Ethnocentrism, Cultural Intelligence, and Conflict Management Styles: A Comparative Cross-Cultural Outlook of China and Pakistan.

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ABSTRACT

Globalization has paved the way for individuals and industries to engage in cross-border work and business opportunities. However, dealing with cultural barriers is still the biggest challenge for those who are part of such a diverse work group. Cultural intelligence has emerged as a valuable construct for overcoming cultural barriers. The current study sought to expand the existing comprehension of the connection between ethnocentrism and conflict management styles using the theory of cultural intelligence. The data from 310 Chinese and Pakistani workers working on renewable energy projects under CPEC in Pakistan was analyzed using partial least square - structural equation modeling (PLS-SEM) by using SMART-PLS 3.0 software. Results from the analysis confirmed the significance of the proposed theoretical framework in determining the effect of cultural intelligence on the relationship between ethnocentrism and conflict management styles. The finding from this study provides significant insight into the conflict management styles preferred by Chinese and Pakistani workers and how ethnocentrism affects those choices. It also provides valuable information about the mediating effect of cultural intelligence on this relationship.

INTRODUCTION

The modern world is composed of workforce diversity, assorted values, heterogeneous cultures, ideologies, beliefs, and principles and hence is like a global village (Roberson, 2019). With the increase of internationalization, the key challenge faced by global projects and teams in achieving success is the difference in cultural values among the group's members (Lee, Kelley, and Sankey, 2008). To get permanent growth and output all must work as a team, at each level including political, national, organizational as well as individual levels. Through globalization and networking that facilitate international work, international relations are continuously increasing. This requires individuals from diverse cultures to network and work with one another. This in turn helps to create a need for workgroups that are culturally diversified. Globalization empowers cross-cultural exchange but at the same time, it also creates misunderstandings, conflicts, and tensions (Ang et al., 2015).

When researchers talk about multicultural team performance, they are concerned with benefits and hurdles that affect intercultural effectiveness that ultimately have an effect on performance like being able to adjust to new culture both physically and psychologically, being able to interact with new people having diverse backgrounds, norms and religions, being able to negotiate and share knowledge and information effectively and many related tasks that lead towards effective performance outcomes. When culturally different people, who have differing functional and technological backgrounds, and who approach relationships, communication, technology, and decision-making differently has to work together then the most significant barriers to effective teamwork and value-adding outcomes in business are cultural differences (Wells, 2017). Cultural interactions and knowledge sharing become cumbersome if cultural customs diverge between different parts of the world., (Jamilena et al. 2018).

Geographically, economically, culturally, and historically Asia has always been the center of interest for the whole world especially due to the "ancient silk road" (Koh et.al.,2017). Over the past decade, there has been an explosion of economic activity and strategic alliances in the region instigated by China's OBOR initiatives covering various countries like China, South Asia, the Middle East, Central Asia, and beyond (World Bank, 2016). These connections have resulted in the incursion of multiple organizations bringing with them a culturally diverse workforce, creating synergies as well as bigger antagonistic issues with multicultural team performance.

Similarly, Pakistan's investments related to China Pakistan Economic Corridor (CPEC), may help Pakistan to become a core economic activity region among various Asian countries (World Bank, 2016). CPEC, under the OBOR initiative, may lead to the sustainable and long-lasting growth of the economy. According to various organizations, prospects of job creation in Pakistan are very bright. Applied Economics Research Centre (2015) the international labor organization (2016) and The Planning Commission (2017) has estimated around 700K, 400K & 800K jobs under CPEC respectively(Zia,2019). As per the Center of Excellence CPEC more than 78,000 jobs (direct) have been generated up till now (CEPD&R,2018), some 30,000 Chines are working on different projects, and more than 20 Chines companies are investing in

Gwadar alone (Jing,2018). These figures are revealing the blended pool of human capital that CPEC is now generating (Zia,2019).

The foreign investment flows from china bring with it human management issues that are bound to arise when Pakistani workers are working with Chinese workers. (Ahmed 2017; Zhang et al,2018). Apart from the customs and religion, the differences in the two neighboring countries' cultural aspects have been confirmed by various studies. One of the most comprehensive studies of culture was conducted by Professor Geert Hofstede on 72 countries, speaking 20 different languages, including China and Pakistan. The study showed that there exists a difference between the cultures of the two countries in various aspects especially in uncertainty avoidance and long-term orientation. Another cultural study of 61 societies including Pakistan and China (House et al., 2004; Nadeem et al, 2017) found that the two cultures are different from each other in terms of "performance orientation, gender egalitarianism, power distance, institutional collectivism, and uncertainty avoidance." The study was based on cultural values as well as practices and was named as GLOBE study.

CPEC is the flagship project of China and Pakistan that requires the joint performance of the Chinese and Pakistani workforce. It is critical to avoid misconceptions and disputes when collaborating with Chines. The individuals must understand how to build an environment conducive to effective communication based on mutual understanding. This requires a range of intelligence, including cultural intelligence, for them to establish common interests and a shared 'language' inside an international group. They also need to understand the conflict-handling styles of Chines so that effective negotiation strategies can be devised. This means that instead of relying solely on their own cultural norms, Pakistanis should be able to function effectively in a varied range of cultural settings, several of which have distinct cultural values that may contradict with their fundamental principles. The aim of the present study is an expansion of understanding of cross-cultural studies and to demonstrate the supplementary use of such studies, focusing on the cultural aspects of Pakistani & Chines workers, by examining how ethnocentric attitudes affect individuals in choosing conflict handling styles in cross-cultural situations and what role cultural intelligence plays in improving that effect and adding to the existing cultural study literature in general and CPEC study in particular. (Nadeem & Luque,2017).

Literature Review

Ethnocentrism and Conflict Management Styles

Individuals' belief about the superiority of their groups while a sense of disrespect for others is known as Ethnocentrism. (Sumner,1906, pp.27-28) Ethnocentrism is defined as *"the technical name for view of things in which one's group is the center of everything, and all others are scaled and rated with reference to it".* Whereas ethnocentrism as per Berry and Kalin (1995, pp. 303) is *"a lack of acceptance of cultural diversity, a general intolerance for out-groups and a relative preference for one's in-group over most out-groups".* According to Black, (1990) ethnocentrism is a tendency to see one's own cultural practices and actions as correct and others as incorrect.

