explain conflict management situations in a multicultural team working on temporal projects in the construction industry. The research was aimed to create knowledge to help organizational managers manage multicultural teams in temporal project settings and effectively manage conflicts to facilitate optimal productivity.

Through this study, I sought to define the best techniques and skills to employ in multicultural construction companies to enhance conflict management for improved performance. The results may help enhance the realm of diversity management and inclusion in the construction industry, making it easy for managers to effectively manage workers from diverse backgrounds. It could also help in reducing project failures in the industry and losses emanating from the said failures and increase the rate of success in upcoming projects in the industry. This would eventually help in improving customer satisfaction, workers' quality of life due to improved compensation and appreciation, and giving back to society through high work quality and safety, and social work. In this chapter, I discuss various research subtopics including the research background information, statement of the problem, research purpose, research question, theoretical and conceptual foundation, nature of the study, scope of the study, significance of the study, and the study's limitations. The study will benefit project managers in

multicultural organizations to understand the importance of employing effective conflict management strategies in their industry. It also introduces a theory that could explain conflict behaviors in a multicultural construction environment.

Research Question

RQ: What are the best conflict management practices for managers managing multicultural teams in temporal project settings, specifically the construction industry in the Midwestern United States?

The question focused on the role of managers in managing conflicts in the leader–follower relationship in temporal project settings characterized by multicultural teams. The question served as a guideline for the research. Answering this question helped identify strategies that can help managers effectively manage conflicts in multicultural teams working in temporal project settings, particularly in the construction industry. The question identified all the components that I sought to investigate: conflict management, multicultural team management, and management of temporal projects. The question was necessary as a foundation for building the research design structure to identify variables under investigation and the research concept. It investigated conflict management practices for managers managing multicultural teams working on temporal projects, specifically in the construction industry. Thus, the question helped the research achieve its desired purpose.

Theoretical Foundation

Blake and Mouton's Five Conflict Management Styles

The theories and/or concepts that informed this study included the theory of conflict management in a multicultural work environment. Theorists have tended to build on Blake and Mouton's (1964) pioneering work and have classified strategies of conflict management into five styles: confrontation, forcing, compromising, withdrawing, and smoothing (Andersen, 2013). The five strategies were further categorized into two extensive dimensions that were related to the team leader's behavior: concern for the task and concern for people. Tabassi et al. (2019) categorized conflict management into two main dimensions that included assertiveness, where self-concerns are extra important, and competitiveness, where an individual's concerns for peers are higher. The theory could also be founded on Thomas's (1976) categorization of conflict coping methods into five styles that included compromising, cooperative, avoiding, accommodating, and competitive.

Cognitive Elements of Conflict Management

The above theory was reinforced by the three cognitive elements that included conflict issue assessment that proposed various viable resolution approaches, normative reasoning regarding the acceptability or propriety of these courses of action, and instrumental or rational reasoning regarding the consequences of the action. The first element relates to win–win versus win–lose outcomes conceptualization that is treated along with conflict behavior. Instrumental or rational reasoning refers to ends or means

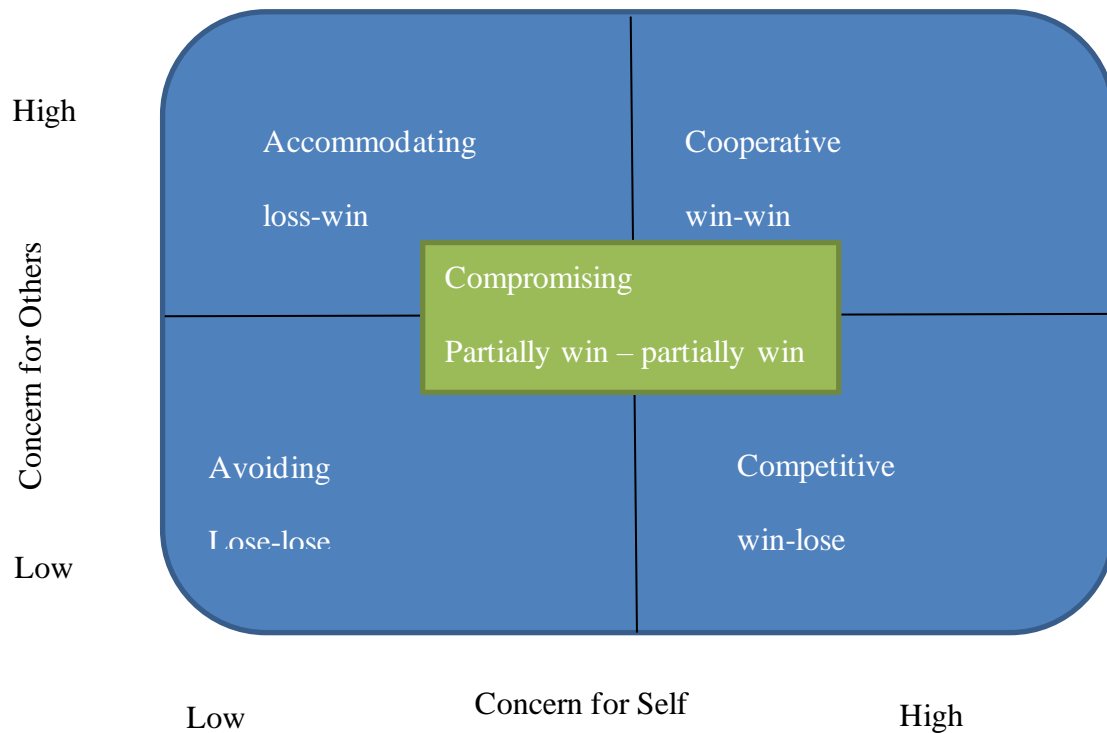
analysis wherein a course of action is regarded as rational and desirable if it is perceived as instrumental in creating the desired results.

The above-mentioned results refer to a function of desirability settlement and the possibility of its implementation. The first cognitive element, normative reasoning, involves the goodness of the actual act. It is controlled by a desire to adhere to social anticipations that hold groups together. These anticipations act to restrain the possible ruthlessness implicit in instrumental or rational reasoning in which the end justifies the means. A course of action desirability in normative action is a function of its supposed endorsement by a specific reference group and the motivation of an individual for compliance with its perspective. Cultures vary in the relative importance they place on normative reasoning versus instrumental reasoning, which consequently impacts conflict-pertaining thoughts (Jensen, 2018).

Classification of Five Conflict Styles Into Two Axes

Conflict is related to different, typically negative, emotions that may be expressed and felt in different ways across cultures. Emotions are impacted by culture due to varying appraisals and interpretations of the same situation and, therefore, by thought processes. Moreover, varying regulative mechanisms and behavioral modes are accessible in every culture for emotional expression. The phrase display rules have been tailored to describe express and emotional spontaneity regulation in a culture. Emotions and thoughts regarding a conflict are associated with the parties' strategic behavior. The behavior of a party is exemplified in a space described by two axes, assertiveness and cooperativeness. Five unique conflict modes or styles can be recognized in this space. Competing is high

in assertiveness, and it entails the application of power to gain acceptance of a position. Accommodation is high in cooperativeness and stands for attempts to satisfy the wishes of the other party at the cost of personal wishes. Collaboration is high in both assertiveness and cooperativeness, and it entails bringing all pertinent concerns and issues out in the open and attaining a solution that incorporates the varying viewpoints. Avoiding is low in both assertiveness and cooperativeness, and it entails side-stepping the problem and recoiling from its open debate. Compromise is a midpoint and entails splitting the variation, with both parties foregoing something to meet in the middle. Evidence gathered using this model supported the perception that cultures demonstrated differences in the five styles (Gwanyo et al., 2020). Figure 1 shows the five conflict management styles.

Figure 1*Five Conflict Management Styles***Conceptual Framework**

Conflict management skills are further conceptualized to determine actual engagement. According to Gwanyo et al. (2020), effective conflict management involves addressing actual issues within a team. A qualitative assessment of conflict dimensions and types in organizational groups acknowledges three forms of conflict. The first task centers on the goals and the content of the work or awareness of variation in ideas, opinions, and viewpoints about the task. The second is the process conflict that centers on how the work is done or controversy awareness regarding aspects of how the accomplishment of the task would proceed as it relates to issues of resource and duty

delegation, such as who needs to do what and the magnitude of responsibility various people need to get. The third is the relationship conflict centering on interpersonal associations or interpersonal incompatibility awareness such as irritation, dislike, frustration, and annoyance (Gwanyo et al., 2020).

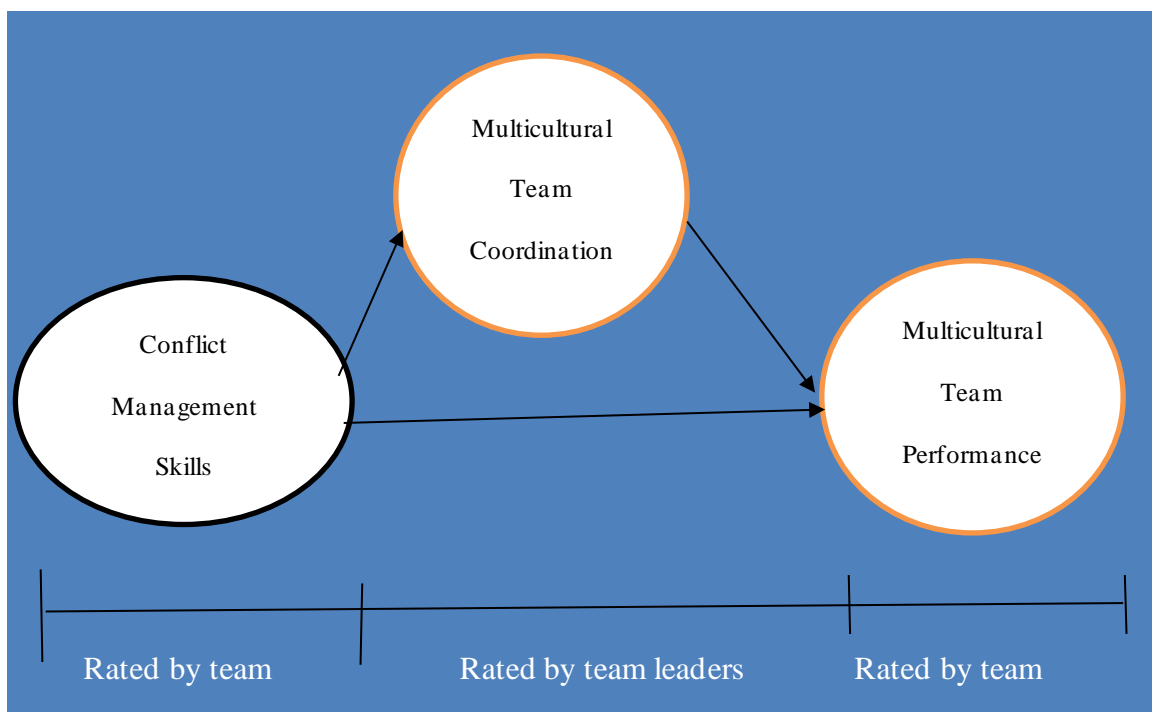
The manager also needs to understand the causes of a conflict to determine the approach to employ to address it. Managers need to understand the root cause of a conflict to effectively manage it. According to Nunkoo and Sungkur (2021), the divergent causes of conflict descriptions have been compressed into three sources. They include competition for rare resources, autonomy drives, and subunit goal divergence. Past research extended the scope by establishing that conflict could be classified based on the degree of competition within a team setting. This happened when groups or individuals were equipped with incomplete information and there was unfair wealth distribution across shareholders, creditors, and managers (McKibben, 2017).

Conflict may also originate from each party's characteristics such as autonomy drives, limited resources, perception variation, national and political issues, and conflict roles. Further, it may originate from attempting to collaborate in achieving a shared goal with contrary beliefs and opinions regarding the best action or plan to pursue. Nevertheless, causes might also be founded on the level of conflict. There are various levels of conflict including intergroup, intragroup, or interpersonal. The causes of the conflicts include individual characteristics, interpersonal factors, and issues due to simple versus complex, clear or vague, few versus multiple, divisibility, size, or principles (Nunkoo & Sungkur, 2021). The manager needs to be well conversant in investigating

the kind of conflict that happened and its main cause to apply the right management approach to address it. This should help in enhancing coordination and eventually influencing the team's performance. Figure 2 shows the conceptual framework for this research.

Figure 2

Conceptual Framework Diagram



Nature of the Study

The nature of the study was qualitative research. Generally, qualitative research involves data in word rather than numeric form (Busetto et al., 2020). This qualitative aspect of the study explored how construction industry multicultural organizational leaders' conflict management skills influenced multicultural team management. The qualitative aspect also entailed identifying best practices that organizational leaders could

have utilized to manage conflicts in multicultural teams effectively. Therefore, the qualitative research method was best suited to address the research question.

To address the research questions in this qualitative study, the specific research design included a grounded theory study. Grounded theory research is a structured yet flexible approach. It is most appropriate when a researcher seeks to construct or produce a theory that unearths a process that is inherent to the substantive area of investigation (Lambert, 2019). The planned research design needed data on construction industry multicultural organizations' leaders who informed of various conflict management skills they employed in a multicultural environment and workers' responses who offered feedback on how effective these skills were in creating team cohesion and morale for my planned research design. I collected data using audio recording interviews of multicultural organizational leaders and workers within the construction industry in the Midwestern United States.

The interviews were conducted virtually via video conferencing or teleconferencing. Both the interviewee and I needed to be in a secluded place to avoid interference and to ensure a high level of privacy in the data collection process. Individuals' lived experiences were examined to collect detailed observations and interviews within the construction industry by use of semi-structured questions among leaders and workers. Each interview took 30 to 45 minutes.

The research mostly targeted temporal construction projects that involved the management of nonhomogeneous workers for a short period before they were changed in a different project. This was especially done using subjective sampling, a purposive

sampling method in which the researcher depends on their judgment when selecting population members to take part in a study. It was a nonprobability sampling technique that was applied in this case to ensure sound judgment in selecting participating companies based on the set criteria (Turner, 2020). Factors considered in this purposive sampling of the company included that the company needed to be in a constructive industry in the United States, needed to have workers from at least three different cultures, and needed to have engaged in temporal projects, each with a unique team based on the project requirements.

The companies considered were operational for at least 2 years. This meant the leader would not have had an opportunity to fully understand the individual characteristics of workers and may have been required to be in a continuous role of studying the workforce for effective conflict management. I selected the leaders who participated in the study purposively while I selected the subordinates randomly. In this case, all workers had an equal chance of being selected. However, those who would have participated in the study would have had to meet specific criteria, including having been in the project in progress since the beginning and having been working in their respective place in the different construction projects for at least 2 years. This would have ensured that the research worked with individuals with high experience of conflict in the multicultural construction industry.

The data collected via audio were also meticulously transcribed for analysis. This was to ensure that I sent back the transcribed scripts to the interviewees to verify the content and to ensure that the interview was a true representation of the interviewee's

response. I then recognized and labeled sentences and words with similar meanings with codes. The general content of the data was then reviewed using a content analysis table to point out codes used by all participants. Codes with similar meanings or indications were then grouped to generate themes (Belotto, 2018). The themes were assessed based on the research question to determine whether the research results offered any meaningful deduction regarding the research question.

Definitions

Culturally diverse/multicultural team: Refers to a team whose members possess varying cultural backgrounds. A multicultural team was comprised of members who spent their formative years in various nations and had learned various languages, demeanors, and values (Rahman, 2020; Stahl & Maznevski, 2021).

Accommodating: Having low self-concern and high concern for others, also regarded as *lose-win* and *obliging* (McKibben, 2017).

Assertiveness in conflict resolution: Being able to stand up for personal interests and express one's own feelings and thoughts, showing self-respect. Also used to demonstrate awareness of personal rights and willingness to put in work to resolve conflicts (Gwanyo et al., 2020).

Avoiding: Involves low concern for self and others, also referred to as ignoring or inaction, which leads to a *lose-lose* situation (Gwanyo et al., 2020).

Competitive: Having high concern for self and low concern for others, also known as *win-lose* and *dominating* (Gwanyo et al., 2020).

Compromising: Conflict resolution element that involves mid-range concerns, resulting into a partially win–win situation (Gwanyo et al., 2020).

Conflict management skills: Capabilities that assist a person in managing how they are affected by conflict, and how conflict affects their work and those they work with (Katharina et al., 2017).

Conflict management: Practice of being in a position to handle and identify conflicts efficiently, fairly, and sensibly (Awan & Saeed, 2015).

Cooperative: Involves having high concerns for self and others, also regarded as *win–win* and *integrating* (Gwanyo et al., 2020).

Cooperativeness in conflict resolution: A dimension that demonstrates the level to which a person could try to satisfy the other party’s concerns, desires, or wishes in a conflict (Gwanyo et al., 2020).

Culture: Individual values and beliefs influenced by individual perspective on life based on where one came from, level of experience, and exposure to various issues, country of origin, race or ethnicity, or even religion (Liu et al., 2020).

Diversity management: Organizational actions that focus on promoting higher inclusion of workers from various backgrounds into the structure of an organization via specific programs and policies. Diversity management strategies were adopted as a response to workforce diversity around the world (Keonouchanh & Peng, 2019).

Employee motivation: The energy level, enthusiasm, level of creativity, and commitment that a worker contributes to an organization’s operations (Jensen, 2018).

Multicultural leadership: The aptitude to inspire others from various parts of the hemisphere to work toward a common vision in a harmonized rhythm irrespective of cultural diversities (Rahman, 2020).

Team coordination: A process that entails the application of patterns and strategies of behavior focused on integrating goals, knowledge, and actions of interdependent members to attain common goals (Nunkoo & Sungkur, 2021).

Team morale and cohesion: Occurs when a team remains united when working to attain a common goal, while *team cohesion* refers to a state of accomplishing team goals in an environment where all members feel that they have added to the overall group's success (Pauliene et al., 2019; Tabassi et al., 2019).

Assumptions

Cultural conflict is one of the major challenges facing multinational organizations across the globe. Multinational companies are found in a situation where they need to employ individuals from different regions and cultures to be able to meet their operational objectives across the globe. Extant studies have highlighted that developing a diverse workforce presented various challenges due to having different work cultures, different world perspectives, different experiences, priorities, attitudes, and problem-solving skills, approaches, and goals (Tsao et al., 2021). As a result, it was assumed that cultural diversity increased the level of conflict among workers. These conflicts were said to interfere with the organization's general performance in different projects.

The study also involved the assumption that the higher the number of conflicts and the more intense the conflicts are, the higher the chances of project failure in any

international organization. The effect of such conflicts is perceived to be severe in technical projects such as in the construction industry, where a high level of collaboration is needed to ensure proper coordination, resource control, and effective cooperation between all the involved parties (Tsao et al., 2021). The high level of multicultural conflict in this sector fueled the assumption that there was still a deficiency in how multicultural conflicts were handled in this industry and that the current existing multicultural conflict management strategies may not have been effective.

Moreover, the study was based on the assumption that most of the multicultural team leaders in the industry did not fully employ the five styles of conflict management. This made it hard for them to attain conflict management effectiveness. As a result, the research focused on defining the best ways that multicultural organization leaders could have addressed multicultural conflict in the construction industry.

Scope and Delimitations

The research focused on addressing the lack of multicultural organizational leaders' conflict management skills that influenced multicultural team management and performance within the construction industry. The study described how multicultural organizational leaders could have utilized Blake and Mouton's (1964) five styles—confrontation, forcing, compromising, withdrawing, and smoothing—and Tabassi et al.'s (2018) conflict management strategies of assertiveness and competitiveness to improve leaders' multicultural conflict management skills within the construction industry. The main role of the research was to determine the current level of multicultural leaders'

conflict management skills in the construction industry and what was lacking to be able to attain effective conflict management.

I also sought to employ techniques such as building team cohesion and morale, trust, and confidence through effective communication, rewarding members, building a new culture that nullified diversity, and setting similar goals as some of the measures to improve drive among members in multicultural teams in the construction industry. The data points intended to answer the research question were the ones that demonstrated the influence of conflict management skills on multinational team management within the construction industry. I would have gotten responses to semi-structured interviews from different multicultural team leaders and other members of construction companies, including workers based in the United States. The interview responses would have been used to determine leaders' conflict management skill levels in the multicultural construction industry, their effectiveness in ensuring team cohesion, morale, and coordination, and what may have needed to be done to improve their performance.

Limitations

The research was conducted in the Midwestern United States and focused on determining the influence of leaders' conflict management skills on multicultural team management, particularly in the construction industry. As a result, the research findings are not transferable to other industries handling multicultural projects. This is because most construction projects are short-time projects or temporal projects. This means that leaders in these projects do not deal with a certain group of workers for a long time. The end of a single project resulted in the dissolving of a team, and a new project came with a

new team. This denied these leaders the luxury of getting to know the personal characteristics of their diverse workforce, among other things that could have helped in conflict management. This made the situation in such an industry more complex than in other industries, requiring a more specialized approach to conflict management.

Another major limitation was that the failure to get enough willing managers or leaders to respond due to various cultural issues. Some projects may be manned by foreigners who are not willing to cooperate or who are still experiencing language barriers and hence are not very comfortable taking long English interviews. The temporal nature of project teams in the construction industry also limited the chances of getting a more reliable group of participants with prolonged experience with a specific conflict management approach. To address this issue, one has to subjectively focus on projects that took more than a year to finish. One would, therefore, have also focused on participants who had been in the project from the beginning, and also on projects that had not experienced a change of the team leader for at least a year.

Also, language proved to be a barrier when dealing with workers who had recently migrated from the United States to non-English-speaking countries. It is for this very reason that I should have considered using a translator for participants who could not use English comprehensibly to address these barriers. Moreover, I used simple language and accurately translatable keywords in the interviews to ensure that the participants fully understood the questions and that they gave relevant and resourceful answers.

Significance of the Study

This research was conducted to solve theoretical, practical, and social problems. Its main purpose was to address the knowledge gap in conflict management, particularly in a multicultural environment. It was therefore intended to demonstrate a high level of benefits to readers and scholars in the industry, and society in general. In this section, I discuss the importance of this study to practice, theory, and social change.

Significance to Practice

This study supports professional practice by highlighting the best conflict management practices that multicultural organizational leaders can use to bring the best out of their teams. As mentioned earlier, managing multicultural teams can be challenging due to the differentiation that characterizes such teams. The knowledge developed from the research may prove critical and significant in helping multicultural organizational leaders effectively lead their teams to achieve the best possible results. The research focused on a specific industry, the construction industry. This created a chance of identifying the specific measures that could have been employed by multicultural construction scholars to guide companies to enhance conflict management among workers, based on unique problems that the industry experienced in a multicultural environment. Having unique theoretical guidance eased the generation of solutions for this particular industry. This was highly likely to benefit the industry in that it would have stopped experimenting with a general solution that gave varying effects and took time before the best-fit solution could have been found. On the contrary, companies were able to identify what worked for them based on the problem in their

sector and employ the resolution strategic to address their multicultural conflict and low-performance issues.

Being able to understand conflict management issues in the industry also helps the construction industry in reducing or curbing project failures, delays, and losses that are normally experienced due to destructive conflicts. Project failure results not only in the loss of the resources initially invested in the failed project, but also the loss of benefits that could have been enjoyed with the completion of the project (Tariq & Gardezi, 2022). Understanding issues surrounding conflict in this industry would help professionals in this industry to have a better job approach to reducing cases of failure. This would minimize cases of legal battles and other professional humiliations related to the inability to handle the conflicts effectively.

Project failures are normally associated with incompetence in the area. This could highly affect project managers' careers in the field, irrespective of the cause of failure. Project failure in the construction industry could be solved by ensuring cohesion among team members, as this would result in enhancing performance. Ensuring that project managers could easily achieve team collaboration and coordination in multicultural projects would give them a great chance to ensure project success. This would help them employ other fruitful tactics as guided by the theory to overcome conflict and ensure the successful completion of the project. This would play a great role in the development of individual professional portfolios and in securing similar projects in the future. The research results could thus be of great benefit to the general practice of project management in the construction industry.

Significance to Theory

The study particularly focused on using data to generate a theory that could be used to explain the conflict management situation in a multicultural construction project. The theory could enhance the understanding of conflict in a multicultural environment, particularly in temporal construction projects where people only interact for a limited period. Culturally diverse teams bring new perspectives and broader ideas to the table. In addition, culturally diverse teams are characterized by high levels of creativity and innovativeness leading to enhanced problem-solving and project outcomes. According to Vorbach (2018), contemporary studies have shown that culturally diverse teams are more creative and innovative.

Effective conflict management is essential to a team's performance. Understanding how effective conflict management influences relations, conflict development, and their management, and documenting it in theoretical relations could ease the development of solutions and identification of the best skills to employ to manage the situation. The research aimed to determine the most effective conflict management theories and techniques that could enhance the best results in the construction industry. The main intention was to determine whether the existing theories, strategies, and approaches could have enhanced the same effect in the multicultural construction industry. I also aimed to come up with new theories specific to the area of study that would help in the development of knowledge in this specific area.

The research focused on employing the five styles of conflict management to enhance leaders' conflict management skills and effectiveness in the construction

industry. This means the results could bring clarity on how effective the five styles are in addressing multicultural conflict in a complex environment. The research may bring new light to the academic field by verifying the use of the five styles of conflict management to eliminate project failure in temporal projects performed in a multicultural environment among other styles of conflict management. This would give a solution to the existing problem and create a new base for future research as the styles are tested in other sectors with similar or different characteristics as the construction industry. The results could be applied in various ways to advance academic knowledge in multicultural project management under different circumstances. Multicultural conflict is an international issue that affects almost all sectors in the globalized world. Determining the best solution to address this issue in the construction industry would play a great role in guiding other sectors across the globe. The research results could be used as a foundation for future research. Other researchers could use the identified research limitations and gaps to build on this idea, to challenge or build it in a way that would enhance the solving of this problem comprehensively in the future (Keonouchanh & Peng, 2019).

Significance to Social Change

Conflict is inevitable, and it is found in all kinds of organizations. An organization can experience either constructive or destructive conflict. When destructive conflict occurs, it is likely to result in serious project failure, which results in loss of resources, including loss of all money previously invested in the project. If it causes partial project failure, it results in serious budget overflow due to inflation and investing more money in correcting errors, among other things. Abrupt discontinuation of projects

for conflict-related failures can result in the loss of jobs and personal grudges that could escalate to serious social issues. Therefore, the research conducted sought to establish the best ways to address conflict in a multicultural organization and thus may be of high social benefit, especially in the public sector, where public resources are used to fund these projects. The findings could potentially influence positive social change in that they could be applied in all multicultural construction projects to enhance conflict management skills among leaders. This could help in reducing project failure and enhancing structural development in a community (Mbatha, 2021).

The study results also have the potential to lead multicultural organizations to any data-driven solution, including becoming more diverse and inclusive. When diversity and inclusion were successful in the corporate world, their effects trickled down to society, increasing cultural inclusivity in society. Thus, the study results could impact positive social change by promoting social cohesion and collaboration among people from different cultures, thus benefiting employers, employees, and the public in general. It can transform the environment in which individuals work, leading to more harmonious workplaces where workers from different backgrounds and cultures work together effectively and amicably.

In conclusion, the research is of high significance in that it aimed to fill a knowledge gap in the area of conflict management in multicultural construction organizations in the Midwestern United States. I investigated how multicultural organizational leaders' conflict management skills influenced multicultural team management and performance within the construction industry. The study aimed to

determine the effectiveness of the five styles of conflict management and conflict management strategies in addressing multicultural conflicts in the industry. The research may have practical implications by providing guidance to multicultural organizational leaders in the construction industry on how to enhance their conflict management skills. Additionally, it may contribute to the development of theory by expanding the understanding of conflict management in multicultural construction teams. Lastly, the study has the potential to bring about social change by promoting more inclusive and harmonious workplaces in the construction industry, which could have a positive ripple effect on society as a whole.

Summary and Transition

This chapter provided important background information about this study's research topic. Conflict is a common phenomenon in human interaction. However, this issue is highly magnified by cultural diversity. As a result, multicultural organizations' leaders need to have special skills to be able to manage conflict in a multicultural organization to enjoy benefits associated with multicultural organizations such as innovativeness. In this chapter, I presented lack of multicultural conflict management and motivational skills as the main research problem. The research purpose was to address this problem. This could only be done based on five effective styles of conflict management as described by Tabassi et al. (2019). This study was accomplished by conducting qualitative research among leaders and team members in U.S.-based multicultural construction companies. Through the research, I hoped to enhance conflict management in multicultural organizations in the construction industry to enhance

inclusion and general performance in these organizations. This was intended to define unique ways of addressing the problem in the industry, as well as ensure positive social change by promoting diversity in recruitment and social development by construction companies. The following chapter gives an intensive literature review of the research topic. In it, I build on related knowledge and identify possible approaches that can enhance multicultural conflict management. The section also focuses on demonstrating the knowledge in the field of study and the literature gap that needed to be covered to justify this research.

Chapter 2: Literature Review

Conflict is a behavioral outcome that is inevitable in any organization, especially when people are working as a team. It is an integral aspect of human life. It must exist where there is interaction. Conflicts imply an expression of misunderstanding, hostility, rivalry, negative attitudes, aggression, and antagonism. Conflict is also related to situations that engage contradictory concerns between two divergent groups. It can be regarded as a disagreement between two or more groups or persons, with every group or person attempting to gain acceptance of their perspective over others. In an organization, conflict is the behavior anticipated to obstruct the attainment of some other individual goals. Therefore, conflict is a product of goal incompatibility, and it originates from opposing behavior. Conflict in an organization is a norm. It is a boundary challenge arising in any organizational structure, generating separate groups that require contesting for scarce resources (Thakore, 2013).

Conflict is also perceived as a social interaction process that entails a struggle over claims to status, power, resources, desires, preferences, and beliefs. It can either be constructive or destructive. Destructive conflict can be considerably costly to any organization as it is likely to stall a project or cause its total failure. It is more frequent in a multicultural work environment where people are highly diverse in terms of culture, country of origin, race, beliefs, norms, worldview, experience, and work culture. If not managed effectively, conflicts in a multicultural environment can adversely affect an organization's bottom line by disorienting the workforce.

The specific problem addressed by this study was a lack of conflict management skills among multicultural organizations' managers to influence multicultural team management, particularly in temporal projects such as those characterizing the construction industry. Lack of conflict management skills from multicultural leaders can negatively influence their effectiveness in managing multicultural teams. The purpose of this qualitative grounded theory study was to describe and explore the lived experiences of multicultural leaders by identifying how conflict management skills influence multicultural team management.

For the literature review, I analyze both the theoretical and conceptual framework of multicultural conflict management. In this section, I present the theoretical and conceptual framework of the study, mostly involving conflict resolution theories and models in a work environment. I discuss how similar issues have been addressed in past studies, evaluate the weaknesses and relevance of these techniques, and debate their applicability to this specific research. The summary and conclusion section blends these findings to create a perspective on the research state in the area of study and identify the research gap that needed to be addressed by this study.

Literature Search Strategy

The literature review search strategy commenced with paying attention to conflict and conflict management theories, and conflict resolution methods in multicultural organizations. Iterative searches were done in Google Scholar and other academic databases including ProQuest, Wiley, JSTOR, Emerald, Researchgate.net, Sage, and EBSCOhost to obtain articles with key search phrases and their combinations. The key

phrases used in the search included *conflict*, *conflict management*, *organization conflict management*, *team conflict management*, *multicultural team management*, *conflict in a multicultural team*, *conflict management in the construction industry*, *conflict management in multinational enterprises*, *corporate culture*, *conflict management in a multicultural team*, and *conflict management model*. I searched the keywords and phrases in search engines and databases to identify viable sources to utilize in the study.

To identify the relevance of obtained sources, it was crucial to go through their abstracts. The articles were gathered from different journal publishers, particularly those involved in interpersonal relationships, construction engineering, organization or project management, and conflict or dispute management. Only articles with relevant information on conflict management were considered. To advance in obtaining information and to increase the relevant materials on this topic, I reviewed the reference pages of the identified articles for relevant sources, particularly those that involved research conducted on conflict management and conflict resolution at the individual or organizational level and those that focused on multicultural or multinational teams where cultural variation was paramount. The other sources were obtained by searching in the search engines and aforementioned databases.

Theoretical Foundation

Blake and Mouton's Theory

Conflict resolution refers to the process employed by conflicting parties to settle. It initially gained the interest of professionals in the 1960s due to seminal research carried out by Blake and Mouton published in 1964. First using a manager population, then

subsequently extending their notion to the general populace, Blake and Mouton's theory of dual concerns proposed that people have two basic motivations concerning interpersonal conflict. They include the desire to get one's personal goals (regard for production) versus the desire to maintain interpersonal relationships (regard for people). Using a managerial grid, the two mapped the two concerns into five discrete conflict resolution styles. They included problem-solving, withdrawing, smoothing, forcing, and compromising (Andersen, 2013).

Based on the grid, withdrawing involves low concern for people and production, smoothing involves low production concern but high people concern, and compromising involves medium concern for both people and production. Forcing involves low people concern and high production concern, and problem-solving involves high concern for both people and production (Burke, 2017). A person who is eventually concerned with attaining production goals and is ready to sacrifice others' desires to attain these goals would be considered to belong to the forcing conflict resolution style. An individual who is more concerned with protecting others' goodwill might opt not to press their specific goals in a conflict, yielding a smoothing style. Another individual might consider production and relationships equally essential, demonstrating a problem-solving style where win-win solutions are obtained. A person who avoids any form of conflict is not cultivating meaningful relationships. A person willing to give up a relationship and goals to resolve conflict is compromising (Holt & DeVore, 2005).

Kilmann and Thomas's Theory

In 1977, Kilmann and Thomas (1977) reinterpreted the Blake and Mouton theory. This new model is comprised of five styles, including competing, collaborating, accommodating, compromising, and avoiding. The five styles were founded on the notion that means of conflict management are considered independent integrations of levels of assertiveness and cooperation.

Assertiveness involves trying to satisfy an individual's concerns, while cooperation entails trying to satisfy the concerns of others. In this model, individuals are asked to select between pairs of statements standing for varying conflict-handling modes. Competing is regarded as uncooperative and assertive, and it involves pursuing one's own interests at the expense of others. Avoiding is regarded as uncooperative and unassertive, and it involves neglecting both self and others' concerns by not handling the issue. Accommodating is regarded as cooperative and unassertive, and it involves neglecting personal concerns to address those of the other party. Compromising is intermediate between cooperativeness and assertiveness and involves trying to satisfy both others and oneself by establishing a middle-ground position. Collaborating is considered to be both cooperative and assertive and entails digging into a problem to establish a solution that satisfies the concerns of all involved parties (Kilmann & Thomas, 1977).

