

# PRISMATIC ROLE OF CULTURAL INTELLIGENCE IN TRANSFORMING AND MAGNIFYING THE POSITIVE EFFECTS OF CONFLICT LEADING TO INNOVATION

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**Abstract** *Conflict is inevitable at the workplace and the outcomes of the same are both positive and negative, which could pose challenges for a leader. A culturally intelligent leader has the potential to streamline conflict with innovation in an organization. Constructive conflicts can accelerate change and stimulate creativity amongst diversified work teams. The culturally intelligent leader enables to acknowledge the differences in opinions and viewpoints of a work team, thus providing a forum so as to accomplish organizational goals. Such leaders have the ability to unify different perspectives, manage conflicts and cultivate innovation in order to harness the potential of the multicultural teams. This paper brings an overview of the existing literature related to the various concepts in the presented model. The objective of this paper is to integrate the concepts of cultural intelligence (CQ), conflict and innovation so as to build a theoretical framework, which would highlight the role and essence of CQ in the international arena. Further, the outcomes can be considered by various global organizations and human resource departments to train their employees, especially expatriates and managers, to trace out and categorize conflicts in multicultural teams and manage it effectively so as to bring radical innovation in the organization.*

**Keywords:** *Cultural Intelligence, Constructive Conflict, Innovation, Global Organization, Multicultural Teams, Radical Innovation*

## INTRODUCTION

Conflict is a double-edged sword which, if handled with diligence, can contribute towards building an effective team or organization. Leaders have always played a crucial role in steering the teams so as to accomplish organizational goals. Cultural intelligence (CQ) in a leader enables him/her to understand different perspectives in a multicultural team and further filtering the best ideas, which can be used in a constructive way inside the organization. Management of conflict and building a unified team can be challenging at times. A culturally intelligent leader is able to interact with people or individuals from diverse backgrounds, which builds a leaders conflict-resolution ability (Ramirez, 2010). CQ helps to select the most appropriate strategy so as to resolve differences and overcome resistance resulting into boosting creativity and cultivating innovation. Thus, a culturally intelligent leader has the potential to transform the negative effects into positive and streamline the same with innovation (Dogra & Dixit, 2017).

Dynamic nature of the organization and the turbulent environment has led to the emergence of heterogeneous

teams, rise of differences and end number of complexities associated with procedures and norms to carry routine task and accomplish organizational goals. The role of a leader has become more crucial in a global organization whereby he/she is required to balance out challenges and transform the same into opportunities. Some scholars have tried to highlight the significance of CQ in context to the rise of global complexities and competition and thus have linked the same with leadership competence. The advantage of CQ is countless and it has been said to transform the leadership in totality (James B. Box, 2015). Leader CQ proves to play a pivotal role in influencing the performance of the multicultural team by catalysing the rate of innovation adoption (Groves & Feyerherm, 2011).

The relationship between conflict and innovation has been studied by a few scholars (Baquatayan, 2014) but the link between Leader CQ along with conflict and innovation is yet to be explored (Dogra & Dixit, 2017). The attempt in this paper has been made to interlink the three concepts in order to study their relationship. The primary objective of this study is to advance and expand the existing theories related to CQ, conflict and innovation. This work would

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prove to be a breakthrough in the domain of human resource management.

## LITERATURE REVIEW

There has been works of various researchers and scholars who have tried to study the good and bad effects of conflict on the organizational performance (Clereq et al., 2009; Pierre & Peppers, Jr., 1976). Since the presence of conflict gives rise to divergent views, ideas and opinions in a heterogeneous team, it urgently demands a leader who could create a synergy and streamline the same to accomplish stiff goals of the organization. Many interesting studies have been conducted and the results been produced to prove a significant relation between CQ and other variables such as diversity, performance, cross-cultural negotiation, communication effectiveness, experiential learning and employee engagement undertaken. CQ has not only been undertaken as an independent variable but few of the scholars have also attempted to study the role played by CQ as a mediator or a moderator in their proposed models. Some of the major works includes studying the relation between CQ and performance (Karma & Vedina; 2009, Groves & Feyerherm; 2011, Ramalu et al., 2011, Dogra & Dixit; 2017). The theoretical framework given by Dogra & Dixit (2018) happens to give a snapshot of how a culturally intelligent leader can minimize conflicts and increase the level of innovation.