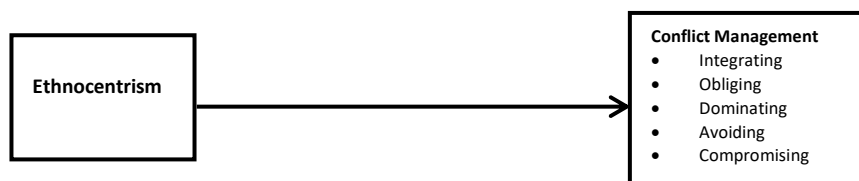| Ethnocentrism	→	Conflict Management
		• Integrating
		• Obliging
		• Dominating
		• Avoiding
		• Compromising

Figure 1-Conceptual Model

Ethnocentrism creates coordination between individuals having the same ethnic background but at the same time, it may lead to the creation of negative orientation of individuals toward other groups (Edmonds, BM, and Hales, D,2018). The concepts like nationalism and patriotism are fruits of ethnocentrism (Neuliep & McCroskey, 1997) but it also negatively impacts willingness to interact with culturally different individuals (Lin et. al,2003). Another study found that ethnocentric people clamp fixed positive images and compliant behaviors toward in-groups, while negative images and antagonistic behavior toward out-groups (Lee Et Al. 2018; Kock et al.2018; Candan, Aydın, & Yamamoto, 2008).In the long run, such views will aggravate the uncertainties and doubts that come with cross-cultural social interactions, making it more difficult for culturally different individuals to integrate and make sense of their new surroundings.

Lima, Hadzibeganovic, & Stauffer (2009) found that ethnocentric individuals think about the benefits of members of their own circle more than those of other circles. This reflects that during a conflict situation, ethnocentric agents will take a strong position for their own perspective without regard to the other party. Thus they will try to adopt a dominating style more than other styles. Very low ethnocentric behavior is associated with the perception of equality with the other party and changing their conduct accordingly (Neuliep, 2010). During a conflict situation, such agents will resort to intermediating or accommodating strategy rather than dominating style. Ethnocentrism also affects one's assessment of another's credibility. Individuals are considered credible to the extent that they are believed to be knowledgeable, competent, skilled, intelligent, and reliable. Due to their sense of superiority, ethnocentric, on the other hand, likely to regard out-group members as less capable, truthful, and reliable (Neuliep, Hintz, and McCroskey,2005).

When interacting with locals cultural differences might lead to conflicts and misunderstandings can cause ambiguity and doubt between colleagues (Kumar & Rajasekar, 2014; Akbulut, 2014). Detailed research has proved the fact that multiplicity is the cause of increased dispute in a community. When people work together in a society, they may have negative reactions to the cultural activities of others (Ting-Toomey et al., 2001; Pearson & Stephan, 1998; Gudykunst et al., 1996). Earlier research showed the impact of culture on conflict management (Toomey et al., 2001; Kaushal & Kwantes, 2006; Caputo et.al.,2019; Ogliastri & Quintanilla 2016), the impact of culture on problems in communication(e.g., Liu, Chua, & Stahl, 2010), the impact of values and cultural orientation on management's conflict management style (Gunkel et al.,2016) and how multicultural interactions create complexities in conflicts management (Wall & Callister, 1995).

Pruitt and Rubin, (1986) defined conflict as a *"sharp disagreement or opposition, as of interests, ideas, etc."* and comprises *"the perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously(p.4)."* Folger et.

al,(2021, pp.4) believed that conflict is an outcome of *"the interaction of interdependent people who perceived incompatible goals and interference from each other in achieving those goals"*. Hocker and Wilmot (2017) defined conflict in similar terms too. Rahim (2017), defined conflict as a way of showing your disagreement over some important issue and this can result in serious repercussions and rift among parties. If managed effectively, People who have an awareness of handling conflicts due to cultural preferences will always have an upper hand in today's global business market (Imai & Gelfand 2010). Conflict management means understanding conflict and its cycle completely, like its dimensions, its causes, the CMSs, and behaviors. According to Sweeney & Carruthers (1996), conflict management is *''the process used by parties in conflict to reach a settlement''*.

Many researchers have proposed conflict management strategies (Thomas, 1992; Rahim, 1992; Filley, 1975; Thomas &Kilmann 1978). For the current study, Rahims (1979) framework has been used. The framework proposed by him deals with conflict management in two different ways. One is "concern for self" and the other is "concern for others". Concern for self deals with how a person fulfills his needs and achieves his goals accordingly. If his personal concern and desire are stronger, he will look for ways and strategies to fulfill his personal goals but if they are weaker then he will overlook his personal interest while making and devising strategies (Rahim, 2002). Now coming to the other part of the framework, if a person has concern for others, he will try to make plans and strategies which will satisfy the need of the other party. If his concern for others is strong, he will create a helping environment for other person or party to achieve their respective goals. If his concern is weak, he will be more focused on achieving his goals and fulfilling his needs than the other party or person. (Rahim, 2002). These two schools of thought combined to form the five conflict resolution approaches:

Dominating: This style depicts having more self-concern and having less concern for others. This approach is used in environments where there are significant levels of competition and desire to win only. As a result, there is no mutual respect or consideration for one another, and the primary goal is self-interest over all else (Rahim, 2002). It includes defending personal viewpoint or sticking up for one's rights (Rahim, 2002).

Obliging: This indicates having more concerns for others and low for self. (Rahim, 2002). This usually happens when one foregoes current gain by agreeing to the other party for some future gain. This approach focuses on the similarities between the parties rather than the differences to appease their concerns. (Rahim, 2002).

Avoiding: This approach demonstrates a lack of care for oneself and others (Rahim, 2002). Avoiding happens when a person displays little low enthusiasm for addressing both personal concerns as well as those of others. Avoiding results in either staying silent or doing nothing. (Rahim, 2002).

Integrating: It is also known as the "win-win approach". People who follow this technique depict deep concern for themselves and for others. It requires working together to find solutions that work for both parties. It also requires cooperation, information sharing and collaboration between the parties involve (Rahim, 2002).

Compromising: This style depicts an average self-concern and average concern for others (Rahim, 2002). In able to reach an acceptable decision, both parties have to sacrifice something. Compromising is an ideal strategy for parties involved when goals are mutually exclusive, unreachable in agreement, other styles are not fruitful or parties are equally powerful.

Ethnocentrism precludes from seeing other people's views. It makes one believe that his/her behavior is correct and all others are strange and wrong. On the other hand, ethnocentrism serves the positive function of enhancing group solidarity too (Ferraro& Briody,2017). Such an individual in a conflict situation will not be willing to consider the opposing viewpoint of other party view and will work towards securing the in-group interest. Such an individual will restore to dominating or avoiding conflict management style. In view of the above arguments, the study hypothesized that:

H1: Ethnocentrism has a direct negative impact on Integrating Conflict Management Style.

H2: Ethnocentrism has a direct negative impact on Obliging Conflict Management Style.

