Culture and Conflict Resolution in Cross-Cultural Projects: Insights from Questionnaires and Interviews

Shihong Wang[1], Junpeng Lyu[2,*], Michael Pitt[2]

[1]   Department Mechanical, Aerospace and Civil Engineering, The University of Manchester, Manchester, United Kingdom
[2]   Department of The Bartlett School of Sustainable Construction, University College London, London, United Kingdom

ARTICLE INFO	ABSTRACT
	As conflict management gained more importance in cross-cultural project management, this paper explores conflicts and conflict resolution strategies in real-world cross-cultural projects, emphasizing the significant influence of cultural differences. Conducting a mixed-method approach that combines questionnaires and interviews, this study identifies various types of conflicts: communication conflicts, cooperation conflicts, value conflicts, status conflicts, and relationship conflicts. Then, this paper classifies conflict resolution strategies according to five conflict management styles: competing, cooperating, compromising, avoiding, and accommodating. The findings reveal that cultural differences can have dual effects on cross-cultural project dynamics. While they can lead to conflicts and challenges, they also present opportunities for growth and innovation. The results, supported by data from prior studies in cross-cultural projects, demonstrate that understanding and managing these conflicts is crucial for project success. Furthermore, the study's findings are generally valid and potentially transferable across different contexts within project management despite some limitations, such as a smaller sample size and a focus on internal rather than external conflicts. This research contributes to academic knowledge and practical applications, offering insights for improving conflict resolution strategies and enhancing cross-cultural collaboration in project management. Future research could address the identified limitations by expanding the scope of the study and focusing more on external conflicts and specific situational dynamics.

1. Introduction

Cross-cultural projects have enormously increased in size and scale in the last few decades. The macroeconomic change gives rise to vast cross-cultural projects, from large cross-cultural projects like the Eurotunnel project to small academic cross-cultural projects. Two typical examples of these large cross-cultural projects are the Eurotunnel and Shanghai Disneyland Park projects. These two

projects contain co-workers from various cultural backgrounds in different countries. The former was a cooperation between the British and French constructors, while the latter required collaboration between Disney teams and local Chinese construction companies to localise the brand.

Meanwhile, new opportunities and challenges in cross-cultural projects have highlighted the importance of cultural diversity. Communication and cooperation between different cultures have experienced explosive growth recently, including public collaboration between governments and other cooperation between organisations and individuals. Consequently, much research has been conducted on cross-cultural projects to explore cultural diversity's impact and mechanism. Huang [1] states that cultural diversity among project members leads to varying thought processes and work methods, introducing uncertainty into cross-cultural projects. These kinds of uncertainty concern many scholars and project managers, as they may lead to various unfavourable situations in team cooperation. Furthermore, the rising of conflicts in cross-cultural projects is one of the most common challenges among all the unfavourable situations.

The conflicts in cross-cultural projects have inevitably become an issue that must be addressed. The communication inside cross-cultural projects has also escalated in levels and contents. Global specialisation in many industries and projects links more members from different cultural backgrounds and requires them to collaborate in designing, supplying, manufacturing and marketing. Therefore, all the project management processes, including project planning, operating, and monitoring, in cross-cultural projects require conflict management. Under such circumstances, Popescu [2] insisted that project managers use multiculturalism presence to solve cultural issues and conflicts carefully to avoid aggravating controversy, which is widely agreed. As the national culture in the project will affect the achievement of project goals [3], the project managers in cross-cultural projects are advised to respect cultural diversity, identify conflicts and solve conflicts through scientific methods. Thus, this paper chose "Culture and conflict resolution in cross-cultural projects" as the research topic.

The primary aim of this paper is to research conflicts and conflict resolutions in real-world cross-cultural projects and how culture significantly influences conflict resolution. This study focuses on understanding the cause of conflicts and their resolutions within cross-cultural projects. Primary data will be collected from participants with experience in projects involving cross-cultural projects to achieve this aim.

Specifically, this paper has four objectives to achieve in this research.

● Identify the types and frequency of conflicts in cross-cultural project practice.

● Determine the underlying reasons for those conflicts and explore the relationships between conflicts and cultural factors.

● Explore the various conflict resolutions used in cross-cultural projects and research the effectiveness and preferences of five conflict management styles.

● Give suggestions and experience for better conflict management in cross-cultural project practice based on the research of this paper.

Exploring conflicts in cross-cultural projects is a significant topic in project management, with both academic and practical relevance. It is planned that project managers in cross-cultural projects and academic researchers would benefit from this paper. On the one hand, this research could guide project managers in handling project cross-cultural issues better. As cultural diversity will enormously affect project performance, this research has practical implications to guide the project practice in the real world. Moreover, culture has a double-edged effect on conflict in projects. For project managers, the benefits might be enhancing intercultural competence and improving conflict resolution strategies. This project describes cultural differences to provide cultural information.

Project managers would benefit from gaining insights into cultural nuances and developing intercultural competence. Moreover, this project would provide practical guidance for project managers in mitigating and resolving conflicts effectively. Using the research results, project leaders could develop different strategies and employ multiple practices simultaneously [4].

On the other hand, this research would also be helpful in academic areas. As the quantity and quality of research on culture and conflict resolution increased, it would promote facilitating cultural integration in projects for projects worldwide. The gap between previous studies and real-world project experience still exists, although there are ample theories in conflict management. Each project has varied specific conflict circumstances, though the situation may be similar and demands analysis for single cases. Therefore, this paper will research this gap and provide results on the primary data collected.

1.1 Rahim's Organizational Conflict Theory

Rahim [5] divided conflict into four types: intrapersonal, interpersonal, intragroup, and intergroup. In this theory, the sources of conflicts were identified as goal difference, resource allocation, communication barriers, task interdependence, personality clashes and structural factors. This theory also described five conflict management styles: integrating, obliging, dominating, avoiding and compromising. This theory could help organisations effectively diagnose and manage conflict, turning it into opportunities for growth and improvement in the project practice. Compared to other theories, Rahim's organisational conflict theory systematically structured the concepts of conflict and offered a view of understanding conflicts. This theory provided the theoretical frame for this paper, as this theory identified the types of conflicts, analysed the sources, and described conflict management styles. In this research, the conflict categories and sources will be considered based on this theory.

1.2 Conflict Types

Various conflict types have been extensively studied and discovered by researchers in conflict management. Jehn [6] proposed and verified the existence of task, process, and relationship conflicts within project teams, exploring their impact on team dynamics and performance. Hackman *et al.,* [7] introduced the concept of role conflict, emphasising the challenges arising from unclear or conflicting role expectations within teams. Additionally, Leung and Brew [8] identified conflicts of values and interests, underscoring their prevalence in management practices and their potential to disrupt organisational harmony. These contributions collectively enhance our understanding of the multifaceted nature of conflict in organisational settings.

1.3 Conflict Resolution
1.3.1 Conflict management style and Thomas-Kilmann conflict mode instrument

Conflict Management Style (CMS) is a theory of conflict management. It shows five styles used in conflict management: avoiding, accommodating, competing, collaborating, and compromising. This theory is based on much research among them.

Kilmann and Thomas [9] contributed the most and developed the Thomas-Kilmann Conflict Mode Instrument (TKI).

Kilmann and Thomas [9] developed the Thomas-Kilmann Conflict Mode Instrument (TKI) on assertiveness and cooperativeness dimensions. Thomas-Kilmann Conflict Mode Instrument described five conflict modes: competing, collaborating, compromising, avoiding and accommodating. These five conflict strategies have a theoretical framework of the dual concern model [10]. This model considered the extent of satisfying the concerns towards their own and other parties. This model helps to recognise the importance of the tendency of each party, so it helps better understand the demands of different parties. Therefore, by analysing the extent of assertiveness and cooperativeness and the rising root of conflict, the most suitable conflict-dealing mode can be adopted in the specific situation. In the project practice, understanding individual and team preferences can improve conflict management effectiveness by using the appropriate conflict management styles to deal with conflicts. In this paper, the theory of conflict management styles is essential in researching the strategies for project teams dealing with conflicts in their chosen styles to deal with the conflict situation and further their chosen strategy.

1.3.2 Transformational Theory

Burns first introduced transformational theory in leadership theory in project management [11]. The transformational theory emphasises resolving conflicts and promoting positive change through education, communication, and changing organisational culture. Transformational leadership theory also focuses on leaders promoting organisational and individual change and development by stimulating followers' intrinsic motivation and potential. By adopting transformational theory in cultural conflict management, leaders can constantly transform their management methods and can bitterly help in conflict resolution. In this research topic, transformational leaders could use the characteristic of transformation to deal with cultural conflicts and a series of changes in the project team.