### Link Between CQ and Conflict

CQ has been defined as an individual's ability to adjust and adapt in a diverse cultural setting or environment (Ang & Earley, 2003). A leader with high CQ is sensitive and understanding towards the various cultural differences and similarities especially in context to a diverse team (Groves & Feyerherm, 2014). Conflict can be termed as differences in perspectives or reality in terms of values, processes involved or the outcomes between one or more parties (Ting-Toomey, 1994; Goncalves et al., 2016). CQ serves as a unique tool to connect with the outside world and build the ability to understand the risk associated with conflict in context to cultural differences (Ramirez, 2010; Ang et al., 2007; Earley & Ang, 2003). Higher level of CQ enables an individual to select an appropriate strategy so as to build strategy that can resolve conflicts and find solutions to the problems accordingly. There have been work focused on the relationship between CQ and ability to strategize to be able to handle cultural differences due to diverse backgrounds of the teams. Higher CQ promotes effective adoption of conflict management style. Conflict is stated as an asset that further stimulates creativity and innovation (Gonclaves et al., 2016). Vast exposure of the teams and organizations to unfamiliar cultural contexts has led to the rise of tensions, stress, difficulties and

conflicts (Earley & Ang, 2003). The four dimensions of CQ enable an individual to expand their learning curves and, at the same time, interact, evaluate and behave appropriately and effectively in a diverse environment wherein people are sensitive towards the existing differences. The metacognitive sub-construct is considered to be a source of critical and active thinking, which makes an individual more aware towards the social interactions and behaviours. The cognitive sub-dimension allows an individual to understand the influence of environment in shaping the thinking and acting of other people (Van Dyne et al., 2012). The motivational sub-construct encourages an individual to learn and act effectively in a novice situation. The behavioural sub-construct provides flexibility to showcase appropriate verbal and non-verbal behaviour in context to a cross-cultural setting. These sub-constructs become critical in resolving conflicts, increasing the effectiveness in multicultural communication and being flexible in behaviour so as to obtain positive results at workplace. The work of Goncalves et al. (2016) emphasizes on the role of CQ in resolving conflicts and frictions at workplace by adopting integrative strategies. They state that high level of CQ is not only required to overcome conflicts at workplace but is also required to connect, strengthen and maintain relationship with people from diverse backgrounds. CQ provides a platform to the leaders to understand their environment, be more sensitive, skilfully manage teams and draw clues from the environment so as to act accordingly in a culturally diverse situation. CQ as a construct along with its sub-constructs becomes a guiding force for a leader to take better decisions at a global front. CQ plays a critical as well as crucial role in resolving conflicts, reducing stress and increase in perseverance and acceptance of confusions arising out of differences. Thus, CQ and its sub-dimensions are important to reduce the negative effects of diversity on team functioning (Shokef & Erez, 2008; Flaherty, 2008; Rockstuhl & Ng, 2008). CQ triggers social cohesiveness amongst members of a multi-cultural group or team that enables each individual to connect with the other member, develop understanding of the differences, be tolerant towards the same and communicate effectively (Shokef & Erez, 2008). CQ is considered to be a leader's competitive skill, which is built out of interactions with people of diverse culture. A culturally intelligent leader assists its team members to overcome barriers arising due to diverse backgrounds. In a nutshell, the literature seems to point towards a potential relationship between leader CQ and conflict.