Rahim Organization Conflict Inventory

The Rahim Organization Conflict Inventory-II (ROCI-II) is another tool commonly employed to address conflict in an organization and multicultural

environment. At first glance, the ROCI-II seems like any other instrument structured to assess the five Blake and Mouton conflict management styles. However, some adjustments have been made, particularly in renaming the five styles and the two dimensions. It is easy to acknowledge the influence of the initial conflict styles theory. The two primary dimensions utilized to distinguish the five styles are concerns for others and concerns for self, according to Thomas's (1976) development. The five styles resulting from the two dimensions are titled (a) accommodating; (b) dominating, competing; (c) avoiding, collaboration; (d) obliging, integrating, withdrawing; and (e) compromising (Rahim, 1983).

Despite its appearance, the ROCI-II is related to a comprehensive model for organizational conflict diagnosis that connects the conflict styles notion to other significant organizational variables. According to Rahim (1983), total comprehension of conflict management in an organization needs a discrepancy between the level of conflict at different degrees; intergroup, intragroup, and intrapersonal, and the interpersonal conflict styles employed by participants in an organization.

By indexing the quantity of conflict that works at different levels, scholars can approximate how close an organization is to the conflict moderate degree needed to achieve an optimum organizational level of effectiveness. By assessing organizational members' styles of conflict handling, researchers can get information regarding the effectiveness or appropriateness of every style for specific situations. The eventual advantage in assessing both conflict management style and conflict amount in a specific organizational context is that efficiency can be maximized in case a moderate conflict

amount is upheld and organizational members employ varying conflict styles based on situations.

Despite the diagnostic techniques, Rahim's model integrates recommendations for organizational conflict intervention. This integration of intervention and diagnostic techniques to organizational conflict adds to Rahim's model uniqueness. Moreover, an examination of behavioral and structural intervention approaches demonstrates the communication role in organizational conflicts. Weider-Hatfield (1988) advises that organizations can effectively manage conflicts by altering communication system to adopt a mechanistic communication view that focuses on the precise transmission of media effects, messages, and the information flow content.

Rahim's approach to styles of conflict as a behavioral intervention handles conflict communication from the cognitive abilities and perceptions of members. Specifically, it involves inspiring organizational members to assess their conflict-handling predispositions and to learn when and how to appropriately utilize conflict styles. Styles in this case are handled as alignments toward conflicts and sets of tactics and strategies to attain different goals. With whichever technique, both the communication behaviors and conflict styles go through the organizational members' conceptual filters. Such a technique is reflective of the communication psychological perspective in interpersonal conflict (Weider-Hatfield, 1988).

The Five Styles of Conflict Management

The five styles of conflict management are extensively used to resolve different forms of conflict at the organizational or individual level. Their application has, however,

varied extensively based on the specific cause of conflict and the nature of the people involved in this conflict. According to Ock and Han (2003), although there are five conflict resolutions, each has varying distinctions, and one might be more favorable to specific situations compared to others. This means that when selecting a suitable method or style to fit a situation, project managers need to comprehend that conflict results are reliant not just on their choice, but also on their choices and interaction with all involved conflicting parties.

The above-highlighted evolution of the conflict handling theory demonstrates a need to satisfy some aspects of conflict not initially satisfied by the initial theory. Vu and Carmichael (2009) proposed the use of two conflict-handling measures that include concerns for relationships and concerns for personal goals. On the contrary, Thomas and Kilmann proposed the two measures of the desire to own concerns and the desire to satisfy concerns for others. However, Rahim embraced the Thomas and Kilmann dimensions that involve concerns for others and concerns for self (Vu & Carmichael, 2009). I used Thomas and Kilmann's measures as they are easy to apply in organizational settings. They are easy to understand and are highly popular even when combined with other techniques, including the Hofstede theory of culture, which allows for solving conflict with cultural diversity or culture as the main cause of conflict in mind.

Hofstede theory of culture allows organizations to think about individual personality when handling conflict, which is also highly influenced by individual culture. Culture defines who people are as it plays a great role in defining their world perceptions, beliefs, and norms, and hence how they relate with each other and what they value.

Hence, a conflict resolution model that involves considering people's personalities in conflict resolution can play a great role in addressing conflict in a multicultural environment where people are highly diverse and need to be understood and to specific situation. Parties that are not willing to cooperate would consider avoiding competitive styles or then opt to compromise based on the anticipated general outcome of the conflict.

Conceptual Framework

The conceptual framework used in this study creates a visual map to serve as a guideline for researching the study question. Notably, the development of the conceptual framework follows an investigation of the relationship between the two variables under consideration (conflict management skills, and multicultural team development).

Multicultural team development can prove to be a considerably challenging task.

However, literature hints that effective employment of conflict management skills can help multicultural team leaders successfully develop and lead multicultural teams. The framework will prove useful to the completion of the research by serving as a guideline when investigating the relationships under consideration. The framework presents a visual map of the relationship between the variables under investigation. Thus, it will guide the data collection process to ensure that the research answers the research question sufficiently. Based on the evaluated research, this conceptual framework was attained by integrating two schools of thought to form a single model. This included conflict management styles and national culture dimensions described by Hofstede.

Understanding conflict in a multicultural environment requires the researcher to understand the aspect of culture and its influence on conflict. Culture is regarded as the

collective encoding of the mind that differentiates one group of individuals from another. It can be categorized as the organization and national culture. Culture consists of norms, values, and beliefs that are shared by community members and adopted by them via their education and socialization. Cultural models normally demonstrate physiological beliefs and instincts. It places morality, religion, and survival imperatives, at the center of its values framework. The hierarchical arrangement of beliefs aspects, maybe with trade-offs visions, as the intermediate layer, and behavior; artifacts, language, practices, symbols, and heroes, is usually at the outer culture manifestations layer.

According to Fellows and Liu (2010), the organization's culture is integrated into the national culture of the domestic location of the organization. Fellows and Liu (2008) asserted that beliefs refer to statements regarding the reality that people accept as factual, values are universal behavior principles to which persons feel a strong negative or positive emotional obligation are common standards of rules to which particular behaviors are to be regarded as socially acceptable. Given the nature of culture typology major components, it is evident that variability in established cultural boundaries; and geographical are diverse.

The understanding of culture can be best understood based on Hofstede's (1983) analysis of national culture. Hofstede created an extensively cited national culture investigation model founded on an empirical approach. The model provides five national culture dimensions that include long-term orientation, power distance, index of uncertainty avoidance, collectivism versus individualism, and masculinity. The index of power distance measures the level of inequality or equality between individuals in the

society of a country; power centralization. A ranking of high-power distance demonstrates that wealth and power inequalities have been permitted to grow in society.

Societies of the above-described nature are more likely to follow a class system that fails to permit citizens substantial upward mobility. A ranking of low distance demonstrates that society de-emphasizes the variations between power and wealth among citizens. These societies stress opportunity and equality for all. Individualism centers on the level at which society reinforces interpersonal relationships and collective or individual achievements. A ranking of high individualism demonstrates that individual rights and individuality are supreme in society. In these societies, individuals might seem to form a huge volume of looser relationships. A high collectivism ranking (low individualism) characterizes a society of an extra-collectivist nature with close individual ties. These cultures strengthen collectives and extended families where every person takes obligation or fellow group members (Fellows & Liu, 2010).

Masculinity refers to the level to which society supports masculine male role models for power, control, and achievement. A ranking of high masculinity depicts the nation experiencing a high level of gender variation. In these cultures, males control the power structure and a substantial part of society, with the females being dominated by males. A ranking of lower masculinity demonstrates a country with a low degree of gender-based discrimination and differentiation. Males and females are equally treated in all societal aspects in this culture. The index of uncertainty avoidance centers on the degree of tolerance for ambiguity and uncertainty in society or unstructured situations. A ranking of high uncertainty avoidance demonstrates a nation has a low tolerance for

ambiguity and uncertainty. This generates a rule-based society that institutes controls, laws, regulations, and rules to lower the level of uncertainty (Hofstede, 1983).

A ranking of low uncertainty avoidance shows the nation has reduced concern for uncertainty and ambiguity and contains more tolerance for different opinions. This is mirrored in a society that accepts changes more readily, is less rule-based, and takes greater and more risks. Long-term orientation is the level to which society accepts a long-term dedication to traditional, values of accelerative thinking. High long-term orientation demonstrates the nation prescribes respect for traditions and values long-term commitments. This is believed to provide a strong work ethic with the expectation of long-term rewards due to today's hard work. Low long-term orientation demonstrates the nation does not support the concept of traditional, long-term orientation. Change, in this culture, can happen more drastically as long as commitments and traditions do not turn to change impediments (Hofstede, 1983).

The five Hofstede national culture dimensions help in differentiating one culture from another. They are also used to demonstrate the sources of conflict in a multicultural work environment. This is because people with opposing values tend to see things differently, making it hard to agree on anything. For instance, Americans value individualism while Asians value collectivism. In this case, an Asian worker may find it hard to confirm important decisions made without his or her engagement. On the contrary, an American may find it time-wasting to consult when he or she feels a quick decision is needed. When working together in a team, the two would easily conflict based on this variation. Others conflict due to gender roles. People from high-masculinity

communities such as those in Islamic regions are highly likely to underplay a woman's authority despite the qualification or rank. This means they are likely to fail a team headed by a woman. On the contrary, those with low masculinity will be comfortable taking orders from a woman. The Hofstede model plays a great role in illustrating how cultural variation is likely to initiate conflict in a multicultural environment, besides other factors influencing conflict establishment and escalation in a team or organization.

This research, therefore, strived to identify a viable system for integrating the national cultural dimensions with the five styles of addressing conflict to achieve the anticipated effectiveness in handling conflict in a temporal multicultural environment. According to Tsai and Chi (2009), people have different behavioral intuitions and instincts that influence how they address interpersonal conflicts. The numerous unique behavioral patterns create boundaries on the wide spectrum of situations in which individuals will be at their effectiveness peak. The styles of conflict management are patterns in personal behavior that recur in different situations through the predisposition mechanism toward specific sequences of conduct. For instance, individuals who strongly hate interpersonal conflict will probably transfer this dislike into numerous encounters. This trait impacts their effectiveness in case the dispute demonstrates confrontational signs. Thus, this research questioned the psychological aspects of disputes where the Thomas-Kilmann Conflict Mode Instrument (TKI) can be used.

Besides questioning the psychological aspects of disputes, this inquiry also involved the questioning of cultural dimensions and subsequent transformations into the conflict management style. This entailed understanding how the dimensions influence

personality or participants' psychology in a manner that is likely to influence their conflict management style. The literature proposed that cultural orientation impacts styles of conflict management. A researcher, He et al. (2001) established that masculine and individualistic orientations are associated with dominating favorites. In a different survey, He et al (2002) noted that masculinity is likely to lean on adopting collaborating and dominating approaches, while power distance and uncertainty avoidance forecast the embracement of two of the five approaches of conflict; avoiding and cooperative, respectively for the later, and accommodating and competitive for the former. Their data also demonstrated that cultures that show collectivism, femininity, and high-power distance are inclined to favor avoiding and accommodating techniques.

Literature Review

Understanding Conflict

Conflict refers to a process in which one side views that self-interests are influenced adversely by the actions of another party. This means that conflict is a process of integrating two or more groups or individuals in which one party needs to view the actions of the other party as an obstruction to its own (McKibben, 2017). According to Keonouchanh and Peng (2019), conflict is a usual trait in each teamwork activity and intrinsic to daily interactions. How an organization or a team handles conflict considerably influences its performance. Nevertheless, conflict is perceived to have not just harmful results but also to be unusually constructive in some team-based work settings. Team members' views of how their anticipated objectives are impacted by actions considerably impact both the interaction's nature and the final conflict management outcomes.

Contemporary studies also show that conflict is more likely to escalate and arise when there are cultural variations among parties. Various cultures might employ various techniques in addressing conflict in the course of multicultural team management (Nunkoo & Sungkur, 2021). Also, it has been established that team performance is highly influenced by how conflict is managed. Therefore, different conflict management approaches in group environments might impact how teams are coordinated (Mbatha, 2021). Moreover, research, mostly in Western contexts, proposes that in temporary organization, team coordination impacts team efficiency together with general project performance. The project manager attains project success via the project team by motivating all individuals involved in quality, budget, time, and customer satisfaction.

Project managers must, therefore, employ the needed skills in conflict management styles, managing relationships with stakeholders, and leadership to attain project goals. Among other things, this entails leveraging conflict management in the project's life cycle. The project manager is required to focus on applicable constructive styles of conflict management (Gwanyo et al., 2020). Gwanyo et al. assert that conflict is part of a human mutual activity that needs various applications of conflict management styles used by the project manager to uphold harmony in the organization.

Conflict is believed to occur among people with diverse values, views, and interests when they coexist in a group. Other than being avoided, researchers encourage organizations to manage conflict. To understand conflict, Awan and Saeed (2015) researched to analyze conflict conditions, their cause, and probable solutions to enhance the organization's working environment. The study demonstrated that conflict originates

from the incompatibility of interest and goals and if it escalates it destroys the organization. Conflict influences the organization in various ways including a decline in workers' satisfaction, economic loss, insubordination, poor performance, decrease in productivity, and fragmentation.

The research by Awan and Saeed (2015) also established that education has no impact on the respondents' opinions on conflict management strategies. Notably, there was no important variation between the female and male respondents' opinions on the causes of conflict. Nevertheless, the research identified substantial conflict influence on organizational performance. The researchers recommended the adoption of conflict management techniques that enhance the organization's performance, besides guaranteeing a free communication flow between the workers and the management and enhancing interpersonal associations among co-workers to promote their morale.

Conflict Impact on Performance

Using longitudinal research, Jehn and Mannix (2001) assessed the dynamic nature of the conflict. The research established that the higher performance group was related to a specific conflict pattern. The team performance was typified by low though the increasing degree of process conflict, low relationship conflict levels, with an increase around the end of the project, and moderate task conflict levels at the group interaction midpoint. The team members with this ideal profile of conflict contained similar pre-determined value systems, high respect, and trust levels, and norms of open discussion around the conflict in the middle interaction stages. After assessing the antecedents of destructive and productive conflict, the research recommended that to generate high-

performing groups, managers need to encourage a higher degree of respect among members, norms of open discussion, and a supportive and cohesive team environment. Moreover, the conflict training that leaders or managers conduct needs to be done in the early group formation stages, provided that the research outcomes propose that in the early stages of development, group processes influence performance in the entire group life. The result proposes that the team will be extra successful to the level that their leader can enhance constructive debate regarding the task at hand, particularly at the interaction midpoint, while reducing the possibility of process and relationship conflict.

Chen et al. (2016) conducted research similar to Jehn and Mannix. Chen et al. based the research on interactionism theory postulates that all social structures contain inherent conflicts that can result in negative or positive impacts on organizational performance. According to this theory, Chen et al. identified three important forms of conflict between the contractors and owners in a construction project. They included task-related conflict, process-related conflict, and relationship-related conflict. The research tests the correlation between the three forms of conflict and their influencing associations with project cost performance. The research interviewed a total of 209 managers in the Chinese construction industry and performed regression analysis, correlation analysis, and factor analysis. The results demonstrated that all three forms of conflict are positively correlated. The relationship conflict demonstrated a negative effect on project cost performance, while the task-associated conflict inversely impacted project cost performance. The research however did not test the best conflict management style to use to negate the negative impact of conflict on project cost performance.

Similar research was conducted by Sanjo et al. (2020) to establish the impact of organizational conflict on multinational corporation organizational performance in Nigeria. The research critically focused on causes of conflict, negative and positive conflict impact, and how conflicts were controlled. Descriptive survey techniques were employed to collect data. This was done via a self-developed questionnaire which was distributed to five firms including Nestle, Cadbury PLC, 7UP Company, Coca-Cola, and Nigeria Brewery. Data collection was conducted with the use of an instrument constructed by the researcher regarded as a "conflict management and organizational performance questionnaire." A pilot study was carried out via test, and re-test technique to establish the reliability extent of the instrument, and the result to 88% reliability. The research established that lack of communication, unhealthy competition, poor planning, and inadequate resources were the main causes of conflict (Sanjo et al., 2020).

The research by Sanjo et al. (2020) established that conflict helps in building cooperation, assisting individuals to develop, enhancing skills, and improving decision quality. Some of the techniques that were found to operate effectively in resolving conflict included compromise, confrontations, and open communication. The general observation of the research results demonstrated that there was no size-fit outcome in the analysis. For instance, while some companies considered confrontation as their best technique to handle conflict others prioritized open communication. Also, while poor planning was the major cause of conflict in some companies, others were struggling with inadequate resources as their main cause of conflict. This demonstrated that organizations

needed to determine what works best for them based on their main cause of conflict to be able to protect against negative conflict impact on performance.

Conflict Management in Organizations

Liu et al. (2009) examined how varying conflict management techniques moderate the association between top management teams and conflict and firm performance by embracing Thomas's terminology. The study was funded in the Mainland China Telecommunication industry and it involved the employees, top management team members, and CEOs. The results demonstrated that relationship conflict lowers team cohesiveness and both task and relationship conflict are negatively associated with the performance of the firm. The results of relationship conflict demonstrated that employing a compromising approach could assist in lowering its negative impact on top management team cohesiveness and company performance, though avoiding either form of conflict will weaken both company and team results. The accommodating technique does not contain any significant moderating impact on conflict-result relationships.

Li and Li (2009) also conducted similar research to Liu et al. (2009), which aimed to determine how top management team conflict management impacts new venture entrepreneurial strategy making. Using new venture samples in technology industries in China Li and Li assess the conditions for top management team affective conflict and cognitive conflict are related to entrepreneurial strategy making. The research established that top management team members' cognitive conflict had a positive association with entrepreneurial strategy. However, a further positive association between entrepreneurial

strategy-making and cognitive conflict was moderated by team deftness and dysfunctional competition.

Wu et al. (2017) examined the inter-organizational conflict effects in the Chinese construction industry and assessed the conflict mediating effect on the project and conflict management strategies. The research findings demonstrated that task conflict, process conflict, and relationship conflict were influenced by subject traits of bilateral relationship attributes, project participants, and project traits. The three forms of conflict were found to interact with one another. They also impacted the construction projects' added value that is moderated by strategies of conflict management. Under a strategy of collaborating, process conflict and task conflict were positively related to project-added value, while relationship conflict was associated negatively with project-added value. The relationship conflict, process conflict, and task conflict under competing strategies were found to be negatively related to construction projects' added value. Thus, the destructive and constructive impacts of conflicts on project added value under various strategies of conflict management are verified in construction projects in China (Wu et al., 2017).

Application of Any of the Five Conflict Management Styles and Their Effectiveness

Tjosvold et al. (2001) study proposed that managing conflict productively and cooperatively offers a base for effective reflexivity of team tasks. According to Tjosvold et al. (2008), cooperative management enhances task reflexivity consequently leading to team performance. Also, studies in the East and West demonstrated that by creating cooperative associations and skills to openly debate diverse views, organizations can permit workers and managers to employ conflict to probe issues, generate innovative

solutions, enliven their associations, and learn from experience. The result affirmed the previous research and was interpreted as proposing that cooperative conflict approaches and task reflexivity are effective teamwork complementary foundations. The research demonstrated that competitive, cooperative, or avoiding goals change the outcome and dynamics of conflict greatly.

Avoiding is an effort to smooth over conflicts and reduce discussion while openness promotes direct discussion. Avoiding communicates the intent that problems should not be dealt with and openly discussed. Generally, research shows that avoiding conflict strengthens a competitive approach while an extra open manner affirms cooperative conflict. For instance, according to Tjosvold et al. (2001), project managers who embrace competitive conflict were found to avoid conflict, therefore lowering workers' commitment. On the contrary, project managers with cooperative conflict embraced more open conflict management techniques and thus, they were extra successful as leaders.

The notion of the effectiveness of cooperative style is more effective than confrontational and avoidance is widely proven. Kuhn and Poole (2000) conducted a study to assess the association between group decision-making effectiveness, and group styles of conflict management in 11 continuing, naturally happening workgroups from two big organizations in the United States organizations. The study's major postulate was that groups create norms based on how they will control conflicts that transfer their impacts to other activities that include decision-making, even if those activities do not engage in open conflict. To establish the impact of conflict management style on the

effectiveness of decisions, a longitudinal structure was employed that recognized conflict management style in the first part of every team's meeting series and then assessed a group decision considered in a meeting about the end of the series. Observational techniques were used to determine conflict management styles in a group and decision effectiveness was assessed by use of multiple indices which tapped external observer, facilitator, and member viewpoints. The complexity of the task was also regarded as a probable moderating variable. The results proposed that groups that generated integrative (cooperative) styles of conflict management made extra effective decisions compared to the group that used avoidance and confrontation styles. However, groups that never generated stable styles were also ineffective compared to those with integrative styles.

Also, using a competence conflict communication model Gross and Geurrero (2000) argued persons who utilize different conflict styles were also considered differently regarding effectiveness and appropriateness. Gross and Guerrero stimulated decision-making in an organization using 100 dyads that were randomly paired, containing business students. The results proposed that an integrative (cooperative) conflict style is normally viewed as the most suitable, being both a prosocial, polite strategy and a situationally, adaptive suitable strategy, and the most effectual style. The dominating style seemed to be seen as unsuitable when utilized by others though some participants considered themselves to be extra effective when they employed dominating tactics together with integrating tactics. Generally, the obliging style is considered neutral, though some participants viewed themselves as rationally suitable and less effective when they used obliging tactics. Generally, the avoiding style was perceived as

inappropriate and ineffective. Also, compromising was seen as a comparatively neutral style, though some participants considered their partners to be rationally suitable and extra effective if they compromised (Gross & Geurrero, 2000).

Research demonstrates that conflict management adds to team effectiveness through the conflict value, though the conflict value has not been regarded in China among other collective societies. Nevertheless, the values of collectivism can make justice development specifically essential. Chen and Tjosvold (2002) evaluated how conflict management can add to team justice development effectiveness. The structural data analysis equation offered by 126 MBA student respondents engaged in China's group projects supported the model that a cooperative conflict approach results in interactive, procedural, and distributive kinds of justice that consequently enhance team effectiveness. On the contrary, the research established that avoiding approaches predicted team ineffectiveness and injustice. A competitive approach was unexpectedly not as consistently associated with injustice compared to avoiding conflict. The results were taken to propose that orienting members cooperatively in conflict management can strengthen effectiveness and justice in China's team (Chen & Tjosvold, 2002).

Similarly, Ma et al. (2009) conducted a study to explore conflict management style in addressing conflicts in Turkey using managerial employee samples for both private and public organizations. Turkey is classified among countries embracing a collectivistic culture that stresses group objectives instead of individual goals. Turkey offered a good conflict management style study settings in a non-Western culture as it is a nation in transition in an industrialized environment, and its culture mirrors the

influence of Western values of coexistence and traditional orientations of collectivism. The study aimed to assist conflict management practitioners and researchers in understanding conflict management and conflict better, particularly in an international context. The research involved the use of self-administered ROCI scale questionnaires. Data were gathered by surveying 244 managerial workers from both private and public organizations. Regression and factor analysis were then employed to explore associations between styles of conflict management and varying collectivism aspects.

The study by Ma et al. (2009) demonstrated that Turkish people are more likely to employ a collaborating style rather than avoiding or compromising as anticipated from a collective culture. Moreover, various collectivist aspects contain varying impacts on Turkish styles of conflict management. The significance of competitive success resulted in competing style preferences. The value of operating alone resulted in less collaboration, and the standards of personal needs subordination to group importance are positively associated with extra accommodating and collaboration. The belief that personal pursuit affects the productivity of a group is positively associated with more compromising. Also, the study demonstrates that collectivist Turkish individuals seem to employ a confrontational style of competing and collaborating to address conflicts, different from the research expectation. Particularly, Turkish individuals are more likely to employ collaborating as a conflict resolution technique which involves prioritizing issues, information exchange, and seeking a creative solution that satisfies both sides. The outcome also showed that compromising is the second conflict management choice

in the country, which to some degree offers empirical support to the study prediction (Ma et al., 2009).

Conflict Management in Construction Projects

Construction contracts seem to be considerably complex especially due to the high level of conflict. It is among the construction project's main issues that managers need to handle. According to Alazemi and Mohiuddin (2019), the construction project's complex nature confuses even the most complex systems of management, concerning the fact that the construction project needs coordinated efforts by a temporarily assembled task force for various independent participants. Each of them anticipates generating profit, an aspect that creates issues that make quarrels in the construction industry a conflict. Arguments arise from parties such as unfair project allocation risks, communication issues, initial multiple contracts, change orders, and unrealistic expectations and schedules. According to Alazemi and Mohiuddin (2019), a well-managed project can positively inspire, particularly for workers who are interested in novel challenges. Nevertheless, extra pressure due to project restraints that include changing ranges, and multiple deadlines imply higher conflict latent.

One of the main causes of conflict in the construction industry today is incorporating people with different cultural backgrounds into a project. Coordination in temporary organizations is a central team leader competency. Team coordination in various temporal organizations including the construction industry happens in a highly dynamic and complex environmental context. Thus, it presents a demanding context for attaining effective teamwork. Tabassi et al. (2018) conducted a study to promote the

comprehension of associations between team coordination, performance, and conflict management style in the context of a multicultural team project. The research assessed how conflict management can add to team effectiveness via the mediation of the team coordination level by gathering data from 378 team members and 126 team managers and leaders nested in various multicultural construction projects in Malaysia. Malaysia was selected in this context because construction projects in the country are characteristically multicultural, mostly comprising three ethnic groups, with each containing their cultural values and norms. Most of these groups include Indians, Chinese, and Malaysians.

The results from the study conducted by Tabassi et al. (2018) demonstrated that different from the past research results in other team settings, avoiding conflict management style can have a positive effect on multicultural teams' project performance. The results demonstrate that team leaders working operating in Malaysian multicultural temporal construction industry organizations select cooperative and avoidance techniques to manage conflict, instead of the other three techniques. Based on the final argument, if the ideal goals of the temporal team members' projects and organizational goals are non-commensurable, then win-win, equity-based outcomes in relationships can be deceptive, and a perfect normative relationship mutuality will never be attained. Consequently, avoiding conflict resolution may be considered a win-win condition for both the project and the people.

The rapid complex project growth in the construction sector across the globe has yielded different inter-organizational conflicts. The conflicts that influence project performance in the construction sector could be constructive or destructive, depending on

various variables that include leaders' conflict management style, team members' perceptions of working with conflict, and conflict nature. Nevertheless, there are various conflict-addressing styles that people might use when interacting with others in businesses or interpersonal engagements. According to Tabassi et al. (2018), effective styles result in conflict resolution, promote self-efficacy feelings among team members, enhance work steadiness, reduce the negative conflict probability in the future, and ensure long-term financial growth in a company.

Most international businesses in the globalization context are dominated by strategic alliances. As a unique form of construction industry strategic alliance, the international construction joint ventures (ICJV). ICJV are temporal arrangements for conducting projects with foreign partners that have turned into contractors' strategic choice-seeking chances in a highly competitive setting. Nevertheless, ICJVs are reported to record a higher rate of failure as a result of poor performance and a high level of instability. The ICJV has also been associated with an increase in cases of cultural issues. Past researchers have made great efforts to explore the association between ICJV performance and cultural differences. Most of these studies have identified four features of cultural differences' negative effects that include the eroding applicability of specific partner competencies, managerial conflict, approaches used by the partner's company to conflict management, and communication issues on performance on an international joint venture. Cultural variation might activate extensive conflicts in emotions, norms, and technology among partners in the ICJV. However, in its nature conflict can be destructive or constructive based on how it is treated by the ICJVs.

Similarly, Ock and Han (2003) researched to improve an understanding of approaches to handling conflicts and their psychological makeover involves and interactions. According to Ock and Han, success in projects, particularly in the construction industry mostly relies on how effective project managers address conflicts. The researcher centered on the general five approaches to conflict resolution including problem-solving, withdrawal, smoothing, compromise, and forcing. Conflict results are highly important to the approach's interaction. When improperly controlled, the interaction frequently creates a psychological residue that includes anger which ruins the project. The study identifies an actual construction conflict as a case study that happens between two local Korean government functional entities. The case demonstrated that a badly controlled conflict in an owner organization results in undesirable claims among the disputing parties. According to past researchers on the psychological transitions and five approaches in a process of conflict resolution, the case is assessed to acknowledge the psychological and approaches changeovers absorbed (Ock and Han, 2003).

The construction industry's adversarial nature contributes to the manifestation and germination of construction disputes. According to Chueng et al. (2006), negotiation between the conflicting parties is most frequently the first effort in resolving disputes. During negotiation, the disputants' personality characteristics impact their behavior and therefore their results. Comprehending the negotiating outcomes and behaviors is thus of both practical and academic value. Cheung et al. reported a study carried out with Hong Kong Construction professionals. The research employed the Rahim Organization Conflict Inventory-II to assess construction professionals negotiating styles. The

negotiation outcomes taxonomies were created via a principal component element analysis. Four dysfunctions and three functional negotiation outcomes were established. According to the findings, the associations between the negotiation outcomes and negotiating styles were assessed using multiple regression. The results proposed that the use of avoiding, dominating, and obliging styles is less influential in attaining functional negotiation results. Nevertheless, combining negotiating styles was found to help attain functional outcomes and the application of the compromising style is an optimal dispute resolution style. The results were found to be supportive of the idea of contingent application of negotiating styles.

Conflict Management Strategies in Multicultural Environment

Numerous studies have explored the relationship between conflict management skills and multicultural team management. A study by McKibben (2017) focusing on multicultural team conflict management found that cultural differences characterizing a multicultural team can greatly affect the team's performance without the right approach. The study findings indicate that conflict management skills are crucial to managing multicultural teams. Tabassi et al. (2019) investigate the personal conflicts found in multicultural construction organizations; the conflict style differences used by different leaders to deal with conflicts and propose possible strategies for handling workplace conflicts within multicultural teams. The study findings emphasize the importance of multicultural organizational leaders having excellent conflict management skills. The study findings also identify the accommodating style of conflict management as the best approach to handling conflicts within multicultural teams.

Liu et al. (2020) conducted research aimed at exploring the association between cultural variations, conflict management approaches, and the ICJV's multicultural teams' project performance. The research's explicit objectives included assessing the association between ICJVs' multicultural project team performance and National Cultural Differences (NCDs) and exploring how every form of conflict management technique influences this association. The research was carried out in the Chinese-engaged ICJVs context, as there was a huge demand for infrastructure and economic collaboration between countries in Africa, Europe, and Asia and China that was anticipated to be created by China's Road and Belt Initiative, which has since turned to be China's major economic development focus. The research established that the performance of ICJV declined with an increase in NCD level. The NCDs' negative effect on the performance of ICJV was alleviated by embracing the approach of conflict management but increased by embracing the competitive approach of conflict management.

The research results from Liu et al. (2020) provide a different perspective; that is, embracing the cooperative approach to conflict manner instead of competitive or avoiding approaches is the best strategy for conflict management in multicultural team settings. The results implied that since NCD has a negative influence on ICJVs' performance, project managers need to take note of cultural problems and learn how to control them effectively (Liu et al., 2020). Also, as competitive and cooperative approaches to conflict management contain varying moderating impacts on the association between ICJV performance and NCD, project managers have to select suitable styles for conflict management in a multinational team. In addition, since the

avoiding technique contains no important moderating impact on the negative association between ICJV performance and NCD, Chinese partners need to use avoiding approaches to handle ICJV conflicts (Liu et al., 2020).

There have been other substantial studies on conflict management and conflict in construction organizational environments. Researchers have documented variations in conflict management techniques from different regions of the world. According to Tjstvold et al. (2001), Asians seem to employ avoiding among other accommodative approaches to handle conflicts while the Western country is extra prone to directly confront the conflict. Such behaviors are explained by the use of Hofstede's theory of national culture among other psychological and cultural management concepts to demonstrate the interdependence variation. Based on these concepts Asians are collectivists who embed their identity in their associations and who contain a strong sense of their links with others. Subsequently, they are highly sensitive to the likelihood of losing their social face in public a situation that makes them prone to avoiding conflict. Avoidance saves the two conflicting parties from alienation and disrespect in public. Interdependence among other cultural values has been postulated to attribute to the observed national variations in conflict management Tjosvold et al. (2001) considered conducting a study to investigate the independence role in Asian organization conflict management.

Tjosvold et al. carried out this research using Western theory to challenge and assess the assumption that interdependence enhances conflict avoidance in workplaces. The researchers used four East Asian societies in this examination. The research also

explored the level of results generalizability in the findings that well-managed conflicts reinforce relationships and decision-making among East Asia organizations. The research also offered a glimpse into variations in conflict management among Hong Kong, Japan, Taiwan, and Korea. The research on East Asia subcontractors demonstrated that the parties' interdependence results in a collaborative technique that changes the conflict into a functional outcome, permitting the main contractors to benefit from the subcontractors' conflict. This research established that avoidance and competition were barriers to collaboration in that environment. Contrary to traditional assumptions regarding conflict management in Asia, interdependence might initiate cooperative techniques to conflict instead of competitive or avoidance.

Results from the 216 sub-contractor supervisors in Hong Kong, Japan, and Korea reinforced the hypothesis that interdependence results in cooperation that leads to constructive conflict that subsequently assists the contribution of subcontractors to the main contractors. Nevertheless, avoiding competition was found to be helpful in Taiwan. The outcomes were interpreted to propose that the competition and cooperation theory provides the aptitude for firming East Asia conflict management and that cooperative conflict instead of avoiding might strengthen interdependence feelings in the region.

Also, Loosemore et al. (2000) conducted a study to determine the conflict resolution technique of 300 site managers engaged in an extensive range of industrial, domestic, and commercial developments using Rahim's model. The research established that integration was the most preferred style of conflict resolution by the site managers. Nevertheless, the outcome needed to be cautiously interpreted since, as Loosemore et al.

(2000) acknowledged, there is substantial circumstantial evidence to support the application of the dominating style instead of the integrating style. In a similar project managers' related study, Thamhain and Wilemon (1975) established that the five techniques include withdrawal, confrontation, forcing, compromise, and smoothing, confrontation is the most normally adopted technique for handling conflict. Thamhain and Wilemon described five personal styles for addressing conflict in project settings. They include win-lose which involves low relationship concerns and high personal goals concerns, which involves low concern for both relationships and personal goals, yield-lose which involves high relationship concerns and low personal goals concerns, involving high concerns for both relationships and personal goals, and compromising that moderate regard for both relationships and personal goals.

A multicultural workforce is an important part of the current business environment and comprises teams from various nationalities with diversified manners of viewing the globe based on their cultural makeups. It dominates upcoming construction organizations in the current world business environment and comprises teams from various nationalities with different cultural values and orientations. Integration of multicultural teams is a specific issue for project managers and clients. Once they are created, the multicultural team is viewed to outperform mono-cultural teams in aspects related to problem resolution and identification by the diversity's sheer strength. According to Ochieng and Price (2009), the primary values, assumptions, and concepts vary with every culture, comprehending these and settling in by acknowledging the complexity of culture is a needed manager's skill. Opting not to acknowledge cultural

complexity restricts the aptitude to control it. The project delivery fragmentation has been blamed on the existing cultural complexities.