H3: Ethnocentrism has a direct positive impact on Dominating Conflict Management Style

H4: Ethnocentrism has a direct negative impact on Compromising Conflict Management Style.

H5: Ethnocentrism has a direct positive impact on Avoiding Conflict Management Style.

Cultural Intelligence, Ethnocentrism & Conflict Management Styles

Cultural intelligence, a person's effective functioning in a new cultural environment (Alon et al, 2018; Fang, 2018), is one of the rapidly expanding fields of trans-disciplinary research and the invigorating academic discourse. The concept presented by P. Christopher Earley and Soon Ang in 2003 has swiftly been adopted in international business management, education, psychology, nursing, anthropology, evolutionary sciences, political science, and sociology (Lankut&Yari,2017) due to its desirable impact on successful outcomes of business and decision making especially in scenarios of cross-cultural and multi-cultural interactions. The unprecedented levels of globalization and communication establish CQ proficiency as critical for business professionals working in multicultural environments to survive and prosper professionally amid a multicultural workforce, rivals, peers, and clients from all over the world (Alon et al,2018; Presbitero,2017).

The concept of CQ is inspired by Sternberg's Triarchic Theory of Successful Intelligence which advocates the multidimensionality of intelligence. Cultural Intelligence consists of four factors:

- Meta-cognitive cultural intelligence (MCCQ), deals with an individual's cognitive capacity to acquire and process the knowledge of cultures

- Cognitive cultural intelligence (CCQ), deals with an individual's comprehension and acknowledging of other cultures and differences that exist among them.
- Motivational cultural intelligence (MCQ) deals with a person's inner ability to put conscious efforts to understand and operate in multicultural contexts.
- Behavioral cultural intelligence (BCQ) deals with a person's flexible attitude and behavior when dealing with people from other cultures.

Each dimension is critical and aggregately reflects the true spirit of CQ (Plum,2007). These items taken together provide detailed data about the ability of a person to perform and accomplish well in cross-cultural contexts. Cognitive CQ boosts thinking and learning through experience and education (Hofstede, 2001; Triandis, 2006). While metacognitive CQ utilizes that learning in logical skills and critical reasoning for cultural understanding and its cross-cultural application (Thomas,2006). These both mental capabilities in turn motivate an individual to display culturally desirable behavior.
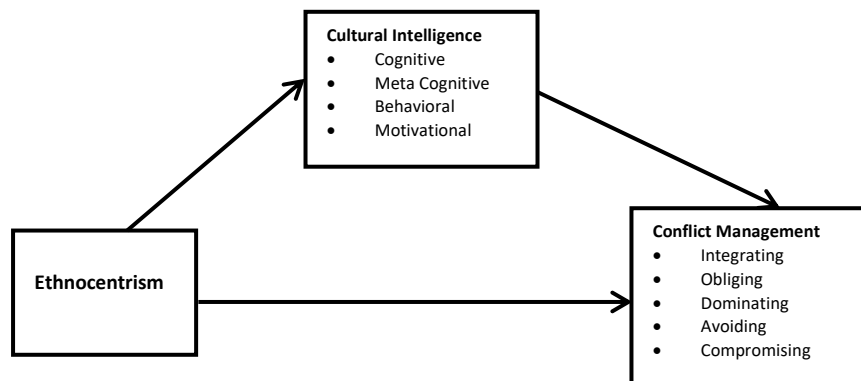
Figure 2-Mediation

According to Neuliep (2010), culture instills individuals with ethnocentrism that affects the way they think (meta cognitive & cognitive), feel (motivation), and act (behavior). An ethnocentric individual as a result will always think of his/her culture and way of living as superior to that of other cultures (Black, 1990). This will always create a hindrance to effective interaction in cross-cultural scenarios. Studies on the link between CQ and ethnocentrism are limited. However, the few types of research that have taken place have found a negative relationship between the two constructs (Barbuto Jr. et al,2015; Harrison, 2012; Judd et.al., 1995; Triandis, 2006; Young et al.,2017) that is ethnocentrism has decreased with the increase of CQ. Past studies have found a positive relationship between CQ and conflict management styles (Chen, Wu & Bian.,2014; Gonçalves et.al.,2016; Imai et.al., 2010; Templer, Tay, & Chandrasekar, 2006). People with a high CQ have the power to reorganize their actions. Individuals with high CQ prefer cooperative relationships and a more integrative approach to conflict management than do those with low CQ (Thomas,2008; Ting-Toomey, 1991). Based on the above discussion the current study postulates the following mediation hypothesis:

H6: Cultural intelligence will mediate the relationship between ethnocentrism and conflict management styles.

The study further proposes to check the differences between the Chinese and Pakistani workforce in relation to the variables of interest. For this, it is postulated that:

H7: Nationality will moderate the effect of Cultural intelligence on the relationship between ethnocentrism and conflict management styles.

Research Methodology

Using a quantitative research design, primary data was collected via an online questionnaire adapted from the previous studies. The questionnaire was organized into four sections. The first section was designed to collect basic demographic information and the remaining sections collected information related to the variables of the study. Data was collected from 310 Chinese and Pakistanis working on five completed renewable energy projects of the CPEC. The Renewable Energy Projects require skilled workforce like Civil /Electrical/Safety/Maintenance/ HVAC Engineers, General/Project Managers, Electrical Trades, Installation Specialists, Foreman/Supervisions, prime movers Operators, etc (Zia,2019). Hence such Pakistani and Chinese individual workers form the unit of analysis for this study. Due to security reasons, secrecy, and unavailability of public information about the employees of the projects, especially the Chinese, snowballing technique was used to collect data from the five projects.

Measures

All the participants completed the questionnaire that consisted of 20 items related to cultural intelligence, 22 items related to ethnocentrism, and 28 items related to conflict management styles along with some demographic information. Responses of all items were taken on a 5-point Likert scale having anchors ranging from strongly agree (5) to strongly disagree (1).