### Link Between CQ and Innovation

Successful innovation requires empowering of team to take risk and take initiatives. This can be done only if there is a strong link between a leader and a team further aligned with the performance. Amongst the most valuable resources required for innovation is its leaders and teams. CQ leaders

are stated to be natural leaders who have the potential to influence innovation, thus increasing the chances of an organization's survival and growth (Manev & Elenkov, 2015). CQ in leaders further creates factors such as understanding and motivating diversity of ideas and opinions, improvising the ability to manage and accept change and creating a protective environment to stimulate a laser focus impact on innovation. The four sub-dimensions impact and relationship with innovation has been undertaken by various scholars which showcase that the leader is observed as an ideal whose values emphasize innovation and motivate others to follow in innovation-enhancing activities (Yukl, 2002). The involvement of a CQ leader to design the processes, set up organizational structures and craft a culture that supports creativity and innovation results into establishing goals to gain competitive advantage in offshore projects. The existing knowledge database accompanied by a strong experience creates opportunities for others to understand the complexities of international operations. Climate is created with the help of support for innovation by a leader for a multicultural team, thus enabling the team towards risk taking and better decision-making (Burpitt & Bigoness, 1997). High CQ fosters a positive impact upon the performance by being innovation oriented. Innovation orientation has been stated as the willingness of a team engaged in innovation activities. It has been proven that CQ along with innovation orientation creates a higher number of innovative ideas resulting into introduction of radical innovations. Thus, willingness to be innovative leads to increase in the probability of successful projects. Innovativeness encompasses a leader and his team to support new ideas, experiment and incorporate creativity in the processes involved so as to introduce new products and services. Management of dedicated teams is crucial for innovation success. One of the key factors involved for a team to radically innovate is dynamic leadership (Alexander & Knippenberg, 2014). A leader's influence, suggestions and advocacy play a vital role to create a shared understanding amongst team members and further promotes team reflexivity (West, 1996). Researchers have found that the capacity to innovate within the organization is highly dependent upon a leader's experience, tenure, education and willingness to manage conflicts and other competencies that include CQ. Leadership competencies provides a platform to teams to be open to innovation and challenges involved. Cultural differences can hinder innovation and creativity in any organization and team effectiveness can be diminished due to conflicts and lack of order and mutual trust. A leader integrates the knowledge sharing and communication with the team innovation performance (Jin & Sun, 2010). Leaders with an international exposure can transfer knowledge, expertise and technology for a sustained innovation, which is critical source for competitive advantage. Amongst the micro and macro factors, leadership is the key to continued innovation (Elenkov & Manev, 2008). Leaders with high

CQ helps to overcome the odds involved in the process as well as success of innovation and establish a positive learning culture. Leadership can influence innovation to a great extent and requires CQ to understand the complexity of networks involved in interpretation of cross-cultural communication. They have the tendency to adopt innovation and take conducive measures for innovation in their units. They lead the people and influence their performance by providing a supportive and flexible climate to unleash creativity, promoting cooperation and stimulate learning amongst the group members. Growing intense competition overseas requires high level of CQ (Elenkov & Manev, 2008). Accomplishing innovation adapting as per differing culture becomes crucial for a leader who is considered to be a role model for his team. CQ enables a leader to mobilize and channelize the efforts so as to attain team work and increasing the chances for successful innovation. CQ leader could magnify the positive side of a multicultural team and dampen the negative aspect. CQ broadens the mental models of a leaders and provides an insight towards new knowledge leading to the development of a more sophisticated mental model. Real interactions help a leader to take decisions according to the situation which further enhances his credibility amongst team members. The research conducted by Groves and Feyerherm (2011) highlighted the importance of cross-cultural competence in terms of CQ for the leaders to perform in diverse cultural environment. They empirically tested the role of cultural diversity on the relationship between CQ, team performance and leader performance. They assert that high CQ allows a leader to be more receptive and is able to minimize conflicts and maximize creativity in a diverse team. The leader with a high CQ can predict what kind of expectation the team perceives about the style of leadership. Low team diversity showcased low CQ and leader performance and vice-versa. CQ as a relatively new concept in comparison to emotional intelligence needs to be studied deeply. The internal components of CQ, i.e., metacognitive and cognitive are related to the knowledge aspect and has been shown to trigger creativity and performance in individuals and in teams. Same results into creating of hindrances in sharing of values in a homogeneous group (Adair et al., 2013). Thus, CQ is stated to be a psychological process made up of four elements, which assist individuals to connect to the people of other cultures and for this understanding of one's own core related to culture is the first step towards CQ.