Multinational organizations' project managers frequently make the common supposition that cultural variations are insignificant when individual members from varying units of the same organization come together as a team. Nevertheless, the original Hofstede research proposed that 80% of the variations in workers' behaviors and attitudes are predisposed by national culture has significance even today. Cultural variations mirror different anticipations regarding the team's purpose and its technique of operation that can be classified into processes and tasks. The area of task is associated with the task structure, decision-making, and role responsibilities. The process is associated with conflict management, team building, team evaluation, language, and participation. Culture is a problem with numerous varying dimensions and levels. Some cultural levels include organizational, gender, national, generation, religion, and social class, as well as professional, corporate, and national levels of culture.

In cultural diversity studies, relational demography and cultural distance have been employed to assist in understanding group-founded diversity. Thomas et al. (1996) particularly proposed that cultural similarity levels among group members might exert significant impacts on the group outcomes and processes of culturally diverse work groups. This relative cultural distance idea is an extension of the relational demography research in the organizational literature. Based on relational demography research, the relative dissimilarities or similarities of particular group members' attributes are associated with the behavior and attributes of individual members (Chan & Goto, 2003).

Chan and Goto (2003) conducted research to determine how apparent social distance impacted Hong Kong workers' perceptions and attributed to a conflict situation and their options for resolution procedures conflict. A total of 122 local employees who reported having intercultural contracts in their workplace read a workplace dispute scenario engaging a local worker and a superior who was either from Mainland China, the U.S., or Hong Kong. Then they were requested to imagine that they were the local workers in the situation and to answer a questionnaire that was structured to assess the above constructs.

The social distance assessment results proposed that, as anticipated, these participants were closer to fellow Hong Kong Chinese compared to people from Mainland China and the U.S. Moreover, variations in the apparent social distance were related to how they viewed the conflict situation, resolved the conflict when they were in such a condition, and attributed responsibilities. These findings contain both applied and theoretical implications for cultural diversity management in the workplace.

Theoretically, recent cultural diversity research has mainly centered on the possible diversity effects on the productivity of the workgroup. Research contrasting hetero- and auto-stereotypes of expatriate and local managers in Singapore and Hong Kong established that such disparities could assist in identifying potential sources of misunderstanding and conflicts in multinational corporations.

Chan and Goto's result proposes that variation in cultural status might exert an immediate effect on the situation perception. Particularly, views of whether a condition is acrimonious or not, and views that personal conflict responsibility are impacted by group membership. Based on the applied view, identifying this impact on perception is essential

since different forms of cognitive biases and heuristics have been associated with negotiation behaviors. To be an effective negotiator, one needs to know such biases, particularly provided the significance of perceived fairness in aspects of procedural justice. Similarly, employees who are engaged in intercultural work disputes need also to know about such a distortion. The findings propose that a culturally founded view could impact how employees opt to resolve conflicts. Maybe awareness of individual biases would yield quicker conflict resolution as employees might try to correct their biases. Intercultural conflict resolution studies have proposed personal perception has a significant impact on how one addresses the conflict (Chan & Goto, 2003).

In a different study, Liu and Zhai (2011) facility managers a sample in Hong Kong, to assess the association between conflict resolutions and personality traits. The research was founded on the concept that conflict can be both dysfunctional and functional, however, unresolved conflict creates stress and dissatisfaction, therefore lowering productivity and efficiency. Nevertheless, personality influences the aptitude to address conflict. The association of personal traits such as agreeableness and extraversion, dysfunctional or functional conflicts, and styles of conflict handling is evaluated by Hong Kong facility managers. This is done by employing Rahim's model of conflict resolution styles and two; agreeableness and extraversion, of the big five personality traits. The research established the evidence that extraversion positively correlates with compromising and integrating styles and that the integrating style is adopted more commonly among Hong Kong facility managers. Dysfunctional conflict is related to three styles of conflict management namely avoiding, dominating, and

obliging. Particularly, the avoiding style is an essential predicting variable; it is proposed that personality is an essential variable in choosing project team members. This stems from the premise that the integrated traits of low agreeableness and high extraversion promote the integrating style that is favorable to functional conflict output (Liu & Zhai, 2011).

Culture plays an essential role in people's world perception and therefore culture and worldview have a major influence on each other. Subsequently, leadership cannot be effective if cultural diversity characterized by language, values, history, habits, and communication style are not regarded. According to Pauline et al. (2019), leadership is normally related to change. Nevertheless, under progressively changing competitive environment conditions, managers might not usually be positive change initiators, and workers themselves frequently could simplify their work best and make it extra fruitful. Thus, headship in the multicultural organization has begun to be perceived as an organizational ability as a whole, instead of an exceptional attribute of a few leading managers. The leadership concept in multicultural organizations stresses two-way followers and leader interactions as the reciprocity of the relationship between followers and leaders, and its quality is of great significance for the leadership style expression and long-term leadership practices manifestation in multicultural organizations.

Reciprocity-founded relationships are related to promoted team members' satisfaction with various organization nationalities, higher organization commitment, reduced staff turnover, and higher productivity. It results in a question of who can be regarded as a competent manager and leadership technique that establishes effectual

leadership multicultural organization that hires workers of varying cultures and nationalities due to its geographical territory and business profile. It also seeks to determine the leadership that is most effective in seeking to get strategic goals, longevity, and sustainable performance of multicultural organizations. Pauline et al. (2019) conducted qualitative research to identify complex approaches to multicultural team leadership and management, using in-depth interviews. The responses to the research statements and questions in the questionnaire mirrored multicultural aspects such as individuals having varying values, they are extra culturally connected. The results demonstrated that multiculturalism presents values differentiation and this can result in misunderstandings while interacting with co-workers of different cultures. The research also established that miscommunication in a multicultural environment can be caused by misevaluation, misinterpretation, and misperception.

To handle crucial cross-cultural problems and collaborate with workers from various cultural backgrounds, an organization requires the comprehension of the Hofstede cultural dimensions. Hofstede acknowledged five cultural dimensions include individualism, power distance, femininity, uncertainty avoidance, collectivism, and short/long-term orientation (Garcia-Cabrare & Garcia-Soto, 2010). According to Garcia-Cabrare & Garcia-Soto, multicultural leaders have to realize that in a society of high-power distance individuals accept inequality in power over people, while in a society of low power distance, individuals anticipate power equality. Comprehending different cultures' power distance is authoritative for leaders to regard different work practices. Research according to Garcia-Cabrare & Garcia-Soto, demonstrated that Indian software

employees accept their superiors' decisions, even autocratic ones. Nevertheless, in the United States, workers are encouraged to constructive criticism and brainstorming. Also, leaders need to comprehend uncertainty avoidance which denotes how members of a certain culture feel threatened by ambiguous situations.

Workers from a single culture for instance Singapore might be willing to take risks while those from Portugal are risk-avoiders. In Hofstede's view, high context culture that is founded on collectivism prefers to create workplace relationships for mutual trust. On the other hand, individualist culture centers on task orientation instead of building a relationship. In Rahman's (2009) view, the global leader needs to identify this variation to generate and implement organizational strategic objectives. For instance, in Japan, important decisions are made by a team while in the U.S. personal accountability is promoted. Individuals in long-term-based cultures do not anticipate immediate outcomes and in short-term instant outcome-oriented culture is a major concern. From a leadership view, comprehending this dimension is crucial when dealing with time-sensitive projects. It is also essential to acknowledge how much a society treasure the traditional roles of female and male. Based on Hofstede, it is preferable to nominate a male team leader in Italy, while in the Netherlands both females and males are treated equally (Rahman, 2019).

There is a notion that different sources of diversity influence workgroups in a similar way. Nevertheless, there exists evidence that varying sources of diversity impact team outcomes in various manners. Cultural diversity, specifically, might impact team outcomes and processes differently compared to other forms of diversity. According to

Stahl and Maznevski (2020), cultural variations frequently work at a subconscious level, thus some of their impacts might not be acknowledged or might be misattributed. Simultaneously, cultural differences are frequently a source of stereotyping and categorization, so the impacts of cultural diversity might be stronger compared to other sources of diversity. A meta-analysis of multicultural workgroup research was conducted to unravel the cultural diversity effects in teams. The research tried to take stock of current research on teams' cultural diversity, reconcile past outcomes and conflicting views, and offer an improved comprehension of the boundary and mechanism conditions under which team outcomes are affected by diversity. The researcher created a theoretical framework demonstrating how cultural diversity results in both losses and gains in teams, particularly the contextual conditions in which diversity adds to effective team results. The researchers tested the hypotheses in a team cultural diversity research meta-analysis, comprising 108 primary types of research with an integrated workgroup sample size of 10632 (Stahl & Maznevski, 2020). The results proposed that cultural diversity fails to demonstrate a direct effect on the performance of the team but instead, the impact is indirect, arbitrated by process variables that include conflict, cohesion, and creativity, and is weakened by contextual influences that include the task complexity, team tenure, and if the team is geographically dispersed or co-located.

Garcia-Cabrera and Garcia-Soto (2010) researched to create new operational cultural resources measurements of the team's cultural heterogeneity and profile. The team used empirical research using a natural team with multicultural attributes. The result demonstrated that multicultural team heterogeneity is positively and partially related to

the process of communication and the decision-making that both happen in the teams. Thus, the results affirmed that cultural heterogeneity enhanced the processes by inspiring ideas sharing, perspectives presented, and alternative options. The research also affirmed that cultural profile is also related to the communication processes and participatory decision-making. Nevertheless, the profile breakdown into dimensions of each country demonstrates that uncertainty avoidance is mostly related to these processes. The dimension of power distance is directly related to communication in cultural profile and heterogeneity terms. These empirical findings align with the theoretical techniques suggested by Hofstede, who stresses the significance of power distance and uncertainty avoidance cultural dimensions for the teams' performance.

Therefore, the general multicultural team cultural resources that have been operationalized in this work are associated with half of the four social processes evaluated in the research including participatory decision-making and communication. Garcia-Cabrera and Garcia-Soto also highlighted the significance of participatory decision-making, conflict management, and communication as a result of their association with the outcomes attained by the team, assessed in team cohesion and satisfaction; extrinsic and intrinsic satisfaction. Reviewing the past conclusion regarding the association between the team's cultural resources and the participatory decision-making and communication processes, the research was eventually able to explain the significance of heterogeneity and cultural profile of the team on the social processes results that happen in those teams. The decision-making is the actual connection between the analyzed resources and resources in this study. Therefore, the selected sample enabled

analysis of results attained by multicultural teams founded on a descriptive model that reaches the classic resources-processes –results patterns.

Conflict Among Partners in the Construction Industry

construction industry is regarded as a competitive and tough business typified by opportunistic and short-term relations instead of being founded on cooperative partnerships. Specifically, litigation and conflicts have been considered to thrive in the construction industry. A closer assessment of the literature demonstrates that the claims' empirical basis is highly circumstantial. Using construction industry contractors – subcontractors' relations data in the Netherlands Tazelaar and Snijder (2010) considered the level to which construction litigation is common. The results are then contrasted with similar IT-purchasing data sets both in Germany and the Netherlands and a data set of larger German and Dutch firms containing more general business-to-business dealings. The results gave the evidence that construction industry contains higher levels of transactions resulting in either larger steps, relation suspension, or arbitration. However, the differences are not as large as one may conclude founded on a superficial reading of scientific and popular literature, and certainly not higher than the variations between the other data sets.

Similarly, Mitkus and Mitkus (2014) analyzed the cause of conflict between contractors and clients in the construction industry. A review of articles on this topic has demonstrated that the majority of modern authors consider the signs of externally visible conflict as to the causes thereof. Nevertheless, Mitkus and Mitkus look at construction project conflict in a different light from the communication aspect. A construction

contract that controls the associations between the contractor and the client is also perceived as a communication product. Mitkus and Mitkus hypothesize that the main cause of worker disputes in the construction industry is a communication failure between the contractor and the client. This has been affirmed by past research studies. Moreover, unfair partners' behaviors toward a construction contract agreement and mechanisms for psychological defense have also been identified as probable conflict causes in the construction industry.

In a different study, Katharina et al. (2017) conducted research to evaluate the transferability of a conflict management model designed for business organizations to international and temporary research projects, which are third-party funded, to act as a support tool for conflict cases and internal communication. This was conducted using a participatory case study approach with both quantitative and qualitative research techniques. The results of this study demonstrated that it is possible to make a model transfer from a business setting to a research setting. The results demonstrated an adapted conflict management and prevention model. The research also demonstrated how organization structures influence the system design, yielding to the requirement for extra conflict management decentralization responsibilities and elements diversification. According to Katharina et al. (2017), the study demonstrated how organization structures influence the conflict prevention and management system and that different views on communication channels and system structures must be regarded in such inter-organizational and international work environments.

Conflict and Conflict Management in Multicultural Construction Projects

To understand how cultural levels and dimensions influence team integration and dynamics, Ochieng and Price (2009) conducted qualitative research to determine how a project manager can effectually work and impact a multicultural construction team project while observing the diversity and generating structure needed for success. In this research-heavy construction engineering project, participants demonstrated various multidimensional aspects that either limited or facilitated multicultural teamwork effectiveness. These were created into eight key dimensions framework that is required to be regarded when controlling multicultural teams. The key identified dimensions included composition process, team selection, leadership style cross-cultural trust, team development process cross-cultural management, cross-cultural management, cross-cultural communication, cross-cultural uncertainty, and cross-cultural collectivism. The suggested framework had inferences on the construction managers who operate with multicultural teams and are dedicated to enhancing team productivity and performance.

According to the research, the proposed framework utilization would not change multicultural teams into high-performance teams instantly, but it does recognize eight main cross-cultural dimensions that require consideration. Although culturally diverse teams have been recognized within the construction industry, the researchers emphasized that cultural variation among project teams can result in poor project performance, misunderstanding, and conflict (Ochieng & Price, 2009)

Mbazor and Okoh conducted research in 2004 to assess how issues that include employees' sexual orientation, changing age, race, sex, religion, physical ability, and

ethnicity impact the environment, safety, and health. Issues that include religious variations, communication or language barriers, technological or practice issues, and cultural challenges are among the challenges that construction managers and projects must address squarely and embrace. Therefore, it was important for the construction organization to have a unit charged with better government policy utilization regarding workforce immigration, language training, and cultural orientation. According to Mbazor and Okoh, miscommunication among multicultural workers yielding to misunderstanding is among the main problems that are challenging the environment, safety, and health in the construction industry. One of the basic threats of linguistic ghettos is the lack of migrant employees' ability to interpret on-site safety warnings, thus resulting in accidents. Communication via the use of visual methods such as posters and signs, brochures, checklists, fact sheets, forms, guides, body language, and interpreters to communicate important safety and health information to migrant workers seems to be the best solution to the multicultural workforce challenges.

In a different study, Tsai and Chi (2009) assessed styles of addressing interpersonal conflict across various situations. The research explores the Hofstede orientation of cultural dimensions (masculinity versus femininity, short-term versus long-term orientation, power distance, uncertainty avoidance, and collectivism versus individualism) impacting the selection of dispute resolution techniques in the construction industry. The researchers adopted combinations of five conflict management styles accommodating, avoiding, collaborating, compromising, and dominating the two models of concern are adopted to conflict handling style. The focus group comprised

Chinese living in Taiwan who included 64 industrial practices engineers and 62 university engineering students were interviewed and their styles of conflict management toward equally ranked peers and supervisors were assessed by the use of the Thomas-Kilmann Instrument of Conflict Mode. The research detected cultural orientation and articulated them by the levels of individuals' adjustment style that switches from a single preferable technique to another to address conflict with peers and supervisors differently.

The investigation results from Tsai and Chi (2009) demonstrated that the style adjustment based on the situations clearly shows the cultural orientation influences. The research results in Chinese cultural orientations; high uncertainty avoidance, femininity, and high-power distance might partially explain the reason Taiwanese-Chinese engineers opt to handle disputes via cumbersome routes of administration and why most the majority of filed arguments will ultimately escalate to serious conflicts reaching the level of central government authority mediation for final settlements. The research established a correlation between Hofstede's cultural dimensions orientations of femininity, power distance versus conflict management styles, and masculinity at the individual level. The authors show that the conflict management technique may vary according to various industrial and business sectors, the form of technology being employed, and the managers' cultural background. Tsai and Chi's results offer support to the perception that individuals in construction management seem to regulate their attitudes to address conflict with their peers and supervisors differently in a specific institutional system.

Tuyet and Carmichael (2009) assessed the association between the way conflict is managed and culture in a construction project context. The research is founded on the

notion that conflict happens on numerous construction projects to different degrees. Generally, on international projects, cultural variations are regarded to be a possible conflict source, and culture is regarded to impact the way conflict is handled. The research accounts for exploratory research carried out on two uniquely varying cultural groups Vietnamese and Australian in the Vietnamese construction sector. The research compared the styles of conflict resolution in Vietnamese and Australian culture, regarded as, Vietnamese professionals and Australian expatriates, working in the construction industry in Vietnamese. Tuyet and Carmichael established that despite predictive cultural variations between the two groups, they seemed to adopt a similar collaborative or integrative conflict resolution method when functioning together. The groups demonstrated cultural traits that varied from what was extensively forecast in the literature.

The research results from Tuyet and Carmichael (2009) could be interpreted as demonstrating that in some instances there might be no merit in embracing an East-West cultural grouping intercultural interaction seems to break down barriers of classification. Before the study Australians; and Westerners were considered to be open in conflict issues discussion and would seem to be extra confrontational and extra probable to adopt to dominating style of handling conflict. Vietnamese; the Easterners, on the other hand, were said to favor group harmony and would seem to avoid direct debate on disagreements and opt to handle conflict quietly. Consequently, they would be more likely to select avoiding or obliging styles of conflict handling. The study failed to support these initial notions of conflict handling when the two groups were integrated.

Grishman (2013) analyzed the cross-cultural leadership importance in resolving and avoiding conflict on construction projects. In this analysis, Grishman handled the intertwining of culture, personality, and process in conflict resolution and proposed that a comprehension of the culture and personality of others and self might facilitate extra effective conflict management or resolution. In research significantly aimed at investigating the association between styles of conflict resolution and emotional intelligence of Thai Construction Industry engineers and project managers, Sunindijo and Hadikusumo (2014) established that participants with large emotional intelligence often employ the accommodating style of conflict resolution due to the Thai culture collective nature that seems to maintain harmony among individuals. Conversely, their results also confirm that engineers and project managers with great emotional intelligence are supple in altering their styles of conflict resolution, different from their sociocultural customs to satisfy all involved parties. This implies that there seems to be no alignment between engineers' and project managers' conflict behavior that is most often observed and the high-power distance value and prevalence of collectivism in the Thai community.

Babaoglu and Giritli (2017) also conducted exploratory research to determine how the professional cultural values of construction enterprises are associated with the different conflict-handling styles applied via self-construal. The researchers opted to use individual-level self-construal which offers some understanding of the role of cultural value when predicting or explaining behavior in the interpersonal conflict in the construction industry. The researcher used the Rahim organizational inventory instrument application. Data was gathered by the use of questionnaires to construction professionals

operating in contracting companies. The results demonstrated the significance of self-construal form as a personal-level variable in clarifying the variations in the techniques of addressing interpersonal conflict in the construction industry context. The results demonstrated that stereotypical variables that include experience, age, occupation, and age, do not offer satisfactory conflict behavior explanations. This indicates the cultural influence on styles of conflict resolution because self-construal is the personal-level equivalent of collectivism and individualism.

Synthesis of Literature

The drastic growth of complex projects, particularly in the construction industry around the globe has yielded diverse inter-organizational conflicts. According to Tuyet Vu and Carmichael (2009), the construction contract parties including contractors and the owner, are a society containing a complex set of unified relationships needing collaboration and cooperation to coordinate communication and time resources. The main objective of the partners engaged in a construction project was to have a fruitful constructed project based on the specifications and plans in the initially expected cost and time. The project's success relies on several variables including how an organization handles conflicts and issues. Nevertheless, the adversarial atmosphere that affects the industry can block partners from attaining their goals (Harmon, 2002).

Conflict among contracting parties seems inevitable due to the intrinsic interest divergence. Escalating the level of conflict might become a psychological struggle among the contracting partners and establish disputes. This can be explained based on catastrophe theory where conflict behavior is influenced by the level of conflict which is

coupled with a change in the degree of tension (Yiu & Cheung, 2006). A study by Yiu and Cheung conducted in 2006 proposed that conflict has a positive correlation with the level of tension among the team members and is subject to the moderating impact of the behavioral flexibility demonstrated by team members of the project. A sudden conflict level jump is proposed to happen when tension attains a threshold. Once this is attained the conflict level will not reduce even when the tension level goes back to the attained threshold. This demonstrates the need to have a control measure to address conflict or eliminate aspects contributing to it before it escalates beyond control in construction teams. Leung et al. (2014) support this idea claiming that conflict has to be upheld at an optimum level to ensure a high level of satisfaction while participating in various activities in the construction industry.

Conflict is a common scenario in almost all aspects of life. Consequently, most people have established different ways of addressing conflict based on their situation. There has also been extensive research on the best techniques to understand or handle stress. For instance, Yang et al. (2013) conducted research to establish the role of momentary moods and trait affectivity in conflict management and conflict frames. The research involved gathering the momentary moods of participants and how they would respond and think about conflict. The results demonstrated that after managing anger escalated during a conflict scenario, both positive momentary moods and positive trait affectivity were identified to have a positive association with a compromised frame. However, neither negative momentary mood nor trait affective was associated with the winning frame. A compromise frame forecasted a cooperative strategy, while a winning

frame forecasted a competitive strategy. The association between momentary and trait effects and strategy of conflict management were mediated partially by conflict frame but just for positive impacts. The research demonstrated that while seeking a constructive resolution, selecting the right moment and the right person is essential to communicating disagreement (Yang et al., 2013).

Although there are many ways of addressing conflicts, the majority of researchers focus on the five styles of conflict resolution, either as presented by Thomas or as presented by Rahim including cooperating, competitive, avoiding, compromising, accommodating Thomas, or compromising, integrating, avoiding, obliging, and dominating as per Rahim model. Despite the case, researchers demonstrate a consensus that although all five styles of handling conflict are equally important, each is applicable and effective in different situations (Yang et al., 2013). This means conflict is resolved based on the cause, people involved, and anticipated outcome.

The literature analysis on conflict management demonstrated that conflict is a serious organizational issue as it is inevitable. Organizations, therefore, need to establish ways of addressing conflict. The literature demonstrates various ways that organizations can address conflict including negotiation, mediation, and application of conflict management styles (Chan & Goto, 2003; Chueng et al., 2006; Tabassi et al., 2018; Tsai & Chi, 2009). The main cause of conflict in the analyzed organizations is diversity. Organizational projects in the contemporary world are commonly handled by teams. These teams comprise people from different age groups, ethnicity, religion, gender, cultural background, and country of origin. This makes it hard for all members to

perceive the world similarly. They also seem to act differently and gauge things differently. This variation is normally likely to initiate conflict.

The increase in diversity especially cultural diversity presents many team members with different norms, beliefs, and behaviors (Keonouchanh & Peng, 2019; Mbatha, 2021; McKibben, 2017; Nunkoo & Sungkur, 2021). This makes it hard to unify teams to generate a single harmonious working team, especially in the construction industry where projects are temporal and hence people do not get enough chances to know and understand each other. Based on Hofstede's concept of national culture dimensions, cultural diversity increases social distance among the team members, sometimes due to communication barriers, mistrust, or different beliefs among other factors. This aggravates conflicts among the involved individuals, giving project managers in such an environment more challenging tasks in conflict management (Liu & Zhai, 2011; Rahman, 2019; Stahl & Maznevski, 2020).

The two most common forms of conflict management styles include the Thomas method which includes the five styles of conflict management and the Rahim five styles of conflict management, though almost similar, the two are named differently (Gwanyo et al., 2020; Liu & Zhai, 2011). Thomas's method comprises cooperative, collaborative, avoiding, and competitive. Rahim's method comprises integrative, obliging, avoiding, compromising, and dominating (Babaoglu & Giritli, 2017; Rahim, 1983; Vu & Carmichael, 2009). Although all five styles are equally important, different forms of conflicts in an organization call for one or two styles to enhance effective results. Also been established that not all styles give effective results in conflict management. The

effectiveness of each style depends on the nature of the conflict, the conflict environment, and the personality or cultural dimension of the conflicting parties (Liu et al., 2009; Vu & Carmichael, 2009; Yang et al., 2013).

Among the five Thomas styles of conflict management, cooperative and accommodating, equivalent to integrative and obliging are the two most effective styles in most situations. Cooperative is found to assist in resolving conflict more effectively by enhancing open communication and enhancing interactive, distributive, and procedural forms of justice. Employing a cooperative conflict management style is also said to result in a constructive conflict resolution technique as it promotes interdependent feelings among the conflicting parties. (Tabassi et al., 2018; Tazelaar & Snijder, 2010; Tjosvold et al., 2007; Tjsovold et al., 2001). Tjosvold et al. (2007) established that cooperative style promotes task reflexivity that leads to team performance. Moreover, east and West studies illustrated that by generating cooperative relationships and skills to debate diverse views openly organizations can allow managers and workers to use conflict to assess issues, generate innovative solutions, learn from experience, and improve the association. Tjosvold et al. (2002) also established that project managers with cooperative conflict management styles embrace extra open conflict management techniques and thus they are more successful as leaders.

The cooperative style is also extensively known to be extra effective compared to confrontational and avoidance (Kuhn & Poole, 2000). In their evaluation of how conflict management can add to team justice development effectiveness, Chen and Tjosvold's (2002) model demonstrated that the cooperative conflict style results in interactive

procedural and distributive forms of justice that eventually enhance team effectiveness. Cooperative conflict management was also selected to address conflict in Malaysian temporal multicultural construction projects (Tabassi et al., 2018). In Liu et al. (2020) in assessing the association between NCDs and ICJVs' multinational project team performance, the cooperative approach was selected over the avoiding or competitive approach as it contained more abilities to enhance cohesion among the conflicting partners compared to the other two. The cooperative technique was found to have a moderating effect on conflict. Interdependence was also found to promote cooperative conflict management techniques compared to other techniques.

The cooperative/ integrative conflict management style has been found to work considerably better in different multicultural environments compared to avoiding and confrontational tactics. The majority of research conducted in multinational construction projects, especially in Asian countries established that cooperative was the far more preferred method of conflict management, especially where more than two nations were working together to complete a contractual project (Tabassi et al., 2018; Tazelaar & Snijder, 2010; Tjosvold et al., 2007; Tjstvold et al., 2001).

Another major approach in addressing conflict among Asian companies is compromising. Different researchers examined different forms of conflict impacting Asian companies, especially in China, Turkey, and Malaysia seem to favor compromising after cooperation. Compromising is said to act as an intermediate between assertiveness and cooperativeness that tries to satisfy both parties (Thomas & Kulmann, 1976) research in China that assessed relationship conflict, task conflict, and process conflicts and how

they influence people's relations established that relationship conflict reduces team cohesiveness and negatively influence performance. Task conflict was found to influence performance.

Compromising was found to be the best approach to reducing the negative effect of conflict (Liu et al. 2009). Gross and Geurrero (2000) also established that compromising is a comparatively neutral style to use in conflict management. In Turkish conflict management research Ma et al. (2009), established that compromising is the second conflict management style in the country after cooperative, giving some level of empirical support to study prediction. In addressing conflict in Hong Kong Construction Company Chueng et al (2006) identified the compromising style as an optimal dispute resolution style, especially where there is contingent negotiation employed. Also, in Liu and Zhai's (2011) research on determining the relationship between personality traits and conflict resolution using a sample from Hong Kong, it was established that extraversion positively relates to compromising and cooperative styles, though the cooperative style was found to be employed more frequently in the country than compromising. Compromising is preferred in this environment mostly because people in Asian countries based on the Hofstede model are not confrontational. They preserve group relations and hence they prefer cooperating, avoiding, or compromising to facing the challenge head-on.

Avoiding is another possible conflict management style that is considered to be uncooperative and unassertive and that entails neglecting both personal concerns and that of others by ignoring the issue. According to the literature, avoiding is mostly employed

by people who do not like being confrontational. Avoiding is mostly associated with negative conflict management results. According to Liu et al. avoiding conflict results in the weakening of both the company and team results. Tjsovoid et al. also claim that avoiding goals alters the outcome and dynamics of conflict in a great way, as avoiding is just a technique to smooth over conflict and lower their discussion. It communicates the intention that the problems should not be addressed or discussed openly. According to studies, avoiding conflict reinforces a competitive approach. Gross and Guerrero's research perceived the avoiding style as ineffective and inappropriate. Chen and Tjosvold on the other hand associate avoiding conflict with injustice as it involves the refusal to address the issue.

Different from all other research Tabassi et al. (2018) established that avoiding conflict management style can have a positive impact on multicultural teams' project performance as it eliminates confrontation that can escalate issues. Tabassi et al. encourage project managers to integrate avoidance and cooperative techniques in managing conflict in Malaysia other than competitive, compromise, and accommodating, as the two can result in a win-win condition for both the people and the project. Similarly, Liu et al. established that the avoiding technique has no significant moderating effect on the negative association between ICJV performance and NCD, therefore, Chinese partners are required to use avoiding approaches to address ICJ conflicts. Tjsovoid et al. also established that avoiding conflict management style was used among the accommodative approaches among Asians to address conflict different from Western countries that employed confrontation. This was associated with the collectivist Asian

cultural dimension that pushed them to consider group importance rather than individualism.

Avoiding was also found to be useful in Taiwan. Although several studies recommended the use of avoiding conflict management style, it was not clear on the best positive impact of avoiding other than saving self from defamation. Avoiding is used in Asia as a cultural measure. However, it is seen as an ineffective conflict management strategy in another environment as it involves running away from the problems instead of confronting them. The user ends up piling up issues, which eventually invokes other forms of conflicts or strengthens other methods of conflict management such as the competitive conflict management style.

Competitive conflict management styles focus on personal wins while ignoring the interests of other parties. The approach is not commonly used as compared to cooperative collaborative and compromising. According to Tjosvold et al., project managers who are fond of using a competitive conflict management style were found to avoid conflict and therefore, reduce workers' commitment. However, despite the negative review Chen and Tjosvold did not associate competitive strategy with injustice as compared to avoiding it. Competitive style is associated with a preference for competing for style. Competitive style operating value results in less collaboration. The competitive style was accused of increasing the NCDs' negative effect on the ICJV performance, forcing Liu et al. to recommend means of conflict management other than competitiveness. Competitiveness was mostly recommended in areas where avoiding was also preferred. It was found to be more useful in Taiwan and to forecast a winning

framework in research focusing on determining the role of momentary mood and trait affectivity. Similar to avoiding, competitiveness is employed where people's culture does not permit them to be confrontational.

Accommodating involves prioritizing the interests of others while ignoring personal needs. Although accommodating is anticipated to be extensively used in resolving a conflict it is scarcely used in the multicultural construction industry. Liu et al. (2009) found accommodating techniques to contain no important moderating impact on conflict-result relationships while investigating how varying conflict management techniques moderate relationships between top management teams and conflict as well as organizational performance. Accommodating calls for sacrificing for others. This can only happen when people are working in collaboration. However, the Asian culture limits this collaborative way of handling conflict. Consequently, Ma et al. established that Turkish organizations employ less collaboration and less accommodating styles. Sunindijo and Hadikusumo (2014) on the other hand established that participants with higher emotional intelligence in Thai frequently use the accommodating conflict resolution style due to their collectivist culture that appears to uphold harmony among people. However, this style is not common among Asian companies.

Sunindijo and Hadikusumo (2014) reviewed past studies that demonstrate extensive research on multinational companies and multinational construction companies mostly located in Asia. There is considerably little or no research on how conflict is influencing performance or how conflict is being managed in multinational companies in the U.S. or Europe. This can be attributed to different cultural dimensions in Asia which

according to researchers makes conflict a little bit complex to handle (Tuyet & Carmichael, 2009). Asian countries are said to be collectivists, feminine, and have high power distance (He et al, 2002). This is highly different from a Western culture where people are considerably individualist, short-term oriented, and low-risk avoidance index or risk-takers among other things (Hofstede, 1983). Moreover, Asian countries have been experiencing a high level of infrastructure growth in the past decades following the opening up of their economy. This exposes researchers to a better research ground. While it was easy to develop a conflict resolution model for an organization with a single or similar cultural dimension, it is considerably hard to establish one for the modern setting as it is likely to comprise two or more cultures with very diverse cultural dimensions. Western culture seems directly opposite the Eastern culture (Hofstede, 1983). Consequently, the level of conflict in the work environment where the two groups are found is considerably high. Moreover, the methods effective for handling conflict for each group are considerably diverse. This makes it hard to adopt a single style that fits all as demonstrated by most research. As a result, it is imperative to utilize a model that measures conflict behavioral change in an organization and different conflict-handling tactics to ensure that the conflict remains at a manageable level all the time and that the company gets to benefit from instances of conflict when they happen as it will help in reevaluating issues and promoting innovativeness (Tjosvold et al. 2007; Yiu & Cheung, 2006).

The literature demonstrated the application of all five styles of conflict management in different contexts. This includes application in the organization without

cultural issues and application among organizations that manage temporal construction projects in a multicultural environment. The analysis demonstrates that more research has been done on Eastern companies compared to Western companies in the last two decades. Moreover, the majority of the research does not consider the multicultural aspect of conflict despite being a global world where teams are now more diverse (Liu et al., 2020). The literature review demonstrates the use of Thomas, Rahim, and other similar models to address conflict management in various organizations. Based on observation, the Rahim model is more used in the cultural aspect of conflict management compared to the Thomas model (Kilmann & Thomas, 1977). This could be due to the application of the integrative aspect that helps the model consider participants' personalities while assessing the level of conflict and also makes it easy to integrate Hofstede's model to develop a conflict resolution solution in a multicultural environment.

Generally, the literature review shows how Thomas or Rahim's model can be used to identify the best conflict management style for different organizational situations. It also demonstrates how Hofstede's cultural model can be integrated into determining the most viable style to handle conflict in a multicultural environment, especially where team members originate from different countries. However, there is not enough statistic to demonstrate how effective conflict management style can be integrated into U.S. or Western multicultural organization, particularly in the construction field. As noted in the literature review, construction projects are considerably more challenging as they are temporal (Tsai & Chi, 2009). In most cases, these projects end when people just start to understand each other and get along. This means project managers are in a constant state

of finding the best conflict management style to handle characters whom they know very little. Moreover, due to the high level of globalization experienced in the world today, these organizations experience not just the challenge of being temporal but an advanced cultural challenge. Construction companies are also constantly engaged in subcontracting activities, an aspect that increases actors in the field (Tjosvold et al., 2001). This also increases the forms of conflicts that are likely to happen in these organizations. Consequently, a more advanced and effective conflict management strategy would be needed to promote performance and cohesion in such projects.