1.3.3 Negotiation and Mediation Theory

The negotiation and mediation theory includes two parts: negotiation theory and mediation theory. The negotiation theory includes distributive negotiation and integrative negotiation, which means a zero-sum game and a win-win. The mediation theory then emphasises the role of third-party mediators in resolving conflicts by guiding and helping both parties communicate. In cross-cultural conflict management, as there are disagreements in interest distribution, negotiation theory and mediation theory provide a brand-new inspective to resolving conflict. This is compatible with the compromising conflict management style in the Thomas-Kilmann Conflict Mode Instrument and gives an option in conflict research.

1.4 Prior Studies
1.4.1 Prior Studies on Cultural Diversity in Project Management

Previous studies have shown that cultural diversity can impact project performance differently. Zhan and Hample [12] used the method of quasi-experimental examination on the single-culture teams and mixed teams selected among university students from China and the United States to explore the cultural diversity's effect on project team performance and found information sharing uniqueness did arise in the mixed team and affected team performance. This research attempted to address the previous conflicting results regarding the impact of cultural diversity on project team

performance, which provided creative and valuable insights. Meanwhile, Comu *et al.,* [13] denied that cultural distance (CDIs) would impact the relationship between culturally and linguistically diverse project networks' initial and adaption performance. In the research, they used calculation and experimental methods. The study found that cultural diversity affected initial performance negatively and adaptation performance positively.

Aside from the quantitative experimental methods, other qualitative research methods such as surveys and ethnography observation are also used in this research. Ludviga and Sluka [14] based on ethnography observation investigated 159 project managers in 9 cultural clusters to research the leadership style usually adopted by project managers when they meet with cultural diversity situations. The results show that respondents from the Anglo-Saxon cluster regarded set scope and goal as the most crucial factor affecting project success. In contrast, the shared vision of goals and tasks and communication has the most impact on Latin European respondents. This reveals meaningful insights into the complex interplay between cultural diversity and project success perceptions and fosters project success in multicultural teams.

Combining quantitative and qualitative methods, Chipulu *et al.,* [15] surveyed 1313 practitioners regressed in the SEM model and interviewed 40 project managers from muti-cultural backgrounds to research cultural values and project success or failure factors. The study showed that the importance that project managers attach to the two main factors of project success/failure depends not only on age and gender but also on Hofstede's cultural dimensions. All of the research above studied the relationship between cultural diversity and project success, and some raised the hypotheses for the pathway study.

1.4.2 Prior studies on conflict in projects

As conflicts are universal in project teams, many scholars have studied conflicts, member relationships, and conflict management in projects. In the project practice, researchers identified various kinds of conflicts. Using the empirical method, Du Plessis [16] verified that eight paradoxes and conflicts exist in multicultural teams. This research also advised that conflicts can be considered in aspects like individualism and collectivism, flexibility and structure, information overload and insufficient communication, and work-life balance. This comes from a scale from South Africa and offers guidance in conflict research in project management.

Conflicts in projects have a negative impact on the project's success. Zhang and Huo [17] proved that interpersonal conflict negatively impacts project performance, and negative emotions would further mediate this impact using data from top contractor firms in China. Based on Chinese megaprojects in construction and 445 responses, Wu *et al.,* [18] discovered that task conflict had a constructive effect on project performance, while relationship conflict and process conflict in the group had a destructive impact on the project. This proved that the project performance is related to the extent of the conflict and the relationship. Kiernan *et al.,* [19] studied the conflict in case studies from the communication perspective and discovered that the design teams negotiated task conflict and reached a consensus. All of the research above explored the relationship between conflict and relationship, and the relationship is proven to be a significant factor in impacting the conflict's effectiveness. Moreover, the relationship conflicts in the project also decreased the project's performance.

There is also some research about whether conflicts have some benefits to the projects. According to Jia *et al.,* [20], task conflicts in construction projects promote knowledge integration but harm project performance. This was based on the investigation of 248 Chinese construction projects

and was analysed using the effective model. Mu *et al.,* [21] also used data from 291 Chinese companies to conclude that task conflicts could contribute to the success of cooperative innovation projects, and the mediator effect from knowledge acquisition and assimilation achieved this. Moreover, De Wit *et al.,* [22] regarded that task conflict can have potentially positive outcomes because different ideas are expressed, concepts are clarified, task understanding is increased, and higher-quality decisions can be made. However, neither denies the adverse effects of the conflicts on the project.

Although previous studies have conducted plenty of research on conflict management in cross-cultural projects, there are still some research gaps in this area. Most of the research explored various strategies and frameworks for managing conflict in culturally diverse project teams, but the research still has some topics that still need to be covered. Currently, much research uses the data collected from various cross-cultural projects to research conflict management. However, less valuable research on this topic has been conducted in recent years. As communication ways and related technology have developed rapidly, project management ought to have the corresponding solutions to progress in the academy and project practice. Many existing studies focus on high-level theoretical frameworks without applying them to the practical in today's rapidly changing real-world environments. Moreover, the latest digital communication tools in cross-cultural projects have yet to be addressed in most existing research, which is also a significant factor in conflict management. Remote work and virtual teams are becoming increasingly common, so it is crucial to understand how these latest digital platforms affect conflict dynamics and resolution strategies. Research needs to explore how these tools can connect cultural differences, promote effective collaboration, and adapt to the changing technological environment.

2. Methodology
2.1 Research Design

This paper uses a mixed research method of questionnaires and interviews to conduct qualitative research. There are two stages of conducting this comprehensive research. In the first stage, a questionnaire is performed. This questionnaire is targeted at those participants who have experience in cross-cultural projects. This questionnaire focuses on the information related to conflicts met by participants. The participants' data will be collected, including which cultural cluster they belong to and their experience in cross-cultural projects. Then, the core research is the actual situation of their understanding of meeting conflicts and how they solve conflicts in cross-cultural project teams. The second stage is interviews towards those who have firsthand experience in solving conflict resolution in cross-cultural projects. In this stage, 11 interviews have been conducted. The interview required the participants to provide an experience of a conflict rising in the cross-cultural project and the experience of solving this conflict. These interviews are significant as they provide in-depth, real-world accounts of conflict situations and strategies. Then, the text analysis is conducted to explore the real-world experience of conflict and conflict-solving in the cross-cultural project provided by interviewees.

2.2 Questionnaire and Interview

The participants for the questionnaire are people who are over 18 and have the experience of taking part in the cross-cultural project. These questionnaires are filled out online using the Qualtrics survey tool. This requires the participants to answer the questionnaires based on their own

experience in cross-cultural projects and fill in the questionnaires in detail. In this stage, 92 valid questionnaires that could be used in the paper have been collected from the participants. This questionnaire is anonymous for the participants.

The questionnaire consists of 22 questions and is divided into 4 parts. This is a semi-structured questionnaire with the choices and blank to answer. In the choice part, questions with multiple options and single choices exist, and the questions are to be answered in a score by the participants. The blanks left were simply to collect some opinions and texts that could not be easily listed before questionnaires to compensate. The first part is the primary information from the participants, including the cultural background of the participants and the experience that the participants had dealing with cross-cultural projects. These are for the basic information to be collected from the participants so that they can draw a descriptive image in statistics for research. Then the second part is about conflicts, whether the participants meet with the conflict, the reason they think the conflicts arise, and the effect brought by the conflicts are the information to collect in this part. Additionally, whether there are connections between the conflicts and the cross-cultural factor is also surveyed.

The third part is about conflict resolution, which is the core part of this research questionnaire. In this section, the conflict resolution used, the effectiveness of the conflict resolution, the preferred rank of conflict management style, and the score for the effectiveness of conflict management style have been collected. Based on the five conflict management styles, the preference and the real practice in the project have been investigated separately and then in contrast. The score for the effectiveness of the conflict management style would be collected quantitatively but also based on the project experience of the participants. The opinions of the participants are also collected from this questionnaire. Finally, the last part is about cultures, where some questions are asked to collect information about culture-sensitive and cultural awareness in project teams.