### **Link between Conflict and Innovation**

The cause of conflict can be stated as differences in interest, cultures or values. Conflict results into creation of divergent pool of views, opinions and ideas that enables an organization to cultivate creativity and innovation. Due to intense pressure to innovate and the rise of domestic and foreign competitors

in a dynamic environment, individuals must learn to compete so as to deliver value to the potential customers. The demands of innovation require a leader as well as teams to develop alternative solutions to the problems and overcome obstacles. Combining diverse ideas into cooperative goals leads to implementation of creative solutions. The variation in team size, experience and tenure could be said to be a major challenge and a cause of conflict that could hamper the innovation process. Individual innovation needs to be linked with team innovation so as to maximise the chances of novelty in products and services. A leader's role is to set clear objectives and goals for a team and enhance the level of participation so as to facilitate innovation (West & Anderson, 1996). CQ of a leader allows to generate creativity, manage task-related conflicts and observe challenges in a constructive manner. Conflict raises the bar by increasing the feeling of competitiveness in each individual that becomes a means or a tool to foster innovation and without it the environment would become stagnant. Jehn (1995) had brought three types of conflict, i.e., task, relationship and process conflict. He further stated that task conflict can also be termed as constructive conflict in which team members or individuals differ in opinions or views related to the content of the task involved. The other kind of conflict is denoted as destructive conflict also known as relationship conflict in which individuals have enmity or negative emotions towards each other. To attain organizational sustainability, one needs to understand the mechanism of conflict and the dynamics of innovation. Conflict can be divided into four categories, i.e., task conflict, relationship conflict, process conflict and status conflict (Jehn, 1995; Jehn, 1997; Jehn, Northcraft & Neale, 1999; Jehn & Mannix, 2001; Bendersky & Hays, 2012). Task conflict includes the differences and disagreements amongst group members related to the content and outcomes of the task. This kind of conflict has been said to be a kind of constructive conflict wherein exchange of ideas, viewpoints, information and opinions takes place so as to perform a task. Relationship conflict refers to personal disliking of one person towards another which may give rise to stress, frictions and tension. This kind of disliking can be for any reason for instance, personality differences or differences in norms and values (De Dreu & Weingart, 2003). Process conflict is defined as differences on how to proceed with the task. It consists of delegation of resources, duty, responsibilities and task distribution so as to complete a specific task or responsibility. Status conflict is disputes arising due to status, respect or position of an individual in his/her social hierarchy. Conflicts that arise in the multicultural teams are due to the deep-rooted differences or diversity of values (Adair, Hideg and Spence 2013). Constructive conflict has got a positive association with innovation (Baqtayan, 2014). Constructive conflict provides the opportunity to create a pool of divergent ideas which involves openness, cooperation, support and trust for

each other in a team that collaborates accordingly to solve a problem. A leader needs to make a difference between positive and negative outcomes from a conflict and be able to strengthen constructive conflict so as to leverage from the same. Constructive conflict further creates an environment of learning and creativity. Prime concern of a leader should be to encourage new and diverse ideas and be able to control the hazards of polarization. According to Baqtayan (2014), some of the primary factors that happen to strongly influence conflict management include role of a leader, employees' attitude and organizational culture. To understand the dynamics of a conflict, a leader needs to be conflict competent along with being culturally intelligent so as to develop a conflict competent organization (Runde & Flanagan, 2007).

## RESEARCH METHODOLOGY

The methodology adopted to gather information on CQ was publication time frame when Earley and Ang (2003) had introduced the concept of CQ to 2017. For Conflict, the publication time frame has been when Jehn (1995) developed the scale to measure conflict to 2017 and for Innovation it has been from 1989 to 2017. Second criterion was that the papers available in English language were only taken into consideration. An extensive electronic search was conducted based on the keywords CQ or Cultural Intelligence, Conflict and Innovation. There was a vast amount of literature available which was further categorized on the basis of definition along with its sub-dimensions of CQ, Conflict and Innovation. The second categorization was done on the basis of available conceptual or theoretical models supported with hypothesis or propositions. A wide spectrum of empirical as well as conceptual work revealed that CQ is of utmost importance to the corporates and the managers working in a volatile business environment.