Summary and Transition

Conflict is one of the major challenges experienced by different project teams today. Conflict is inevitable where there is interaction. This means different organizations are likely to experience conflict to different degrees based on their environment and level of organization. Organizations operating in a multicultural environment are likely to experience a higher level of conflict compared to a normal organization. The situation is likely to escalate when an organization operates on a temporal project and always has to create new teams full of diverse individuals. The literature review focused on determining how multicultural organizations operating temporal projects manage their conflict. The analysis demonstrated a high level of knowledge gap on how to handle conflict in a multicultural temporal project in the construction industry, particularly when the project is based anywhere other than Asia. The literature mostly focuses on Asian companies with a few Westerners. The reviewed literature demonstrated some coldness in the relationship between Asians and foreigners, especially in projects evaluated in Hong

Kong. It also demonstrated a clear consensus that Asian culture is almost 100% opposite of Western culture. While Asians embrace collectivism westerns employ individualism. While they embrace long-term relations Westerners are okay with short-term relations, and they are risk-takers while Asians are risk-averse. Based on these variations, it is considerably hard to create a harmonious temporal team that will only focus on enhancing successful project completion, by employing an effective conflict management style. Moreover, most of the evaluated literature focused on developing solutions for Asian companies that they focused on. This leaves very little to depend on if one focuses on understanding the situation in other parts of the world.

The literature review also failed to give the most effective conflict management style for our specific situation. The application of the Thomas model of conflict management seemed to be based on trial and error, especially in a situation where more than two national cultures were involved. To bridge this knowledge gap, this research exploited the lived experiences of multicultural leaders by identifying how conflict management skills influence multicultural team management, using Thomas's five conflict resolution styles, in the American cultural environment. It is anticipated that the research will give a clear understanding of how conflict can be effectively handled in a multinational construction industry located in the United States. The following chapter will discuss the research methodology that the researcher is intending to use to address the identified research and knowledge gap in the identified topic. The chapter will discuss the research design, sampling techniques, data collection tools, where the research will be

conducted and the nature and number of participants to be engaged in the study. It will also discuss the ethical measures to be employed while conducting the research.

In today's worldwide world, conflict is a pervasive difficulty faced by project teams in a variety of businesses. The strength and frequency of this phenomenon, which is a natural result of human interaction, can vary greatly depending on the setting, organizational structure, and cultural variety within a given organization. We will examine the difficulties of managing conflict in multicultural project teams, particularly in the construction sector, with a focus on projects carried out in the United States, in this formal and academically oriented debate. Organizations with a diversified staff, or "multicultural organizations," are more likely to experience disputes than those with a homogeneous workforce. This increased risk of conflict is even worse in short-term initiatives where teams are routinely established with individuals from various cultural backgrounds. This discussion's main goal is to fill a knowledge gap in the literature about practical conflict management techniques in multicultural temporary project teams in the building trades, especially outside of Asian contexts.

Reviewing the body of literature in this field reveals that Western businesses are very marginally represented, with the majority of the research focusing on Asian enterprises. Notably, the literature emphasizes the difficulties posed by cultural differences between Asians and outsiders, as seen in initiatives headquartered in places like Hong Kong. Asians often exhibit collectivist inclinations, a long-term relationship orientation, and a danger aversion, whereas Westerners are inclined toward individualism, short-term relationships, and a more risk-taking approach. These cultural

differences are a significant barrier to the creation of harmonious multicultural project teams devoted to producing effective project outcomes because of the cultural disparity between Asian and Western societies. A considerable knowledge gap exists for anyone looking for information on managing disputes in multicultural project teams outside of Asia because the majority of the literature currently available is focused on conflict resolution procedures designed for Asian businesses.

Chapter 3: Research Method

Conflict is a normal phenomenon where there is human interaction. However, working in a multicultural environment is considerably challenging as people have diverse ways of perceiving the world and problems, job approaches, and forming relationships with others. They also have different beliefs, norms, and behaviors. This increases the chances of experiencing conflict in the work environment, making it a threat to projects' successful completion and the organization's high performance (Gwanyo et al., 2020; Nunkoo & Sungkur, 2021; Sanjo et al., 2020). Conflict has been associated with a high level of project failures, budget overruns, project delays, and sometimes the introduction of other costs due to lawsuits. For a multicultural organization to succeed, the organization's leaders must be highly skilled in addressing conflict (Katharina et al., 2017; Liu et al., 2020; Rahman, 2020).

The purpose of this qualitative grounded theory study was to develop a theoretical explanation of how conflict management skills influence multicultural team management in three multicultural construction companies in the Midwestern United States. To create knowledge that can help multicultural team leaders to better lead their teams, organizational leaders must develop and lead teams incorporating individuals from diverse cultural backgrounds. The investigation led to the identification of best practices used by multicultural leaders to manage conflict in the context of multicultural teams. Thus, the purpose of the research was to create knowledge to help multicultural organizational leaders successfully manage conflicts to facilitate optimal production. This chapter focuses on identifying the research design and its rationale, my role as the

researcher in the study, the research methodology, the participant selection logic, the instrumentation, the pilot study, and procedures for recruitment, participation, and data collection. I also discuss the data analysis plan and issues of trustworthiness, including confirmability, credibility, dependability, and transferability. Further, I discuss the ethical procedures observed in the research and finally present a summary of the research.

Research Design and Rationale

This research adopted the qualitative research design along with the grounded theory method. This is a research technique that focuses on developing a theory to explain the conflict management skills needed in multicultural team management in the construction industry. I sought to develop a conceptual, substantive theory explaining how conflict management skills are used to enhance conflict management in multicultural construction projects in the Midwestern United States. The general objective of the study was to develop a theory to help in closing the knowledge gap concerning conflict management in a multicultural environment based on empirical data gathered through the lived experiences and perspectives of the study participants.

For the planned research design, the study needed data on multicultural organizations', supervisors, and workers' responses. The research targeted team managers and workers from multinational construction companies. The targeted sample size was around 10 individuals who had worked in the identified companies for not less than 2 years. The sample mostly targeted team managers who worked slightly below the organizations' leaders and workers in top positions such as team leaders. The research was conducted using unstructured interviews among the selected research participants,

and data were collected using an audio recorder. The interview questions focused on capturing individuals' lived experiences of conflict and conflict management while working in the multinational construction industry to collect detailed observations. Based on the research environment's multicultural nature, I was likely to experience language barriers while interviewing supervisors, workers, and managers.

Qualitative research was selected for this study because it best fit the general requirement of the research in terms of the data needed, as it offered the best data collection method. The motivation for using qualitative research, different from quantitative research, was founded on the observation that humans are distinguished from the natural world by the human ability to talk. Qualitative research techniques were structured to assist researchers in comprehending people and their cultural and social contexts where they live. Qualitative research refers to an interpretative technique that is used to gain insight into the unique meanings and behaviors experienced in specific social events via subjective participant experiences. The researcher in qualitative research-built concepts, hypotheses, or abstracts with questions that include "what way," "how," and "why." Researchers who adopt qualitative approaches use descriptions and words to study realities and human experiences from the perspective of the subject. It is mostly an iterative process in which the hypotheses arise from the data as they are gathered, making the researcher key in the data analysis and collection process. The qualitative research design is flexible and emergent, responsive to the study's progressing and changing conditions. The goal is to comprehend the phenomenon from the

participants' viewpoint, with its specific social and institutional context intact (Jameel et al., 2018). This made qualitative research more appropriate for this research study.

Grounded theory is a flexible, structured methodology that is most suitable when there is little known regarding an event. Grounded theory was the best methodology in this case because it helped in the construction or production of an explanatory theory that uncovered a process intrinsic to the substantive area of study. Grounded theory's main characteristic is that it centers on generating a theory that is founded on data. The method offers an outlook on the situation of study using unbiased, valid means to determine truths regarding the world. It represents the inquiry method and the resultant outcome of that inquiry. The method permits inductive inquiry into the area of interest. The method permits the derivation of a theory from data that are systematically analyzed and collected via the research process. I started with a study area and permitted the theory to develop from the data. The technique involved several important steps that enhanced the development of the theory that could be used to explain an event. These steps included purposive sampling, data collection, initial coding, intermediate coding, advanced coding, and generation of the grounded theory (Tie et al., 2019).

The interview was used in this case as it provided the possibility of getting insight into the world of the interviewee and a deeper comprehension of the meaning and nature of the interviewee's daily experiences. The interview helped in developing theoretical meaning concerning people's experience in the area of study. There were three forms of interview techniques: unstructured, semi-structured, and structured interviews. In this case, semi-structured interviews were considered. A semi-structured interview refers to

an amalgamation where questions are configured, though the interviewer might deviate from the planned questions if an unexpected discussion point is fruitful. The data generated in the semi-structured interviews can be highly rich and offer extra in-depth subject matter appreciation compared to a questionnaire (Jameel et al., 2018).

Semistructured interviews enhanced my ability to collect more insightful information regarding workers', supervisors', and managers' experience in handling conflict in multicultural construction projects that were mostly temporal in the United States.

Role of the Researcher

I had several duties to accomplish as the researcher to complete this study. First, I identified the right companies where the research was conducted. This involved conducting a survey on accessible multicultural construction companies and identifying the companies that fit the research criteria. The pilot study focused on determining the experience of any major conflict in the company that required special skills to resolve. By the end of this pilot study, I selected the best company or companies to engage in the research. The three companies gave me a chance to obtain participants' lived experiences from different management, which was likely to employ different conflict management methods than would happen in one company. The intention was to have data that could be generalized to represent the entire industry in the country. Assuming that different managers or organizations have different leadership and management styles, cultures, and goals, a single employee is likely to have different conflict and conflict management experiences in different organizations. Thus, diversification offers a better chance to have unlimited access to participants' experiences of conflict and conflict management in

different organizations but with similar research characteristics such as being multicultural, experiencing conflict as part of the operational norms, and being in operation for at least 2 years.

I also determined the most appropriate questions to ask during the interview to have adequate information on team or project manager conflict management skills in a multicultural environment. I then sent a letter to the management of the three selected companies. Once granted permission, I developed a consent form and sent it to the project managers and workers in the companies, particularly those who had been working on the companies' construction projects for at least 2 years. The developed consent form included information on the project to be conducted, risks, benefits, and participants' free will to join and leave the research at any point of the research process. It also informed the participants of the ethical measures I took to ensure that their privacy was protected.

I also developed the interview questions to be used in data collection. As this study was qualitative research, I focused on developing open-ended questions to collect data on participants' experience with conflict management in a multicultural environment in the construction industry. I anticipated getting back the signed consent forms, which helped in determining how many people would participate in the research. With this information, I made a plan for how the research should be conducted. I also submitted the research proposal to the Institutional Review Board (IRB) for assessment and approval before taking part in the actual research. Besides this, I was responsible for collecting the data and conducting data analysis. This was based on a grounded theory study design. This included identifying my own opinion regarding multicultural leadership and conflict

management skills to be able to get pure unbiased data on team managers and construction workers in a multicultural environment.

Subsequently, I conducted interviews with the selected participants. I was in charge of the interview and hence bore the burden of spearheading it in the right direction and ensuring that all relevant data were collected within the set time limit. I was also responsible for tape-recording the research from the beginning to the end without missing any information. This aided in ensuring that the collected data were credible and of high quality to ensure easy analysis. I also had a duty to end the interview or terminate the research and make the main decisions regarding the research and the research process. I decided whether the data collected were enough, whether to engage more than one company or work with one, and the degree of diversity to consider in a multicultural environment.

Once the data collection phase was over, I had the main responsibility of analyzing the data. For the interview data, I started by doing transcription and coding the transcribed data, as guided by grounded theory methodology to the point of developing a grounded theory. I was also responsible for presenting the data, finding the deductions from the research results, and writing a further report regarding the research findings, showing how it contributed to knowledge development in the study. I conducted the research outside my work environment. The research was specifically conducted in a construction company or companies engaging workers and managers from different cultural backgrounds. I did not need to be working in the selected company or have any personal relationship with the company. This meant there was no chance of a conflict of

interest in this engagement. I was in charge of the entire research process after getting the management's permission. Nevertheless, I worked in collaboration with the management to ensure that the research did not interfere with the important construction process.

I also engaged the participants in determining the best time to conduct the interview based on personal duties and schedules on the site. I ensured that I respected time to prevent interfering with participants' work-related operations. Despite the collaboration with the management or those in charge of the site, I observed strict ethical measures to be able to protect participants' privacy and security from the management to reduce risks associated with exposure in disclosing vital information that would cause interdiction, disciplinary action, or job loss.

Methodology

The research was conducted using a qualitative grounded theory study. The study started by selecting the best companies to engage in the research through a pilot study. This was followed by developing interview questions and a research permission letter. The letter was sent to the selected companies' management and awaited a reply. Once the permission was granted, I selected the research participants and sent the consent form. Once these forms were returned, I scheduled the actual data collection process. The research data were collected using semi-structured interviews. I conducted an in-depth face-to-face interview with the supervisors, top workers, and project managers of multicultural construction companies in the United States. I employed all possible ethical measures to protect the participants' privacy and minimize research risks. I employed a

qualitative grounded theory study method to analyze the data, which included transcribing, encoding in different levels, and analysis.

Participants Selection Logic

The research focused on creating knowledge that could help multicultural organizational leaders in the construction industry successfully manage conflicts to facilitate optimal production. Therefore, I targeted multicultural construction organizations in the Midwestern United States. I conducted a simple survey to identify construction companies in the surrounding area and the kind of projects they normally engaged in. In this survey, I also determined the kind of workers the company engaged and whether the identified companies subcontracted some of the construction activities to other companies. This aided in making a subjective decision on the companies through which I would conduct the research.

I focused on construction companies that had maintained lengthy construction projects in the Midwestern United States for at least a year and that employed a diverse workforce in all areas of the project, particularly including individuals from different countries of origin and cultural backgrounds. A company that represented a global version of the workforce was highly preferred. The company selected needed to have diverse teams or employees from different countries across the world. The company selected also needed to have vast experience of culturally based conflicts—conflicts initiated by different work behaviors; different perceptions of problems, their urgency, and how to handle them; and different perceptions about relationships and their values.

I ensured that I collected adequate information regarding accessible multinational construction companies to be able to reevaluate them and make a subjective or purposeful decision on the companies to engage in. I targeted companies in the Midwestern United States to engage in this study. The engagement of the three companies gave me a chance to achieve diversity in data collection. This meant a high chance of encountering participants with different conflict and conflict management experiences from companies with similar research characteristics. This helped reduce the chances of reaching early data saturation during the interview.

The general qualitative grounded theory study population included organizational workers from the above-selected companies. The specific grounded theory study sample consisted of workers including supervisors, top workers, and team managers who had experienced a vast case of conflict in a multicultural construction company. For confidential and authorization purposes, written permission was requested from the organization director for this research. The participants were selected using random sampling from the selected list of companies where the research took place. To qualify as a participant, an individual needed to have had in-depth experiences about the central event and be willing to give their lived experience in detail. Because construction projects were normally temporal, the participants must have at least been in the field continuously working on the current project from the beginning and in the construction industry or project for at least 2 years to have a general in-depth experience of conflicts that happened in this field. They should also have been able to discuss the general construction industry work environment and how cultural diversity influenced it.

Besides the above-highlighted requirements, to participate, one must have experienced a vast level of conflict in the construction industry that almost caused or caused project failure, delay, budget overrun, or litigation among other results. They must have participated in the conflict either as conflicting individuals, mediators, or indirectly as observers. The experience must have happened while working in any construction company in the United States, and in a multicultural environment; where people of different nations were involved. The company location was important as the research focused on bridging the knowledge gap regarding how multicultural conflicts in the construction industry were handled in Western countries, particularly the United States.

The research participants were sampled using snowball sampling and purposive sampling. Purposive sampling was a form of sampling where participants were picked based on the purpose of the study. It was also regarded as deliberate sampling or judgmental sampling. In this case, the participants had to satisfy the set inclusion criteria, and hence it was purposive sampling. It was mostly employed when the number of individuals was few in the population, and the researcher was aware that the target population fulfilled the research demands. In this instance, judgmental sampling was the best. It was also employed when there was no demand to filter the samples selected by other sample techniques. This sampling technique was best as it relied on the experience and knowledge of the researcher. The main advantage of this sampling method was that since the sampling was conducted by an experienced researcher, there were no chances for hurdles, and therefore, sample selection became convenient.

Since selected samples were good respondents for the specific study, the researcher was likely to obtain real-time outcomes, as members contained suitable knowledge and comprehended the subject effectively. Moreover, a researcher could give desired outcomes as he could communicate directly with the audience. Snowball sampling was also regarded as sequential sampling or chain sampling. It was employed where a single participant identified other participants from known workmates who shared similar experiences related to the study phenomenon. This sampling method was adopted in conditions where it was hard to identify the right members for a sample. Snowball sampling relied totally on referrals where the population was rare and unknown due to which it was considerably hard to find the participants, this was particularly possible in this case due to the temporal nature of construction projects, diversity in the workforce, and sometimes, due to language barriers that made it hard for some workers to understand the research purpose or target. Similar to how snowball increases on increasing snow, samples grew in this method until enough data was gathered for analysis. The main advantage of this method was that one could identify the research sample much faster and it was cost-effective. The main disadvantage was that there were high possibilities of error margin and sampling bias. It was high is also hard to get people with different experiences to give if one relied fully on snowball sampling (Bhardwaj, 2019).

Sampling was an important part of research and it comprised the selection of groups, persons, or populations that adhered to the standards, allowing participation in a research study. Based on Marshall et al. (2013), if all involved individuals could not be

assessed, then the only other option was to choose a sample that would act as the population subset. At least twenty-one persons of the study population were recruited to take part in this qualitative grounded theory study. The selected individuals completed an interview and it was believed that data saturation was attained therefore, no extra participants were recruited. Data saturation meant that the information collected from the identified sample had given all information the researcher could find, there were no chances of obtaining any new information from any other recruit or participants. This made any further data analysis or collection unnecessary (Saunders et al., 2018). The selected sample size was suitable for the research as the objective was to explore in-depth the perceived experiences and effects of the participants. The objective was not to correct large-scale, empirical standardized information from the population-representative sample. Studying the selected small sample comprehensively yielded a better understanding of conflict and conflict management in multicultural construction projects.

Instrumentation

In a qualitative grounded theory study, the main data analysis and collection instrument is the researcher. The interview data collection protocol comprised 10 questions that guaranteed the participants satisfied the participation criteria and provided demographic, conflict, and conflict management information in three U.S. multicultural construction companies. The interview protocol comprised open-ended questions employed to gather information regarding the experiences of participants and comprehend conflict and conflict management in three multicultural construction companies that operated in the Midwestern US. The 10 questions coordinated with the

core research study question. The questions were phrased neutrally to prevent influencing the responses of participants and preventing them from feeling judged. The interview questions were asked from different aspects, including team managers, supervisors, and top workers. Additionally, the participants were invited to identify what may have contributed to conflict development and how these conflicts impacted them based on their working position in the company or project. The open-ended questions offered the researcher a chance to gain insight into the views on an unfamiliar subject.

The interview procedures and processes prescreened six participants to determine the presence of any probable weaknesses in the interview questions' design. The prescreening helped guarantee the reliability and validity of the interview questions and conduct the necessary adjustments to the interview instruments (Ferris et al., 2015). The interview process allowed the interviewer to capture the voices of participants and gather information. Notably, the interview questions matched the study research question. The researcher, by utilizing a semi-structured interview guide, was flexible enough to get extra information not found in the initial questions. The first set of interview questions included demographic information such as country of origin, years worked in a foreign country, and work position or responsibility, among other similar demographic information. The second set of questions focused on workers' disputes and conflict management practices.

The journal notes offered information to respond to the research questions by giving insight into the lived experiences of the participants. The researcher used a Livescribe Eco Smartpen to record interviews and the research journal. The pen allowed

the researcher to make notes while recording the interview (Van et al., 2015). The researcher's journal notes were subsequently converted into the researcher's laptop. Once the interview was over, the researcher went through the written notes to guarantee the journal had the correct information. The researcher also used the Zatrionic recorder as an emergency backup. Pseudonyms were generated to safeguard the participant's privacy and to ensure study accuracy, especially while analyzing the data on the computer. The researcher ensured to maintain the research and all other significant materials in a password-protected, encrypted computer for at least five years, which was the permitted period based on the Health and Human Service Department.

The study participants were selected using purposive sampling. The research process commenced with identifying the three best companies in Midwestern United States of America that fit the research requirements based on a brief pilot study of the construction companies under investigation. This was important because the research had to engage organizations that fulfilled the main company criteria. These criteria included being a multinational construction company based on people employed in the organization. The company should also have been exposed to a vast number of levels of conflict that were likely to negatively impact the project's progress.

After selecting the companies for this study, I conducted a purposive and snowball sampling techniques that helped in selecting team managers and top workers who would best inform the research about the subject. At least 10 participants were engaged in this study or until saturation was attained. The selected participants had worked with the company from the beginning of the ongoing project and had an

experience of about two years of working in multicultural construction companies in the United States. Besides this, the selected individuals were able to communicate using English or were well understood using the language to permit basic conversation and response to the research questions effectively. This was considered a great criterion as I intended to investigate multicultural conflict, meaning having chances of meeting people from diverse backgrounds who were mostly characterized by language barriers. The language used for the interview had to be well understood by both the participant and the researcher to ensure accuracy in understanding the participants.

The participants were engaged in an in-depth face-to-face interview, using questions that had been tested and improved through a pilot study to measure their effectiveness in this research. The pilot study engaged six participants who met similar criteria as those of the researcher. The participants were also culturally diverse, with the researcher ensuring the presence of a top worker, a supervisor, and a team manager representation in this sample. The general outcome of this pilot study guided the general adjustment of the 10 set research questions. The questions were set using the simplest language possible as the targeted workforce was culturally diverse, and, as such, there was a high probability of experiencing language barriers. The interviews took between 45 minutes and one hour, as initially predicted in the consent form. The researcher took control of the interviews by guiding respondents to ensure that they did not digress from the research purpose and that all the intended questions were answered. The researcher also ensured that any response that needed further insight was investigated further to ensure that the participants' lived experiences were well presented.

Throughout the research, I also had the responsibility of ensuring the interview room was quiet, private, and comfortable so that the participants were well-focused on answering the interview questions. Every participant was given enough time to respond to questions honestly. Although the interview room was within the organization's premises, the company's offices, or on-site, the researcher ensured to protect participants' confidentiality. These measures increased the participants' trust in the researcher, making it easier for them to offer extra or deep information regarding the subject. I was well prepared to capture not just what the respondents spoke about but also unspoken information, including body language, through the researcher's journal notes. I also needed to notify all participants that the interview was tape-recorded and extra information was being recorded in a researcher's journal.

The data analysis was conducted using NVivo 10 software and various techniques of coded data analysis. The two were standardized methods that assisted in ensuring effective analysis of the data. The effective use of the two tools helped the researcher get the most accurate and reliable data indications at the end of the study. The analysis started with immediate transcription of the respondent interview and data triangulation from both the interview tape recording and researcher journal via the researcher's well-secured laptop. Once the last interview was uploaded, it was transcribed using NVivo 10 software. Member checking followed where each of the respondents received a copy of their transcribed interview to verify that the transcript matched their initial response. Once this was done, the researcher made the necessary adjustments to ensure that the transcribed information fit the participants' intended response. The transcribed

information was further processed using NVivo to ensure grouping and generating codes for the interview narratives for every interview question.

I employed ethical measures to protect the participants from harm and to meet the set standards. The research was done based on the signed consent form that indicated to participants the purpose of the study, the processes involved, their involvement, risks and benefits, and voluntary participation. The informed consent also granted them the freedom to leave the study at any point without explanation or penalty. It was also critical to emphasize participants' confidentiality and privacy to protect them as required by ethical standards. Pseudonyms were used to identify participants in data collection and analysis. Only the researcher was able to match the audio recording with the actual participants' identities. The hard copy of the collected data was well secured in storage that only the researcher could access. The electronic data was secured on a computer encrypted with a strong password. I ensured to be the only one with access to this computer. The private room was the researcher's working area to ensure data privacy. I also took caution while communicating with participants via email or phone to ensure the participant's confidentiality was upheld. Only personal secure emails were used for communication. Any phone communication ensured the phone had not been picked up by a third party before giving any research-related information.

Pilot Study

A pilot study was an essential tool for testing the clarity and validity of suggested interview questions. In this case, the researcher performed two pilot studies. The first pilot study focused on assessing the construction companies in Midwestern United States

of America State to identify the companies that met the research criteria. Midwestern United States of America State was selected because it was where the researcher lived, and hence it was more convenient for a face-to-face interview. I identified the ten best construction companies in Midwestern United States of America and requested permission to study more about the company, its culture, project, workforce, and the kinds of conflicts experienced and their impact. The main intention of this study was to identify the companies that fit the research criteria. The study was mostly conducted based on observation and simple open-ended interview questions.

I used the results obtained to make a selection of the best construction companies to consider. The selected company or companies provided the best possible environment for the research. This offered a unique chance to collect more detailed data on conflict and conflict management in a multicultural construction organization. In this case, a company with a more culturally diverse workforce was considered. The second criterion was having a huge number of stalling projects and budgets experiencing budget overruns. This criterion included high cases of reported conflict in ongoing projects, even without evidence of severe outcomes. The selected companies had been in operation for at least two years. The research targeted three such companies to complete this study.

A pilot study referred to a technique of testing the interviewer's approach, skills, and strategy on data collection and offered a chance to practice generating an environment where the research participants felt relaxed to share personal information. According to Croteau (2016), a pilot study is utilized to test the clarity and validity of suggested interview questions on an integrated group of participants. In this case, it

comprised of at least a combination of one supervisor, a top worker, and a manager. A pilot study was a critical stage in the study planning phase. A test run indicated whether the interviewee was comfortable with the lack of structure and ambiguity engaged in qualitative research. Although performing a pilot study needed extra resources and time, this small investment permitted me to be familiar with the data collection process; an integral part of research, while avoid major study setbacks later due to nondescriptive or incorrect data.

Procedures for Recruitment, Participation, and Data Collection

Sampling was an essential part of this research study and entailed selecting groups, individuals, or a population meeting particular criteria permitting participation. In this case, participants were recruited using snowball, purposive sampling, and then theoretical sampling methods. The purposive sampling method condition had a known purpose and precise participant in mind (Ames et al., 2019). The method was proportional, rapid, and beneficial to a basic concern.

Purposive sampling was employed in the study to recruit multicultural construction companies where vast cultural conflicts had happened, causing stalling of the project, delays in project completion, budget overrun, or litigation, or where such experience could have been possible if no quick measures were employed. Purposive sampling was also used to recruit actual participants who experienced the conflict in those companies. A purposive sampling process was a form of nonprobability sampling method, and it was inexpensive and convenient for the study.

After getting a few participants via purposive sampling, snowball sampling was employed to get extra participants. The researcher employed the snowball sampling method because the study sample was limited to a minute population subgroup. This form of sampling acted as a chain referral, where the researcher asked for help to identify other individuals with similar characteristics of interest, after identifying the primary subject (Siddiqui et al., 2016).

The research employed theoretical sampling, which was a process of pursuing and identifying clues that arose in ground theory study analysis. This method of sampling permitted one to follow data leads by sampling novel material or participants that offered suitable information. Theoretical sampling was core to ground theory design as it assisted the evolving theory and guaranteed the final theory development was founded on data. During this process, extra information was sought to saturate groups under development. The analysis highlighted gaps in the current data set, identified relationships, and might have shown insight into what was not known yet (Tie et al., 2019).

In the recruitment phase, after signing the consent form, the participants were requested to offer referrals to other possible participants. Before the provision of the consent form, every potential participant was needed to verify she or he had met the sample criteria. The study's purposive sample was structured to seek personal perspectives and understanding of the multicultural conflict in the construction industry, which was connected to the study's goals.

After getting approval from the Walden University IRB and the three selected construction companies, the potential participants from the three construction companies

were emailed and informed about the research. Participant selection was accomplished using snowball and purposive sampling techniques. E-mail and a face-to-face (purposive) invitation were sent out asking for individuals to participate in an in-depth semi-structured face-to-face interview; describing the interview intention and the qualitative study's voluntary nature. Purposive participants' recruitment involved talking directly to supervisors, top workers, and project management in each of the three companies in groups via daily team meetings and huddles to communicate the research details and to permit individuals to ask questions. A recruitment letter was sent to potential participants before their physical approach. Potential participants were given enough time to decide if to take part in the study or not.

Participant recruitment was through e-mail invitation whereby the project managers from the three selected companies were requested to take part in the study and to forward the email to their top workers based on their working period with the company. The email requested the persons to email or call for additional information or clarification as well as confirm their interest in the study. The researcher recruitment letter had to be precise and incorporate information regarding what would happen if the individual agreed to take part in the research and a synopsis of any potential benefits or risks involved in participating in the study. Thus, the letter had a clear description of what the study entailed, guided the recipients on how to accept the invitation, and included information regarding how to contact the researcher if they needed clarification on any issue related to the study. This ensured that those who agreed to participate in the study

were well-informed about all aspects of the research. It also ensured that the study did not come across as if it was duping or pressuring individuals to participate.

It was anticipated that every participant met the set participation criterion of having experienced conflict in the multicultural construction industry. To take part in the study, participants had to meet several criteria which included having worked in the current company's construction project from the beginning, having worked in construction projects in the United States for at least two years, and having witnessed conflict in a multicultural construction environment in the United States. The possible subjects were excluded if they failed to satisfy the above-set criteria. The participants were asked to share their specific experiences and perspectives on the event under study. The unique phenomenon study sample population included supervisors, team or project managers, and top workers in American multicultural construction companies operating on temporal projects, who had witnessed multicultural conflict during their employment in the company and industry in general.

The sample selection was extensively founded on the ability of the participants to complete the interview by reacting to the interview questions and assisting in handling the study research questions. This was specifically important because of the language barrier challenge that the researcher was likely to encounter, given that the study environment was multicultural. This meant a lack of a standard language with which all potential participants were comfortable. The researcher may have been forced to get an interpreter or a translator, or generally rely on an unstandardized English language used mostly by an immigrant or those for whom English is their second or third language.

All persons interested in taking part in the research needed to sign an informed consent form before actual engagement. Participation in this research was voluntary, and participants had the freedom to withdraw from the study at any time without loss of personal benefits or penalties. Participants were requested to take part in a brief follow-up to affirm the researcher's comprehension of the response. All participants were reserved with the right to be informed of any possible risks of participation, including confidentiality risks. This demonstrated the researchers' duty to meaningfully and fully explain what the research was about and how it would be conducted. Participants were also informed of their right to turn down their participation at any time and comprehend the level to which confidentiality would be upheld. I then informed them about the possible use of the data. Moreover, participants were also informed of their rights to consent renegotiation. The participants were also informed that their research study results might be published, but their identity would be protected, and their actual names would not be disclosed to a third party.

To attain the study goals, data was gathered via in-depth, semi-structured interviews using open-ended questions and a researcher's notebook or journal. The data was collected among multicultural construction project top workers, supervisors, and project managers. Participants were briefed on the purpose and procedures of the study, including informed consent form review and measures of confidentiality. The informed consent forms explained that the interview would be audio recorded. Semistructured interviews were the primary data collection source to obtain the most information from the 10 research participants. Interviewing was among the basic qualitative data collection

methods. The semi-structured interview method offered a less formal environment; thus, the participants were more likely to feel comfortable when sharing their life experiences. A semi-structured in-depth interview, as a source of data, permitted the researcher to get similar information from all participants and permit the interviewer to look for clarification to different questions. The semi-structured interviews also offer a chance to get quality, rich data on experiences and effects, and to ask for extra information to get an extra accurate picture of the conflict in multicultural construction projects (Hesse-Biber et al., 2013).

The interview took place in a quiet room on the site or the company headquarters based on the location of the interviewee and the convenience of their working area. This was agreed on based on the place's ability to ensure organization and participants' confidentiality. The semi-structured interviews did not take more than an hour per interviewee. This permitted the participants to respond freely based on their experience and perspective of conflict and conflict management in their workplace. The semi-structured interview was the most suitable method for a grounded theory structured study as the purpose was to employ discussion, conversation, and questioning participants to give insight into the themes of the investigation. The data analysis and collection activities were detailed to confirm the accuracy. The recording was manually transcribed after every interview was conducted. The data collection process continued until the saturation point was attained. The electronic device; Livescribe Echo Smartpen also permitted the researcher to make notes and write even as it recorded the interview simultaneously. The interviewer's written notes became the electronic notes on the laptop.

Once the device recorded the interviews, the interview information was uploaded on the laptop into a secured file using a USB cable, and the interviews were then transcribed by the use of a Microsoft Word document. The researcher's notes or journal gave the me a chance to identify ideas and themes while clarifying fragmented experiences, ideas, insights, and meanings of the participants. My notes and journal acted as the secondary data source principle for this study. It was a commonly used instrument that permitted researchers to record the first-hand, rich participants' experiences. After giving the participants a notification of its utilization, the researcher used the journal to record observations, expressions, and experiences identified by the researcher in the interview experience that might not be captured by the record (Hall, 2016).

The grounded theory research design permitted the researcher to center on the participants' literal experiences. The application of notes or journals in the study was significant in capturing and recording data according to the literal participants' experiences. Researchers' notes and journals were significant in recording expressions, thoughts, observations, and experiences; thus, the participant's body language was part of those experiences when recording the interview. The participant's body language could show anxiety or distress and depth of response meaning. According to Hall (2016), semi-structured interviews and journal authoring typically served as important tools used in this research to explore the perceived experiences and effects of conflict and conflict management in multicultural construction companies' projects.

The basic qualitative study rule was to incorporate data saturation. This happened when I heard similar information from the participants, essentially without extra

information accessible regarding the topic. This meant the sample size might have increased significantly as the researcher tried to attain the data saturation point. Once the data saturation point was attained, the researcher contacted all the remaining interviewees and briefed them on the turn of events, thanked them for participating, and then closed the data collection session. However, the researcher reached out to active participants, informing them of possible follow-up in case the researcher needed to clarify anything regarding their interview during the data analysis stage.

I ensured a follow-up was subsequently conducted to confirm some inputs or narratives with the relevant respondents. Inquiry follow-up was done where necessary; however, the researcher made a point of sharing the transcribed interview with each of the corresponding respondents to guarantee that the transcription matched what the participants said, and if any adjustment was needed, it was done during that time to ensure data validity and reliability. The follow-up process was done via secured personal email where only the respondent had access to the email account, or through a personal phone number. However, in case the phone was used, the I had to ascertain that the phone had not been answered by a third party to guarantee participants' confidentiality. Once the research was terminated, I wrote an email to debrief the participant on the research's general findings, thanked them for their contribution to the research's success, and ended their partnership.