In this interview stage, 11 interviews were conducted to obtain more detailed information on conflict resolution. The interviewees also have experience dealing with conflicts in cross-cultural projects. The participants for the interviews are separate from the participants of the questionnaires only if they are interested both in questionnaires and interviews. The interviews are also anonymous and will be conducted online on the Zoom platform. The interviews last 30-40 minutes and have been audio-recorded only for research. Consent is required from each participant before they take part in this research.

3. Results
3.1 Descriptive Results

In this research stage, 97 questionnaires were collected; among them, 92 questionnaires were valid after data cleaning. In this research group, 94% of the participants come from China, and 2% come from Malaysia. Based on the value recognition and grow-up locations, 96% of participants claim they are in the cultural cluster of Confucian Asia, with the rest from South Asia, Eastern Europe and the Arab cultural cluster [22]. Among all participants with cross-cultural project experience, 64% have taken part in 2-5 cross-cultural projects, 32% had 1, and 4% joined over 5 cross-cultural projects. Most of the cross-cultural projects are in the industry of "Management of Companies and Enterprises", "Retail Trade", and "Arts, Entertainment, and Recreation", followed by "Finance and Insurance" and "Educational Services".

3.1.1 Conflicts

In this research group, almost all the participants have experienced conflicts in cross-cultural projects and over half of the participants have over 2 experiences. Participants showed a low degree of comfort towards conflicts, meanwhile, in Figure 1. The most frequent conflicts are communication conflicts, followed by task conflicts, process conflicts, and value conflicts. In contrast, the least conflicts met are resource conflicts, status conflicts and role conflicts.
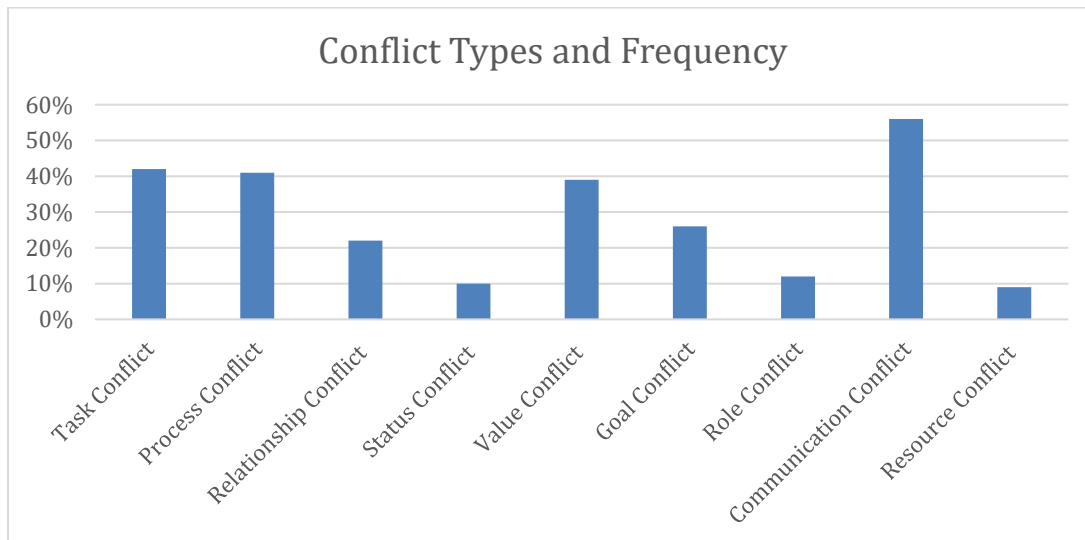

Fig. 1. Conflict types and frequency in Cross-Cultural projects

3.1.2 Conflict resolution

In this questionnaire, a median of 80% of conflicts were resolved at last, with an average of 75%, a maximum of 100% and a minimum of 7%. For over 90% of participants, above 60% of conflicts were resolved. The results related to conflict resolution keywords are in Figure 2. When it comes to specific conflict resolutions, over half of the participants mentioned "Communication", with many accompanied by "understanding" and "respect". Then, 21% of participants specifically mentioned the methods of "discussion", "debate", or "consensus", and "vote", which refers to some competing measures to express opinions and seek a consensus. 10% of participants shared the method of asking for help, and most gave the decision right to the project leaders. 9% of participants also choose to compromise. Some answers also provide new opinions: 2 participants mentioned using rules inside project teams to prevent and regulate project members, 2 participants answered that their conflicts come from misunderstandings, so communication matters, and 1 participant provided the conflict resolution of conducting team building activities to improve members' relationships. For those conflict resolutions, the effectiveness was scored at an average of 75 and a median of 80.
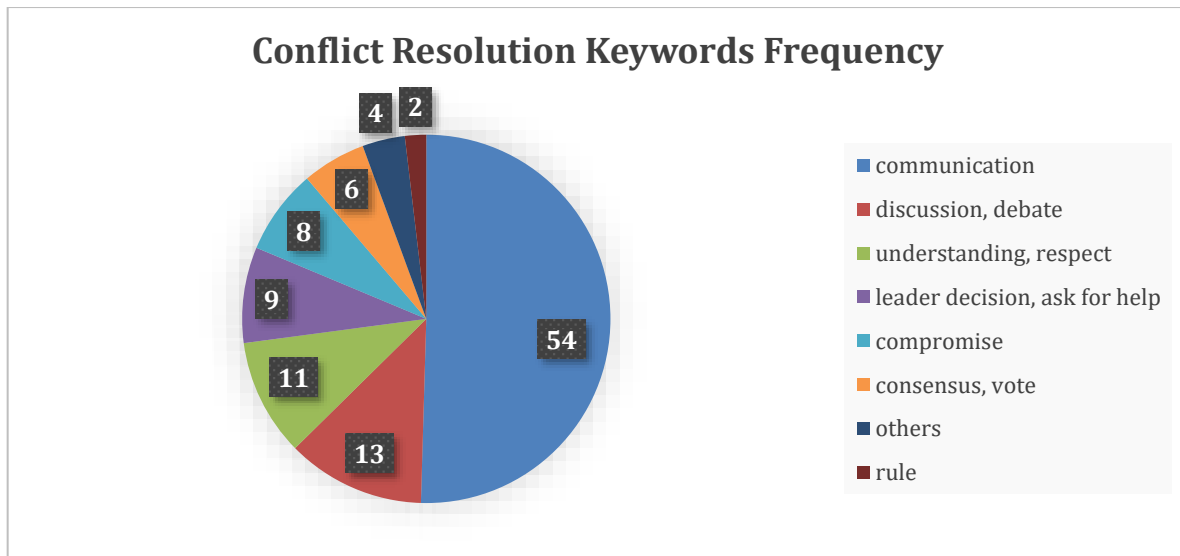
Fig. 2. Conflict resolution keyword frequency in questionnaires

In the conflict management style (CMS) part, the frequency, effectiveness, and preference of each conflict management style were asked about. The results are shown in Figure 3. The frequency is the times of the specific conflict management style used in the conflict resolution, and participants scored effectiveness. The preference is the rank of each conflict management style by participants; ranking the 1st, 2nd, 3rd, 4th and 5th would be multiplied by 1.5, 1.25, 1, 0.75 and 0.5 only to compare the figure to show and compare the popularity.