## RESEARCH GAP & PROPOSITION DEVELOPMENT

Most of the theoretical as well as empirical research done in past focused on CQ, Conflict & Innovation on individual basis, but only a few studies have tried to study the effect of CQ on Performance (Kevin S. Groves & Ann E. Feyerherm; 2011, Kok-Yee NG & P. Christopher Earley; 2006, Kadri Karma & Rebekka Vedina; 2009). Due to this, research must be undertaken to know how CQ can mediate the relationship between Conflict and Innovation. This need is the starting point of this study, which looks at the different constructs of Leader CQ, Conflict and Innovation. This study tries to investigate the relationship between Leader CQ, Conflict and Innovation. The findings from the previous research lead to the following propositions, which provide a direction to the building of the conceptual framework.

Organizations are considered to be a kind of group having a similarity of work values but the roots of diversity of a group is much deeper creating differences in views, opinions and ideas. Leaders with higher CQ are much more understanding towards the needs of a heterogeneous teams thus this sensitivity and receptivity allows minimizing of intra team conflicts and reduction of ultimate failures (Kim, Kirkman & Chen; 2008, Groves & Feyerherm; 2011). Leaders of today face the challenging issue of diverse composition of teams at workplace. Despite due to clear call from industry, academic research on leader CQ is scarce (Ang et al., 2007). According to Elenkov & Manev (2009), leaders have the ability to influence team level outcomes such as rate of innovation adoption and further establishing a team climate of openness and trust. They enable the process of creative thinking and trigger generating and sharing of new ideas.

*Proposition 1:* High Conflict and High Leader CQ results into increase in the level of innovation.

According to Elenkov & Manev (2009), leaders can influence the team-level outcomes resulting into innovation adoption and sharing of knowledge leading to creation of new ideas. The leaders have the potential to create or provide environment of trust and openness thus facilitating team to perform better. The right motivation and a greater freedom by the leaders to their teams provide a greater opportunity to expand their knowledge and expertise resulting into creativity and innovations (Burpitt & Bigoness; 1997).

*Proposition 2:* Metacognitive CQ is primarily positively associated with innovation and has a positive mediation effect on the impact of conflict on innovation.

The metacognitive component of CQ is a critical component in understanding the essence of innovation and solving problems due to differences. It promotes critical thinking thereby increasing the accuracy of empathizing towards the cultural differences (Dyne, Ang & Koh; 2008). We posit that an individual having an international exposure and experience would likely to be more cultural conscious, aware and knowledgeable. Such kind of leaders often are better analysers of situations that are culturally different and can minimize frictions at the workplace and thus a higher level of metacognitive CQ will have a positive mediation effect on the relationship between conflict and innovation.

*Proposition 3:* Cognitive CQ is primarily positively associated with innovation and has a positive mediation effect on the impact of conflict on innovation.

The cognitive component of CQ is crucial to understand the similarities and differences related to culture and improvises the decision making of an individual in cross-cultural decision-making process (Dyne, Ang and Koh; 2008). Cognitive CQ builds intercultural sensitivity and individuals having a higher cognitive CQ are more open

to learning new things. A higher CQ in leaders enables them to be more sensitive towards the verbal & non-verbal cues of a diverse team and, at the same time, being extra conscious towards decoding of such cues at the workplace (Groves & Feyerherm; 2011). A better understanding of the needs and diverse perspectives leads to lessening of frictions and lubricating the chain of building and working upon new ideas. Based on this rationale, we posit that higher level of Cognitive CQ will have a positive mediation effect on the relationship between task conflict and innovation.

*Proposition 4:* Motivational CQ is primarily positively associated with innovation and has a positive mediation effect on the impact of conflict on innovation.