Data Analysis Plan

The data analysis process started with data preparation. This involved transcribing all journal notes and interviews immediately after every interview session. The

transcription was done immediately after the interview when the information was fresh in the researcher's mind to uphold the credibility and reliability of the research. Verbatim interviews with immediate transcription were necessary to guarantee research trustworthiness, credibility, and reliability. The most suitable computer tool to conduct interview transcription included NVivo and Microsoft Word. Transcription happened at the same pace as the interview, a day at a time. Once the transcription was done, the interviewer prepared for member checking. Member checking in qualitative research referred to an instrument employed to help researchers guarantee document accuracy. Member checking permitted the participants to examine the transcribed information, verify their experience validity, and ensure that the final results communicated the actual participants' lived experiences. The ultimate results of member checking were revising the interview transcripts, and making them ready to be input in the NVivo 10 software specifically meant for analyzing and coding qualitative methodologies data. According to Saldana (2013), the NVivo software was a comprehensive qualitative data analysis application package that assisted researchers in organizing and analyzing data.

The NVivo software helped in data coding and analysis. It was also used to assess the data on larger patterns and emerging themes associated with conflict and conflict in multicultural construction projects, and its impacts on the workers' lived experiences in the American multicultural construction projects. The initial process for analyzing documents using this software was to generate a new project in the software platform by selecting the New Project option on the NVIVO first screen. This was followed by the interview transcript importation which was in a Microsoft Word format to NVivo. This

was followed by the importation of researchers' notes or journals, also from Microsoft Word format to NVivo format. This was followed by generating nodes in the NVivo platform which were virtual boxes for filing that permitted all gathered information associated with a specific theme to be grouped summarized and presented together (Ravikumar et al., 2015). This was followed by developing charts that would aid in displaying and presenting data results graphically. Then the coded NVivo software information helped in offering information on patterns and themes established in the researcher's journal and interviews. The NVivo software deep-level analysis permitted data analysis to align with the qualitative grounded theory design and the research questions.

The collected qualitative data was analyzed to find participants' themes of perceptions and experiences. The grounded theory data analysis employed a historical research methodology to comprise the main steps of gathering data, transcribing, grouping, assessing, documenting, and finding the presentation of the data in a sequentially ordered way. Based on this map, the data was first gathered as described above and then transcribed using the NVivo software. The NVivo 10 student version was used to help in the analysis process. According to Ravikumar et al. (2015), various qualitative researchers employed this software to highlight the main points and information in the data. Also, the software utilization permitted rapid recall and future analysis. The node feature of NVivo was employed to organize data. The node was normally filing boxes permitting summarization of all information associated with the theme and allowing this information to be viewed together. After journal notes and

interview review, the transcription was input into the NVivo software ready for coding. This process was repeated severally until all recorded interviews and matching journal notes were imported.

The complete importation was followed by the display of the content on the list view area of the main window. In case participants repeatedly utilized phrases, derivatives, or words, a node for each repeated word phrase, or derivative was generated in the NVivo software. A list of words that were commonly utilized was generated. Every node stood for a code, idea, or theme regarding the data to be integrated into the study. The data was coded for assessment by source or category. Since the researcher's journal notes and coded interviews regarding conflict and conflict management skills in multicultural construction projects in the U.S. top workers' and team managers' experience terms turned into nodes in NVivo. New nodes were generated by choosing the option of the new node in the NVivo software. Every NVivo code at first generated a possible node or group in the software. The matching groups were classified together to generate refined groups that generated the final themes as well as a coding index to arrange the data. The process progressively generated the themes in the entire data analysis process as novel insights were generated. Coding permitted the researcher to tag or classify data for assessment by group and source and permitted a researcher to manipulate all data associated with a node at a time (Saldana, 2013).

The grounded theory data analysis was founded on coding. Coding referred to an analytical process employed to identify conceptual reoccurrences, similarities, and concepts in data. It was the pivotal connection between generating or collecting data and

creating a theory that explained the data. In grounded theory, coding could be grouped into iterative phases including initial, intermediate, and advanced coding. Initial data coding was the grounded theory preliminary data analysis step. The initial coding purpose was to begin the data fracturing process to compare event to event and to identify differences and similarities in data beginning patterns. In this stage, the researcher inductively created as many codes as conceivable from early data. Significant phrases or groups of phrases were labeled and identified. In grounded theory, codes were used to identify psychological and social actions and processes as opposed to themes. The researcher needed to keep codes as similar as possible to the data. In this initial coding stage, the researcher needed to identify what the data pronounced, proposed, or assumed, the origin of the data viewpoint to be able to identify who the data represented (Noble & Mitchell, 2016).

Intermediate coding focused on identifying the central category, constant comparative analysis, theoretical data saturation, memoing, and theoretical sensitivity. It was advanced from the initial coding stage. The intermediate coding started transforming primary data from initial coding fractures into extra abstract concepts. This permitted the theory to arise from the data. In this analytical step, a process of reviewing groups and identifying the ones that could be subsumed under other groups happened, and the dimensions and properties of the developed groups were refined. Properties in this case were the traits that were mutual to all the concepts in the group, and dimensions were the property variations. At the intermediate stage, a central group began shaping as developed groups from around a central concept; associations were identified between

groups, and the analysis was refined. This phase ensured close interaction between the researcher and the data, progressively reassessing meaning to establish what was happening in the data. Theoretical saturation at this stage followed when novel data analysis would not offer extra material to existing theoretical groups, and the groups were adequately explained (Sbaraini et al., 2011).

Advanced coding was a technique employed to enhance the final grounded theory integration. It was used as a strategy for advancing theoretical integration and analysis. This stage was highly important in creating a theory that was founded in the data and contained explanatory power. In this phase, the concepts that reached the groups of the stage were abstract, signifying stories of many, abridged into highly conceptual phrases. The findings were presented as a set of associated concepts as contrasted to presenting themes. Statements of explanation detailed the associations between the central core group and groups.

The storyline, which was a tool that could be employed for theoretical integration, helped in facilitating the presentation, integration, formulation, and construction of research results via the coherent grounded theory production. The storyline was the conceptualization of the central category. This process built a story that linked the groups and generated a broad set of theoretical propositions. Once the storyline was generated, the grounded theory was finalized by the use of theoretical codes that gave a framework for promoting the storyline's explanatory power and its ability as a theory (Tie et al., 2019). The last step of coding was theoretical coding, which happened as the last culminating stage toward attaining a grounded theory. The theoretical coding purpose

was integrating the substantive theory. Theoretical coding synthesized and integrated the groups derived from analysis and coding to generate a theory. Advanced coding, which integrated existing theory, further added explanatory power to the results (Tie et al., 2019).

Issues of Trustworthiness

The grounded theory qualitative research study was guided by instituting reliability, validity, and trustworthiness in the entire research. According to Schwandt et al. (2007), developing a methodology for qualitative researchers' trustworthiness was the quest for a trustworthy study. The trustworthiness model comprised confirmability, credibility, dependability, and transferability. To guarantee the value and the soundness of the research findings, it was essential to consider the confirmability, credibility, transferability, and dependability concepts. Credibility regarded results believability and it centered on testing the internal validity of qualitative research. Transferability referred to the results supporting evidence and measured the external validity of qualitative research. Dependability measured the qualitative research reliability or whether similar results were likely in case the research was repeated. Confirmability was also known as objectivity and it measured the neutrality of the researcher. It was used to measure the researcher's biases. According to Schwandt et al. (2007), several techniques could be utilized to carry out qualitative research that attains the criteria for trustworthiness assessment.

The trustworthiness emergent criteria contributed to this study embracing trustworthiness to enhance the qualitative inquiry believability. Researchers used

emergent trustworthiness methodology criteria while progressively developing a construct for comprehending their results. The qualitative researcher's goal in attaining trustworthiness was to increase truthfulness and eliminate bias by overcoming the researcher's study perspectives, offering evidence supporting results, and instituting the study's repeatability and believability. Based on this view, the researcher needed to encourage the study's validity by building trust with the participants. To generate trust before the interviews, the researcher ensured that participants were extra familiar with the study process and purpose. The transcribed data was also analyzed and coded while retaining a wise precaution to correctly transcribe the participating members' explanations from interviews. According to Englander (2012), validity relied on the cautious construction of the instrument to guarantee that the instrument measured what it was intended to measure or important sampling processes. Consequently, the interview questions were constructed cautiously from the theory and literature, guided and aligned with the research. This guidance and alignment enhanced validity as the interview questions in the research were designed to extract and produce information and responses that were aligned with literature and theory.

The study's primary data collection comprised semi-structured, in-depth interviews and the researcher's journal notes. The use of this instrument created validity as they worked together and connected to guarantee a total representation of the participants' lived experiences. The research was conducted using a specific interview protocol. According to Wolgemuth et al. (2015), developing an interview protocol before carrying out interviews offered study validity as it enhanced consistency, assisted in

guaranteeing that procedural steps were observed, and gave participants flexibility. Developing an interview protocol also helped the interviewer to remain on track, as it permitted the researcher to ask questions while taking note of participants' body language to take note of rich information to input into the researcher's journal. The research proposed interview protocol gave the introduction and the study overview and reminded the participants of the recording and consent form, the interview questions, and confidentiality. It also noted whether it was productive and necessary for the researcher to ensure participants' comfort at the time of the interview. According to Wolgemuth et al. (2015), making the participant extra comfortable assisted the participants to talk about their experiences more openly.

Credibility

Credibility entailed the accuracy and consistency of the collected data. To determine credibility, the researcher needed to understand and capture the phenomenon based on participants' views since they were the only ones who could judge the results' credibility with fairness. According to Lewis (2015), data from credible researchers typically presented as cohesive and consistent, instead of contradictory and scattered. I ensured credibility by upholding an advance contract with the participants to get a deeper comprehension of the individual. To generate credibility, I continued collecting data until the data saturation point was attained. Transcription was also reviewed by the participants from their initial recordings to ensure the content matched what they said. Consequently, the participants guaranteed completeness and accuracy. During the process of member

checking, participants had the chance to further clarify their responses. This assisted in ensuring the accuracy of the gathered data.

Credibility was promoted using data triangulation of my journal notes that recorded observations during and outside the interview period, and semi-structured interview questions data that were recorded. Triangulation of data was employed in the research to promote the comprehension of the issue of conflict and conflict management in multicultural construction company projects in the United States. According to Stahl and King (2020), triangulation implied the use of various procedures and information sources from the field to repeatedly determine identifiable patterns. In this case, there was data triangulation and method triangulation. It is worth noting that the research used interview transcription data and researcher journal data, meaning more than one data type was used in developing the final research. For the two types of data to be collected, the researcher employed different data collection methods, making methodological triangulation (Stahl & King, 2020). Combining the two data sources ensured that the research results had a high degree of credibility. Employing data triangulation enhanced the understanding of the problem, consequently improving a study's credibility (Hussein, 2015).

Transferability

Transferability provided that effective research needed to be replicable for reliability purposes. However, according to Stahl and King (2020), transferability was considerably tricky in qualitative research designs since qualitative research did not center on replicability. However, qualitative researchers upheld that descriptions and

patterns from a single context might be usable in another. Transferability was mostly possible in a situation where a thick description offered a rich enough insinuation of circumstances for use in other situations, and normally a local constituents' behest. In Stahl and King's views, such transfer applications depended on the thick description of researchers' work that would comprise contextual information regarding the fieldwork site. According to Yin (2015), reliability was mostly established when the research was replicable and dependable by another researcher through the application of similar decision routes. The research sought to ensure that the proposed grounded theory qualitative research study was consistent, reliable, and highly replicable by the application of similar multicultural construction project supervisors, top workers, and managers across companies in the Midwestern US. According to Stahl and King (2020), reliability was established by ensuring consistency in outcomes from succeeding testing of similar investigations.

Dependability

Dependability was also regarded as trust in trustworthiness. In qualitative research, both the consumer and producers actively developed their trust in the events as they took place. There were usually a few solid research practices that could produce trust or that brought the feeling of trustworthiness when being executed. Peer scrutiny and peer debriefing were solid habits of communication that created trust. Engaging another researcher to react and read field notes, with their integrated researcher interpretation gave a confirmation that generated the researcher's tacit reality. Another dependability aspect had to do with the anticipation of the researcher's work to be

reviewed by the peer. Presumably, the knowledge that the products and work were inspected by the peer would make the researcher careful with what had been documented as a fact and what had been noted down as the researcher comments on data interpretation. This data separation habit into interpretation and observations was regarded as bracketing. According to Stahl and King (2020), such a bracketing practice generated points to the reflexive analysis of pervasive effects and the bracketing that was induced by the analysis. It was not the case that what was bracketed by the researcher was devalued or embarrassing in a way, but that reflexive analysis of this nature and the yielding bracketed comment mirrored varying processes in the research act. Stahl and King (2020) noted that part of the process of bracketing entailed researchers employing their bias as is demonstrated in the interpretive repertoire. Researcher assumptions and biases were normally there during the research act. It was a novice to think about discarding and owning researcher bias. Dependability was a research design consideration. According to Schwandt et al. (2007), a dependable study required consistency and accuracy, therefore, the dependability was related to the consistency of the findings.

Every interview was transcribed and recorded using NVivo 10 and Microsoft Word respectively to ensure research dependability. The transcripts from every interview captured the responses of the participants and generated a clear audit trail. By generating the audit trail, the researcher created a constant and clear path between data collection and its application. The grounded theory qualitative research design involved bracketing. As noted by Stahl and King (2020), bracketing helped eliminate researcher bias and

presupposition to ensure that the research results only represented the actual participants' lived experiences. The use of bracketing thus helped in improving the research dependability as the result would not be surrounded by a lot of researcher prejudgment but would be a true representation of the participant's lived experiences of conflict and conflict management in multicultural construction projects within the United States.

Confirmability

Confirmability happened when the research results could be supported by others. The researcher enhanced confirmability by recording data collection process steps. Additionally, the researchers applied a clear methodological audit trail to establish the nature and type of the raw data employed in the study and reviewed data assessment and grouping generation. A methodological audit trail acted as a map to be used by other researchers while doing similar research. The comprehensive step-by-step data collection account provided a chance for replicability that also confirmed the results in the study to enhance confirmability in the current study.

Ethical Procedures

Qualitative research engaged human subjects in the research process. This created the need to protect human subjects via the application of suitable ethical principles. Ethical considerations in a qualitative study had a specific resonance because of the study process's in-depth nature. The ethical issues concerns became extra salient when performing face-to-face interviews with a vulnerable participants group as they might have become anxious, scared, or stressed while expressing their experiences or feelings in the interview session. To ensure their well-being and to ensure that they were highly

protected, the researcher employed relevant ethical measures. One was getting their informed consent to participate in the research. I developed an informed consent form and sent it free to all participants. It also informed them of their freedom of choice in the research, permitting them to decide if to decline or participate in the research and the right to drop out of the study at any point in the process. The participants were informed that their withdrawal during the research process would not affect their jobs or reputation in the company or the project whatsoever (Arifin, 2018).

The informed consent focused on informing participants of the research purpose, and what was expected of them in the research. It also informed them of research processes that would be included in the research, the risks and the benefits of taking part in the research, and measures that the researcher would take to ensure that the research maximized embracing the research benefits while reducing the risks. The research targeted employees, supervisors, and managers, and hence all participants were competent to handle the informed consent. However, I was particularly targeting workers and managers in a multicultural context. This meant the research participants included individuals who were not well conversant with English or whose English was a second language. In this regard, I used simple basic English to ensure all participants understood the informed consent clause. In this particular research, all participants were provided with written consent that they needed to sign and return to the researcher. The researcher made a point of giving a verbal explanation of the research content to individual participants and a comprehensive explanation of the study purpose and data collection process. Participants were provided with the right time to address concerns and ask

questions. The participants were offered 24 hours to read and understand the informed consent and were instructed to sign them before the beginning of the interviews.

Other than the informed consent, the researcher needed to maintain participants' privacy by observing their confidentiality and anonymity by not revealing their identity and names in the study findings reporting, analysis, and data collection. The interview environment confidentiality and privacy were carefully managed during the face-to-face interview session, email and telephone communication, data analysis stage, findings dissemination, and data storage. The study details were only exposed to the research participant in any phone conversation after ascertaining that the phone was not with a third party. Any study arrangement email was sent to participants' private accounts that they were guaranteed to use alone and to be well secured to prevent any exposure. Interviews were done individually in a quiet and private room in the company or the site. Only the researcher was able to match the participants' voice recording and their actual identities. Data transcription was carried out in a private room where earphones were used to prevent the chances that the recording would be heard by other individuals.

Participants' identities were eliminated during data transcription, together with their names or any essential aspect of the identity. In the study findings presentation, the participants were referred to using their pseudonyms names in the literal quotes. Any document that had the participants' specific personal details including the informed consent was kept in a locked cabinet that had no access to any other individual other than the researcher. The personal information was then destroyed based on the university rules and procedures governing the protection of participants' privacy during and after the

research. Nevertheless, the participants were informed that some of their demographic information and job-related information would be used for interview data reporting purposes. The researcher ensured that the reporting of the findings would be fully based on data collected during the primary research and that there would be no fabrication or falsification of data in the research.

Moreover, I also promised to protect the research data from third parties or from being accessed and misused by unauthorized individuals or being used for any other purpose than stated in the research. It was for this reason that data was stored in encrypted devices protected using a password to ensure no third party got access to the data even if they got in contact with the data. Any electronic device used in data protection was well protected by the use of a password only known to the researcher to ensure no one got access to the research data. Any data hard copy or written materials related to the research were secured in a locked cabinet located in a private room that was also always locked. The room was not accessed by any individual other than the researcher to ensure all the research documents, materials, and information were well protected from access by the third party. I actively ensured to adhere to the ethical guidelines and legal requirements regarding data protection and disposed of after during the research analysis and after the research findings had been published. Both electronic and written data from the study were stored for no more than seven years or less than five years. Nevertheless, the interview recordings were disposed of immediately after I was done with them. The disposal method was carefully done to ensure they could not be accessible to anyone ever again.

Throughout the research, I also had to seek permission from two main groups before beginning the research. I had to seek permission from the management of the company I intended to conduct the interview. The permission letter described the purpose of the research, why the selected company was the best for the study, and how the organization would benefit from the study. It also included all activities that the researcher was likely to perform within the company and how they shall be performed. The permission letter was sent at the beginning of the research or after completing the pilot study and determining the companies to include in the study. I then had to wait for the company's reply. In case the request was rejected the researcher had to try another company. Additionally, I was only conducted research on companies or projects where the management permitted one to conduct research activities. I also presented the research proposal to the IRB for assessment to ensure it adhered to all the board-set standards and that it was safe enough for the research participants. All these measures ensured that the research adhered to the ethical measures set and that the results were not discredited based on unethical activity performed at any point in the research process.

Summary

This chapter reviewed the research methodology considered when conducting this research. I employed a qualitative grounded theory study to investigate conflict and conflict management in multicultural construction companies in Midwestern United States of America. Three companies that met the research criteria were selected in a pilot study. The companies had to be multicultural, meaning they had a diverse workforce from different parts of the world or comprising workers or subcontractors from two

continents other than Northern America. The research engaged a total of 10 participants from all three companies, selected using purposive sampling and snowball sampling. Additionally, I employed all ethical measures necessary while engaging the participants in the study. These measures included signing consent forms, ensuring confidentiality, seeking permission from the companies' management, and seeking research proposal approval from IRB.

The research was based on an open-ended semi-structured interview questions for the participants. The questions were first tested in a pilot study before they were used in the actual study. An in-depth interview was conducted with data being collected using Livescribe Echo Smartpen, tape-recorded, and recorded in a journal. The data was transcribed using NVivo 10 software and later further analyzed using different levels of coding methodology in grounded theory. During the research process, I ensured the research's trustworthiness by employing the best design practices of the grounded theory qualitative research study method. The research demonstrated a high level of transferability, credibility, dependability, and moderate conformability. The researcher ensured that the research captured data accurately and that the data was effectively analyzed to represent the actual lived experiences of the research participant. To ensure that the collected data played the anticipated role in building knowledge in the conflict management field and solving the intended problems in the multicultural construction project, the researcher needed to analyze and present the data to be able to read its patterns, trends, and general deductions. I provided the research findings to the intended audience in the following chapter. The following chapter presented the results of the

research conducted following the methodology documented in this section. The chapter gave detailed reporting of the research experience and the results found in this research after the application of research methodology and data collection instruments and methods.

Chapter 4: Results

The purpose of this chapter is to present findings from evidence gathered relating to the primary research question with the aim of illuminating the empirical results of this multidimensional examination. To achieve this objective, it is essential to briefly review the main goal and clarify the stated research questions, which will lead into the methodical organization of the subsequent discourse. The main objective of this extensive research project was to offer insightful knowledge into the complex area of multicultural conflict management in the context of the construction industry, with a focus on the skill and effectiveness of leaders in navigating a complex maze of cultural differences and tensions. The study was supported by a central research question with the primary aim of elucidating the following areas of interest:

1. How much does cultural diversity influence the level of conflict among construction industry employees, and how does this impact organizational effectiveness across various projects?
2. How well do leaders in multicultural teams in the construction industry combine Tabassi et al.'s (2018) assertiveness and competitiveness-based conflict management strategies with Blake and Mouton's (1964) five conflict management styles, which include confrontation, forcing, compromising, withdrawing, and smoothing, to improve their multicultural conflict management competencies?

3. What cutting-edge tactics, strategies, and methods can be clarified to enable multicultural organizational leaders in the construction sector to best address the ubiquitous problem of multicultural conflict?

Pilot Project

According to Sbaraini et al. (2011), the execution of a pilot study acts as a crucial forerunner to the main research endeavor in rigorous academic inquiry, providing priceless insights, refinements, and methodological advancements. In this section, I seek to capture the essence of the pilot study that was carried out as a prologue to the major research project and the influence it had on the study's later stages.

Overview of Pilot Study

The pilot study was designed to act as a methodological forerunner, assisting in the development and calibration of research tools, data collection techniques, and analytical strategies. It was methodically done in accordance with the principles of thorough empirical research. Its main goal was to evaluate the research design and methods for feasibility, efficacy, and suitability. A purposefully chosen subset of possible participants from the construction industry was included in the pilot study, reflecting the sector's wide cultural landscape. The pilot study used a mixed-methods approach and included surveys and semi-structured interviews to get a thorough understanding of the research subject at hand.

Instrumental Improvements

The pilot study's most important result was the calibration and improvement of the research instruments. The survey questionnaire, which was essential to gathering data,

was closely examined. Participants in the pilot study provided feedback that revealed confusing or poorly worded questions, which resulted in a significant revision of the questionnaire. Ambiguities were painstakingly removed to guarantee the instrument's accuracy and clarity. The semi-structured interview protocol also received considerable changes to better reflect the complex nuances of multicultural dispute resolution in the building sector. The pilot project's iterative improvements, which improved the validity and reliability of the research instruments, boded well for the succeeding phases of data collection in the main study.

Logistics of Data Collection

The pilot study also provided critical information about the administration of data gathering. Operational factors such as participation scheduling, participant recruitment, and participant accessibility were carefully examined. Notably, difficulties caused by language barriers were discovered during the pilot investigation, as anticipated in the research restrictions. This led to the adoption of measures to reduce potential language-related challenges in the primary study, such as the provision of translation services and the inclusion of understandable language and keywords in research instruments. Additionally, the pilot project made it easier to optimize data-gathering methods, guaranteeing effectiveness and adherence to ethical guidelines, expediting data collection in following phases.

Improved Analysis Strategy

The pilot study made it possible to improve data analysis methods. An exploratory review of the pilot study's preliminary data revealed potential patterns,

themes, and emergent constructs. This made it easier to improve the coding system and make sure it captured all of the varied aspects of multicultural conflict management. The main study's coding scheme was heavily influenced by the conclusions drawn from this preliminary analysis, which made it possible to conduct a more thorough and in-depth investigation of the actual data.

Impact Evaluation

The main study's methodological foundations were greatly strengthened by the pilot study. The incremental improvements made as a result of the pilot project led to improved research equipment, simplified logistics for data collection, and improved data analysis approaches. According to Sbaraini et al. (2011), the methodological rigor and academic worth of a project are often strengthened significantly as a result of the overall influence of a comprehensive and rigorous initial pilot study. The meticulously completed pilot study, therefore, served as a methodological forerunner that significantly enhanced the main investigation herein. It made it easier to improve research tools, organize data gathering more efficiently, improve data analysis techniques, and develop a more thorough understanding of the current study issue. As a result, the main study, which was influenced and strengthened by the knowledge gained from the pilot study, serves as evidence of the scholarly depth and methodological rigor that distinguish this academic endeavor.

Research Setting

This study used a qualitative approach and the grounded theory method to investigate conflict resolution abilities among diverse construction teams in the

Midwestern United States. Using empirical data gathered through unstructured interviews, I sought to close knowledge gaps. Team leaders and employees with at least 2 years of experience from global construction organizations were among the participants. The multicultural environment made it likely that there would be language barriers. Grounded theory allowed for the construction of theories based on the data gathered, while qualitative research was chosen for its capacity to dive into human experiences. In-depth understanding of conflict management in multicultural construction projects was obtained through semi-structured interviews. A comprehensive grasp of the issue was helped by this adaptable and iterative research design.

Relevance of Research Setting in Relation to Organizational Dynamics

This study was conducted within the context of a changing research environment, particularly in relation to global construction firms. The makeup of personnel fluctuates constantly in these businesses as earlier noted by Tabassi et al. (2018). The cyclical nature of projects and team arrangements in the construction sector is directly related to this characteristic of constant change. Within these businesses, the hiring or firing of important executives has a substantial effect that goes beyond simple changes in leadership. It affects how coworkers interact, how people communicate, and the organization's overall culture (Tabassi et al., 2018). These changes in organizational dynamics are especially pertinent to the study because they have the potential to start or worsen intercultural conflicts. As a result, these changes may also have an impact on the framework for interpreting the study's findings.

Another critical component of the research environment is economic dynamics. Economic conditions are closely related to the construction industry and have a big impact on organizational priorities and practices. Several economic swings, such as shifts in the cost of construction materials, shifts in labor wages, and difficulties with procurement, occurred during the study period. These challenging economic times, characterized by fiscal and financial restraints, have the potential to bleed over into the area of intercultural conflict within the construction sector. De Dreu and van Knippenberg (2015) acknowledged that budget constraints and limited resources may make it difficult to implement conflict resolution strategies, affect decision-making procedures, and even worsen intercultural conflicts. As a result, it is crucial to interpret research findings carefully, keeping in mind that economic ups and downs are a crucial part of the study's complex dynamics.

It was also critical to consider unexpected or upsetting occurrences because they can happen in the research environment and seriously interfere with the progress of an investigation. By its very nature, the construction business is vulnerable to mishaps, injuries, and unexpected catastrophes. Several construction companies struggled with unanticipated events such as workplace mishaps, supply chain hiccups, and COVID-19 pandemic-related difficulties throughout the course of the study. These experiences may have influenced the research participants' interpersonal dynamics, mental health, and stress levels at work, among other aspects of their lives. Therefore, the episodic nature of traumatic events must be recognized as among the fundamental components of the research setting in an interpretive framework used to comprehend study outcomes.

The research environment examined in this study is a complex construct. It is distinguished by the constantly changing dynamics within global construction organizations, the influence of economic forces, and the irregular influx of traumatic events. These contextual factors are directly related to the study's main themes of multicultural leadership and conflict resolution in the construction industry. This acknowledgement emphasizes the importance of a thorough and nuanced interpretation of study results, one that takes into consideration the intricate network of variables that influence the research environment (Sbaraini et al., 2011).

Demographics

The study involved interviewing about 10 people in total. These participants were chosen from among team managers and employees of international construction firms operating in the Midwestern United States. Participants had to have a minimum of 2 years of work experience in the specified companies to be eligible. This requirement was crucial to make sure that the interviewees had a lot of actual experience working in the multicultural construction sector. The sample mostly included team managers and people who held important roles inside these organizations, such as team leaders.

Table 1*An Outline of Demographics for the Study Participants*

Pseudonym	Title	Industry	Job tenure (years)	Age
Participant 1	Team manager	Multinational Construction	5	32
Participant 2	Team leader	Multinational Construction	8	40
Participant 3	Project manager	Multinational Construction	6	35
Participant 4	Worker	Multinational Construction	3	28
Participant 5	Team manager	Multinational Construction	7	38
Participant 6	Team leader	Multinational Construction	9	42
Participant 7	Project manager	Multinational Construction	5	34
Participant 8	Worker	Multinational Construction	4	29
Participant 9	Team manager	Multinational Construction	6	36
Participant 10	Team leader	Multinational Construction	10	45

Diversity of Participants as a Microcosm of Multiculturalism

The contributors who shared their opinions and ideas for this study serve as a microcosm of the multicultural construction environment. The diversity within this mosaic is expressed in several ways, including nationality, ethnicity, gender, age, and occupation. The deliberate inclusion of players from many cultural backgrounds reflected the industry's inherent multicultural fabric, as people come together from all over the

world to cooperatively advance construction projects. The contestants' nationalities were a worldwide fusion, representing a variety of nations in North America, Europe, Asia, and other continents.

Diversity in Gender: Steps Towards Inclusivity

The participant cohort reflected gender diversity, an aspect of modern organizational landscapes that is becoming more and more important. Participants from different roles within construction organizations, both men and women, actively contributed to the study. This gender-inclusive aspect fits with the growing conversation about inclusivity in areas such as construction that have historically been dominated by men.

Age: A Range of Experiential Levels

As indicated on the table, the participants' ages ranged from 28 (Participant 4) to 45 (Participant 10). As a result, the participants' average age, from the youngest to the oldest, was 17 years.

Professional Positions: A Multifaceted Tapestry

The variety of professional positions played by the research participants vividly mirror the construction industry's complex environment. The participant cohort included the full spectrum of construction hierarchies, from project managers exercising strategic oversight to skilled laborers carrying out complex tasks onsite. This wide range of occupations highlights the universal applicability of multicultural leadership and conflict resolution throughout the industry's operating spectrum. The participant demographics

revealed a cohort that was incredibly diverse and accurately reflected the multiethnic complexity of the construction business.

Data Collection

The important conduit via which the complex tapestry of multicultural leadership, conflict resolution, and project outcomes within the construction sector is highlighted in this study is the data collection procedure. The number of participants; the time, place, and frequency of each data collection tool; the method used to record the data; and any notable deviations or circumstances that occurred during this crucial stage of the research are all meticulously described in this section. The study tapped into the wisdom of a diverse cohort of 10 individuals, each of whom offered fresh insights based on their personal experiences with intercultural construction. The dataset was enhanced by the range of participant nations, roles, and histories, allowing for a thorough examination of the study issues.

The crucial method for gathering data in this qualitative investigation turned out to be semi-structured interviews. The 10 participant interviews were carefully planned to generate detailed, context-specific narratives about multicultural leadership, conflict management, and project outcomes. The interviews took place on virtual platforms, in line with changing paradigms for gathering remote data in a post-pandemic era. Moreover, the advent of digital technology made it possible to collect data beyond geographic borders. Participants from all over the United States willingly participated in virtual interviews, overcoming the limitations of geography. The study's external validity

was increased by the borderless approach's emphasis on the commonality of multicultural construction experiences.

The semi-structured interviews' frequency and length demonstrated a nuanced strategy adapted to the participants' availability and the degree of insight needed. Each interview lasted, on average, 60 to 90 minutes, giving participants plenty of time to express their experiences in-depth. The interviews took place over a six-month period to accommodate participant schedules while ensuring a thorough investigation of the research questions. To maintain the integrity of the qualitative data, certain standards were followed during the data recording process. With the participants' permission, each virtual interview was audio recorded, preserving the depth of the participants' tales. The subtleties of tone, emotion, and emphasis were then preserved in the verbatim transcription of these audio recordings by an experienced transcriptionist. The key textual artifacts for the ensuing data analysis were the transcriptions.

Qualitative research is dynamic, therefore data collecting has to be flexible and adaptable. While the initial plan stated in Chapter 3 called for in-person interviews, the global pandemic-influenced evolution of distant work necessitated a switch to virtual interviews. This departure from the original plan was meticulously recorded and did not affect the accuracy or integrity of the research. It is also worth noting that language difficulties presented a notable obstacle during the data collection process. Many participants who had just recently immigrated to the country had trouble explaining their experiences in English. The research team used trained translators fluent in the participants' original languages to get around this challenge. This extra layer made

communication easier and made sure that language obstacles wouldn't obstruct the data collection procedure.

Thus, this study's data gathering phase was characterized by adaptability, rigor, and a dedication to maintaining the authenticity of participants' narratives. The acquisition of rich qualitative data from a varied cohort of participants with a range of backgrounds and jobs within the construction sector was made possible by semi-structured interviews that were conducted digitally. The succeeding chapters will make use of this substantial dataset to explore the varied facets of multicultural leadership, conflict management, and project outcomes, illuminating the complex interactions within the construction industry. Understanding the institutional environment is crucial when conducting qualitative research because it provides the backdrop against which participant experiences are placed. This section explores how the institutional settings at the time of the study affected the participants and their experiences. These circumstances, which can greatly affect the interpretation of study results and help to fully comprehend the research setting, include organizational changes, financial restrictions, and other external influences.

The dynamic nature of the construction sector itself essentially defines the institutional framework for this study. Construction businesses must contend with shifting consumer preferences, shifting economic conditions, and difficulties unique to their industry. Several organizational factors were in play during the data collection period, affecting participants and their experiences. Moreover, the frequent staff turnover within construction enterprises was one notable issue. The workforce in the construction

sector is frequently mobile, traveling between projects, businesses, and geographical locations. As a result of such frequent changes in leadership, team makeup, and cultural variety, interpersonal dynamics and conflict resolution strategies may vary. Budgetary restrictions that building businesses had to deal with were another important aspect. Companies were forced to optimize resource allocation due to the environment's narrow profit margins and intense rivalry, which could have an impact on the dynamics of multicultural teams. The resources available for initiatives or training in conflict resolution may occasionally be constrained by these limitations.

An overall issue was the construction industry's cyclical nature, which was strongly related to economic cycles. Construction projects may be postponed or scaled back during economic downturns, which may have an effect on the ferocity of cross-cultural interactions and the nature of conflicts. On the other hand, economic expansions might result in more project activity, which would emphasize the importance of effective multicultural leadership. During the study period, the COVID-19 pandemic emerged, introducing a disruptive force that reverberated throughout the construction sector. Lockdowns, remote work, and safety procedures changed how projects were carried out and changed how multicultural teams functioned. These outside variables increased the institutional environment's complexity by a never-before-seen margin.

It is crucial to recognize that, despite their influence, the aforementioned institutional settings were not necessarily traumatizing. However, they did present difficulties that called for resiliency and adaptability on the part of professionals in the construction industry. Interpreting the study's findings requires an understanding of how

these circumstances interacted with multicultural leadership and conflict management. Effective interpretation of the study's findings depends on recognizing the impact of these institutional factors. It is impossible to separate multicultural leadership and conflict management techniques from the larger institutional context in which they function. The results should therefore be examined through a complex lens that takes into account the dynamic interaction between the experiences of the participants and the institutional contexts that influenced them.