In this questionnaire, collaboration gained the most frequent effect and was preferred by the participants, while avoiding was the least used in the three dimensions. Compromising won second place, demonstrating that the middle actualisation of self-interest and other's interests is preferred over the other three styles. Competing and accommodating were similar in indications; competing gained more preference, but accommodating was regarded as more frequently used and effective. It shows that when the concerns for both interests cannot be achieved together, participants tend to realise their interests but think realising others' interests is more effective.
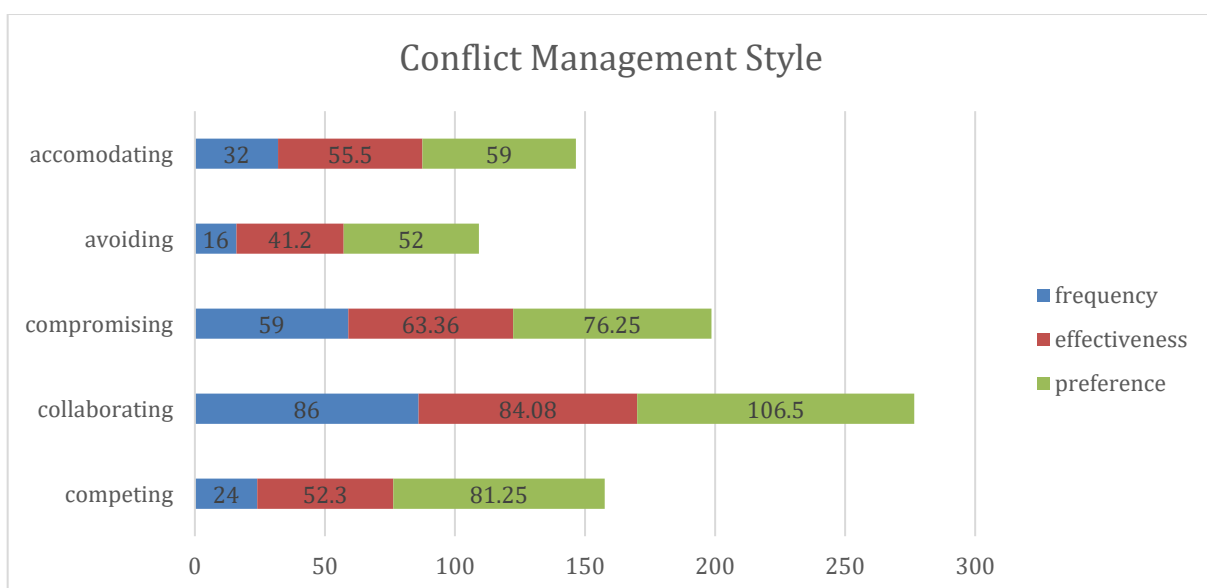

Fig. 3. Conflict management style's frequency, effectiveness and preference

3.1.3 Culture and Conflict Resolution

This section introduces the critical factor "culture" in this research to explore the interaction between culture and conflict resolution. When investigating whether cultural differences caused the conflicts they met in cross-cultural projects, 26% of participants gave a confident answer of yes, while another 73% regarded at least cultural differences as part of the reason for conflict to rise. Then, for the questionnaire research group, the most effective strategies in cross-cultural projects were "Building Inclusive Teams" and "Open and Transparent Communication" in Figure 4. Meanwhile, 60% of participants think conflict resolutions in cross-cultural projects are different from those of other projects. Among this research group, 75% of participants occasionally or very often encounter language barriers. Moreover, only 34% of participants were moderately acknowledge of the cultural backgrounds of their team members.

Fig. 4. Most effective strategy in Cross-Cultural projects

In the project team, decision-making is a crucial process in many project stages. In this questionnaire research, 71% of the participants from projects usually made decisions based on consensus, and the rest, 29%, made decisions from top to bottom in Figure 5 (a). Among them, 41% of participants agree that cultural differences have ever affected decision-making in cross-cultural projects in Figure 5 (b). Then, some ideas on how cultural differences affect decision-making were collected. Many participants think there are significant differences in values, behaviours, and thoughts brought about by cultural differences, which affect the decision-making process and conflict resolution. Specifically, the language barriers led to more time for discussion. Hence, some decision-making changed from consensus-based to top-down or project leaders showed more autocracy in decision-making out of concern for the project's efficiency. Additionally, some participants shared their experiences of changing decision-making from top-down to consensus-based. The reasons for that are more discussions, thoroughly exchanging opinions, or cooperating with members from more democratic cultural backgrounds.
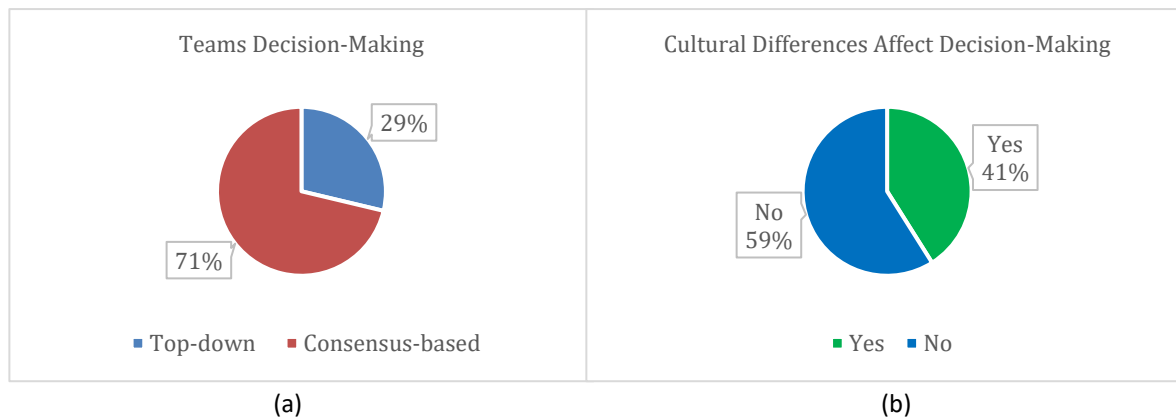
Fig. 5. (a) Teams Decision-Making (b) Cultural differences affect Decision-Making

3.2 Interview Results
3.2.1 Demographic information

In the interview section, a total of 11 interviews were conducted, which reached data saturation. In this research group, 10 interviewees are Chinese and 1 is Malaysian and all of them have the experience of living in another country for over 1 year. They shared their experiences of meeting with conflicts in cross-cultural projects in their study or work from different industries, including construction, education, fashion and energy. Every interview ensured that the interviewee's projects consisted of members from different countries and had conflicts in the cross-cultural projects. Table 4.1 shows the interviewees' information on nationality and their project industries.

Table 1
Interviewee information

Interviewee	Nationality	Project Industry
A	China	Energy
B	China	Education
C	China	Education
D	China	Finance
E	China	Construction
F	China	Construction
G	China	Education
H	China	Fashion
I	China	Information Technology
J	China	Education
K	Malaysia	Education

3.2.2 Conflict Types

The interviews investigated different conflict types in the cross-cultural projects that interviewees joined. Each interviewee is required to tell an experience of meeting conflicts in cross-cultural projects. In the interviews, the conflict types are divided into five types based on the causes of conflicts: communication conflicts, cooperation conflicts, value conflicts, status conflicts and relationship conflicts. Moreover, all four other kinds of conflicts may lead to relationship conflicts,

which means relationship conflicts sometimes come from other more in-depth conflicts and only sometimes appear individually.

3.2.2.1 Communication Conflicts

Communication conflicts are the most common conflicts met by the interviewees. To be more specific, the interviews demonstrate communication conflicts include opinion conflicts, language barriers and information asymmetry. Table 2 shows the coding.

Table 2
Communication conflicts and their evidence

Communication Conflicts		
	opinion conflicts	*"My Indian friend (a co-member) is more innovative in understanding projects. However…… his viewpoint is novel; there is no data or research to prove that his viewpoint is correct……the main conflict…… was in terms of viewpoints."* (Interviewee A)
	language barriers	*"Especially the Chinese girl in our group, she may not speak English very well…...that there may be some communication barriers, and the United Kingdom people are too lazy to communicate with her."* (Interviewee K)
	information asymmetry	*"People from similar cultural backgrounds will use this (same) chat software…...a colleague from a South American country……talking on another chat software, and there may be information or a time difference."* (Interviewee C)

3.2.2.2 Cooperation conflicts

Cooperation conflicts refer to the conflicts that mainly arise in the project process of cooperation. Usually, they appear in a specific stage of cooperation. The more detailed presentations on conflicts from interviewees are about conflicts in working behaviour. The differences in working behaviours include those discussing habits, ways to make plans and working software. Three specific pieces of evidence are as follows in Table 3:

Table 3
Cooperation conflicts and their evidence

Cooperation Conflicts	
	"Chinese team members may tend to reach a consensus before discussing in detail…… to divide the work and discuss. However, members from other countries and cultural backgrounds may tend to discuss carefully first." (Interviewee H)
	"I think there is a slight problem with …… sense of time. if you have an appointment at 3 o'clock……it's already a blessing that people can expire at 3:30." (Interviewee G)
	"We usually communicate in…… WeChat……We just created a WhatsApp group, and every time there is a chat, even if he is not there or does not participate in the discussion, we will send a copy of the updated file to it." (Interviewee E)

3.2.2.3 Value conflicts

Some interviewees provided their experiences meeting with value conflicts when conducting the interviews. The most severe conflict in the value conflicts is racism in the project workplace, as met by two interviewees. Moreover, an interviewee has met value conflicts in politics or met with stereotypes from others. Here is the evidence.