Table 3.1-Measures of the Study

Main Variable	Total Items	Source	Scale
1-Cultural Intelligence –CQ			
Cognitive CQ	6		
Meta-Cognitive CQ	4	Ang, et al. 2007.	Cultural Intelligence
Behavioral CQ	5		Scale (CQS)
Motivational CQ	5		
2- Ethnocentrism			
Ethnocentrism	22	Neuliep, J. W., & McCroskey, J. C. (2013)	Generalized Ethnocentrism Scale(GENE)
3- Conflict Management Styles –CMS			
Integrative CMS	7		
Obliging CMS	6		Rahim Organizational
Dominating CMS	5	M. Afzalur Rahim (1983)	Conflict Inventory-II
Compromising CMS	4		(ROCII)
Avoiding CMS	6		
Total	70		

Cultural Intelligence

The 20-item multifaceted Cultural Intelligence scale (CSQ) was developed by Ang et al.(2007). The four dimensions of CQ aggregately form the CSQ and CSQ scores. The higher the score, the higher will be CQ. According to Ang & Van Dyne (2008), the four dimensional structure is vibrant, resilient, significant, and consistent across samples, time, and nations. The reliability of the scale is in the range of 0.71-0.83 (Kim & Dyne,2012; Presbitero,& Attar,2018; Ratasuk & Charoensukmongkol, 2020; Setti, Sommovigo & Argentero,2020). The CQS's validity is demonstrated by the fact that it has been utilized for research and training in over 98 countries to date (Dyne, Ang &Tan,2019). With reliability scores of more than 0.70, the scale has also been translated into Chinese (Charoensukmongkol ,2021), French, German, Korean, Portuguese, Spanish, Turkish (Senel, 2020).), and Vietnamese (Fang et al., 2018).

Ethnocentrism

Neuliep and McCroskey (1997) developed the 22-item Generalized Ethnocentrism Scale (GENE). As per the design of the instrument,15 items are used in scoring and 7 items are dropped. The reliability of the scale has been found to be in the range of 0.84-0.92 (Amos and McCroskey 1999; Campbell,2016; Neuliep and McCroskey,2001;) The scale has also been translated from English to several other languages, including Thai, Vietnamese, Japanese; Turkish and Chinese (Hughes, 2015; Neuliep, Chaudoir, and McCroskey,2001; Üstün,2011; Yousaf,2011). GENE scale has been reported valid in various cultural contexts like Romania, China, Korea, the USA, Japan, and New Zeeland (Campbell,2016; Lin and Rancer,2003; Neuliep et.al.,2001; Pettijohn and Naples 2009; Yousaf,2011). Its validity has been reported in terms of predictive, construct, and concurrent (Neuliep, 2002).

Conflict Management Styles

Conflict management styles are one of the endogenous constructs of the study. The Rahim Organizational Conflict Inventory-II (ROCI–II) developed by M. Afzalur Rahim (1983) was used to measure conflict management styles. It's a self-reported measure. The instrument contains 28 items that measure 5 different independent types of interpersonal conflict styles. Seven items measure integrating CMS, six items measure obliging CMS, five items measure dominating CMS, six items measure avoiding CMS, and four items measure compromising CMS. The Cronbach α value for the subscales ranges from .72 to .86 (Gross and Guerrero,2000; Chan et al,2014; Rahim,1983). According to Weider-Hatfield, (1988) the scale possesses strong reliability and validity in terms of internal consistency reliability, test-retest reliability, construct validity, and concurrent validity. The instrument has been successfully translated into Japanese, Chinese, Korean, Taiwan, Turkish, and Persian (Balyan, M. 2018; Razmgar & Ebrahimabad,2021; Ting-Toomey et al,1991).

Translation of measures

All the scales adopted from previous studies were in English. To accommodate Chinese respondents, the measures were translated into Chinese using the back-to-back translation proposed by Brislin(1970). Services of a professional translation agency Al-Masoom

were hired for the translation of the instrument into Chinese. The scales were used to collect data in both English and Chinese.

Data Analysis & Discussion

Demographic

Demographic information was obtained from SPSS Version 3.22. The demographic information revealed that both workforces are male-dominated (79, 91.3%), having professional degrees (61.3,53.6%), working as engineers (58%. 59%), and having work experience of more than 6 years (68.1%, 44.8%). The major difference lies in the age group of the workforce. 51.3% Chinese workforce lies in the age bracket of 30-40 years whereas the dominant age group of the Pakistani workforce lies in the 20-30 age bracket (47.5%). This suggests that most of the workers working on CPEC related projects in Pakistan are either fresh graduates or are in their early stages of careers. One reason for hiring a young workforce as pointed out by Rashid et al.(2018) is to cut total project costs. Employing foreigners and then providing them security, residence, etc is expensive. By hiring a local workforce instead costs can be lowered considerably. Young graduates are easy to train and are more enthusiastic workers. Similarly, the dominant oral language is English and Chinese (34.5%) for the Chinese workforce while the dominant oral language for the Pakistani workforce is English and Urdu (67.2%). This suggests that Chinese and Pakistani workers should not have much difficulty in communicating with one another, English being the middle language.

Testing the Model

The model for the current study consists of two higher-order constructs and one composite construct. The exogenous construct, ethnocentrism was sculpted following the guidelines of Boukamba et al. (2021) as a composite construct. The three facets of ethnocentrism were extracted using principal component analysis after removing the filler items and treating the reverse coded items suggested by Neuliep and McCroskey (2013).The endogenous construct conflict management styles were molded as 2nd-order reflective-reflective construct while the mediating variable cultural intelligence was modeled as a 2nd-order reflective-formative construct. The model was tested using PLS-SEM version 3.2.2 due to its increasing popularity in dealing with complex models(Edwards, 2001; Khan et al. 2019 ;Polites et al., 2012; Wetzels et al., 2009) and high statistical power (Hair et al. 2017; Jarvis et al., 2003; Johnson et al., 2012; Ringle et al., 2012; Sarstedt & Cheah, 2019).

The validity and reliability scores of the 1st order and 2nd order reflective and formative constructs were tested before the assessment of the structural model. The reliability of reflective constructs was established using the scores of Cronbach's alpha, composite reliability, and item loadings while validity was established by scores of average variance extracted Fornell-Lacker criterion and heterotrait-monotrait ratio. The validity and reliability of the formative construct are established using outer weights and their significance. All results were found to be within acceptable criteria thus confirming the

validity and reliability of the constructs under study. The results of the tests are given in Tables 4.2.1 to 4.2.7.