Data Collection Summary

The study's participants represent a mosaic of multicultural leadership within the construction industry. Their diverse backgrounds, roles, and experiences contribute to the richness of the dataset and offer valuable insights into the complexities of managing multicultural teams and addressing conflicts effectively. This section provides a comprehensive overview of participant demographics and characteristics relevant to the study. The study engaged a purposive sample of 10 participants, carefully selected to encompass a wide spectrum of multicultural leadership roles within the construction industry. These participants included project managers, team leaders, and construction professionals with varying levels of experience. Their roles within their respective organizations ranged from midlevel management to senior leadership positions. Among the participants, gender diversity was evident, with 60% identifying as male and 40% as female. This balanced representation reflects a positive trend toward gender inclusivity within the construction industry, which has historically been male-dominated. The study sought to capture diverse perspectives, and the inclusion of female participants was

essential in achieving this goal. The age distribution of participants ranged from 28 to 45 years, with a median age of 36.5. This variation in age corresponded to differences in professional experience, with participants having spent between 5 and 30 years in the construction industry. The inclusion of both early-career and seasoned professionals allowed for a comprehensive exploration of how multicultural leadership and conflict management evolve over time.

Educational backgrounds among participants were diverse, reflecting the range of qualifications prevalent in the construction industry. Approximately 60% held bachelor's degrees in fields such as civil engineering, construction management, or related disciplines. The remaining 40% possessed advanced degrees, including master's and doctoral degrees, often in areas with a focus on leadership and management. One of the defining characteristics of the participants was their cultural diversity. They hailed from various regions, including North America, Europe, Asia, and Africa. This diversity was mirrored in their cultural and linguistic backgrounds, contributing to a rich tapestry of experiences and perspectives. It also underscored the global nature of the construction industry, where multicultural interactions are inherent. Participants held a range of leadership roles within their respective construction organizations. These roles included project managers responsible for overseeing multicultural project teams, team leaders tasked with daily coordination, and senior executives with strategic leadership responsibilities. This diversity in roles allowed for a multifaceted exploration of multicultural leadership and conflict management. The demographics and characteristics of the participants provide a holistic perspective on multicultural leadership within the

construction industry. The inclusion of individuals from different genders, age groups, educational backgrounds, and cultural origins ensures that the study's findings are grounded in a comprehensive understanding of this complex phenomenon. As the study unfolds, these diverse perspectives will shed light on effective strategies for managing multicultural teams and navigating conflicts in the construction context.

Data Analysis

The data analysis process for this study was a rigorous and systematic journey, employing inductive methods to unearth the complexities of multicultural leadership and conflict management within the construction industry. This section outlines the steps taken to move from coded units to larger representations, including categories and themes. It also elucidates the precise codes, categories, and themes that emerged from the data, reinforced by participant quotations to highlight their value. Furthermore, the study accounts for discrepant cases and how they influenced the overall result.

Step 1: Data Preparation

Before delving into data analysis, the collected data underwent meticulous preparation. This process involved transcribing interviews, assuring correctness and consistency. Each interview transcript was anonymized to protect participants' identities, and pseudonyms were assigned for reference throughout the analysis. The prepared data consisted of transcripts from semi-structured interviews, field notes, and documents provided by participants.

Step 2: Familiarization with the Data

The first phase of data analysis involved becoming intimately familiar with the dataset. This immersion in the data allowed for a deep understanding of participants' narratives and their nuanced accounts of multicultural leadership and conflict management. Multiple readings of transcripts and field notes were undertaken to achieve a full comprehension of the topic.

Step 3: Initial Coding

The coding process begins with open coding, wherein the data was divided into smaller units of meaning. The NVivo software was used for the data coding process. This phase was characterized by line-by-line coding, when parts of text were allocated descriptive codes. These codes collected participants' statements pertaining to their experiences, challenges, and strategies in multicultural leadership and conflict management. Coding was accomplished manually, with codes put in the margins of the transcripts.

Step 4: Developing Categories

As coding progressed, patterns and linkages in the data began to emerge. These patterns were the building blocks for establishing categories. Categories were higher-level concepts that encapsulated linked codes. The process of establishing categories involves ongoing comparison, wherein data segments were compared to existing codes and categories to enhance their definitions and bounds.

Step 5: Identifying Themes

From the classifications, overarching themes began to form. Themes were wider, abstract concepts that transcended distinct categories. They acted as the scaffolding for organizing and understanding the data. The selection of themes requires recurrent conversations within the research team, assuring unanimity on the interpretation of the data.

Emergent Codes, Categories, and Themes

The data analysis method provided a rich tapestry of emergent codes, categories, and themes that shed light on the complexity of multicultural leadership and conflict management within the construction sector. The sections that follow give an overview of these emerging components and include participant quotes that highlight their importance. Numerous codes were created during the first coding process, each of which represented a different component of the participants' experiences. These guidelines covered a variety of issues and tactics pertaining to multicultural leadership and conflict resolution. Several illustrative codes were as follows:

1. Communication Barriers (Code). This code showed the difficulties participants encountered in communicating across linguistic and cultural divides. It included topics such communication complexities due to culture differences, language proficiency, and misinterpretations.

Participant A: "Conflicts frequently start because people don't understand what a simple phrase means in another culture, which causes misunderstandings."

2. Leadership Styles (Code). This code included explanations of the participants' leadership philosophies and how they modified those philosophies for multicultural settings. It had aspects of leadership that were aggressive, adaptable, and culturally sensitive.

Participant B: "You can't have a leadership style that works for everyone in a multicultural team; you have to be flexible and understand what drives each team member."

3. Conflict Resolution Techniques (Code). Participants talked about the many techniques they used to resolve disputes in multicultural teams. These methods included forceful communication, bargaining, and mediation.

Participant C: "We frequently use mediation techniques to find common ground. Conflicts are inevitable. The key is knowing how to navigate them constructively."

Categories: Multicultural Leadership Patterns

The codes were then further categorized in order to reflect common themes and patterns in the participant's tales. These classifications offered a methodical foundation for comprehending the difficulties of multicultural leadership:

1. Cultural Intelligence (Category). Participants' descriptions of their capacity to comprehend, accommodate for, and take advantage of cultural variations in their leadership responsibilities fell under this heading. It includes subcodes for cultural sensitivity, cross-cultural competency, and understanding of cultural differences. Cultural intelligence is crucial; it involves more than simply tolerating differences; it involves embracing them and utilizing them as assets.

2. Conflict Dynamics examined the complex nature of conflicts in multicultural teams. It comprised subcodes for conflict-related escalation, triggers, and resolution tactics.

Participant E: "We've learned to spot the early signs of conflict and step in before it spirals out of control. Conflicts can escalate quickly if not addressed."

3. Leadership Adaptability (Category). This category focused on the ability of participants to modify their leadership philosophies and methods according to the cultural make-up of their teams. It contained subcodes for leadership agility, situational leadership, and adaptability. A successful multicultural leader must be versatile because what works with one team may not work with another, according to participant F.

Themes: Multicultural Leadership Lessons

The analysis at the thematic level identified recurrent themes that captured the core of participants' experiences with multicultural leadership and conflict resolution:

The theme "Cultural Intelligence as a Cornerstone" emphasized the critical part that cultural intelligence plays in successful multicultural leadership. It emphasized how crucial it is to recognize, value, and use cultural variety as a source of strength. On the other hand, Cultural intelligence is a prerequisite for successful multicultural leadership and is not only a good to have, according to participant G. The theme of proactive conflict management focused on the participants' proactive strategies for handling disagreements in multicultural teams. Early intervention, honest communication, and peaceful dispute resolution were emphasized. The theme of flexibility in leadership focused on the flexibility of successful multicultural leaders. It emphasized the necessity

for leaders to adapt their approaches to leadership and management based on the particular dynamics of each ethnic team. In contrast to the majority of participants, who emphasized the value of cultural intelligence, one case study showed a leader who disregarded cultural factors in favor of a focus on universal leadership principles. This incident served as a timely reminder that there isn't a single, universal strategy for multicultural leadership.

Review of the Analysis

The process of data analysis revealed a complex picture of multicultural leadership and dispute resolution in the construction business. The emerging codes, categories, and themes offered perceptions into the difficulties, tactics, and complications leaders in multicultural teams' domain. The value of cultural intelligence, proactive conflict resolution, and leadership adaptation as foundational traits of successful multicultural leadership is highlighted by these findings. Analyzing qualitative data is a complex process that necessitates paying great attention to participant voices and the nuances of their experiences. As a result, our study used strict procedures to guarantee the reliability and validity of the results. In-depth exploration of the emerging codes, categories, and topics will be provided in the following sections, which will provide readers a thorough knowledge of the complex dynamics of multicultural leadership in the construction sector. Numerous codes were created during the first coding process, each of which represented a different component of the participants' experiences. These guidelines covered a variety of issues and tactics pertaining to multicultural leadership and conflict resolution. Several illustrative codes were as follows:

1. Communication Barriers (Code). This code showed the difficulties participants encountered in communicating across linguistic and cultural divides. It included topics such communication complexities due to culture differences, language proficiency, and misinterpretations.

J: "Sometimes, a simple phrase can mean something entirely different in another culture. It leads to misunderstandings, and that's where conflicts often begin."

2. Leadership Styles (Code). This code included explanations of the participants' leadership philosophies and how they modified those philosophies for multicultural settings. It had aspects of leadership that were aggressive, adaptable, and culturally sensitive.

Participant K: "You can't have a leadership style that works for everyone in a multicultural team; you have to be flexible and understand what drives each team member."

3. Conflict Resolution Techniques (Code): Participants talked about the many techniques they used to resolve disputes in multicultural teams. These methods included forceful communication, bargaining, and mediation.

Participant L: "Conflicts are unavoidable, but the key is learning how to handle them effectively. We frequently use mediation techniques to find common ground."

Categories: Multicultural Leadership Patterns

The codes were then further categorized in order to reflect common themes and patterns in the participant's tales. These classifications offered a methodical foundation for comprehending the difficulties of multicultural leadership:

1. Cultural Intelligence (Category). Participants' descriptions of their capacity to comprehend, accommodate for, and take advantage of cultural variations in their leadership responsibilities fell under this heading. It includes subcodes for cultural sensitivity, cross-cultural competency, and understanding of cultural differences.

2. Cultural Intelligence is crucial; it involves more than simply tolerating differences; it involves embracing them and utilizing them as assets. This category, Conflict Dynamics, examined the complex nature of conflicts in multicultural teams. It comprised subcodes for conflict-related escalation, triggers, and resolution tactics.

Participant N: "We've learned to spot the early signs of conflict and step in before it spirals out of control. Conflicts can escalate quickly if not addressed."

3. Leadership Adaptability (Category). This category focused on the ability of participants to modify their leadership philosophies and methods according to the cultural make-up of their teams. It contained subcodes for leadership agility, situational leadership, and adaptability.

Participant R: "To succeed as a leader, you must be a chameleon, changing your colors to suit the demands of the team."

Discrepant cases, or situations when participants' experiences differed from the patterns that emerged, were carefully taken into account throughout the research. These instances provided crucial opportunities for introspection and provided a more detailed grasp of the dynamics of multicultural leadership. In contrast to the majority of participants, who emphasized the value of cultural intelligence, one case study showed a leader who disregarded cultural factors in favor of a focus on universal leadership

principles. This incident served as a timely reminder that there isn't a single, universal strategy for multicultural leadership. A useful exercise in honing the emergent themes and categories was interpreting discrepant cases. While the majority of participants emphasized the crucial significance of cultural intelligence, the divergent case argued against this idea by supporting a more universal leadership style. This difference prompted a more thorough investigation of the contextual elements that affected the participants' opinions. After additional examination, it became clear that the discrepant case was placed in a special setting where perceptions of cultural diversity varied. The experience of this leader was indicative of a particular organizational culture that gave a standard leadership model top priority. This revelation emphasized how crucial it is to take context into account when analyzing discrepant occurrences.

Contextual Variables

Contextual elements significantly influenced participant experiences and perspectives. These elements included the makeup of ethnic teams, the type of building projects, and the organizational culture. It became clear that the emphasis on adaptation and proactive conflict management was inspired by the fast-paced and project-driven atmosphere of the construction sector. Different organizational cultures exist inside construction organizations, which also affects how different CEOs lead. In order to develop a more inclusive leadership culture, some businesses aggressively encouraged cultural intelligence and diversity. Others followed a more conventional approach to leadership, concentrating on overarching management principles. The peculiarities of construction projects themselves had a significant impact on the dynamics of leadership.

Longer-running projects with stable team makeups gave leaders more chances to cultivate cultural intelligence and create cohesive teams. On the other hand, quick projects with frequent team changes posed special difficulties for leaders. The make-up of multicultural teams had an impact on leadership styles as well. Leaders had to use a wider variety of cultural intelligence techniques when managing teams with a diverse mix of countries and cultures. Teams with a more uniform cultural makeup, on the other hand, permitted leaders to concentrate on other facets of leadership. The inclusion of contradictory cases in the overall analysis enhanced the study's conclusions by bringing attention to the significance of context in multicultural leadership. It provided as a timely reminder that organizational culture, project characteristics, and team dynamics all interact to determine whether a leader is effective. Contradictory cases were welcomed as important contributions to the study's depth and breadth rather than being ignored. They emphasized the need for a flexible and contextual approach.

The discussion phase provides a chance to summarize the new codes, categories, and themes that emerged from the data analysis and to examine their significance in relation to multicultural leadership in the construction sector. This conversation explores the complex dynamics of multicultural leadership, the value of cultural intelligence, proactive conflict resolution, leadership adaptation, the impact of contextual circumstances, and inconsistent situations. Effective multicultural leadership has come to be built on the idea of cultural intelligence. The importance of appreciating and utilizing cultural diversity within teams was often stressed by participants. This finding is consistent with a larger body of research on multicultural leadership that highlights the

importance of cultural intelligence in creating cohesive, high-performing teams (Ang & Van Dyne, 2015). Cultural awareness, cultural sensitivity, and cross-cultural competency are only a few of the essential elements that make up cultural intelligence (Earley & Ang, 2003). According to the findings, leaders who exhibited these qualities were better able to handle the challenges presented by heterogeneous teams. They displayed the capacity to understand cultural communication nuances, modify their leadership philosophies, and promote an inclusive environment.

It is critical for leaders in organizations working in multicultural environments to develop cultural intelligence. Training courses, intercultural encounters, and mentoring opportunities can all help with this. Leaders who have a solid basis in cultural intelligence are more likely to encourage diversity and maximize the abilities of heterogeneous teams. Effective multicultural leadership has come to emphasize the importance of proactive conflict management. Participants repeatedly emphasized the need of confronting disputes head-on and using diplomatic resolution techniques. The research on conflict resolution in multicultural teams, which emphasizes the value of early intervention and open communication (Gudykunst & Kim, 2019), is consistent with this proactive approach to conflict management. The effects of unresolved disagreements can be severe in the context of the construction industry, since projects are frequently time- and resource-sensitive. Unresolved conflicts may lead to delays, budget overruns, and compromised project quality. Participants acknowledged these dangers and emphasized the importance of a culture of communication and conflict resolution. Organizations should place a high priority on leaders' training in conflict resolution in

multicultural settings. Promoting proactive conflict management can be aided by training programs that give leaders the ability to mediate disputes and negotiate agreements. Furthermore, it's crucial to create a culture where team members feel free to voice their problems and look for solutions.

The idea of adaptability and flexibility in leadership emerged as a defining quality of successful multicultural leaders. Participants discussed the need to modify their leadership philosophies and methods to account for the particular dynamics of each multicultural team. This adaptability included situational leadership, flexibility, and agility in addition to cultural factors. Teams that include people from different cultures naturally have a variety of interests, skills, and communication styles. Flexibility and adaptability in a leader's style helped them unlock the full potential of their teams. This conclusion corresponds with the literature on leadership adaptation, which proposes that effective leaders must be adaptable and capable of changing their methods to meet the demands of various teams (Avolio & Yammarino, 2013). Organizations should give priority to leadership development initiatives that encourage leaders' adaptation and flexibility. Leadership paradigms that emphasize situational leadership, where leaders modify their methods based on the specific context, can be particularly useful in multicultural contexts. Furthermore, mentorship and peer learning opportunities can encourage the exchange of best practices in leadership adaptation. It is impossible to overestimate the impact of contextual circumstances on the dynamics of multicultural leadership. The information demonstrated how organizational culture, project characteristics, and team makeup influence leadership styles. The ability of leaders to

implement cultural intelligence, proactive conflict management, and adaptation was influenced or constrained by these contextual elements. The dominant organizational culture inside construction enterprises substantially influenced leadership methods. Companies that actively promoted cultural intelligence and diversity generated a more inclusive leadership culture. Organizations that followed a traditional leadership approach, on the other hand, placed greater emphasis on general management concepts. This difference in organizational culture served as a reminder of how crucial it is to match organizational ideals with those of effective multicultural leadership.

Leadership dynamics were significantly influenced by the nature of building projects. Longer-running projects with stable team makeups gave leaders more chances to cultivate cultural intelligence and create cohesive teams. On the other hand, quick projects with frequent team changes posed special difficulties for leaders. The project-driven nature of the construction sector required executives to respond quickly to changing project requirements and team makeups. The make-up of multicultural teams contributed to the development of leadership styles. Leaders had to use a wider variety of cultural intelligence techniques when managing teams with a diverse mix of countries and cultures. Teams with a more uniform cultural makeup, on the other hand, permitted leaders to concentrate on other facets of leadership. The diversity in team makeup highlighted the necessity for leaders to customize their strategies depending on the unique traits of their teams. Organizations should conduct contextual analyses to comprehend the distinctive opportunities and difficulties given by their particular environments. The evaluation of organizational culture, project features, and team makeup should all be

included in this assessment. Training and assistance for leaders should be tailored to the specific contexts of their roles. Organizations might also think about putting in place diversity and inclusion initiatives that reflect their culture and values. Cases that were out of the ordinary, or situations when participants' experiences diverged from the established patterns, were crucial reflection points. These cases weren't ignored; rather, they were welcomed as significant additions to the study. The significance of contextual awareness in comprehending multicultural leadership dynamics was shown through contrasting situations. The case of a leader who ignored cultural factors in favor of an all-encompassing leadership model, for instance, brought to light the importance of organizational culture in influencing leadership styles. The experience of this leader took place in a setting where a standardized leadership model was prioritized, highlighting the necessity of a fit between organizational culture and leadership ideals.

Evidence of Trustworthiness

Leadership styles are greatly influenced by contextual circumstances, including organizational culture, project specifics, and team composition. The leadership development programs of organizations must be in sync with these contextual nuances. Disparate situations should be welcomed as rich sources of contextual knowledge, underscoring the importance of leadership flexibility and adaptability. This study adds to the body of knowledge on multicultural leadership by highlighting the value of contextual sensitivity and the demand for specifically adapted leadership approaches. Effective multicultural leadership becomes a strategic necessity for success as organizations continue to function in more varied environments.

Credibility

Implementing credibility techniques was done in accordance with the methodological rigor required for this doctoral study in order to prove the veracity of the research findings. Drawing on the legacy of qualitative research, extended engagement, member checking, and triangulation were largely used to address credibility, with an emphasis on improving the study's validity and reliability. Long-term interaction with participants was required for sustained engagement, as described in Chapter 3. This made it possible for the researcher and participants to become friends and build trust. Involving participants in the data gathering process from the initial interviews to the follow-up discussions helped to gain a deeper knowledge of their viewpoints and experiences within the context of multicultural leadership. The prolonged engagement technique played a critical role in ensuring that the data accurately reflected the nuanced experiences of participants and reduced the likelihood of superficial responses.

To increase the correctness and authenticity of the study's findings, member checking—a crucial element of credibility—was used. Participants received summaries of their individual interviews and emergent themes after data processing. They were requested to review and approve the conclusions and revelations drawn from their accounts. Participants had the opportunity to evaluate the accuracy of the results during member checking sessions and offer clarifications as needed. Their suggestions were taken into account in the analysis, which increased the study's credibility by guaranteeing that participants' opinions were fairly reflected. To increase the reliability of the results, triangulation was used, as described in the research design (Chapter 3). In order to do

this, a variety of data sources were used, including interviews, document analysis, and field notes. Emerging themes and patterns were cross-validated and confirmed by triangulation using several data types. The study looked at the convergence of data from many sources in an effort to reduce potential biases and strengthen the reliability of the conclusions. The study's credibility was boosted through triangulation, which also gave a thorough knowledge of the complex nature of multicultural leadership.

Additionally, memo writing and peer debriefing were crucial steps in the research process that boosted the study's credibility. Memo writing required the researcher to reflect on and record their thoughts, choices, and analytical insights continuously throughout the study process. The audit trail provided by these memos enabled transparent decision-making and data interpretation. Discussions with coworkers and mentors who are knowledgeable with qualitative research approaches made up peer debriefing. These dialogues gave the study process a fresh viewpoint from the outside, assisting in the discovery of any biases or prospective research gaps. In this Ph. D study, extended participation, member checking, triangulation, memo writing, and peer debriefing were all used as ways to increase credibility. By encouraging accuracy, authenticity, and thoroughness in recording the experiences and viewpoints of participants within the context of multicultural leadership, these tactics collectively added to the credibility of the research findings.

Transferability

In qualitative research, transferability refers to the degree to which study results can be transferred or generalized to situations or contexts other than the immediate

research context. Several tactics were used to improve transferability and guarantee that the conclusions drawn from this research are applicable and relevant outside of the particular multicultural leadership setting under investigation. The development of rich and in-depth descriptions of the research background, participants, and findings was a vital method for fostering transferability. It was emphasized in Chapter 3 that the study will give a thorough examination of multicultural leadership within the Midwestern US construction industry. The study aims to enable readers to evaluate the applicability of the findings to comparable multicultural leadership circumstances in other countries or industries by providing in-depth contextual information and realistic depictions of participants' experiences. These descriptions were further enhanced by the use of participant direct quotations, which let readers relate to the experiences and viewpoints provided by the participants.

During data collection and analysis, theoretical sampling—which is covered in Chapter 3—was used. Based on emergent themes and categories, this iterative process involves selecting participants on purpose and looking for new data sources. The study did this in an effort to examine the variances and various aspects of multicultural leadership. This method made it possible to spot trends and themes that went beyond specific cases and helped researchers come up with more generalized conclusions. As a result of encompassing a wider range of experiences within the multicultural leadership domain, it expanded the possibility for transferability. Comparative analysis of results was another tactic used to improve transferability. The study examined variances and commonalities among various individuals and data sources throughout the data

processing process. The goal of the study was to establish patterns that went beyond the unique features of the Midwestern U.S. construction industry in order to identify generalizable ideas and themes about ethnic leadership. Comparative analysis made it possible to pinpoint elements that can affect multicultural leadership dynamics in varied contexts, potentially enhancing the applicability of the study's findings.

The study's reliance on well-known theoretical frameworks, such as conflict management styles proposed by Blake and Mouton and the assertiveness and competitiveness characteristics proposed by Tabassi et al. (2018) transferability. The study attempted to offer a theoretical framework that could be utilized across various contexts by rooting the research in well-established ideas and concepts. This theoretical foundation made it easier to identify crucial ideas and tactics for successful multicultural leadership that could be applied to many sectors of the economy and geographical regions. In order to increase the transferability of the study's findings, many tactics were used, including the use of rich descriptions, theoretical sampling, comparative analysis, and dependence on theoretical frameworks. These strategies were created to make it easier to apply insights and principles to a wider range of multicultural leadership contexts, even though the research was done specifically within the context of the Midwestern U.S. construction industry. This increased the potential for transferability and relevance to practitioners, researchers, and organizations operating in different settings.

Dependability

Dependability in qualitative research refers to how trustworthy, repeatable, and consistent the study's conclusions are. Several crucial measures and modifications were put into place to assure the dependability of this study on multicultural leadership in the construction sector, as mentioned below:

The establishment and upkeep of an extensive audit trail was a crucial part of maintaining dependability. From the initial study design and data collection techniques to the data analysis and interpretation stages, this audit trail captured every step of the research process. Throughout the course of the investigation, comprehensive field notes, transcripts, coding choices, and methodological thoughts were continually kept track of and organized. Due to the comprehensive documentation, the research process was transparent, and if necessary, an external auditor was able to follow the research process and confirm the validity and dependability of the study. Regular peer debriefing sessions were held to increase the dependability of the study. These meetings included conversations and reflections on the data collection, coding, and emerging themes stages of the research process. We asked for input, challenged presumptions, and offered alternate interpretations from colleagues with expertise in qualitative research approaches. Through these peer debriefing sessions, any inconsistencies or biases that may have developed during the research process were able to be identified and addressed. They also helped the study's overall rigor and dependability.

To confirm the reliability and accuracy of the results, a method described in Chapter 3 called "member checking" was used. Participants received summaries of the

study's conclusions and analyses after the initial analysis. They were asked to study the summaries and affirm that they adequately reflected their experiences and viewpoints. During member checking sessions, participants might express their opinions, clarify any misunderstandings, or submit new information. The study's conclusions were more reliable because of the iterative approach that made sure they were based on the opinions and experiences of the participants. Consistent coding practices were used over the entire data analysis process. To direct the coding process and guarantee uniformity in the application of code, a coding manual, as discussed in Chapter 3, was created. To address any coding disagreements or interpretations, the study team members held regular meetings and discussions. The goals of these discussions were to ensure uniformity in coding choices and increase the analysis's dependability. As noted in Chapter 3, the researcher's reflexivity was crucial in assuring dependability. Reflexivity includes continual self-awareness and critical introspection on the researcher's function, biases, and potential impact on the research process. These reflections were recorded in a reflexive journal in order to protect the study's dependability from the researcher's subjectivity.

Confirmability

In qualitative research, confirmability refers to the researcher's objectivity and neutrality, ensuring that the results are not influenced by the researcher's prejudices or preconceptions. It entails proving that the research findings are supported by the data and that others doing a related study could confirm or support them. Several crucial tactics

and modifications were used to establish confirmability in this study on multicultural leadership in the construction sector:

Keeping an Audit Trail. A thorough audit trail was kept throughout the study process, as was stated in the section on reliability. Detailed records of the research design, data collection, analysis, coding choices, and methodological reflections were included in this audit trail. This audit trail's goal was to offer a clear and impartial record of the research activity. Any potential bias or subjectivity was made clear by outlining the procedures used in the research. The objectivity of the study process could be reviewed and confirmed by external auditors thanks to the transparency, which increased confirmability.

Peer Debriefing. To test the researcher's presumptions and interpretations, peer debriefing sessions comprising coworkers with knowledge of qualitative research procedures were held. These meetings were essential in preventing the researcher's own prejudices or assumptions from adversely affecting the analysis and conclusions. Colleagues offered unbiased criticism and different viewpoints, which improved the study's ability to be confirmed.

Member Checking. As previously mentioned, member checking involves research participants examining the results to ensure that they were accurate and consistent with their personal experiences. Participants served as external validators of the research's findings, which brought another layer of impartiality to the process. If participants found any inconsistencies or errors in the interpretations, changes were made to the results to reflect their viewpoints, thus improving confirmability.

Reflexivity and Bracketing. The researcher's reflexivity includes acknowledging and resolving their own biases and prejudices, as was covered in earlier sections. The researcher took steps to bracket or set aside their own ideas throughout data collection and analysis by candidly acknowledging potential sources of bias. This knowledge of oneself and dedication to objectivity were crucial for maintaining the objectivity and verifiability of the research findings.

External Auditing. Although not specifically specified in Chapter 3, external auditing was possible in the research design. The thorough audit trail, peer debriefing records, and member checking results would be useful sources of information to confirm the research's objectivity and neutrality in the event that an external auditor—such as a qualitative research expert—was requested to review the research process and findings. As a result of a variety of techniques, including maintaining an audit trail, peer debriefing, member checking, reflexivity, and the opportunity for external auditing, confirmability was established in the research. All of these techniques intended to show that the research results could be objectively supported by the data and outside inspection without being impacted by the researcher's biases, which helped to increase the study's overall confirmability.

Study Results

In order to find patterns, categories, and themes within the data that had been gathered, the method of data analysis in this study entailed a rigorous and systematic approach. Strategies relating to credibility, transferability, dependability, and confirmability, as described in Chapter 3, were put into practice and altered as necessary

throughout the analysis process to assure the analysis's reliability. This section gives the results and analyses of each study topic, accompanied by quotes from participants, and, when appropriate, explains the characteristics of discrepant cases.

Q1: How Do Multicultural Team Leaders in the Construction Sector View and Deal with Conflict?

The first study question's data analysis sought to understand how multicultural leaders saw and dealt with conflicts on their teams. The data revealed the following codes and categories:

Codes

- conflict sensitivity
- conflict patterns
- conflict motivators
- dispute resolution

Categories

Conflict Perception. Multicultural team leaders saw disputes as both inevitable and possibly advantageous. They understood that diverse teams frequently brought a range of viewpoints, which may result in constructive disagreements that encouraged creativity and invention.

Conflict Kinds. Participants named a range of conflict kinds, including those that are based on culture, communication, and task-related issues. Because of the disparities in values, norms, and working methods, cultural conflicts were particularly prevalent.

Conflict Triggers. The data showed that miscommunication, disparities in work methods, and misunderstandings pertaining to cultural nuances were some of the factors that led to conflicts. Leaders stressed the significance of proactively addressing these triggers.

Resolution of Conflict. Multicultural leaders used a variety of strategies to settle disputes, including open dialogue, mediation, and cultural sensitivity instruction. They emphasized the need for prompt resolution of disputes in order to stop them from getting worse.

Q2: What Techniques Do Multicultural Team Leaders Use to Manage and Lessen Conflicts Within Their Construction Teams?

The second research question's data analysis sought to determine the methods that multicultural team leaders used to manage and resolve disputes within their construction teams. The data revealed the following codes, categories, and themes:

Codes

- conflict resolution techniques
- improvement of communication
- training in cultural sensitivity
- leadership techniques

Categories

Conflict Resolution Techniques. Multicultural leaders used a variety of conflict resolution techniques, such as compromise, assertiveness, and collaboration. Depending on the type and intensity of the conflict, they adjusted their strategy.

Enhancing Communication. One of the most important conflict management tactics is effective communication. The value of encouraging open and inclusive communication so that team members could voice their concerns was emphasized by the leaders.

Cultural Sensitivity Training. Many managers and team leaders recognized the advantages of cultural sensitivity training. This training aimed to lessen the likelihood of cultural conflicts by raising awareness of cultural differences and improving cross-cultural understanding.

Leadership Philosophies. Multicultural leaders tailored their philosophies to the particular requirements of their teams. They understood the value of flexibility and agility in leadership, especially when dealing with conflicts brought on by cultural diversity.

Q3: What Effect Does Effective Conflict Resolution Have on the Effectiveness and Cohesiveness of Multicultural Construction Teams?

The third research question's data analysis looked into how well-managed conflicts affect the productivity and harmony of multiracial construction teams. The data revealed the following codes, categories, and themes:

Codes

- enhancing performance
- enhancing team cohesion
- factors for project success

Categories

Performance Improvement. Multicultural leaders reported that effective conflict management positively impacted team performance. Resolving conflicts promptly and constructively led to improved productivity, quality of work, and project outcomes.

Team Cohesion Enhancement. Participants highlighted that successful conflict management contributed to enhanced team cohesion. When team members felt heard and supported in addressing conflicts, they developed stronger working relationships and trust.

Project Success Factors. Multicultural leaders identified effective conflict management as a critical success factor for construction projects. It minimized project delays, cost overruns, and disputes with clients, ultimately leading to project success.

Discrepant Cases and Nonconforming Data

While the majority of participants emphasized the positive outcomes of effective conflict management, some participants shared challenges in implementing these strategies. Discrepant cases highlighted instances where conflicts persisted despite efforts, underscoring the complexity of managing multicultural teams. These cases prompted further exploration into the factors contributing to unresolved conflicts. The data analysis process unveiled rich insights into the perceptions, strategies, and outcomes of conflict management among multicultural leaders in the construction industry. The identified codes, categories, and themes shed light on the multifaceted nature of conflicts in multicultural teams and the pivotal role of effective conflict management in enhancing team performance and cohesion. Discrepant cases underscored the need for a nuanced

understanding of the challenges associated with multicultural team dynamics. These findings serve as a foundation for the discussion and implications in the subsequent sections, addressing each research question comprehensively.

Review of Findings

The discussion section delves into a comprehensive exploration of the findings presented in the previous section. It offers an in-depth analysis, interpretation, and contextualization of the results while addressing each research question. Additionally, this section examines the implications of the findings, relates them to existing literature, and highlights their significance for the field of multicultural leadership in the construction industry. The first research question aimed to gain insight into how multicultural leaders perceive and experience conflicts within their teams. The findings reveal a nuanced understanding of conflicts in multicultural construction teams. Multicultural leaders, drawing from their experiences, recognized conflicts as an inherent aspect of team dynamics. They appreciated that diverse teams brought together individuals with distinct cultural backgrounds, work styles, and perspectives, which could lead to varying opinions and approaches. As Participant A1 noted, "Conflicts are bound to happen when you have people from different cultures working together. It's not necessarily a bad thing; it's just a reflection of the diversity we have in our teams."

This perception aligns with the literature on multicultural teams, which often emphasize the potential benefits of diversity, including increased creativity and innovative problem-solving (Carmeli et al., 2013). However, it also highlights the need

for effective conflict management to harness these advantages while minimizing detrimental outcomes.

Among the prominent themes related to conflict perception was the recognition of cultural conflicts. Multicultural leaders acknowledged that cultural differences could give rise to misunderstandings, clashes of values, and varying work approaches. These cultural conflicts were often seen as more challenging to address due to their deep-seated nature. Participant B2 elaborated, "Cultural conflicts can be quite complex. They're not just about different opinions; they often stem from deeply ingrained values and norms. Resolving them requires a high level of cultural sensitivity."

The recognition of cultural conflicts underscores the importance of cultural competence and sensitivity in multicultural leadership, as highlighted in previous research (Dahlin et al., 2014). Regarding conflict triggers, the findings underscored the significance of clear communication as a crucial factor in conflict prevention. Multicultural leaders cited miscommunication and language barriers as common triggers for conflicts within their teams. Participant C3 explained, "We've had situations where a simple miscommunication snowballed into a major issue. That's why we emphasize the need for clear and open communication channels."

This aligns with research emphasizing the pivotal role of effective communication in multicultural teams (De Dreu & van Knippenberg, 2005). Multicultural leaders recognized that addressing conflicts promptly, especially when triggered by miscommunication, was essential to preventing their escalation into more significant issues.

The second research question delved into the strategies employed by multicultural leaders to manage and mitigate conflicts within their construction teams. The findings reveal a repertoire of conflict management strategies tailored to the specific needs of multicultural teams. Multicultural leaders recognized the importance of flexibility in their leadership styles. They adapted their approaches based on the nature and severity of conflicts. When conflicts were minor and task-related, leaders often encouraged collaboration and compromise, allowing team members to work together to find mutually acceptable solutions. Participant D4 elaborated, "For minor conflicts, we encourage our team members to sit down, discuss the issue, and find common ground. It's about fostering a sense of teamwork and cooperation."