Table 4
Value conflicts and their evidence

Value Conflicts	*"They equally ignore everyone except those with white skin……they don't communicate with us at all. It was a group of 7 people, and then it directly became a group of 3 people."* (Interviewee G)
	"When he sees that you are a foreigner, he may think that there may be a language barrier, or simply that he looks down on you because you are a foreigner." (Interviewee K)
	"Many of his speeches will bring some obscure political positions. Well, every time you think he speaks well, he will stab you with a thud." (Interviewee G)

3.2.2.4 Status conflicts

In the projects, the various roles and identities in teams also lead to conflicts between different statuses in Table 5. Usually, status conflicts damage the interests of those with a lower status. There is some evidence that the interviewees meet with status conflicts.

Table 5
 Status conflicts and their evidence

Status Conflicts	*"They will cross the levels and not go through formal channels but directly call us. For example, their client company may not be very peaceful internally, and then they hope to avoid conflicts between them by passing messages through us."* (Interviewee D)
	"entrepreneur definitely wants to cut costs, um, and maybe when he talks to me about salary, he talks more aggressively……but I feel like leaders all over the world are like this." (Interviewee I)
	"Without their consent, we cannot have this cooperation…… so they will know they have an absolute voice over. We are just here to communicate with them and then responsible for following their arrangements." (Interviewee J)

3.2.2.5 Relationship conflicts

In the interviews, relationship conflicts are usually accompanied by other conflicts in Table 6. Relationship conflicts are mainly triggered by some reasons that would cause conflicts. Here are some pieces of evidence.

Table 6
Relationship conflicts and their evidence

Relationship Conflicts	*"He doesn't reply to messages in the group and is very inactive. It's not that we ask him to be very active, but he just doesn't do the tasks assigned to him, and he can't be contacted."* (Interviewee E)

	"They were chatting in a meeting, and at that time I said I was angry, I just slammed the table……I felt that our relationship became quite tense." (Interviewee K)

3.2.3 Conflict resolutions and conflict management styles

The interviewees also provided some conflict resolutions for those conflicts identified in the cross-cultural projects. As a specific type of conflict may have different resolutions, a conflict resolution may also be effective in solving different types of conflicts. From the interview, some general conflict resolutions are used in cross-cultural conflicts. Combining these conflict resolutions with the conflict management styles (CMS), the conflict resolutions can be classified into 5 categories based on the conflict management styles [9].

3.2.3.1 Competing

The competing conflict management style is always used to satisfy people's concerns and to ignore the satisfaction of others' concerns in Table 7. This conflict management style is usually used in emergencies, critical decisions, or when other parties damage people's interests. This research uses the competing conflict management style to deal with status or relationship conflicts. Competing conflict management style is shown in the form of debating, enforcing or having direct confrontations from the information provided by interviewees.

Table 7
Resolutions of competing CMS and their evidence

Competing Conflict Management Style	(1) Debating	*"when he talks to me about salary, he talks more aggressively（try to cut down my salary）, but I just add it back."* (Interviewee I)
	(2) Enforcing	*"Because I was the project manager of this project, I went first and urged him in the group. After there was no result, I went to private chat with him."* (Interviewee E)
	(3) Having direct confrontation	*"I really got angry and directly said that if we had nothing to discuss, let's disband, let's break up, and we'll wait until everyone is ready for the next meeting."* (Interviewee K)

3.2.3.2 Collaborating

The collaborative conflict management style is ideal to satisfy both their own concerns and those of other parties in Table 8. Thus, collaboration is also the interviewees' most popular conflict management style. This conflict management style requires that both parties should be willing to invest time and energy in finding the best solution to the conflict. To collaborate means both parties should communicate and solve problems together to keep a long-term collaborating relationship. In this research, the collaborating conflict management style is demonstrated in the conflict resolutions

of communicating and setting rules together. From the interviewees' feedback, collaborating can help solve most conflicts, especially communication, cooperation, and relationship conflicts.

Table 8
Resolutions of collaborating CMS and their evidence

Collaborating Conflict Management Style		
	(1) Communication	*"After the group meeting, we will all go back and search for relevant research, and then we will explain…….in the meeting the next day…… Everyone can calmly accept this method's negation, feasibility, or infeasibility, and conflicts……resolved."* (Interviewee A)
		"First, you need to clarify this matter……After that, I think everyone may need to think from others' perspectives. Then……we should be tolerant of each other, which may solve the conflict." (Interviewee B)
	(2) Setting rules	*"I think it's important to establish a rule from the beginning……I think the main thing is determining what consequences will occur if this rule is violated…… Afterwards, when someone violates the rule, we will know what to do."* (Interviewee E)
		"My leader told me that they usually bring up some company policies or let them leave a trace…… they hope to communicate through email instead of phone calls so that they can handle it better." (Interviewee D)

3.2.3.3 Compromising

The compromising conflict management style is another one that satisfies both the concerns of their own and those of other parties, but only part of the other party's concerns in Table 9. Compromising is a way of resolving conflict by making concessions. Though no party's interest was fully achieved, at least each party realised part of their own concerns, and no party had to give up their total interests entirely. However, this also means that no party can fully achieve its goal. Also, compromise allows quick conflict-solving schemes to be made. In the research, the compromising method is shown explicitly as the compromise made in the group that part of each party's interest is satisfied, so compromise is made in the project work. Compromising can help solve some cooperation conflicts, though it may not be the most effective.

Table 9
Resolutions of compromising CMS and their evidence

Compromising Conflict Management Style	*"to solve this problem, we will have each member in turn, and then share their own…… some expectations and goals about this project, and then enhance mutual understanding and trust……reached a relative compromise communication method."* (Interviewee H)

	"We usually still make decisions in a way agreed upon by the majority…However, it is also necessary to consider the opinions of a few people.… Although this decision cannot completely avoid differences in personal opinions, it can to some extent ensure the cohesion of the team and the progress of the project." (Interviewee F)

3.2.3.4 Avoiding

Avoiding is a conflict management style that temporarily or permanently avoids conflict by putting off or ignoring conflicts in Table 10. This is a conflict management style that satisfies neither party's concern. Avoiding would be used when there is no hope of resolving the conflict or when conflicts are unimportant. In this research, the avoiding conflict management style is shown in conflict resolutions as directly avoiding referring to conflicts. This conflict management style is used in valuable conflicts, such as racism, that cannot be reconciled. Avoiding is also used in other conflicts to keep a "harmonic" atmosphere.

Table 10
Resolutions of avoiding CMS and their evidence

Avoiding Conflict Management Style	*"If you had fought for your own rights at that time, you might have had conflicts with them……If we really argued or even quarrelled, I actually felt that it would be very, very awkward no matter what."* (Interviewee G)
	"it was completely unresolved…… I didn't say I wanted to solve the conflict because I believed it couldn't be resolved. If they didn't want to accept and treat us as a team, the problem wouldn't be solved." (Interviewee K)
	"it didn't have much impact on the ultimate goal of this project. So maybe everyone just thinks it's okay to leave it there." (Interviewee C)

3.2.3.5 Accommodating

Accommodating is a conflict management style that would be fully satisfied in Table 11. This is a conflict management style that satisfies neither party's concern. Accommodating usually means giving in, yielding, or conducting to another person's opinion. Usually, accommodating solves conflict quickly or maintains harmony in relationships. In this research, the accommodating conflict management style shows that people fully or almost entirely give up their own opinions or interests. The accommodating style can be used in any conflict but may not achieve one's goal or interests.

Table 11
Resolutions of accommodating CMS and their evidence

Accommodating Conflict Management Style	*"We were supposed to visit in the order of a route…… But they had to go the next day, and then we had no choice but to change. We had to move along that side because their attitude was quite tough."* (Interviewee J)
	"But in fact, it was in their final assignment that he compromised a lot because he had his Indonesian colleague revise most of what he wrote." (Interviewee G)

3.3 Conflict Types and Conflict Resolutions
3.3.1 Conflict types

In the finding part above, five types of conflicts were identified in the real cross-cultural projects: communication conflicts, cooperation conflicts, value conflicts, status conflicts and relationship conflicts. The evidence from the interviewees supports each conflict type. Meanwhile, communication conflicts also gained the most popularity from the questionnaire results, followed by task, process, and value conflicts.