Table 4.2.1- Reliability & Validity of Lower Order and Higher Order Reflective and Formative Constructs

Construct		Scale Type	Items	Loadings	VIF	C- α	CR	AVE	Items Deleted
1st order	2nd order								
ICMS		Ref	ICMS1	0.732	1.705	0.839	0.879	0.509	None
			ICMS2	0.778	2.285				
			ICMS3	0.683	1.606				
			ICMS4	0.669	1.576				
			ICMS5	0.723	1.821				
			ICMS6	0.721	1.958				
			ICMS7	0.680	1.580				
OCMS		Ref	OCMS1	0.657	1.684	0.783	0.845	0.522	OCMS3
			OCMS2	0.777	1.744				
			OCMS4	0.685	1.522				
			OCMS5	0.748	1.532				
			OCMS6	0.738	1.414				
DCMS		Ref	DCMS1	0.768	2.683	0.818	0.838	0.568	None
			DCMS2	0.608	2.456				
			DCMS3	0.795	1.852				
			DCMS4	0.824	1.306				
CCMS		Ref	CCMS1	0.738	1.421	0.799	0.868	0.623	None
			CCMS2	0.796	1.708				
			CCMS3	0.789	1.726				
			CCMS4	0.831	1.672				
ACMS		Ref	ACMS1	0.639	1.527	0.799	0.855	0.542	ACMS5
			ACMS2	0.760	1.758				
			ACMS3	0.763	1.504				
			ACMS4	0.722	1.715				
			ACMS6	0.790	1.439				

1st Order Construct	2nd Order Construct	Scale Type	Items	Loadings	VIF	C- α	CR	AVE	Items Deleted
	CMS	Ref	ICMS	0.922	1.335	0.786	0.851	0.551	None
			OCMS	0.664	1.448				
			DCMS	0.887	1.350				
			CCMS	0.810	1.901				
			ACMS	0.690	1.505				

1st Order	2nd Order	Scale Type	Items	Loadings	VIF	C- α	CR	AVE	Items Deleted

Construct	Construct								
CCQ		Ref	CCQ1	0.739	1.749	0.847	0.884	0.559	None
			CCQ2	0.744	1.905				
			CCQ3	0.785	1.520				
			CCQ4	0.733	1.891				
			CCQ5	0.780	1.859				
			CCQ6	0.701	1.650				
MCCQ		Ref	MCCQ1	0.717	1.436	0.796	0.867	0.620	None
			MCCQ2	0.799	1.729				
			MCCQ3	0.851	1.788				
			MCCQ4	0.776	1.573				
BCQ		Ref	BCQ1	0.832	1.975	0.837	0.869	0.572	None
			BCQ2	0.620	1.778				
			BCQ3	0.745	2.053				
			BCQ4	0.716	1.911				
			BCQ5	0.846	1.549				
MCQ		Ref	MCQ2	0.685	1.586	0.775	0.841	0.572	MCQ1
			MCQ3	0.717	1.463				
			MCQ4	0.710	1.468				
			MCQ5	0.894	1.542				

1st Order Construct	2nd Order Construct	Scale Type	Items	Weights	VIF	Loading	p value	t value	Items Deleted
	CQ	For	CCQ	-0.017	1.707	0.629	0.001	0.100	None
			MCCQ	0.430	1.972	0.865	0.003	2.941	
			BCQ	0.555	1.899	0.912	0.001	3.390	
			MCQ	0.189	1.583	0.703	0.002	1.075	

1st Order Construct	2nd Order Construct	Scale Type	Items	Loadings	VIF	C- α	CR	AVE	Items Deleted
CB		Ref	Eth1	0.639	1.652	0.825	0.866	0.519	
			Eth2	0.669	1.659				
			Eth5	0.742	1.635				
			Eth10	0.751	1.602				
			Eth11	0.717	1.556				
			Eth13	0.794	1.800				
CR		Rf	Eth4	0.793	1.488	0.714	0.840	0.638	
			Eth7	0.869	1.646				
			Eth9	0.727	1.277				
PP		Rf	Eth14	0.843	1.388	0.766	0.859	0.671	
			Eth21	0.741	1.734				
			Eth22	0.868	2.011				

1st Order Construct	2nd Order Construct	Scale Type	Items	Loadings	VIF	C- α	CR	AVE	Items Deleted

Ethnocentrism	Ref	CB	0.891	1.264	0.700	0.841	0.647	none
		CR	0.675	1.067				
		PP	0.904	1.689				

Note: CCQ-Cognitive Cultural Intelligence, MCCQ- Meta-Cognitive Cultural Intelligence, BCQ- Behavioral Cultural Intelligence, MCQ-Motivational Cultural Intelligence, ET-Ethnocentrism, ICMS-Integrative Conflict Management Style, OCMS-Obliging Conflict Management Style, DCMS-Dominating Conflict Management Style, ACMS-Accommodating Conflict Management Style, CCMS-Compromising Conflict Management Style
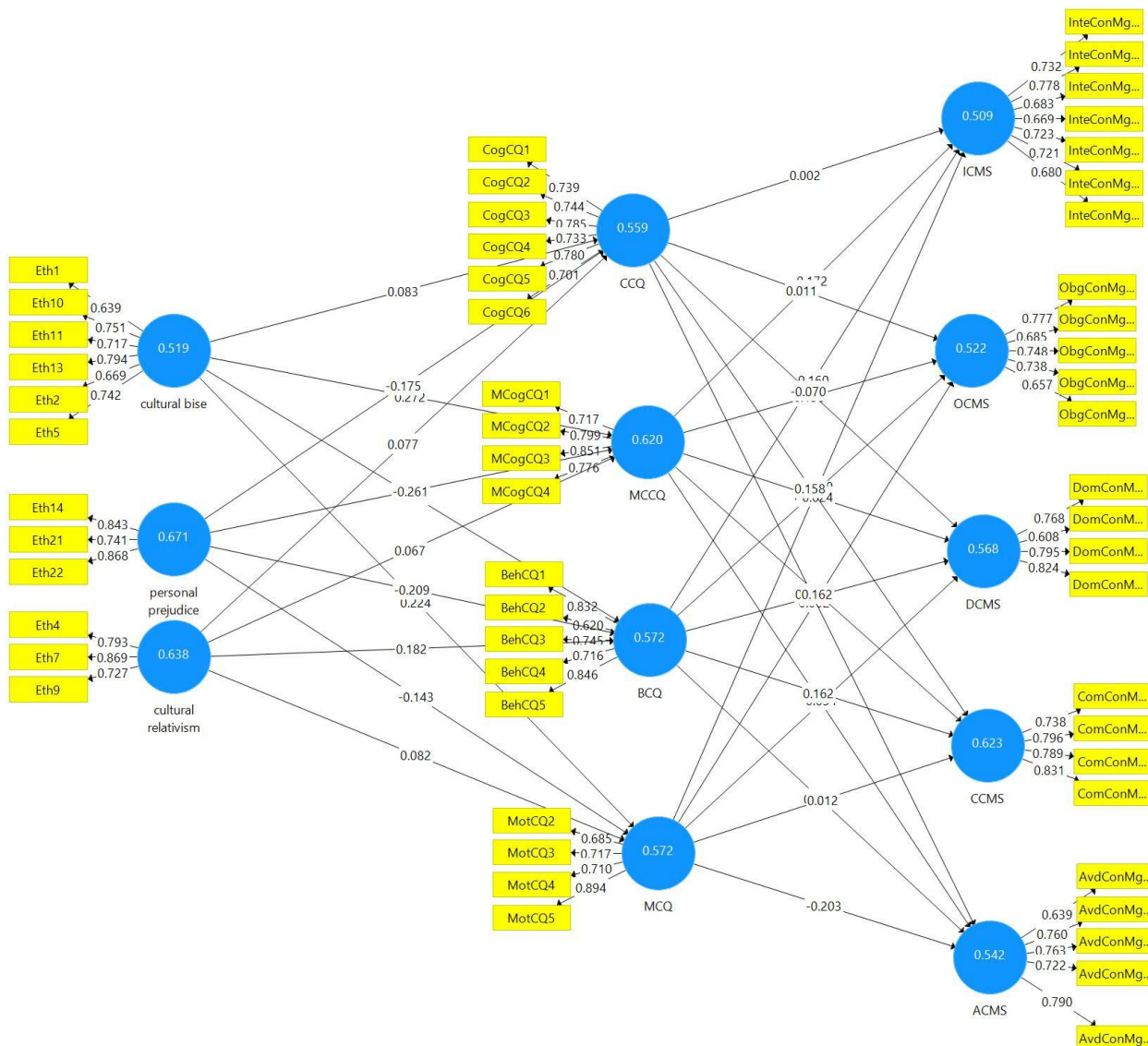