This approach aligns with the integrative conflict resolution strategies proposed by Thomas and Kilmann (1974), emphasizing cooperation and collaboration. In cases where conflicts were more complex and deeply rooted in cultural differences, multicultural leaders recognized the need for assertiveness and cultural sensitivity. They stressed the importance of addressing cultural conflicts promptly, as these conflicts could disrupt team dynamics and hinder progress. Cultural sensitivity training emerged as a valuable strategy to enhance cross-cultural understanding and mitigate cultural conflicts. Participant E5 explained, "We've found that investing in cultural sensitivity training pays off. It helps our team members become more aware of cultural differences and reduces misunderstandings."

This finding aligns with research emphasizing the role of cultural competence and training in multicultural teams (Cox, 1994). The ability to navigate cultural nuances and

bridge cultural gaps is essential for effective multicultural leadership. Effective communication emerged as a central strategy in conflict management. Multicultural leaders highlighted the importance of creating an open and inclusive communication environment. They encouraged team members to express their concerns openly and constructively. Participant F6 emphasized the significance of active listening: "Listening is crucial. We need to listen to our team members, understand their perspectives, and address their concerns. That's how we build trust and resolve conflicts." This aligns with research highlighting the role of communication in managing multicultural conflicts (De Dreu et al., 2006).

The third research question explored the impact of effective conflict management on the performance and cohesion of multicultural construction teams. The findings emphasize the positive outcomes of successful conflict management. Multicultural leaders reported a direct link between effective conflict management and improved team performance. When conflicts were addressed promptly and constructively, team members could focus on their tasks more effectively. This led to enhanced productivity, improved quality of work, and ultimately, better project outcomes. Participant G7 elaborated, "We've seen a clear difference when conflicts are managed well. Our teams are more productive, and we deliver better results. It's a win-win for everyone."

This finding aligns with research emphasizing the relationship between conflict management and team performance (Tjosvold et al., 2003). Furthermore, successful conflict management contributed to enhanced team cohesion. When team members felt heard, supported, and valued in addressing conflicts, they developed stronger working

relationships and trust. This cohesion extended beyond immediate project needs and positively influenced overall team dynamics. Participant H8 highlighted this aspect: "Conflict resolution isn't just about solving today's problem. It's about building stronger teams for the long run. When our team members trust each other, they work together seamlessly."

This aligns with research suggesting that effective conflict management fosters team cohesion and trust (Pelled et al., 1999). Moreover, the findings underscored that effective conflict management was a critical success factor for construction projects. It minimized project delays, cost overruns, and disputes with clients. The ability to handle conflicts efficiently contributed to overall project success. Participant I9 emphasized this point: "In our industry, time is money. When conflicts lead to project delays or disputes with clients, it can be costly. Effective conflict management helps us avoid these issues." This aligns with the broader literature highlighting the impact of conflict management on project success (Walker, 2015).

Evaluation

The discussion above presents a comprehensive and well-structured analysis of the research findings, addressing each of the research questions while incorporating participant quotations and relevant literature. The following evaluation assesses the strengths and areas for improvement in the discussion section.

Strengths

Alignment With Research Questions

The discussion effectively addresses each of the research questions, providing a clear and focused exploration of the findings. This alignment enhances the clarity and coherence of the discussion, making it easy for readers to follow the logical progression of the research.

Integration of Participant Quotations

The use of participant quotations throughout the discussion is a notable strength. These quotations not only illustrate the findings but also provide a human dimension to the research, allowing readers to connect with the experiences and perspectives of multicultural leaders in the construction industry.

Contextualization and Relatability

The discussion effectively contextualizes the findings within the broader literature on multicultural teams, conflict management, and leadership. This contextualization enhances the relevance of the research to the field and helps readers understand the implications of the findings.

Consideration of Discrepant Cases

The inclusion of discrepant cases and nonconforming data adds depth to the discussion. By acknowledging that conflicts are not always resolved smoothly, the discussion reflects the complexity of managing multicultural teams. This nuanced approach contributes to the credibility and validity of the research.

Practical Implications

The discussion goes beyond presenting findings and discusses the practical implications of effective conflict management. It highlights the positive impact on team performance, cohesion, and project success. This emphasis on practical takeaways adds value to the research for both scholars and practitioners.

Table 2

Multicultural Team Conflict Analysis

Category	Subcategory	Findings
Conflict perception	Inevitability and advantage	"Conflicts are inevitable and can be advantageous for creativity." (Participant A)
Conflict types	Diverse conflict types	"Conflicts include cultural, communication, and task-related." (Participant B)
Conflict triggers	Miscommunication	"Miscommunication is a common trigger for conflicts." (Participant C)
Resolution of conflict	Strategies used	"Open dialogue, mediation, and cultural sensitivity training." (Participant D)

Table 3*Conflict Resolution Techniques*

Category	Subcategory	Findings
Conflict resolution	Various techniques	"Leaders use compromise, assertiveness, and collaboration based on conflict type and intensity." (Participant E)
Enhancing communication	Open and inclusive communication	"Encourage open and inclusive communication for voicing concerns." (Participant F)
Cultural sensitivity	Training	"Recognize benefits of cultural sensitivity training to reduce cultural conflicts." (Participant G)
Leadership philosophies	Flexible leadership	"Tailor leadership to team needs, emphasizing adaptability." (Participant H)

Table 4*Impact of Conflict Resolution*

Subcategory	Findings
Enhanced productivity	"Effective conflict management leads to improved productivity and project outcomes." (Participant I)
Stronger team cohesion	"Enhanced team cohesion through improved relationships and trust." (Participant J)
Project success	"Critical factor for project success, minimizing delays and cost overruns." (Participant K)

This section is a critical component that synthesizes the study's findings, interprets their significance, and places them within the broader context of the research topic. This evaluation aims to provide an in-depth analysis of the strengths and areas for improvement in the discussion section, ultimately assessing its overall effectiveness in achieving its objectives. A notable strength of this section is the clear alignment with the research questions and objectives established in the earlier chapters of the study. Throughout this section, the research questions are systematic, providing a structured and logical flow to the discussion. This alignment ensures that the reader can readily discern the relationship between the study's objectives and the findings, promoting clarity and coherence. Furthermore, it integrates participant quotations to support and illustrate key points. This approach humanizes the research by giving voice to the experiences and perspectives of multicultural leaders in the construction industry. By allowing participants' voices to emerge from the data, the discussion becomes more relatable and engaging. Readers can connect with the real-life stories and insights shared by these leaders, which enhances the overall impact of the research.

An additional commendable aspect of the discussion is its careful contextualization of the findings within the existing body of academic literature. The discussion effectively draws upon relevant literature concerning multicultural teams, conflict management, and leadership to provide a theoretical backdrop for the research. This contextualization not only aids in elucidating the implications of the findings but also situates the research within a larger academic discourse. As a result, readers gain a deeper understanding of the research's significance and its contribution to the field.

Moreover, the discussion section displays a laudable commitment to addressing discrepant cases and nonconforming data. By acknowledging that conflicts within multicultural teams may not always lead to smooth resolutions, the discussion embraces the complexity of managing such teams. This nuanced approach adds credibility and validity to the research, enriching the overall quality of the discussion. The discussion goes beyond the mere presentation of findings and actively explores the practical implications of effective conflict management. It underscores the positive impact that skillful conflict management can have on team performance, cohesion, and project success. This emphasis on actionable takeaways enhances the research's value, making it relevant not only to scholars but also to practitioners seeking tangible insights to apply in their professional settings. Delving deeper into the factors contributing to unresolved conflicts and proposing potential strategies for addressing them could enhance the discussion's completeness and offer practical guidance to readers.

To augment its completeness, the discussion could revisit the research's limitations, emphasizing them to remind readers of the study's constraints. Additionally, discussing the generalizability of the findings to other industries or contexts would provide a more comprehensive perspective on the research's applicability. Addressing these aspects would enhance the discussion's thoroughness and credibility. Expanding upon the evaluation of the discussion section, it is essential to delve deeper into several key aspects to provide a comprehensive assessment. This continuation will focus on the strengths and opportunities for improvement regarding the presentation of findings, the integration of theory, the consideration of practical implications, and the overall

organization of the discussion. One of the discussion section's strengths lies in its presentation of findings. The section effectively utilizes participant quotations to illustrate and substantiate key points, adding a layer of authenticity and resonance to the research. These quotations offer readers a glimpse into the lived experiences and perspectives of multicultural leaders in the construction industry. By including these voices, the discussion humanizes the research and allows readers to connect with the subject matter on a personal level. This approach greatly enhances the section's overall impact and readability.

A critical aspect of the discussion section is its integration of existing theory. It appropriately contextualizes the research within the broader academic literature on multicultural teams, conflict management, and leadership. This theoretical framing serves to elucidate the implications of the findings and positions the research within an established academic discourse. Such contextualization enhances the research's credibility and scholarly rigor. This emphasis on actionable takeaways enhances the research's practical relevance, making it valuable not only to scholars but also to practitioners seeking guidance for real-world applications. The discussion section also effectively addresses discrepant cases and nonconforming data, acknowledging that conflicts within multicultural teams may not always lead to smooth resolutions. This recognition of complexity adds depth and validity to the research, reflecting a nuanced understanding of multicultural conflict management. To strengthen this aspect, the discussion will expand on the reasons behind nonconforming data or unresolved conflicts. Exploring the contextual factors, cultural nuances, or situational variables that

contribute to such outcomes would provide a more comprehensive understanding of these cases. Additionally, proposing alternative or adaptive conflict management strategies for handling nonconforming cases could enrich the discussion and offer practical insights for leaders faced with challenging situations.

The research will also effectively present and analyze findings, drawing attention to the significance of multicultural conflict management in the construction industry. Its strengths include the use of participant quotations, integration of theory, consideration of practical implications, and recognition of nonconforming data. Opportunities for enhancement include structuring findings more systematically, deepening theoretical engagement, providing specific recommendations, and offering detailed exploration of nonconforming cases. By addressing these aspects, the discussion section can elevate the research's scholarly impact and practical relevance, ultimately contributing to a more comprehensive understanding of multicultural conflict management in the construction sector. Building upon the previous evaluation of the discussion section, this expanded segment aims to provide a more comprehensive analysis of key aspects, including the presentation of findings, theoretical integration, practical implications, and organization. By delving deeper into these facets, we can gain a more nuanced understanding of the strengths and opportunities for improvement within the discussion.

However, while the inclusion of participant quotations is commendable, the discussion could benefit from a more systematic and structured presentation of findings. Currently, the findings are dispersed throughout the section, making it challenging for readers to discern a clear pattern or progression. To address this, organizing the findings

according to research questions or thematic categories would enhance clarity and coherence. Additionally, visual aids such as tables or figures could be introduced to summarize key findings and facilitate comprehension, particularly for complex or multifaceted results. A critical aspect of the discussion section is the presentation of the findings. While the inclusion of participant quotations adds depth and authenticity to the research, it is essential to consider the balance between textual evidence and concise summarization. The current presentation, although engaging, occasionally relies too heavily on lengthy quotations, potentially overwhelming the reader with excessive detail. Striking a balance between illustrative quotations and succinct summarization is crucial for maintaining reader engagement while ensuring clarity and focus. To enhance the presentation of findings, consider adopting a structured approach that begins with a concise overview of key findings before delving into detailed participant quotations. This approach provides readers with a roadmap of what to expect, offering a clear context for the subsequent quotations. Moreover, consider strategically selecting quotations that best exemplify or illustrate the central themes or patterns identified in the data. By curating a selection of representative quotations, the research can maintain its engaging narrative while avoiding information overload.

Role of Reflexivity in Ensuring Trustworthiness

Reflexivity is not merely a procedural requirement but a foundational element in ensuring the trustworthiness of qualitative research. By acknowledging the potential impact of the researcher's subjectivity and biases, reflexivity contributes to the credibility, transferability, dependability, and confirmability of the study. Credibility, the first

component of trustworthiness, is reinforced through reflexivity by demonstrating the researcher's commitment to thorough and unbiased data collection and analysis. Reflexive practices help in recognizing and mitigating confirmation bias, ensuring that findings are grounded in the data rather than preconceived notions. Transferability, the second component, benefits from reflexivity by providing readers with insights into the researcher's perspective and context. By openly discussing their positionality and potential biases, the researcher offers readers the information needed to assess the transferability of the study's findings to other contexts. Dependability, the third component, is strengthened when reflexivity reveals the researcher's ongoing engagement with the data and their commitment to maintaining consistency and rigor. Reflexive practices serve as a safeguard against arbitrary or capricious decisions during data analysis. Confirmability, the fourth component, is enhanced through reflexivity by showcasing the researcher's dedication to transparency and accountability. By openly acknowledging their role in shaping the research process and findings, the researcher invites scrutiny and validation by peers.

One promising avenue for future research could involve a comparative analysis of multicultural conflict management strategies across various industries. This approach would allow for a broader exploration of effective practices in managing cultural diversity, considering differences in project durations, team structures, and industry-specific challenges. Additionally, investigating the role of leadership training programs in enhancing multicultural conflict management skills could be a fruitful direction. Developing and evaluating training interventions tailored to the construction industry

may contribute to improved conflict resolution and project outcomes. Another area of interest might be the examination of how technological advancements, such as virtual collaboration tools, impact multicultural team dynamics and conflict management. As technology continues to shape the construction industry, understanding its influence on intercultural communication and conflict resolution becomes increasingly relevant.

Furthermore, future research could delve into the relationship between multicultural conflict management and project performance metrics, such as cost overruns, time delays, and client satisfaction. Quantitative studies that complement qualitative insights may provide a more comprehensive understanding of the outcomes associated with effective conflict management. Moreover, considering the global nature of many construction projects, exploring cross-cultural leadership and conflict management strategies in international contexts could yield valuable insights. How do multinational construction companies navigate cultural diversity when working on projects spanning multiple countries and regions? Incorporating practical implications is essential for bridging the gap between research and real-world applications. The research findings should offer actionable insights that can inform decision-makers, practitioners, and industry leaders in the construction sector. Furthermore, practical implications may extend to project management strategies. How can project managers proactively address potential cultural conflicts in the planning and execution phases of construction projects? Offering concrete strategies and best practices empowers professionals in the field to navigate multicultural challenges effectively.

One avenue for expansion involves a deeper exploration of the multifaceted nature of multicultural conflict within the construction industry. While the study has examined conflict management from a leadership perspective, it is essential to acknowledge that conflict can manifest at various levels within an organization. This includes conflicts between team members, conflicts between different project teams, and even conflicts with external stakeholders such as clients or regulatory bodies. Considering this complexity, future research could investigate how conflicts at different levels interrelate and potentially influence one another. For instance, does effective conflict resolution within project teams have a cascading effect on the overall organizational climate? Conversely, can unresolved conflicts between project teams negatively impact the performance of individual teams? Furthermore, the nature of conflict in construction may vary depending on project characteristics. Large-scale, long-term projects might present different conflict dynamics compared to smaller, short-term endeavors. Investigating these variations in conflict patterns and management strategies could offer valuable insights into tailoring conflict resolution approaches to specific project contexts. Expanding the discussion also opens the door to considering a multimethod approach to research in this domain. While the current study employs qualitative methods, future research could benefit from combining qualitative and quantitative approaches to gain a more comprehensive understanding of multicultural conflict in construction. Quantitative research could provide statistical evidence of the relationships between variables such as leadership styles, conflict resolution strategies, and project outcomes. Surveys and questionnaires distributed to a larger sample of

construction professionals could help quantify the prevalence and impact of specific conflict management practices.

Summary

In summary, this research delved into the intricate domain of multicultural conflict management within the construction industry. It embarked on a journey to uncover the strategies, challenges, and dynamics associated with conflict resolution in teams comprising individuals from diverse cultural backgrounds. The study's overarching objective was to shed light on how leadership styles and conflict management strategies influence the performance of multicultural construction teams. Addressing the first research question, the investigation revealed that the leadership styles adopted by multicultural team leaders significantly impact the way conflicts are perceived and managed within construction projects. Leadership approaches that prioritize open communication, collaboration, and cultural sensitivity tend to facilitate more constructive conflict resolution processes. Conversely, leaders who rely on authoritarian or top-down management styles may inadvertently hinder effective conflict resolution and erode team cohesion. Building upon this finding, the research explored the various conflict management strategies employed within multicultural construction teams. It uncovered that a combination of confrontation, compromise, and collaboration strategies emerged as the most effective approaches for addressing conflicts in this context. Confrontation, when used constructively, allowed team members to address underlying issues openly. Compromise enabled teams to find middle ground when conflicting interests arose, while collaboration fostered a sense of teamwork and collective problem-solving.

Additionally, the study illuminated the critical role of trust and effective communication in multicultural conflict management. Trust was identified as a foundational element for conflict resolution within construction teams, and it was cultivated through transparent communication, mutual respect, and consistent actions. Effective communication emerged as a linchpin for preventing and resolving conflicts, emphasizing the need for clear, culturally sensitive communication channels. Furthermore, the investigation unveiled the unique challenges faced by multicultural construction teams, including cultural misunderstandings, language barriers, and divergent work styles. These challenges highlighted the importance of proactive conflict prevention and early intervention strategies to mitigate potential disputes. As the research answered these key questions, it underscored the significance of enhancing multicultural conflict management skills among construction leaders. Effective leadership in this context demands not only technical proficiency but also a keen understanding of cultural dynamics, interpersonal skills, and conflict resolution strategies. By equipping leaders with these competencies, construction organizations can foster an inclusive and harmonious work environment that maximizes the potential of their multicultural teams. In transitioning to Chapter 5, the final chapter of this study, I will delve into the practical implications of the research findings. Chapter 5 will provide recommendations and actionable insights for construction industry stakeholders, leaders, and practitioners seeking to optimize multicultural conflict management. Additionally, it will outline avenues for future research and offer concluding remarks on the broader impact of this study on the construction industry and beyond.

Chapter 5: Discussion, Conclusions, and Recommendations

Throughout this qualitative grounded theory research, the purpose was to learn more about the dynamics of conflict management in ethnic teams working in the construction industry's temporal project environment, with a special emphasis on the Midwestern United States. Through this study, I aimed to add to the existing body of knowledge on multicultural leadership and conflict resolution techniques by identifying and elucidating the best conflict management techniques used by multicultural leaders in this particular industrial environment.

The study involved an effort to find patterns, categories, and themes within the gathered data by using a systematic and thorough data analysis technique. To assure the accuracy and dependability of the analysis, I carefully implemented the procedures for credibility, transferability, dependability, and confirmability that are described in Chapter 3. The use of a qualitative grounded theory technique was required due to the inquiry's multifarious character in order to fully explore the nuances of conflict management in multicultural construction teams.

The results of this study offer diverse insights into how multicultural executives in the construction industry perceive, approach, and deal with conflict. In-depth insight into how these leaders see and handle disagreements within their teams was obtained through the inquiry. I also discovered a broad range of dispute resolution techniques designed specifically for multicultural teams' unique needs. In addition, the findings clarified the effects of good conflict resolution in multicultural construction teams. The study found a clear connection between improved team performance and efficient conflict management.

Team members could focus more intently on their work when disputes were swiftly and constructively addressed, which boosted output and produced better project results.

Interpretation of Findings

The results of this study may be interpreted in light of previous peer-reviewed literature to determine if they support, refute, or add to the understanding of the fields of multicultural leadership, conflict management, and applications in the building industry. I seek to offer a thorough understanding of the contributions and consequences of the study by referencing the research done in Chapter 2 and the empirical data offered in the earlier parts.

Validation of Current Knowledge

The findings are consistent with previous research that has acknowledged the inevitable existence of disputes in multicultural teams (Carmeli et al., 2013). Conflicts naturally arise in diverse teams, as admitted by multicultural executives in the construction business (Participant A1). This confirms the idea that cultural differences frequently give rise to divergent opinions and perspectives, which can result in arguments. This result supports the widely held belief that in multicultural teams, diversity may both enhance problem-solving and cause disputes (Carmeli et al., 2013). The study's findings support the occurrence of numerous conflict types, such as cultural, communication, and task-related conflicts, among multicultural teams (Participant B2). This supports an earlier study that found that disputes in diverse teams are frequently caused by misunderstandings, cultural differences, and operational differences (De Dreu & van Knippenberg, 2005). Cultural disputes are highlighted in the study as being

particularly difficult, which is consistent with previous material that emphasizes the ingrained nature of cultural conflicts (Dahlin et al., 2014).

Role of Effective Communication

According to earlier research by De Dreu et al. (2006), good communication is crucial for managing disputes. The findings that language hurdles and poor communication frequently lead to disputes confirm the widely held belief that effective communication is essential in multicultural teams (De Dreu & van Knippenberg, 2005). The study underscores the value of inclusive and open channels of communication for resolving disputes (Participant C3).

Extension and Refutation of Current Knowledge

1. Adaptive Leadership Styles

Although previous research has acknowledged the value of adaptive leadership styles in multicultural teams, such as works published by Dahlin et al. (2014), the study's findings go beyond this understanding by demonstrating how multicultural leaders can modify their leadership philosophies in response to different types and intensities of conflict. According to the study, leaders frequently promote cooperation and compromise in order to create teamwork when there are small issues (Participant D4). In contrast, when dealing with deeply ingrained cultural difficulties, they use aggressiveness and cultural sensitivity. The demand for adaptability and agility in multicultural leadership (Participant E5) is met by this modification.

2. Cultural Sensitivity Training

The study expands on the body of knowledge by recognizing cultural sensitivity training as an effective tactic to reduce intercultural disputes. While other studies have placed a strong emphasis on cultural competency (Cox, 1994), this study highlights the value of formal training programs in fostering greater knowledge of cultural variance and minimizing misconceptions (Participant G7). For businesses looking to improve intercultural communication, this add-on offers useful advice.

3. Positive Effects of Conflict Management

The study supports previous research published by Pelled et al. (1999) and Tjosvold et al. (2003) by demonstrating the advantages of successful conflict management, such as improved team cohesiveness and project success. The context of the building business is explicitly highlighted, extending this expertise. According to multicultural executives (Participant I9), efficient conflict management reduced project delays, cost overruns, and client conflicts. The practical applicability of conflict management in the construction industry is highlighted by this expansion.

Support for the Discipline

By offering subtle insights and useful consequences, this study greatly advances the field of multicultural leadership and conflict management, notably within the construction industry.

1. Nuanced View of Multicultural Conflict

This study adds a nuanced view of the intricacies of disputes in diverse teams by examining the perspectives and experiences of multicultural leaders in the construction

industry. It demonstrates how interconnected and influencing conflict dynamics are cultural disputes, communication difficulties, and task-related problems.

2. Practical Conflict Resolution Techniques and Strategies

Practical conflict resolution techniques and strategies have been identified that are suited to the construction sector, expanding the practical knowledge base. Construction professionals can take action based on the adaptability of multicultural leaders who use various strategies depending on the nature and level of conflict.

3. Contextualized Project Success Factors

By stressing the crucial function of successful conflict management in the construction industry, the study deepens the understanding of project success factors. It highlights that resolving conflicts is about more than just solving immediate issues; it is also about forging stronger teams for long-term success.

The results obtained from this study will go a long way in fostering the exploration of various directions of academic investigation for this area of focus. For instance, the comparison of multicultural conflict management techniques used in different businesses might help in better comprehending the subtleties unique to each one. In future, this study may also be harnessed in investigating how conflict dynamics vary among sectors with various project durations, team compositions, and cultural diversity. Moreover, researching the efficiency of programs for leadership development in increasing multicultural conflict management abilities, particularly in the construction sector, might yield insightful information. The creation of conflict resolution strategies among multicultural teams may benefit from the evaluation of training interventions that

are specifically designed to meet the difficulties faced by the construction industry. Furthermore, given the growing importance of technology in the construction sector, future study should look at how digital platforms and virtual communication tools affect the dynamics of multicultural teams and dispute resolution. This will be especially important in the post-pandemic period, when digital communication and remote labor have become standard practices in the sector.

It is also worth noting that quantitative research examining the relationship between particular conflict management techniques and project performance metrics, such as cost overruns, time delays, and client satisfaction, would offer concrete proof of the advantages of efficient conflict resolution in construction projects. Given that many construction projects are multinational in scope, more study may examine cross-cultural leadership and conflict resolution techniques in global settings. In the future, it could be possible to do more in-depth study on the interactions between conflicts at different organizational levels in the construction sector. A more comprehensive knowledge of conflict dynamics can result from looking at the interactions between disputes amongst team members, project teams, and external stakeholders. Moreover, investigating variations in conflict patterns according to project attributes such as size, length, and complexity would offer insights into adapting conflict resolution strategies to particular project contexts. Compared to smaller, shorter term initiatives, larger, longer term projects may face various obstacles.

Consequences for the Construction Industry

For managers and other professionals working in the construction business, the study's conclusions have the following practical ramifications:

1. The Adoption of Adaptive Leadership

Multicultural leaders in the construction sector need to understand the value of adaptive leadership. Leaders can use assertiveness and cultural sensitivity for major cultural problems or collaborate and compromise for minor ones depending on the nature of the disagreement.

2. Investing in Cultural Sensitivity Training

Construction-related businesses might gain from providing their teams with cultural sensitivity training. The possibility of cultural disputes can be decreased and knowledge of cultural differences can be increased via the use of these programs.

3. Prioritizing Effective Communication

To avoid disputes brought on by misunderstandings and language hurdles, it is important to place an emphasis on open and transparent communication channels. Leaders should promote a culture where team members are free to voice their opinions and concerns.

4. Recognition of the Value of Conflict Management

Construction professionals should be aware that successful conflict resolution involves more than just addressing current problems; it also involves strengthening teams and guaranteeing the success of projects. Conflicts that are effectively handled improve team cohesiveness, produce better project results, and reduce delays and cost overruns.

5. Encouraging a Culture of Intercultural Competency

Businesses in the construction sector have to encourage a culture of intercultural competence. This entails appreciating and using variety, offering resources for cross-cultural training, and promoting adaptability in leadership styles to accommodate varied teams.

Analysis

This analysis of the data emphasizes the ways in which the study expands, contradicts, and validates existing knowledge in the field of multicultural leadership and conflict resolution, particularly in the context of the construction industry. The study offers useful conflict management tactics, underlines the contextualized significance of successful conflict resolution for project success, and contributes to a sophisticated understanding of intercultural conflicts. Future study options include examining disputes at various organizational levels, leadership development initiatives, the influence of technology on conflict management, and cross-industry comparisons. These findings emphasize the significance of adaptable leadership, cultural sensitivity training, effective communication, and a culture of intercultural competency and have practical implications for leaders and professionals in the construction business.

Understanding Study Results

In the context of the already available peer-reviewed literature mentioned in Chapter 2, this part provides an extensive analysis of the study's findings. With a particular focus on the construction sector, it aims to clarify how the study findings either validate, disconfirm, or increase the body of knowledge in the field of multicultural

leadership and conflict management. The interpretations are supported by a careful examination of the data, highlighting significant themes and trends that arose from the qualitative study.

Extension and Confirmation of Current Knowledge

Confirmation: Advantage and Inevitability of Conflict

The results of the study support the widely held belief that disputes will inevitably arise in multicultural teams (Pelled et al., 1999). Conflicts naturally arise when people from different cultural backgrounds work together, as multicultural leaders in the construction sector understood. This confirmation highlights the fact that disputes in ethnic teams are commonplace. The study goes beyond affirmation, though, by deepening knowledge of how disputes arise in ethnic teams and highlighting their potential benefits. Disputes will always arise, but the results show that these disputes may actually foster creativity and invention (Carmeli et al., 2013). Construction executives from varied backgrounds realized that diverse teams frequently bring a variety of opinions, which may result in productive debates that foster innovation and creativity. This increase in information deepens the understanding of the dynamics of multicultural teams and shows that disagreements should be seen not just as negative, but also as chances for development and creativity.

Confirmation: Numerous Forms of Conflict

The study's findings support the existence of several conflict types, such as cultural, communication, and task-related conflicts, in multicultural construction teams (De Dreu et al., 2006). Participants recognized these several conflict types, which

illustrates how complicated conflicts are in multicultural contexts. The precise instances and subtleties of these conflict patterns within the construction sector are where knowledge is extended. Participants brought up the possibility that cultural disputes may be particularly difficult because of differences in values, conventions, and working styles. The necessity for specialized conflict management techniques is highlighted by this addition, which increases our grasp of the particular difficulties that cultural diversity poses in the context of building.

Confirmation: Conflict Triggers

The results support earlier studies' conclusions that misunderstanding is a frequent cause of disputes in multicultural teams (De Dreu & van Knippenberg, 2005). The main causes of conflict, according to multicultural executives in the construction sector, are misconceptions about cultural quirks, differences in work procedures, and miscommunication. Here, the emphasis on proactive conflict prevention represents a knowledge expansion. Multicultural leaders understood the significance of swiftly and effectively resolving these conflict triggers to stop disagreements from growing. This proactive approach emphasizes the crucial importance of communication and cultural sensitivity in averting disputes within the construction sector and is consistent with best practices in conflict management (De Dreu et al., 2000).

Reassurance: Conflict Resolution Methods

According to the kind and severity of disputes, the study's findings support the necessity of using a variety of conflict resolution approaches (Thomas & Kilmann, 2016). Construction sector executives from diverse backgrounds reported using tactics including

compromise, assertiveness, teamwork, and mediation that are in line with established frameworks for handling disputes. The expansion of knowledge relates to the flexibility of leadership philosophies to successfully resolve intercultural disputes. Multicultural leaders understood the importance of adaptability in their leadership styles, especially when handling problems stemming from cultural difference. The dynamic nature of conflict management among multicultural teams and the significance of adapting techniques to particular conflict circumstances are both highlighted by this addition.

Extension: Training for Cultural Sensitivity

Although the usefulness of cultural sensitivity and competence in multicultural teams is acknowledged in the current literature (Cox, 1994), the study's findings add to this knowledge by highlighting the advantages of cultural sensitivity training in the construction sector. Multicultural leaders understood that by increasing awareness of cultural differences and enhancing cross-cultural understanding, investing in such training programs might decrease the chance of cultural disputes. This addition illustrates a method to conflict avoidance and resolution that is applicable to the construction industry.

Philosophy of Leadership Extension

While conflict management research (De Dreu et al., 2006) acknowledges leadership adaptability, the study goes beyond this understanding by highlighting the necessity for leadership philosophies customized to the needs of multicultural construction teams. Leaders from diverse backgrounds understood the importance of adaptation and agility in leadership, particularly when handling conflicts brought on by

cultural difference. The contextualized character of leadership in the construction sector and its function in conflict resolution are highlighted by this expansion.

Disagreement and Complex Understanding

Although the study mostly validated already-known facts in the field, it also offered a deeper perspective of multicultural dispute resolution in the building sector. The notion that disputes may always be advantageous is one topic of disagreement. Participants noted the necessity for competent conflict management to avoid negative results, despite the fact that disputes were acknowledged as having the ability to foster innovation. This balanced viewpoint emphasizes the need of effective conflict resolution while acknowledging that not all confrontations result in beneficial outcomes.

Theory and Practice Implications

The study's interpretations have implications for conflict management and multicultural leadership theory as well as practice. The theoretical foundation for managing multicultural disputes is strengthened by the expansion of information regarding the advantages of cultural sensitivity training and the requirement for flexible leadership styles. This study implies that when considering conflict management in ethnic teams, theories should take industry-specific elements into account. The study's conclusions provide executives and experts in the construction business with useful actionable information. Conflict management best practices may be improved by focusing on proactive conflict avoidance, effective communication, and cultural sensitivity training. Additionally, the conventional view of disputes as only negative is

challenged by the acknowledgment of conflicts as possible drivers of innovation, urging leaders to capitalize on their advantageous features.

Overall, this section has offered a thorough explanation of the study's findings within the framework of the body of knowledge on multicultural leadership and conflict resolution. The study corroborated existing information in the field and added to it, particularly with regard to the building sector. The benefits of conflicts, the existence of many conflict kinds, the significance of conflict triggers, the flexibility of conflict resolution strategies, the value of cultural sensitivity training, and the need of flexible leadership philosophies were all underlined. This complex understanding has ramifications for both theory and practice, providing insights that help improve leadership styles and conflict resolution tactics in multiracial construction teams. It also offers a thorough analysis of the study's results in the context of the body of knowledge on multicultural leadership and conflict resolution, with an emphasis on the implications for the construction sector. I hope to further knowledge of how multicultural leadership affects conflict management in this field by evaluating the alignment, confirmation, extension, and subtleties shown in the study.

Alignment with Known Information

The results of this study are consistent with existing information in numerous key respects, including:

Conflict Inevitability and Advantage: Alignment

Prior studies by Pelled et al. (1999) and Cox (1994) provide strong support for the idea that disputes are an inherent part of multicultural teams. Leaders in the construction

sector who participated in this study agreed with this viewpoint. They agreed that when people from different cultural backgrounds work together, conflicts are inevitable. This alignment emphasizes how disagreements in ethnic teams are commonplace, regardless of the field. By stressing the fact that these conflicts may be beneficial for creativity and invention, this alignment also contributes to the expansion of knowledge (Carmeli et al., 2013). The findings emphasize the need to consider disputes not just as disruptive but also as possibilities for growth and innovation, particularly in the dynamic setting of the construction sector, while also confirming the inevitable existence of conflicts.

Alignment: Different Types of Conflict

The study's findings support the existence of a variety of conflict types, such as cultural, communication, and task-related conflicts, in multicultural teams (Thomas & Kilmann, 2016). Regardless of the business, this alignment emphasizes the complexity of disputes in ethnic environments. The precise instances and subtleties of these conflict patterns within the construction sector are where knowledge is extended. Participants brought up the possibility that cultural disputes may be particularly difficult because of differences in values, conventions, and working styles. The necessity for specialized conflict management techniques is highlighted by this addition, which increases our grasp of the particular difficulties that cultural diversity poses in the context of building.

Conflict-Related Triggers

The results are consistent with other studies on the relevance of misunderstanding as a frequent cause of disputes in ethnic teams (De Dreu & van Knippenberg, 2005). The main causes of conflict, according to multicultural executives in the construction sector,

are misconceptions about cultural quirks, differences in work procedures, and miscommunication. Here, the emphasis on proactive conflict prevention represents a knowledge expansion. Multicultural leaders understood the significance of swiftly and effectively resolving these conflict triggers to stop disagreements from growing. This proactive approach emphasizes the crucial importance of communication and cultural sensitivity in averting disputes within the construction sector and is consistent with best practices in conflict management (De Dreu et al., 2000). According to the kind and severity of disputes, the study's findings support the necessity of using a variety of conflict resolution approaches (Thomas & Kilmann, 2016). Construction sector executives from diverse backgrounds reported using tactics including compromise, assertiveness, teamwork, and mediation that are in line with established frameworks for handling disputes.