Compared to the prior studies, these results are consistent in conflict types. The relationship conflicts are shown among questionnaire participants and interviewees when Shaukat *et al.,* [24] confirmed its existence. Task conflicts are also verified by Hu *et al.,* [25]. In this paper, task conflicts are referred to by the questionnaire participants but not by interviewees. The reason for that may be because, in the interview, when referring to conflicts in projects, it is hard for interviewees to think of task conflicts the first time, but they exist. Otherwise, some are also included in the cooperation conflicts as they are conflicts in tasks and processes. Task conflicts and relationship conflicts are mentioned the most in the prior studies. This may be because these are more related to the project process and may directly affect the project's performance. Also, the reason may be that it is easier to conduct quantitative research and collect data from indications.

Other researchers have also supported the other conflict types. Deep *et al.,* [26] found that distinct aspects of culture have a vital role in triggering communication conflicts among employees. Putnam [27] also confirmed the communication conflicts and the relationship between communication and conflicts.

Communication conflict is the most frequent among questionnaire participants and interviewees in this paper, so it gained consistency with other research. Panahi *et al.,* [28] and Zhu *et al.,* [29] studied project value conflicts and verified their existence. However, most researchers focused on the value conflicts between individuals and organisations because this concept is more widely used in the workplace and performance management. Other researchers like Wang *et al.,* [30] and Vollmer and Wolf [31] studied value differences and conflicts among project managers in cross-cultural cooperation. Still, they did not specify and identify value conflicts caused by culture in projects. Bendersky and Hays [32] specially identified status conflicts in project groups, which is the same as the results of this paper. Hong *et al.,* [33] then studied the impact of status conflicts, which provided other insights into the moderating effect of intragroup conflicts and verified the negative impact of status conflicts.

The prior studies do not explicitly identify the concept of cooperation conflicts. However, they broke it into detailed conflicts like task and process conflicts, although many studied cooperation

conflicts in essence. This may be because it is a classification with a vast and exaggerated scope, so it may not be applied to other research.

3.3.2 Conflict resolutions

Among all the prior studies, conflict management styles were seen as the tendency and style in facing conflicts in project teams. Therefore, conflict management styles indicate the propensity to explore conflict resolution and its impact. Yin *et al.,* [34] and Tabassi *et al.,* [35] used quantitative scales to explore the most suitable and acceptable conflict resolutions. However, the specific resolutions of the conflicts are rarely related to conflict management styles. As qualitative research is conducted in this paper, detailed conflict resolutions are specified in the inters and questionnaire responses.

The research on detailed conflict resolutions also has some similarities with some other papers, though some particular details are distinct. Agarici *et al.,* [36] adopted methods of interviews and used the author's own experience to propose improvements and collaborations to effectively communicate across languages and cultures, which is consistent with the conflict resolution strategies in the detailed communication strategy in the collaborating conflict management style.

3.4 Culture's Impact on Conflicts and Conflict Resolutions
3.4.1 Culture's dual impact on conflicts

In the research for conflicts and conflict resolutions in cross-cultural projects, culture is a significant factor that enormously impacts conflicts and conflict resolutions. This study finds that culture has a dual impact on conflicts. On the one hand, cultural differences cause many conflicts in cross-cultural projects, which has a negative effect. On the other hand, however, the culture shocks in the project work also brought new opportunities and developing points in the projects.

In this research, the negative impact is that culture would cause many conflicts in cross-cultural projects. The study shows that the reasons for the underlying conflict are related to culture. In the questionnaire, 26% of participants were certain that conflicts caused their conflicts, while 73% thought culture was at least part of the reason. For communication conflicts, language barriers and diverted opinions are generated by different languages, different logical thinking modes and diverted educational backgrounds (Interviewees A, B). The reason for the cooperation conflicts usually comes from the unexpected differences in working habits (Interviewee C, H). Value conflicts like racism come from in-depth cultural differences, lack of respect, and cultural sensitivity among the project teams (Interviewee G, K). Moreover, the cultural status gap also leads to status conflict (Interviewee J). When conflicts occur, the emotions of project members turn worse, and the project's efficiency decreases. The severe value conflicts even decreased the project members' willingness to embrace cultural differences (interviewee G, K). This is the negative impact brought by culture.

Compared to other studies, this conclusion is supported by some previous studies researching cross-cultural relationships. Comu *et al.,* [13] used experimental methods to verify communication barriers caused by the factor of "cross-cultural", which is compatible with this result. Schulte and Trinn [37] also proposed that cultural identity would contribute to rising conflict. However, some researchers also opposed this result. Sarala [38] conducted quantitative research and concluded national cultural differences do not influence the level of post-acquisition conflict. The reason for this difference is that this research deprives the organisational cultural differences of the national cultural differences while part of organisational cultural differences formed from national cultural

differences, which is not a total denial of the results of this paper but provides a new viewpoint. These prior studies helped confirm the results of these findings and provided other evidence to support the results, which increased the robustness of this result.

In this research, the positive impact is that the conflicts brought by the culture may also boost more discussions and communications and increase cultural understanding. These would improve the quality of project cooperation compared to other projects. The conflicts caused by the different logical thinking also brought new ideas to the projects, making the opinions and ideas more comprehensive (interviewees A, C, D). Then, cultural differences allow for more thorough communication, which even reduces communication barriers (interviewee D, F). The conflict caused by cultural differences requires the members to be aware of respecting other cultures, adapting to local conditions and solving problems in specific situations (Interviewees B, D, F). Also, conflict resolutions inspired me to deal with conflicts better in the future (interviewee J, questionnaire participants). All these favourable impacts also come from the culture.

This result matches those observed in earlier studies. In this area, many researchers affirmed culture's positive effects on cross-cultural projects. Dusdal and Powell [39] agree that global trend analysis and country case studies rely on the knowledge and methodological expertise of collaborators from different countries, at different career stages and with different expertise, consistent with the broader insights in cross-cultural projects. Some researchers studied healthy conflicts in organisations. Consistent with this research, many studies also confirmed the positive impacts of the cultures and conflicts.

The dual effect of culture in the conflicts in cross-cultural projects is also in accord with recent studies from Stahl and Maznevski [40], who also accept the view of culture's double-edge effect. These studies prove the findings of this paper have scientific support in the academic areas, thus adding to the reliability of this research.

3.4.2 Culture's dual impact on conflict resolutions

Aside from the impact on conflicts, culture also has a dual effect on conflict resolution. There are some positive impacts. As cultural differences subjectively existed in the cross-cultural projects, the conflict resolutions would become more inclusive. Cultural differences are the reasons for conflicts to arise, and many project members are aware of that, so they tend to show inclusiveness in conflict resolutions to minimise the impact of the culture (interviewee B, D, F, I). Meanwhile, some project members would also be affected by the conflict management style in the projects and adjust their conflict management styles to fit in better and help maximise the interests of other parties or their own (interviewee A, J, questionnaire participants).

Previous studies have drawn a similar positive trend of conflict resolution brought by cultures. Ochieng and Price [41] found that leadership empathy and cultural inclusion in cross-cultural projects are critical components of building a multicultural project team, which also has a positive effect brought by cultural differences. Some researchers also agree with this more inclusive trend but give other reasons for this phenomenon. Chevrier [4] attributes this trend to the leaders' efforts, and Golubeva [42] regards the main reason as the guidance from the educators. Both of them are not entirely consistent with the findings of this paper. However, their reasons are also correct, but they are standing on their own position and study areas. To analyse these in-depth, we must note that these are still the effects of the cultures. The different research views lead to this difference, and the research from others compensates for this study and makes the reason analysis more comprehensive.

However, the negative impacts also exist. In cross-cultural projects, many groups spend more effort in communication or solving cooperation conflicts, which could hugely decrease the time assigned to make decisions or do project processes, making decision-making more autocratic (interviewee F, questionnaire participants).

This negative change in conflict resolutions in cross-cultural projects is an unexpected finding provided by this paper. Usually, previous studies have widely regarded cooperation within cross-cultural projects as being more inclusive, as mentioned above. However, in the real cross-cultural project practice, decision-making may be even more autocratic. Though this is not consistent with common sense, this still has reasonable cause provided by the interviewees and questionnaire participants. The reason for this distinction from the other studies is that many researchers used the quantitative research method and ignored this phenomenon, which only consists of actual project practice instead of academic theories. The findings extended the knowledge in this area.