Figure 3: Two-Stage Approach: Stage 1-Direct Path Coefficient of the Structural Model (PLS Algorithm)
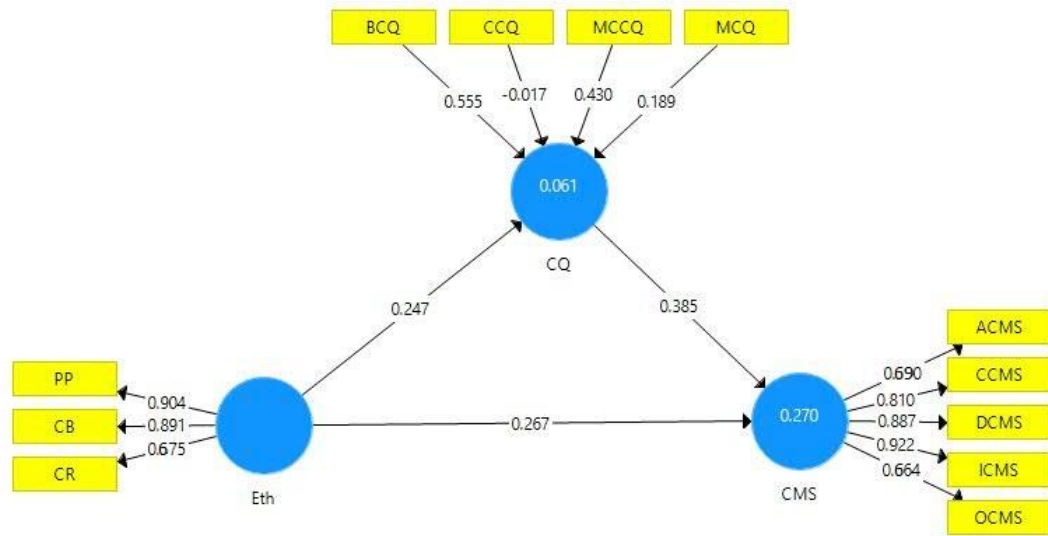
Figure 4: Validating HOC (PLS Algorithm)

Table 4.2.2 Cross Loadings of Lower Order Constructs

	ACMS	BCQ	CCQ	CCMS	DCMS	CB	PP	CR	ICMS	MCCQ	MCQ	OCMS
ACMS1	**0.639**	0.049	0.060	0.130	0.146	0.056	0.159	0.062	0.069	0.062	-0.070	0.293
ACMS2	**0.760**	0.113	0.077	0.237	-0.043	0.093	0.031	0.186	0.193	0.033	-0.126	0.405
ACMS3	**0.763**	0.187	0.158	0.188	-0.019	-0.034	-0.161	0.093	0.231	0.082	-0.014	0.433
ACMS4	**0.722**	0.089	0.086	0.259	0.121	0.053	0.035	0.167	0.211	0.042	-0.013	0.435
ACMS6	**0.790**	0.267	0.316	0.353	-0.036	-0.068	-0.130	0.169	0.253	0.182	0.146	0.356
BCQ1	0.131	**0.832**	0.453	0.211	0.158	0.227	-0.032	0.170	0.271	0.518	0.397	0.244
BCQ2	0.083	**0.620**	0.421	0.069	0.160	0.166	0.066	0.025	0.044	0.452	0.403	0.162
BCQ3	0.153	**0.745**	0.367	0.172	0.028	-0.013	-0.094	0.090	0.098	0.434	0.356	0.156
BCQ4	0.096	**0.716**	0.380	0.205	0.078	0.061	-0.032	0.058	0.095	0.472	0.454	0.070
BCQ5	0.261	**0.846**	0.484	0.447	0.080	0.116	-0.256	0.243	0.446	0.507	0.447	0.227
CCQ1	0.080	0.430	**0.739**	0.272	0.077	0.213	-0.048	0.103	0.257	0.422	0.319	-0.013
CCQ2	0.150	0.397	**0.744**	0.124	0.004	-0.023	-0.133	-0.028	0.115	0.349	0.327	0.084
CCQ3	0.277	0.488	**0.785**	0.381	-0.014	0.055	-0.141	0.148	0.294	0.440	0.434	0.134
CCQ4	0.180	0.340	**0.733**	0.143	-0.024	-0.142	-0.144	-0.044	0.059	0.460	0.270	0.244
CCQ5	0.112	0.371	**0.780**	0.277	0.004	0.041	-0.083	0.058	0.210	0.429	0.402	0.161
CCQ6	0.142	0.428	**0.701**	0.225	0.120	-0.016	-0.125	0.023	0.104	0.494	0.348	0.207
CCMS1	0.379	0.327	0.244	**0.738**	0.010	0.256	-0.204	0.329	0.656	0.248	0.111	0.167
CCMS2	0.266	0.179	0.285	**0.796**	0.096	0.151	-0.147	0.194	0.483	0.312	0.200	0.135
CCMS3	0.165	0.219	0.230	**0.789**	0.134	0.268	-0.035	0.189	0.549	0.249	0.201	0.070
CCMS4	0.237	0.370	0.324	**0.831**	0.221	0.203	-0.025	0.219	0.424	0.320	0.290	0.123
DCMS1	-0.027	0.102	0.037	0.021	**0.768**	0.355	0.412	-0.070	-0.115	0.029	0.064	0.098