The expansion of knowledge relates to the flexibility of leadership philosophies to successfully resolve intercultural disputes. Multicultural leaders understood the importance of adaptability in their leadership styles, especially when handling problems stemming from cultural difference. The dynamic nature of conflict management among multicultural teams and the significance of adapting techniques to particular conflict circumstances are both highlighted by this addition. Although the usefulness of cultural sensitivity and competence in multicultural teams is acknowledged in the current literature (Cox, 1994), the study's findings add to this knowledge by highlighting the advantages of cultural sensitivity training in the construction sector. Multicultural leaders understood that by increasing awareness of cultural differences and enhancing cross-

cultural understanding, investing in such training programs might decrease the chance of cultural disputes. This addition illustrates a method to conflict avoidance and resolution that is applicable to the construction industry.

While conflict management research (De Dreu et al., 2006) acknowledges leadership adaptability, the study goes beyond this understanding by highlighting the necessity for leadership philosophies customized to the needs of multicultural construction teams. Leaders from diverse backgrounds understood the importance of adaptation and agility in leadership, particularly when handling conflicts brought on by cultural difference. The contextualized character of leadership in the construction sector and its function in conflict resolution are highlighted by this expansion. Although the study mostly validated already-known facts in the field, it also offered a deeper perspective of multicultural dispute resolution in the building sector. The notion that disputes may always be advantageous is one topic of disagreement. Participants noted the necessity for competent conflict management to avoid negative results, despite the fact that disputes were acknowledged as having the ability to foster innovation. This balanced viewpoint emphasizes the need of effective conflict resolution while acknowledging that not all confrontations result in beneficial outcomes.

Theory and Practice Implications

The study's interpretations have implications for conflict management and multicultural leadership theory as well as practice. The theoretical foundation for managing multicultural disputes is strengthened by the expansion of information regarding the advantages of cultural sensitivity training and the requirement for flexible

leadership styles. This study indicates that cultural competency and adaptable leadership styles are necessary for effective conflict management in the construction business. It contributes to the expanding corpus of research on the value of cultural sensitivity education and flexible leadership in multicultural contexts (Dahlin et al., 2014).

Additionally, the study's emphasis on proactive conflict avoidance and the significance of dealing with conflict triggers is consistent with current advancements in conflict management theory (De Dreu et al., 2000). It emphasizes the necessity for project managers to take a proactive stance in detecting and minimizing possible conflict causes within ethnic teams.

The research provides useful information for managers and executives in the construction sector. The study's emphasis on the benefits of cultural sensitivity training and the necessity for adaptability in leadership philosophies can be helpful to multiracial leaders. Construction teams may improve team cohesiveness and project success by proactively addressing cultural problems by using cultural sensitivity training programs. Additionally, the necessity of efficient communication channels and cultural sensitivity within construction teams is underscored by the realization of the significance of managing conflict causes.

The study's conclusions have practical consequences for project managers in the construction sector. To avoid disagreements growing and potentially delaying project timeframes, they might include conflict management techniques into project planning and execution. The industry's emphasis on effectiveness and prompt project completion is in line with this proactive strategy (Walker, 2015). The study's findings about the link

between successful conflict management and project success elements like cost containment and customer satisfaction also have immediate implications for project management procedures. Construction firms may give conflict resolution training top priority for project managers to reduce project snags and customer conflicts, eventually boosting project success. The study's identification of unresolved disputes and nonconforming situations among ethnic teams also has practical importance as well. It shows the difficulty in managing multicultural teams in the building sector and the demand for continual assistance and resources to deal with such issues. Construction companies can set aside funds for counseling, assistance, and training in conflict resolution to help team leaders and members deal with difficult situations.

Upcoming Studies

To give a more thorough knowledge of conflict dynamics in construction projects, future study might take into account the perspectives of additional stakeholders, including team members, clients, and governing authorities. Additional research on the unique issues and patterns of conflict in various construction projects (such as residential, commercial, and infrastructure projects) may provide insights particular to the sector. Adapted conflict resolution solutions may be developed by comprehending how conflict management techniques may change depending on project features. Future study might also be useful in examining how technology innovations like Building Information Modeling (BIM) and virtual collaboration tools affect multicultural team dynamics and dispute resolution in the building industry. Understanding how technology affects cross-

cultural communication and dispute resolution is crucial as the industry continues to be shaped by it.

The study's interpretations of the data, with a focus on the construction sector, corroborate, broaden, and refine current expertise in the field of multicultural leadership and conflict management. In addition to highlighting the universality of disputes in multicultural teams, the alignment with existing research broadens our understanding of the advantages of cultural sensitivity training and flexible leadership in the construction industry. The study emphasizes the need of proactive conflict prevention and efficient communication channels and gives practical consequences for construction executives and project managers. To further improve our comprehension of multicultural leadership and conflict management within the construction sector, it is crucial to acknowledge the study's limitations and take future research approaches into account.

Limitations

This study's intrinsic constraints might compromise the validity and generalizability of its findings, which examine the impact of leaders' conflict management abilities on multicultural team management in the construction sector. These restrictions were discovered as the study was being conducted, and they should be taken into account when making changes to the research plan described in Chapter 1.

1. *Industry specificity*: This study's industry specificity is one of its main drawbacks. The construction sector is the sole subject of the study, which is carried out in the Midwestern region of the country. The results might not thus be immediately applicable to other industries working on multicultural

initiatives. Multicultural team management has specific difficulties due to the peculiarities of the construction sector, such as the temporary nature of project teams and their breakup upon project completion. Therefore, it is important to proceed cautiously when interpreting the study's relevance to sectors with various project durations, team configurations, and dispute resolution procedures.

2. *Implications of revised research proposal:* The proposal should make clear its intention to look into the construction sector as well as expressly acknowledge the industry-specific focus. The proposal should specify the criteria for choosing sectors that share traits important to managing multicultural teams if the objective is to generalize findings to other industries. Construction projects are frequently defined by their transient nature, with teams dissolving when the job is over. The depth to which executives may learn about their varied workforce, including each employee's unique traits and preferred methods of handling conflict, is constrained by this time component. The study's conclusions could not accurately reflect the challenges and long-term effects of managing ethnic teams that emerge in fields with more reliable team structures.
3. *Implications of the revised plan:* The proposal should explain why the construction sector was chosen as the area of concentration, taking into account the transient character of projects. If the proposal's goal is to study long-term multicultural team dynamics, it should explain why longer-term

initiatives were chosen and take into account looking into sectors with more reliable team structures. The research's dependence on participants in senior positions within the construction sector brings possible limits due to participant availability and cultural issues. Due to a variety of cultural obstacles, language hurdles, or time restrictions, it could be difficult to find enough willing managers or leaders. Some participants, especially those with limited English proficiency or new immigrants, could be reluctant to participate in in-depth English interviews, which might reduce the sample size and variety of viewpoints.

4. *Language barrier*: Participants who have just immigrated from non-English-speaking countries may find it difficult to communicate effectively due to language obstacles. It could be challenging for the research to make sure that interviewees properly understand the questions and give thoughtful, pertinent responses. Nevertheless, the study can improve its credibility and offer a clearer foundation for prospective adjustments and adaptations to meet these problems by admitting these limitations and addressing them in the research proposal. The study scope and planned application to the construction sector should also be explicitly defined in the proposal, along with any potential implications for other settings or industries.

Recommendations

This study has shed important light on the impact of leaders' conflict management capabilities on multicultural team management in the Midwestern US

construction sector. As with every research project, there are some areas that call for more study in order to improve our comprehension of this complicated phenomena. The literature evaluated in Chapter 2 as well as the study's strengths and weaknesses served as the foundation for the following research suggestions.

1. *Cross-industry comparative analysis*: Although this study focused primarily on the construction sector, future research may benefit from a cross-industry comparative analysis. This strategy would include comparing and contrasting multicultural conflict management techniques used in various businesses. Researchers can offer a more thorough knowledge of effective strategies in managing cultural diversity by taking into account industries with various project durations, team structures, and intercultural problems. This strategy might aid in identifying sector-specific elements that affect conflict management and shed light on the applicability of findings in other fields.
2. *Relevance to current study*: The generalizability of the current study is constrained by its industry-specific focus. Researchers might acquire a wider perspective on the application of conflict management solutions developed in the construction sector by making cross-industry comparisons.
3. *Evaluation of leadership training programs*: An interesting area for future study is the creation and assessment of leadership training programs specifically designed for the construction sector. The goal of these workshops might be to improve the conflict management abilities of multicultural team leaders. Such training interventions may be evaluated in terms of how well

they help leaders bridge cultural gaps, settle disputes, and foster productive team dynamics. The effect of training on project outcomes and team cohesiveness over time might be monitored via longitudinal studies.

4. *Relevance to current study:* The current study emphasizes the value of cultural sensitivity and flexibility in leadership. Analyzing the results of focused training initiatives would offer useful guidance for enhancing conflict management abilities in ethnic construction teams.
5. *Virtual collaboration and technical improvements:* Virtual collaboration and technical improvements: As technology continues to influence the construction sector, future study may examine how technological advancements affect the dynamics of multicultural teams and dispute resolution. Understanding how virtual collaboration technologies affect cross-cultural communication and dispute resolution is crucial given the rise in their use. Research might look at the role technology plays in preventing or escalating cultural disputes within project teams and consider management techniques for successful virtual multicultural teams.
6. *Quantitative analysis of conflict management outcomes:* Future research might add quantitative analyses to the current study's qualitative insights into the connection between conflict management and project outcomes. The statistical correlations between leadership philosophies, dispute resolution techniques, and project performance indicators including cost overruns, schedule delays, and client satisfaction might be investigated through

quantitative research. The effect of conflict management techniques on project success might be empirically demonstrated by means of broad surveys and systematic assessments.

7. *Cross-cultural leadership in a global context:* Given that many construction projects are worldwide in scope, future study may concentrate on cross-cultural leadership and conflict resolution techniques in these settings. Managing cultural diversity across several nations and regions is an issue that multinational construction businesses frequently encounter. When collaborating on projects spanning many cultural backgrounds, these organizations must traverse cultural disparities, which might be the subject of future research. It would be beneficial to investigate the methods used by international construction leaders to encourage productive cooperation and dispute resolution in cross-cultural contexts. Future studies may use longitudinal methods to analyze conflict resolution in multicultural construction teams in order to acquire a deeper grasp of the topic. In order to explore conflict patterns, recurrence, and the development of conflict management solutions, longitudinal studies would monitor disputes and the processes that lead to their resolution across protracted time periods. Such studies might reveal patterns and suggest the most effective ways to sustain a productive team dynamic over time.
8. *The integration of various relevant secondary sources:* Future studies may take into account the integration of numerous data sources in order to increase

the depth of study findings. A more comprehensive knowledge of multicultural team dynamics and conflict resolution could be possible by combining quantitative data from surveys or project performance records with qualitative data from focus groups or interviews. Researchers would be able to triangulate findings and present a holistic viewpoint using this mixed-methods technique. Future research may investigate conflict at other organizational levels within the construction sector, even though the current study focuses largely on conflict management from a leadership viewpoint. Investigations into disputes among team members, disputes involving several project teams, and disputes involving external stakeholders like customers or regulatory agencies might all fall under this widened emphasis. Researchers can discover intricate linkages and potential cascading effects that affect the effectiveness of a project as a whole as well as organizational performance by taking disputes at different levels of an organization into consideration.

Interaction Between Project Characteristics and Conflict Patterns

Future study should look at how project characteristics affect conflict patterns and conflict resolution techniques given the variety of construction projects in terms of scope, duration, and complexity. Compared to smaller, shorter-term initiatives, larger, longer-term projects may display distinct conflict dynamics. Researchers might investigate how ethnic team dynamics interact with project-specific characteristics, offering information on context-specific conflict resolution techniques. While acknowledging that project factors may affect conflict, the current study does not go into great length about this

topic. Future studies may shed light on how to modify dispute resolution tactics to fit certain project environments. Also, depending on the region and jurisdiction, different legal and regulatory frameworks are frequently applied to construction projects. Future studies may look at how these legal and regulatory considerations affect multicultural dispute resolution. A more thorough comprehension of this complicated environment would result from looking into how contractual agreements, dispute resolution procedures, and compliance requirements affect conflict resolution tactics in the construction business. The legal and regulatory facets of conflict management are not fully explored in the current study. The results of this research would provide light on the particular difficulties and chances that legal regimes bring.

Moreover, future studies may carry out a comparative analysis of cultural dimensions, building on the inherent cultural variety of multicultural teams. Finding out how cultural differences in individualism-collectivism, power distance, and uncertainty avoidance affect conflict management tactics and results might provide insightful information. This study might investigate how team members' cultural origins affect how leaders modify their conflict-resolution strategies. It is also important to note that although it acknowledges the need of cultural awareness, the current study doesn't go into great detail about any particular cultural aspects. Comparative studies might provide a more detailed knowledge of the effects of culture on conflict resolution. The studies could also concentrate on validating and improving conflict management models for the construction sector. Empirical studies might evaluate the usability and efficacy of these models in actual construction projects by building on preexisting theoretical frameworks.

Having industry-specific conflict management models validated would give practitioners dependable advice.

The recommendations for additional research made above are meant to expand on the groundwork established by the current study. Scholars may continue to expand our knowledge of multicultural conflict management in the construction sector and other contexts by filling up these research gaps and pursuing new directions. These suggestions stress the importance of thorough investigations, methodological variety, and a global viewpoint to guarantee that future research makes a relevant contribution to theory and practice in the area of conflict management. Researchers are urged to focus their studies on the particular difficulties and possibilities faced by multicultural teams, realizing that successful conflict resolution is crucial for organizational effectiveness and project success. These suggestions are based on the advantages and disadvantages of the present investigation as well as the wide literature examined in Chapter 2. Future studies in these fields will advance our knowledge of efficient conflict management in multicultural construction teams, improving project outcomes and promoting inclusive workplaces

Although the current study recognizes the impact of leadership styles on conflict resolution, further study in this area is possible. It would be insightful to look at how different leadership philosophies, such transformational, transactional, and servant leadership, affect how multicultural construction teams resolve disputes. Researchers can investigate how various leadership styles fit with the cultural variety of project teams and what that means for the performance and cohesiveness of the team. The current study lays the groundwork for understanding the function of leadership in conflict resolution,

although it does not go into great detail into individual leadership philosophies. On this point, more study is possible. Future studies may, subsequently, concentrate on cross-cultural leadership development programs specific to the construction sector, given the importance of cultural sensitivity in conflict management. These programs could provide leaders with the knowledge and abilities required to successfully negotiate cultural subtleties. Research may evaluate how such training affects team dynamics and results in dispute resolution, eventually promoting culturally competent leadership in the industry.

With the construction industry using technology more and more, study on conflict management in virtual teams is necessary. Future research might examine how distant work and virtual collaboration technologies affect conflict dynamics in multicultural teams. This study should look at the particular difficulties and possibilities posed by virtual project settings and provide methods for efficient dispute resolution in this setting. Virtual teams are not expressly discussed in the current study. The need for study on virtual team conflict management is justified by the industry's changing environment. Although the current study emphasizes the link between successful conflict management and project success, future studies can more precisely measure this influence. To determine how conflict resolution results relate to project criteria like cost management, schedule adherence, and client satisfaction, researchers can undertake empirical studies. The advantages of conflict management from a financial and operational standpoint may be demonstrated with specificity using this quantitative technique. Although it underlines the value of good conflict management, the present study does not quantify how it affects

certain project metrics. The existing qualitative insights in this field would be enhanced by quantitative research.

Future research can use longitudinal studies within the construction sector to track the development of conflict management techniques and their results. Researchers can spot trends, difficulties, and best practices that develop over time by closely monitoring the conflict resolution techniques used by ethnic teams over long periods of time. The viability of conflict management strategies can be clarified through longitudinal investigations. Although conflict management strategies are briefly described in the current study, their long-term dynamics are not explored. The effectiveness of methods over the long run can be better understood through longitudinal study. Building on the inherent cultural variety in multicultural teams, future study might examine the function of certain cultural elements in conflict resolution. Individualism-collectivism, power distance, and uncertainty avoidance are a few examples of cultural factors that may be studied to see how they affect conflict resolution tactics and results. This study may help us understand how leaders modify their strategies in light of different cultural contexts. Conflict management models that are particular to the construction sector may be validated and improved, according to research. Empirical studies might evaluate the usability and efficacy of these models in actual construction projects by building on preexisting theoretical frameworks. The industry's validation of conflict management models would offer practitioners evidence-based advice.

Stakeholder perspectives should be taken into account since disputes in the construction industry frequently include a number of parties, including clients,

subcontractors, and governing organizations. Future studies can examine the effects of disputes between these various stakeholders on project results. Furthering our understanding of conflict management in complex project contexts would be the investigation of conflict resolution techniques that take into account the opinions and interests of all stakeholders. The disputes that arise in multicultural project teams are the main topic of the current study. A more comprehensive understanding of conflict in building projects might be possible by broadening the scope to include a variety of stakeholders. Additionally, conflict may occasionally lead to creative ideas and methods. Future studies can look into how disagreements among multicultural construction teams might foster innovative thinking and creative problem-solving. Industry practitioners may benefit from understanding the connection between conflict, innovation, and project outcomes. The current study makes a passing mention of the possible advantages of disputes in diverse teams but does not go into great detail about how they affect creativity. This kind of research can offer a more complex viewpoint on how conflicts turn out.

Construction projects move through many phases, from planning and design through construction and closeout. This research compares conflict resolution in various project phases. Future studies can examine how conflict resolution tactics change across these stages. Investigating the opportunities and difficulties unique to each project phase might guide the development of personalized conflict management strategies. The Conflict Management Project Phases are not differentiated in the current study. This field of study can help clarify how context-specific conflicts are. Given that many construction

projects are multinational in scope, future study may examine cross-cultural leadership and conflict resolution techniques in global settings. How do international construction firms deal with cultural difference while working on international and regional projects? Including a global viewpoint would improve comprehension of industrial cultural dynamics.

Implications: Impact on Various Levels

This study's results have the potential to significantly improve society on many levels, including the individual, family, organizational, societal, and policy levels. These implications highlight the significance of efficient conflict resolution in multicultural construction teams and provide practical advice for creating a more welcoming and effective workplace.

Personal Level

The research findings underline that leadership plays in influencing conflict management among multicultural construction teams at the individual level. Team members can be positively influenced by leaders who are sensitive to cultural differences and have strong dispute resolution abilities. Individual employees may have higher levels of job satisfaction, less stress, and increased well-being as a result. Leaders support the professional and personal development of their team members by creating an environment where disagreements are handled constructively. As a result, those who are a part of such teams are probably going to have happier and more meaningful careers. The study also emphasizes the need of adaptation and communication in conflict resolution. Regardless of their cultural backgrounds, people who actively participate in

open and inclusive communication are more likely to develop trusting and cooperative relationships with their coworkers. This may lead to a feeling of psychological safety and belonging, further increasing personal well-being.

Family Size

The effects go all the way down to the family level, especially for construction workers who frequently spend lengthy stretches away from their families owing to project requirements. When workplace disagreements arise, effective conflict management helps lessen the stress and strain that may be felt by employees. This can then result in better relationships and family well-being for them. Workers who return from work with less stress and more job satisfaction are more likely to favorably influence their family dynamics, which has a good knock-on impact on other homes.

Administrative Level

The research results provide light on the potential advantages of funding leadership development initiatives with a multicultural conflict management focus at the organizational level. Construction organizations that prioritize this training should anticipate gains in project results, staff retention, and team cohesiveness. Cost savings and improved company reputation can result from lower turnover rates and more employee satisfaction. Additionally, a more productive workplace atmosphere brought on by good dispute resolution techniques can raise worker morale. The study's focus on the connection between conflict management and project performance also has important ramifications for the construction industry. Proactive conflict management techniques may lead to fewer project delays, lower cost overruns, and improved customer

satisfaction for businesses. The competitiveness and sustainability of construction enterprises may both be improved by these practical changes.

Level of Society/Policies

The research results push for the awareness of the special peculiarities of the construction sector when creating strategies for managing a multicultural workforce at the social and governmental levels. Promoting culturally competent leadership within the sector may be greatly aided by policymakers and trade organizations. Best practices, rules, and standards for conflict management in multicultural construction teams may be developed and promoted to achieve this. Policies may support good social development by providing equal chances for workers from a variety of backgrounds by establishing an inclusive and varied culture.

Implications for Methodology, Theory, and Empirical Research

The study offers a number of methodological, theoretical, and empirical implications that might direct more research in this field in the future:

Methodological Repercussions

The qualitative methodology used in this study gave unique insights into multicultural construction teams' experiences. By using mixed-methods methodologies, future scholars may expand on this basis. The complex dynamics of conflict management in building projects can be better understood by combining qualitative and quantitative data collecting and analysis techniques. For instance, quantitative research may measure the effect of conflict resolution techniques on project KPIs, supplying factual data to support qualitative conclusions. Researchers may also look at the viability of long-term

studies in the building sector. By following conflict management techniques and outcomes over time, longitudinal research can discover patterns, changing issues, and emerging best practices in ethnic construction teams.

Theoretical Consequences

This study also advances the theoretical knowledge of conflict resolution in multicultural teams. It emphasizes how important communication, cultural awareness, and leadership are in the context of building projects. The empirical results of this study can be used by future researchers to build and improve conflict management models unique to the construction sector. The applicability and usefulness of these models can be improved by including cultural factors and leadership philosophies into preexisting theoretical frameworks. The study also emphasizes the necessity of a sophisticated conflict management strategy that takes into account the temporal character of building projects. Project phases can be added to theoretical frameworks in order to account for the fact that conflict dynamics can change over the course of a project.

Empirical Consequences

Future empirical research in the construction sector will be built on the empirical findings of this study. The conflict management models suggested in this study may be validated and improved through quantitative investigations, according to researchers. Empirical research may produce statistical proof of the connections between leadership styles, conflict resolution techniques, and project success by gathering data from a broader sample of construction industry experts.

Practice Recommendations

The research's conclusions offer useful advice for decision-makers, building enterprises, and other industry participants.

For Managers

1. Invest in leadership development initiatives that emphasize cross-cultural awareness and effective conflict-resolution techniques. Leaders who are adept at resolving disputes in ethnic teams can promote a more welcoming and successful work environment.
2. Give open and inclusive communication among project teams a priority. No matter their cultural backgrounds, encourage team members to express their opinions and concerns.
3. Adjust conflict-resolution tactics to the special needs of construction projects. Understand that disputes can change as a project progresses and modify your methods accordingly.

For Construction Firms

1. Adopt proactive conflict-management techniques inside the company. Give leaders the tools and training they need to resolve disputes in multicultural teams.
2. Recognize the advantages of successful dispute resolution from a business and financial perspectives. Drive a culture of competency and inclusion by highlighting the connection between effective conflict management and project success.

3. When assembling project teams, take into account the temporal character of building projects. Aim for consistency in the makeup of your teams so that you can better comprehend your varied workforce as a whole as a leader.

For Policymakers and Industry Stakeholders

1. Support legislation that encourages culturally sensitive leadership in the construction sector. Establish standards and best practices for handling conflicts in multicultural teams.
2. Encourage research projects that examine how conflict management affects project results. Encourage corporate and academic cooperation to advance evidence-based practices.

Summary

The study's results have broad ramifications for societal/policy change that is for the better at the individual, family, organizational, and society levels. This research offers concrete improvements for the industry by emphasizing the importance of leadership, cultural sensitivity, and good communication in multicultural construction teams. These implications include methodological, theoretical, and empirical areas, offering helpful recommendations for next studies. The useful suggestions highlight the significance of proactive conflict management techniques for executives, construction firms, and industry stakeholders. Overall, the construction sector will benefit from this research's promotion of inclusive work cultures and improved project outcomes, which will eventually lead to good societal change. The importance of cultural competency for leaders and organizations in the construction sector is one of the study's major

consequences. The results underline how closely leaders' competence in navigating cultural diversity is related to successful conflict management in multicultural teams. Culturally sensitive leaders not only foster a positive work atmosphere but also show that they are aware of the individual needs and viewpoints of the people on their team. This cultural competency goes beyond merely tolerating and acknowledging cultural differences; it also entails making active steps to promote an inclusive atmosphere where varied viewpoints are valued. This suggests that leaders require continuing training in cultural sensitivity. Cultural competency is an ever-evolving talent that necessitates ongoing study and adaptation. Leaders need to have the knowledge and abilities to identify and overcome cultural biases, misunderstandings, and possible conflict causes. The ability to recognize one's own cultural background and prejudices is another aspect of cultural competency that enables leaders to approach problems with humility and an open mind.

By funding diversity and inclusion projects, businesses in the construction sector may promote cultural competency. These programs ought to go beyond mere compliance and try to foster a work environment that values diversity as an asset. Organizations may create a more inclusive and fairer atmosphere where disputes are less likely to develop due to cultural misunderstandings by offering tools, training, and support for leaders and staff. The possibility of innovation in conflict management within the construction sector is another exciting conclusion of this study. Conflicts are typically seen as disruptive and unfavorable features of project management. The results of this study, however, imply that disagreements within ethnic teams might act as a spark for originality and creativity.

Conflicts can encourage teams to think outside the box and come up with innovative solutions in the context of building projects, where special difficulties and unforeseen problems might occur. Conflicts, when handled well, may spark conversations, encourage the investigation of alternate strategies, and inspire the creation of original ideas. Leaders who support healthy conflict can take use of the conflict's natural capacity for problem-solving. This demands a shift in viewpoint - perceiving disputes not only as issues to be handled but as opportunities for growth and advancement. Project managers and team leaders may take a more proactive approach by actively seeking out different points of view and promoting constructive conflict among their teams. Construction companies may promote an innovative culture by recasting disagreements as opportunities to improve project outcomes.

Additionally, this advancement in conflict management may lead to the creation of tools and strategies for resolving disputes that are specifically catered to the requirements of the construction sector. Research and development initiatives in this area may result in the development of useful conflict management tools that take into account the temporal structure of construction projects, the diversity of project teams, and the particular difficulties encountered in the industry. The implications of this study emphasize, in conclusion, how crucially important cultural competence is for leaders and organizations in the construction sector. Cultural competency promotes inclusion and productive workplace settings in addition to being a method of reducing disputes. Furthermore, the study challenges the widespread belief that disputes are just disruptive forces by highlighting the potential for conflicts to inspire innovation in project

management. The construction sector may advance toward more egalitarian, inclusive, and creative methods and eventually help to bring about constructive social change by acknowledging these consequences.

Conclusion

This study was conducted with the primary aim of investigating the intricate world of multicultural leadership in the construction sector with an emphasis on conflict resolution. Several significant discoveries and implications have been revealed by a thorough examination of the current literature and a thorough analysis of the data. It is clear that multicultural leadership in the construction industry necessitates a high level of cultural competency. In addition to being aware of their team members' varied origins and viewpoints, leaders must also actively exercise cultural sensitivity. In this situation, conflict management goes beyond conventional strategies; it also entails resolving cultural quirks, minimizing prejudices, and promoting an inclusive workplace. It is impossible to stress the importance of cultural competency as a foundational element of good leadership. Additionally, this study has revealed how culturally diverse construction teams may experience tensions that might spur creativity. Leaders may tap into the collective brain of their varied teams by reinterpreting disagreements as chances for original problem-solving. This attitude change challenges the widespread belief that disagreements are obstacles and motivates construction firms to foster a culture of productive conflict. This study has ramifications for both specific CEOs and whole construction enterprises. Leaders are recommended to place a high priority on continuing their development of cultural competency and understand that in multicultural settings,

successful conflict management is the same as effective leadership. Organizations are therefore urged to make investments in programs that promote inclusiveness and diversity, helping to create a climate where different viewpoints are valued and disagreements are handled constructively.

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Appendix A: Interview Protocol

Dissertation Research: A Qualitative grounded Theory Study: Multicultural Conflict

Management Skill in Three Multicultural Construction Companies in the U.S.

Interviewer: XXXX

Interviewee Code ID# assigned by the researcher: _____

Time of Interview: _____

Date: _____

Location: _____

(Asking permission to record the interview): Part of the interview process involves audio-recording therefore the data might be reviewed: As a participant, you will be briefed on the purpose and procedure of the study before the interview and the start of the journaling process, and be given assurance regarding ethical principles like confidentiality and anonymity. Do you permit to be audio-recorded in this interview session?

(Review the study purpose): The qualitative grounded theory study's purpose is to understand and explore the conflict management experience in a multicultural construction company in the United States.

(Framing of the interview): The structured and planned research questions will act as a guide in the interview; nevertheless, follow-up or clarifying questions might be asked concerning what participants describe the event to get the entire picture or generate a higher comprehension of the experience. The research will engage an interview that will be completed in about 1 hour.

Kindly remember that interview replies are confidential. If you find a question you would rather not respond to or require further clarification, kindly alert me. If you think you would want to resign as the study participant or stop the interview, kindly inform me and you may do so with no consequences. As stated in the beginning, the interview will be audio recorded and later transcribes. As Participant# _____ you will have a chance to review the transcription after all data have been gathered and

transcribed. The transcription of your interview will be emailed to you for review. Kindly offer verbal confirmation that you have gone through the informed consent form and agreed to take part in this study. [Wait for reply] Thank you. We shall start.

Semi-Structured Conflict Management Experience Interview Questions

Demographics

1. What is your nationality and work position?

2. How long have you worked in construction companies in the United States?

Workplace Conflict

3. Have you ever experienced any form of conflict in your current or previous job?

What was the conflict about?

Describe how it started and how it developed.

Describe the groups involved (contractors, suppliers, workers, management, or a combination of the two or more groups)

Described individuals involved (nationality, race, gender, status, age)

4. What action did the management take?

1. work reorganization

2. new rules and policies

3. disciplinary actions

4. having negotiation meetings

5. giving up on the project

5. How long did it take before everything settled and the situation went back to normal?

6. What was the general observable impact of that conflict?

a. Were there projects delays

b. Were there dismissal of some workers

c. were there budget overrun

d. did the project stall

Workplace Conflict Management

7. Did the organization have any official conflict management strategies? (policies, procedures, rules)
8. Kindly describe the organization's conflict management artifacts (policies, procedures, or rules) before the conflict
9. Kindly describe the organization's conflict management artifacts (policies, procedures, or rules) after the conflict.
10. What information can you share that can enhance conflict management in a multicultural

Interview Purpose: Conflict Management Skills in Multicultural Construction Companies

- A. The semi-structured interview begins with getting the interviewee's background information and describing the research topic.
 - What is your nationality?
 - How long have you worked in multicultural construction companies in the United States?
 - Were you in the current construction project from the beginning?
- B. Will reassure the interviewee of the confidentiality, information to be released and to be concealed audio recording, and transcription.
- C. Advice the interviewee that the interview will take between 45 minutes and 1 hour and of their freedom to stop the interview anytime
- D. The interviewer will put on the digital recorder and acknowledge the date and time the interview was conducted, and the interviewee coding
- E. An interviewer will describe member coding procedures and checking procedures to uphold validity, reliability, and integrity
- F. The interviewer will then inform interviewees that they will receive a copy of transcribed data through a private-password-safeguarded e-mail to the corresponding interviewee 10 days after the interview for information verification and correction where necessary.
- G. The interview process will be terminated after the verification process.

Appendix B: Invitation/Introduction Letter

Invitation

Dear XYZ,

There is a new study about the influence of leaders on conflict management skills on multicultural team management. The study is to understand and explore the perception of conflict management in multicultural construction projects. Your experiences will contribute to the conflict management phenomenon in multicultural construction projects. The information will also be used to improve conflict management in construction projects in the country and other similar multicultural environments worldwide. In order to fulfill the dissertation requirement as a Ph.D. student, you are invited to share your experiences in conflict management.

About the study:

One 15-30-minute in-person or phone interview that will be audio recorded.

Your name or any other personal details will not be audio recorded.

To protect your privacy, names will not be used in the published study.

The study interview setting will be confidential.

Volunteers must meet these requirements:

1. At least 18 years old and have basic communication skills in English.
2. Working and characterized by cultural diversity.
3. Working in the United States construction industry for at least two years.
4. Working or who have been in the current project from the beginning.

This interview is part of the doctoral study for Nicolas Lundula, a Ph.D. student at Walden University. Interviews will take place during April and May 2023.

To confidentially volunteer, contact the researcher: Nicolas Lundula at 641-715-4030 or nicolas.lundula@waldenu.edu.

Thank you,

Nicolas Lundula

Introduction Letter

Dear Potential Participant:

My Name is XXX. I am a student at Walden University doing my degree in Doctor of XXX. I am carrying out research named: *Influence of Leaders' Conflict Management Skills on Multicultural Team Management*. The purpose of the qualitative grounded theory study is to understand and explore the perception of top workers, supervisors, and team/project management in conflict management in multicultural construction projects in the United States and use it to construct a theory on the same. Your participation will engage being interviewed and answering 10 questions. The study interview setting will be a confidential location in the three selected companies, which will be agreed upon and arranged by the participant for the organization and participants' confidentiality. Your involvement will last for about one hour and the interview will be audio-recorded. Nevertheless, your name or any other personal details will not be audio recorded. By signing this form, you will recognize that you are offering consent to having you're the interview recorded by the use of Zetrinix and LiveScribe Echo Smartpen, and manually transcribed into a Microsoft Word document with NVivo 10 software assistance.

The study participant is voluntary. You may choose to withdraw from participation at any time without experiencing any form of loss or penalties. You might also be requested to take part in a brief, follow-up interview to verify my comprehension of your response. The study results might be published though your name or identity will remain to be confidential. Codes will be used to safeguard your identity. All data gathered during the study will be safeguarded in a password-protected computer, located in the researcher's home, in a private room only accessible to the researcher to ensure confidentiality and privacy. The original documents, audio recording, and backup disk

will remain locked in a safe location in the researcher's house during the research. All transcripts and data will be destroyed five years after the completion of the research.

Taking part in this study will entail minimal risk of little discomfort that can be experienced in daily life such as being upset or stressed. Taking part in the study will not subject you to any risk related to wellbeing or safety. The participation benefits include contributing to in-depth data collection on the conflict management phenomenon in multicultural construction projects in the United States which is a deprived area in the academic sector. The information will also be used to improve conflict management in construction projects in the country and other similar multicultural environments in the world. This will assist such companies to avoid major consequences experienced as a result of a lack of skills and knowledge in conflict management in such environments. No compensation will be granted for participation.

The requirements that one must meet to take part in the study include a. having worked in the United States construction industry for at least two years; b. having been in the current project from the beginning of the project; c. be if majority age 18+ having basic communication skills in English. Potential subjects will be eliminated if they do not meet the four criteria. In case you accept to participate, I will contact you to arrange a convenient interview time. Your insights and experience are highly variable for this study. I would highly appreciate your participation. After the dissertation completion, I will forward a written findings summary and contact you via email, if you wish. You are also free to email me at any time if you have any questions. Email at: XXXX

By signing this form, you accept that you understand the study's nature, the possible risks it is subject to you as a participant, and how your identity will remain confidential. Putting your signature in this form also demonstrates that you are of majority age and you have voluntarily given your permission to participate in the described study

Interviewee signature _____ Date _____

Researcher Signature _____ Date _____