4. Conclusion

This paper focuses on the research of conflicts and conflict resolutions in real-world cross-cultural projects and the significant influence of culture in conflicts and conflict resolutions by adopting the combined methodology of questionnaires and interviews. In this research, primary and secondary questions are answered and analysed in the findings and discussion chapters. Based on the study, the conflict types in cross-cultural projects include communication conflicts, cooperation conflicts, value conflicts, status conflicts and relationship conflicts and their specific manifestations are listed. The various conflict resolutions adopted are also classified by conflict management styles: competing, cooperating, compromising, avoiding and accommodating. Each kind of conflict resolution was used in real-life projects by the interviewees. Moreover, cultures have dual effects on conflicts and conflict resolutions. On the one hand, cultural differences can lead to numerous conflicts in cross-cultural projects, representing a negative impact. On the other hand, however, these culture shocks can also create new opportunities and growth potential within the projects. For conflict resolution, the existence of cultural differences can make the team more inclusive and promote communication, but decision-making may be more autocratic. All the conclusions are based on the evidence provided by the interviewees and questionnaire participants with experience in cross-cultural projects.

This paper is significant in the academic area and real-world project practice. As conflicts may arise in cross-culture projects, judging and identifying the conflict types and the corresponding effective conflict resolutions is essential. Therefore, this research is vital for project members and project managers. This result is also generally valid. Firstly, the results are consistent after comparing the questionnaires and interviews. Secondly, the quantity of samples has reached saturation for both the qualitative questionnaires and interviews, so the data is reliable. Meanwhile, the results of this research can potentially be transferred. The research was conducted among the group who have experience in dealing with conflicts in cross-cultural projects in various industries, so the generalizability of results is valid, and the results can be promoted to a broader scope in project management. Something that has to be considered is the contextual adaptability. As the situations are complex and varied, some results may not totally be adopted in real projects and need adaptation based on the true conditions. This research result also has potential impacts in other areas of cross-cultural communications, rule settings, and language research because it covers different areas. Therefore, this paper showed good performance in validity and potential transferability.

However, there is no denying that this paper has several limitations. For example, this paper does not consider the impact of individuals and does not pay sufficient attention to specific situations. In the conflict types research, there is limited focus on external conflicts, which may have led to an incomplete understanding of how these conflicts manifest and affect the industry in different contexts. Additionally, the study's sample size was small due to time constraints. These limitations suggest that there is room for further improvement in future studies. It would benefit subsequent research to conduct more in-depth analysis and exploration of specific situations and external conflicts to provide a more comprehensive understanding of their dynamics and implications in real-world practice. Moreover, expanding the scope and size of research samples would allow for a more representative data set, which could lead to more robust and generalisable conclusions. For the whole industry, these recommendations could enhance the relevance and applicability of their findings. Therefore, these could ultimately contribute to better practices and more effective strategies in addressing conflicts and understanding individual impacts within the field.

4.1 Limitations

However, some limitations exist in this research, although it provides valuable insights into conflict management in cross-cultural projects. These limitations include neglecting the individuals' impact, thinking less of the specific situations, and focusing less on external conflicts and the number of samples.

In this research, the participants provide information based on their experience meeting with conflicts in cross-cultural projects. However, the causes of the conflicts are manifold, and the conflict resolution effect is also diverted into different complex situations. Under such circumstances, the factors from the individuals should not be ignored. Though many conflicts have an in-depth relationship with the culture, some personal behaviours may only come from specific situations. Some participants also talk about this limitation. Some individual behaviours have been avoided in the research to reduce the negative impacts, but this limitation still exists and is hard to resolve fully.

Another limitation similar to the last is that some specific situations were thought less of in this research. As conflicts are usually complex, a huge quantity of factors may affect conflict forming and conflict resolutions. In this way, the specific situation of the case was vital. However, the conditions are tricky to observe in detail, and the descriptions cannot fully restore all the scenes. Also, the narrators' views still impact the scene reproduction; many details or factors cannot be considered, so the analysis can only be based on the part of the information provided by the participants.

A limitation in the content of the research samples is that this research mainly focused on the internal conflicts inside the project teams and researched less about the external conflicts. In this research, most participants shared their experiences of internal conflicts. There are still some interviewees and questionnaire participants who shared the external conflicts. However, from the sample collected, the external conflicts are much less than internal conflicts. This may be because the sample group selected meets more internal conflicts. Otherwise, this limitation may also be because the question set contains fewer indications for external conflicts, so these conflicts are brutal.

Another limitation in sampling is still the quantity of the sample. Due to the time limitation in this research, there are only 92 samples in questionnaires and 11 samples in interviews. If the research time could expand, the sample quantity would also increase. Moreover, there are still limitations in the sample resources; many samples are from specific cultural backgrounds and the diversity of the questionnaire participants, and interviewees come from the limitation of research channels.

4.2 Recommendations for Future Research

In future research, there are some recommendations for future improvement, which could increase the quality of future studies and generate more comprehensive and accurate conclusions to enlarge the knowledge body of this academic area in the future.

This paper conducted qualitative research exploring the characteristics and nature of specific questions. In future research, combining qualitative and quantitative methods could provide a more comprehensive understanding of this academic study area. For instance, while this research conducted questionnaires and interviews, future studies could use Likert scale questionnaires to gather quantitative data systematically. Additionally, integrating quantitative research could enable the measurement of the effectiveness of different conflict resolutions, providing more specific, concrete, numerical data for the model building and research. By comparing the outcomes of both qualitative and quantitative approaches, researchers could validate findings and achieve more reliable and robust results. This mixed-methods approach would deepen insights and enhance the generalizability of the study's conclusions.

Additionally, as the sample quantity and diversity brought limitations in this research, in the future, the quantity and diversity of samples can be enlarged to overcome this limitation. The relatively small number of participants means that the results may be more susceptible to the influence of individual characteristics or specific situational factors, potentially impacting the overall conclusions. Furthermore, homogeneity within the sample may limit the complexity of the sample's experiences across different cultural or demographic groups, as in this paper. To overcome these limitations, future research should increase the sample population's quantity and diversity. In this way, many more samples should be collected, and they ought to be from different cultural groups or backgrounds.

When increasing the sample numbers, the individual's impact and the influences from the specific situations can also be relieved on a broader scale and improve the reliability of the results.

In general, it is recommended that future studies adopt more comprehensive approaches by using a much more varied type of data. In this way, the research analysis can enhance its depth and width. Moreover, including diverse data types in future research, such as quantitative metrics in the questionnaires and qualitative insights in the interviews, will contribute to a more comprehensive understanding and insights.

References
[1]   Huang, J. (2016). The Challenge of Multicultural Management in Global Projects. *Procedia - Social and Behavioral Sciences*, *226*, 75–81. https://doi.org/10.1016/j.sbspro.2016.06.164
[2]   Popescu, A., Borca, C., Fistis, G., & Draghici, A. (2014). Cultural Diversity and Differences in Cross-cultural Project Teams. *Procedia Technology*, *16*, 525–531. https://doi.org/10.1016/j.protcy.2014.10.120
[3]   Van Marrewijk, A. (2007). Managing project culture: The case of Environ Megaproject. *International Journal of Project Management*, *25*(3), 290–299. https://doi.org/10.1016/j.ijproman.2006.11.004
[4]   Chevrier, S. (2003). Cross-cultural management in multinational project groups. *Journal of World Business*, *38*(2), 141–149. https://doi.org/10.1016/s1090-9516(03)00007-5
[5]   Rahim, M. A. (2003). Toward a Theory of Managing Organizational Conflict. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.437684

[6]   Jehn, K. A. (1997). A Qualitative Analysis of Conflict Types and Dimensions in Organizational Groups. *Administrative Science Quarterly*, *42*(3), 530. https://doi.org/10.2307/2393737

[7]   Hackman, J. R., Katz, D., & Kahn, R. L. (1979). The Social Psychology of Organizations. *Administrative Science Quarterly*, *24*(3), 495. https://doi.org/10.2307/2989929

[8]   Leung, K., & Brew, F. P. (2009). A Cultural analysis of harmony and conflict : toward an integrated model of conflict styles. *Understanding Culture*, 412–429. https://doi.org/10.4324/9781441605054-36

[9]   Kilmann, R. H., & Thomas, K. W. (1977). Developing a Forced-Choice Measure of Conflict-Handling Behavior: The "Mode" Instrument. *Educational and Psychological Measurement*, *37*(2), 309–325. https://doi.org/10.1177/001316447703700204

[10]   Carnevale, P. J. D., Pruitt, D. G., & Seilheimer, S. D. (1981). Looking and competing: Accountability and visual access in integrative bargaining. *Journal of Personality and Social Psychology*, *40*(1), 111–120. https://doi.org/10.1037/0022-3514.40.1.111