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DCMS2	-0.067	-0.011	-0.018	0.075	**0.608**	0.280	0.495	-0.028	-0.099	-0.033	-0.069	0.034
DCMS3	0.035	0.040	0.012	0.106	**0.795**	0.270	0.353	0.054	0.080	0.019	0.078	0.147
DCMS4	-0.001	0.107	0.018	0.212	**0.824**	0.465	0.327	0.125	0.193	0.071	0.086	0.143
Eth1	-0.133	0.138	-0.039	0.119	0.311	**0.639**	0.307	0.104	0.049	0.025	-0.054	-0.123
Eth10	0.043	0.102	0.050	0.250	0.297	**0.751**	0.106	0.013	0.122	0.272	0.112	0.029
Eth11	0.089	0.133	-0.041	0.240	0.411	**0.717**	0.253	0.229	0.325	0.117	0.180	0.168
Eth13	-0.062	0.119	0.103	0.118	0.442	**0.794**	0.227	0.025	0.080	0.157	0.170	-0.024
Eth2	0.025	0.138	-0.006	0.156	0.390	**0.669**	0.261	0.185	0.282	0.025	0.116	0.034
Eth5	-0.038	0.091	0.047	0.249	0.249	**0.742**	0.200	0.146	0.261	0.148	0.175	-0.017
Eth14	-0.041	-0.114	-0.192	-0.067	0.300	0.291	**0.843**	0.058	0.020	-0.161	-0.106	0.123
Eth21	-0.024	-0.125	-0.061	-0.092	0.400	0.227	**0.741**	0.011	-0.217	-0.070	-0.012	0.112
Eth22	-0.086	-0.135	-0.079	-0.157	0.367	0.161	**0.868**	0.019	-0.257	-0.189	-0.046	-0.030
Eth4	0.167	0.207	0.053	0.271	0.016	0.127	-0.011	**0.793**	0.208	0.033	0.019	0.020
Eth7	0.164	0.166	0.086	0.317	0.098	0.121	0.097	**0.869**	0.252	0.097	0.115	0.138
Eth9	0.118	0.107	0.054	0.099	0.022	0.101	-0.003	**0.727**	0.232	0.096	0.124	0.128
ICMS1	0.182	0.240	0.267	0.551	0.173	0.288	-0.095	0.266	**0.732**	0.292	0.232	0.175
ICMS2	0.179	0.212	0.114	0.463	0.040	0.195	-0.191	0.202	**0.778**	0.283	0.164	0.236
ICMS3	0.232	0.283	0.156	0.339	0.075	0.149	-0.197	0.120	**0.683**	0.254	0.208	0.254
ICMS4	0.135	0.213	0.218	0.510	0.030	0.047	-0.055	0.226	**0.669**	0.251	0.315	0.145
ICMS5	0.180	0.290	0.152	0.459	0.044	0.243	-0.040	0.243	**0.723**	0.212	0.243	0.170
ICMS6	0.248	0.210	0.168	0.421	0.011	0.214	-0.173	0.188	**0.721**	0.200	0.125	0.189
ICMS7	0.240	0.239	0.195	0.523	0.104	0.197	-0.052	0.187	**0.680**	0.217	0.253	0.259
MCCQ1	0.108	0.470	0.520	0.234	-0.032	-0.061	-0.198	0.117	0.274	**0.717**	0.286	0.210
MCCQ2	0.083	0.543	0.409	0.262	0.107	0.250	-0.011	0.093	0.285	**0.799**	0.492	0.127
MCCQ3	0.116	0.491	0.395	0.319	0.033	0.283	-0.233	0.128	0.279	**0.851**	0.404	0.229
MCCQ4	0.082	0.460	0.541	0.311	0.100	0.127	-0.113	-0.046	0.257	**0.776**	0.492	0.187
MCQ2	-0.012	0.467	0.356	0.097	0.000	-0.061	-0.051	0.001	0.097	0.391	**0.685**	0.148
MCQ3	-0.063	0.422	0.347	0.123	0.115	0.027	0.004	0.067	0.240	0.464	**0.717**	0.039
MCQ4	-0.064	0.230	0.198	0.159	0.111	0.206	0.136	0.049	0.191	0.234	**0.710**	0.038
MCQ5	0.068	0.501	0.496	0.293	0.099	0.239	-0.188	0.133	0.321	0.501	**0.894**	0.208
OCMS2	0.395	0.235	0.232	0.228	0.185	0.108	0.103	0.195	0.310	0.202	0.256	**0.777**
OCMS4	0.357	0.114	0.067	0.109	0.185	-0.028	0.038	0.075	0.192	0.112	0.128	**0.685**
OCMS5	0.418	0.159	0.129	0.074	0.170	0.060	0.080	0.039	0.134	0.195	0.012	**0.748**
OCMS6	0.351	0.206	0.075	0.083	0.003	-0.038	-0.013	0.051	0.208	0.210	0.067	**0.738**
OCMS1	0.386	0.072	0.061	-0.109	0.104	-0.024	0.135	-0.021	0.072	0.003	0.085	**0.657**

Note: CCQ-Cognitive Cultural Intelligence, MCCQ- Meta-Cognitive Cultural Intelligence, BCQ- Behavioral Cultural Intelligence, MCQ-Motivational Cultural Intelligence, ET-Ethnocentrism, ICMS-Integrative Conflict Management Style, OCMS-Obliging Conflict Management Style, DCMS-Dominating Conflict Management Style, ACMS-Accommodating Conflict Management Style, CCMS-Compromising Conflict Management Style

Table:4.2.3 Cross Loadings of
Higher-Order Constructs

	CMS	CQ	ethnocentrism
ACMS	**0.690**	0.174	0.088
CCMS	**0.810**	0.397	0.356
DCMS	**0.887**	0.378	0.307
ICMS	**0.922**	0.393	0.358
OCMS	**0.664**	0.268	0.089
BCQ	0.414	**0.912**	0.221
CCQ	0.336	**0.629**	0.060
MCCQ	0.397	**0.865**	0.202
MCQ	0.300	**0.703**	0.206
PP	0.275	0.200	**0.904**
CB	0.260	0.213	**0.891**
CR	0.316	0.172	**0.675**

Note-Bold values are loadings for items that are above the recommended value of 0.5