The motivational component of CQ is a form of intrinsic motivation which enhances the sense of confidence and interest of an individual towards a novel setting (Dynde, Ang & Koh; 2008). Motivational CQ provides a drive to the individual to willingly adjust to different environments and at times to relocate to new settings so as to work with people from different cultures. So, a higher degree of motivational CQ will have a positive mediation effect on the relationship between conflict and innovation.

*Proposition 5:* Behavioural CQ is primarily positively associated with innovation and has a positive mediation effect on the impact of conflict on innovation.

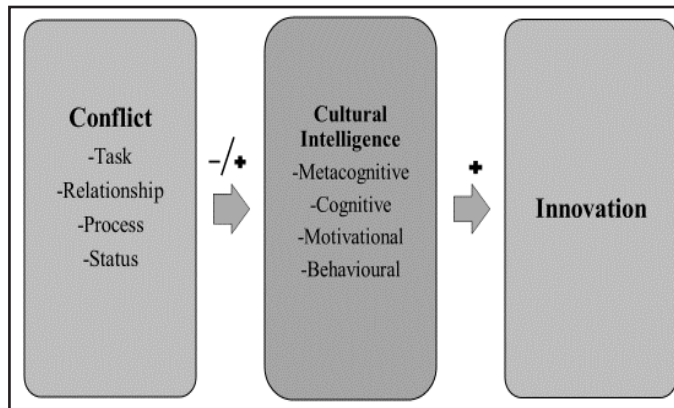
The behavioural component of CQ functions as a 'silent language', which is considered to be critical during the interactions taking place with people of different cultural backgrounds (Dyne, Ang & Koh; 2008). Behavioural CQ establishes 'high-quality' social interactions, which have an observable impact on attitude and behaviours of an individual or a leader. So, we posit that higher behavioural CQ will have a positive mediation effect on the relationship between conflict and innovation. CQ provides a platform to an individual to navigate novice culture and understand diversity existing in cross-cultural teams so as to extract positive from negative thus delivering excellent outcomes in an organization.

The five propositions have been developed taking some of the sub-constructs related to the model in future more propositions can be developed by interlinking other sub-constructs with each other for better results.

## CONCEPTUAL FRAMEWORK

This part of the paper provides an insight towards the development of a conceptual framework consisting of three key constructs, i.e., Leader CQ, Conflict and Innovation (Fig. 1). This conceptual framework is based on the relationship between the three constructs. There has been a lot of research work based on individual leader CQ. But, the model built here also tries to focus on the inter-link between

CQ, conflict and innovation. It suggests a mediating role of leader CQ upon conflict and innovation. The magnifying role of a leader cultural intelligence so as to align the positive outcomes of conflict with creativity and innovation. The framework along with the constructs discussed below is simple, but is novice in nature.



**Fig. 1: A Conceptual Framework of Conflict, Cultural Intelligence & Innovation**

Constructs of the framework have been described below which happen to depict a link between Conflict, CQ and Innovation.

*Conflict:* Conflicts have been divided into two parts, i.e., Task Conflict and Relationship Conflict, according to Jehn (1995).

- *Task Conflict:* Task conflicts can be defined as a disagreement amongst team members related to content of decision-making. These are differences in perception pertaining to a group task. These are linked to the alertness towards the differences existing in opinions and ideas related to the accomplishment of a group task (Jehn and Mannix, 2001).
- *Relationship Conflict:* Relationship conflict can be termed as differences due to personal issues and thus involves a feeling of irritation, frustration and disliking towards the other team or group members. It is said to be the conscious state of a human mind towards interpersonal incompatibilities (Jehn and Mannix, 2001).
- *Process Conflict:* It is defined as an alertness towards differences or controversies about how task could be accomplished (Jehn et al., 1999).
- *Status Conflict:* According to Bendersky and Hays (2012), status conflict is termed as difference or dispute related to an individual's relative status, position or respect in their own group.

*Leader CQ* consists of four sub-dimensions (Earley & Ang, 2003), which are as follows:

- *Metacognitive:* It is defined as a mental state of an individual in which he/she is able to understand the

existing cultural differences without having any prior knowledge through education or experience.