[11]   Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership. In *Psychology Press eBooks*. https://doi.org/10.4324/9781410617095

[12]   Zhan, M. M., & Hample, D. (2022). Reconciling Conflicting Results of Cultural Diversity's Effect on Project Team Performance: A Quasi-Experimental Examination. *Communication Research*, *50*(8), 1019–1043. https://doi.org/10.1177/00936502221097040

[13]   Comu, S., Unsal, H. I., & Taylor, J. E. (2010). Dual Impact of Cultural and Linguistic Diversity on Project Network Performance. *Journal of Management in Engineering*, *27*(3), 179–187. https://doi.org/10.1061/(asce)me.1943-5479.0000052

[14]   Ludviga, I., & Sluka, I. (2018). Cultural Diversity in Project Management: How Project Success is Perceived in Different Cultures. *The International Journal of Organizational Diversity*, *18*(1), 1–12. https://doi.org/10.18848/2328-6261/cgp/v18i01/1-12

[15]   Chipulu, M., Ojiako, G. U., Gardiner, P., Williams, T., Mota, C., Maguire, S., Shou, Y., Stamati, T., & Marshall, A. (2014). Exploring the impact of cultural values on project performance. *International Journal of Operations & Production Management*, *34*(3), 364–389. https://doi.org/10.1108/ijopm-04-2012-0156

[16]   Du Plessis, Y. (2011). Exploring teamwork paradoxes challenging 21st-century cross-cultural conflict management in a multicultural organizational context. *International Journal of Cross Cultural Management*, *12*(1), 49–71. https://doi.org/10.1177/1470595811413108

[17]   Zhang, L., & Huo, X. (2015). The impact of interpersonal conflict on construction project performance. *International Journal of Conflict Management*, *26*(4), 479–498. https://doi.org/10.1108/ijcma-09-2014-0072

[18]   Wu, G., Zheng, J., Zhao, X., & Zuo, J. (2020). How does strength of ties influence project performance in Chinese megaprojects? *International Journal of Conflict Management*, *31*(5), 753–780. https://doi.org/10.1108/ijcma-09-2019-0150

[19]   Kiernan, L., Ledwith, A., & Lynch, R. (2019). Design teams management of conflict in reaching consensus. *International Journal of Conflict Management*, *31*(2), 263–285. https://doi.org/10.1108/ijcma-06-2019-0097

[20]   Jia, J., Ma, G., Wu, Z., Wu, M., & Jiang, S. (2021). Unveiling the Impact of Task Conflict on Construction Project Performance: Mediating Role of Knowledge Integration. *Journal of Management in Engineering*, *37*(6). https://doi.org/10.1061/(asce)me.1943-5479.0000963

[21]   Mu, T., Yang, J., Zhang, F., Lyu, C., & Deng, C. (2021). The role of task conflict in cooperative innovation projects: An organizational learning theory perspective. *International Journal of Project Management*, *39*(3), 236–248. https://doi.org/10.1016/j.ijproman.2020.12.005

[22]   De Wit, F. R. C., Greer, L. L., & Jehn, K. A. (2011). The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology*, *97*(2), 360–390. https://doi.org/10.1037/a0024844

[23]   Culture, leadership, and organizations: the GLOBE study of 62 societies. (2005). *Choice Reviews Online*, *42*(07), 42–4132. https://doi.org/10.5860/choice.42-4132

[24]   Shaukat, R., Yousaf, A., & Sanders, K. (2017). Examining the linkages between relationship conflict, performance and turnover intentions. *International Journal of Conflict Management*, *28*(1), 4–23. https://doi.org/10.1108/ijcma-08-2015-0051

[25]   Hu, N., Chen, Z., Gu, J., Huang, S., & Liu, H. (2017). Conflict and creativity in inter-organizational teams. *International Journal of Conflict Management*, *28*(1), 74–102. https://doi.org/10.1108/ijcma-01-2016-0003

[26]   Deep, S., Salleh, B., & Othman, H. (2017). Exploring the Role of Culture in Communication Conflicts: A Qualitative Study. *The Qualitative Report*. https://doi.org/10.46743/2160-3715/2017.2612

[27]   Putnam, L. L. (2006). Definitions and Approaches to Conflict and Communication. In *SAGE Publications, Inc. eBooks* (pp. 1–32). https://doi.org/10.4135/9781412976176.n1

[28] Panahi, B., Moezzi, E., Preece, C. N., & Zakaria, W. N. W. (2017). Value conflicts and organizational commitment of internal construction stakeholders. *Engineering Construction & Architectural Management*, *24*(4), 554–574. https://doi.org/10.1108/ecam-01-2016-0006

[29] Zhu, F., Sun, M., Wang, L., Sun, X., & Yu, M. (2019). Value conflicts between local government and private sector in stock public-private partnership projects. *Engineering Construction & Architectural Management*, *26*(6), 907–926. https://doi.org/10.1108/ecam-08-2018-0330

[30] Wang, N., Jiang, D., & Pretorius, L. (2016). Conflict-resolving behaviour of project managers in international projects: A culture-based comparative study. *Technology in Society*, *47*, 140–147. https://doi.org/10.1016/j.techsoc.2016.07.004

[31] Vollmer, A., & Wolf, P. (2015). Adaption of conflict management styles during the encounter of cultures. *International Journal of Cross Cultural Management*, *15*(2), 151–166. https://doi.org/10.1177/1470595815573339

[32] Bendersky, C., & Hays, N. A. (2011). Status Conflict in Groups. *Organization Science*, *23*(2), 323–340. https://doi.org/10.1287/orsc.1110.0734

[33] Hong, W., Zhang, L., Gang, K., & Choi, B. (2017). The Effects of Expertise and Social Status on Team Member Influence and the Moderating Roles of Intragroup Conflicts. *Group & Organization Management*, *44*(4), 745–776. https://doi.org/10.1177/1059601117728145

[34] Yin, J., Qu, M., Li, M., & Liao, G. (2022). Team Leader's Conflict Management Style and Team Innovation Performance in Remote R&D Teams—With Team Climate Perspective. *Sustainability*, *14*(17), 10949. https://doi.org/10.3390/su141710949

[35] Tabassi, A. A., Abdullah, A., & Bryde, D. J. (2018). Conflict Management, Team Coordination, and Performance Within Multicultural Temporary Projects: Evidence From the Construction Industry. *Project Management Journal*, *50*(1), 101–114. https://doi.org/10.1177/8756972818818257

[36] Agarici, C., Scarlat, C., & Iorga, D. (2020). Turning cross-cultural management conflict into collaboration: Indian and Romanian experiences in Global Project Teams. *Proceedings of the . . . International Conference on Business Excellence*, *14*(1), 1024–1034. https://doi.org/10.2478/picbe-2020-0097

[37] Schulte, F., & Trinn, C. (2024). Collective emotions, triggering events, and self-organization: The forest-fire model of cultural identity conflict escalation. *Aggression and Violent Behavior*, *78*, 101954. https://doi.org/10.1016/j.avb.2024.101954

[38] Sarala, R. M. (2010). The impact of cultural differences and acculturation factors on post-acquisition conflict. *Scandinavian Journal of Management*, *26*(1), 38–56. https://doi.org/10.1016/j.scaman.2009.07.001

[39] Dusdal, J., & Powell, J. J. W. (2021). Benefits, Motivations, and Challenges of International Collaborative Research: A Sociology of Science Case Study. *Science and Public Policy*, *48*(2), 235–245. https://doi.org/10.1093/scipol/scab010

[40] Stahl, G. K., & Maznevski, M. L. (2021). Unraveling the effects of cultural diversity in teams: A retrospective of research on multicultural work groups and an agenda for future research. *Journal of International Business Studies*, *52*(1), 4–22. https://doi.org/10.1057/s41267-020-00389-9

[41] Ochieng, E., & Price, A. (2009). Managing cross-cultural communication in multicultural construction project teams: The case of Kenya and UK. *International Journal of Project Management*, *28*(5), 449–460. https://doi.org/10.1016/j.ijproman.2009.08.001

[42] Golubeva, I. (2023). Raising Students' Self-Awareness of Their Conflict Communication Styles: Insights from an Intercultural Telecollaboration Project. *Societies*, *13*(10), 223. https://doi.org/10.3390/soc13100223