- *Cognitive:* It is defined as the knowledge built towards the cross-cultural differences that include the norms, values and beliefs with the help of education and experience of an individual.
- *Motivational:* It is stated to be a key stimulator to drive the energy and efforts towards the establishment of right communication and right action in a cross-cultural setting.
- *Behavioural:* It is defined as the exhibition of appropriate actions or behaviour comprising of verbal and non-verbal in a cross-cultural environment.

*Innovation:* West and Farr, (1989) define innovation as 'the intentional introduction and application within a role, group or organization of concepts, processes, merchandise or procedures, unaccustomed to the unit of adoption, designed to considerably benefit role performance, the group, the organization or the broader society'.

This work tries to explore the role of Leader CQ from a new angle and its relationship with conflict and innovation. This paper tries to propose a conceptual model by interlinking the dynamics of Leader CQ, conflict and innovation. Conflicts cannot be erased or removed from the organization in totality. Conflicts has its own pros & cons and a leaders' CQ equips it with the appropriate knowledge base so as to transform the negative effects of conflicts into positive effects, magnifying the positive effects and linking the same with innovation. Leader CQ acts as a prism between conflict and innovation in which it reflects the constructive side of conflict and deflects the negative aspect of the same.

## MANAGERIAL IMPLICATIONS

CQ is considered to be indispensable to understand the cross-cultural differences. The leaders possessing the high CQ are more receptive and sensitive towards the diversity that further helps them to polish their own competency so as to operate successfully in a multicultural environment. The multicultural teams give rise to conflicts, which need to be managed diligently and synchronize the same with innovation at the workplace. This work provides an insight towards the significance of this concept called CQ. The leaders/managers or teams equipped with the knowledge of CQ can leverage from the same so as to complete offshore assignments or projects within a stipulated timeframe. Organizations operating abroad need to work and focus towards the latest developments in order to have a cutting edge and thus, through this paper, an attempt has been made to bring out the essence of CQ and the role it plays to transform the negative effects of conflicts into positive and, at the same time, to magnify the outcomes to cultivate creativity. There are certain limitations existing which prove

to be a hindrance in understanding the importance of this concept in various international or global organizations of today. Leaders and teams are not trained accordingly to function in a foreign culture thus some of them are not able to perform accordingly. Expatriate training should include the knowledge of this concept that can help the employees of an organization to not fall in a state of cultural shock. The employees should be provided an exposure of more than 1 year in a foreign country, which will build their knowledge base related to the cultural differences and would enhance their potential to function in a cross-cultural environment more successfully.

## CONCLUSION

CQ of a leader plays a vital role in creating a climate for innovation processes by balancing the positive outcomes that favour innovation (Lopez, Jover & Gomez; 2013). Conflicts can only be minimized to a certain extent and have negative as well as positive outcomes. Divergent opinions and ideas help to create a new insight towards a problem. High CQ of a leader plays a prismatic role between conflict and innovation and reflects as well as links the positivity of conflict with innovation. Conflict and innovation are considered to be contradictory forces, but a CQ leader is competent enough to establish a synergistic relationship for an organization. Effective handling of conflict by considering different perspectives leads to empowering of team, establishing trust within them and thereby laying the roots for creative problem solving. This work necessitates the imperative role played by CQ in magnifying the positive outcomes and gaining from the same.

## SCOPE OF FUTURE RESEARCH

Various research, including conceptual and empirical, are being done to study Leader CQ, Conflict and Innovation on individual basis. This work can provide an insight to HR people so as to design and redesign the various training programs related to expatriates. This conceptual framework needs to be empirically proven that could provide an insight on the crucial aspect of conflict which further needs to be traced by the leaders and managed effectively so as to get concrete outcomes. Whereas the organizations which are competitive driven based on offshore projects need to ascertain that the selection process is appropriate to attract the right talent accordingly. Future research is needed to measure the effects of conflicts on innovation. The study of CQ can be extended from individual based analysis to team-level and organizational-level. There still remains the scope to investigate CQ by linking it to various other and novice variables that would enable an individual to understand this concept in totality.

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