	ACMS	BCQ	CCMS	CCQ	DCMS	ICMS	MCCQ	MCQ	OCMS	CB	CR	PR
ACMS	**0.737**											
BCQ	0.222	**0.756**										
CCMS	0.333	0.357	**0.789**									
CCQ	0.222	0.558	0.348	**0.748**								
DCMS	0.010	0.126	0.154	0.035	**0.753**							
ICMS	0.277	0.341	0.659	0.258	0.100	**0.713**						
MCCQ	0.124	0.620	0.361	0.580	0.067	0.346	**0.787**					
MCQ	0.004	0.530	0.261	0.483	0.119	0.316	0.531	**0.756**				
OCMS	0.517	0.247	0.158	0.178	0.173	0.286	0.241	0.162	**0.722**			
CB	0.006	0.156	0.275	0.046	0.478	0.266	0.209	0.196	0.041	**0.721**		
CR	0.188	0.201	0.295	0.082	0.061	0.289	0.096	0.109	0.122	0.145	**0.799**	
PP	-0.065	-0.149	-0.126	-0.149	0.416	-0.157	-0.183	-0.078	0.079	0.278	0.041	**0.819**

Table 4.2.4 Cross Loadings of Higher-Order Constructs

Note: CCQ-Cognitive Cultural Intelligence, MCCQ- Meta-Cognitive Cultural Intelligence, BCQ- Behavioral Cultural Intelligence, MCQ-Motivational Cultural Intelligence, ICMS-Integrative Conflict Management Style, OCMS-Obliging Conflict Management Style, DCMS-Dominating Conflict Management Style, ACMS-Accommodating Conflict Management Style, CCMS-Compromising Conflict Management Style

Table 4.2.5 Fornell-Larcker Criterion

	CMS	CQ	ethnocentrism
CMS	**0.743**		
CQ	0.451	**RF**	
ethnocentrism	0.362	0.247	**0.804**

Table 4.2.6 Cross Loadings

	ACMS	BCQ	CCMS	CCQ	DCMS	ICMS	MCCQ	MCQ	OCMS	CB	CR	PP
ACMS												
BCQ	**0.198**											
CCMS	0.392	**0.334**										
CCQ	0.218	0.631	**0.377**									
DCMS	0.142	0.149	0.191	**0.099**								
ICMS	0.316	0.298	0.811	0.278	**0.184**							
MCCQ	0.169	0.757	0.443	0.714	0.112	**0.422**						
MCQ	0.151	0.665	0.283	0.537	0.129	0.345	**0.664**					
OCMS	0.661	0.251	0.216	0.224	0.218	0.322	0.260	**0.228**				
CB	0.145	0.199	0.321	0.168	0.517	0.327	0.290	0.228	**0.186**			
CR	0.240	0.197	0.379	0.120	0.125	0.370	0.168	0.171	0.188	**0.220**		
PP	0.195	0.169	0.218	0.173	0.641	0.267	0.217	0.161	0.179	0.385	**0.097**	

Table 4.2.7 Heterotrait-Monotrait Ratio (HTMT) for Higher-Order Constructs

	CMS	ethnocentrism
CMS		
ethnocentrism		**0.436**

Note: Diagonals (in bold) represent the square root of AVE

Following the guidelines of past researchers (Ringle et al., 2012; Wetzels et al., 2009; Agarwal & Karahanna,2000; Becker et al.,2012) two-stage disjoint approach was used to assess the structural model using PL-SEM 3.2.2. PLS-Algorithm and PLS-Bootstrap were used to test the prediction capabilities of the model and analyze the relationship between the constructs. By following the guidelines of Hair *et al. (*2014) bootstrapping technique was used by applying a path weighting scheme, subsamples of 5,000, a significance level of 5% with a two-tailed test. Q^2 value was obtained via PLS-SEM blindfolding technique

(Geisser,1975) using a cross-validated commonality approach (Chin,1998) to check the predictive relevance of the model.R^2 and f^2 values were also calculated to check the effect of the independent variable on the dependent variable. The model fit was determined using the SRMR values obtained during bootstrapping. The table 4.2.8 summarizes the results.. The results show sufficient predictive relevance of the model.R^2 value shows a strong effect of ethnocentrism on CMS as a whole(Cohen,1988). Further, the model fit is also established by the value of SRMR.

Table 4.2.8: Summary of the Structural Model Assessment

Endogenous Constructs	R^2	f^2	Q^2	SRMR
CMS	0.270	0.192	0.136	0.058
ICMS	0.147		0.217	
OCMS	0.061		0.048	
DCMS	0.010		0.181	
CCMS	0.163		0.211	
ACMS	0.081		0.020	

4.3 Assessment of Structural Model

Once the measurement model has been validated, the next step is the assessment of the structural model for hypothesis testing . The results in table 4.2.9 revealed that ethnocentrism has a direct significant relationship with overall conflict management styles (β=0.362, p<0.01). As far as the individual conflict management styles are concerned, the statistical results support H1, H3, and H4. It is hypothesized that ethnocentrism has a direct negative relationship with integrating (H1) and compromising(H4) conflict management styles and a direct positive relationship with dominating conflict management styles (H3), meaning that a higher level of ethnocentrism will lead to a higher level dictating styles and lower level of cooperation between the two parties.

Culture influences how ethnocentric individuals perceive the world around them. They see everything with their own cultural lens and refuse to see things from others' perspectives. Due to a superiority complex, they regard their behaviors and judgments as superior to those of the opposite party (Black, 1990) and consider them as less competent, less honest, and less dependable (Neuliep, Hintz, and McCroskey,2005). They also believe in taking decisions that benefit their own group members to the greatest extent possible (Edmonds, BM, and Hales, 2018). Thus favoring dominating style in conflict situations. The results do not support H2 and H5 which hypothesized that ethnocentrism has a negative relationship with obliging and a positive relationship with avoiding conflict management style. A person is either ethnocentric or not. There is no in-between point hence an ethnocentric person will never consider obliging or avoiding a solution to resolve a conflict. That person will always be taking a dominating stance.

Table 4.2.9 Results of Structural Model Assessment

Hypothesis	Path Coefficient (β)	T Statistics	p-value	R^2	Q^2	Decision
ethnocentrism -> CMS	0.362	8.006	0.000	0.270	0.136	Significant
Eth -> ACMS	0.137	1.304	0.192	0.019		Insignificant
Eth -> CCMS	-0.351	6.918	0.000	0.123		Significant
Eth -> DCMS	0.430	10.186	0.000	0.185		Significant
Eth -> ICMS	-0.360	7.542	0.000	0.130		Significant
Eth -> OCMS	0.185	1.152	0.249	0.034		Insignificant

Mediating Relationship

Table 4.2.10 revealed the mediation of cultural intelligence on the ethnocentrism and conflict management styles. The total effect of ethnocentrism on CMS (β=0.362) was reduced with the introduction of CQ in the relationship (β=0.267). The indirect effect of ethnocentrism on CMS was also found significant (β=0.095,p<0.005). This means that only 9.5% of ethnocentrism's effect on CMS can be explained by the CQ mediator. The magnitude of mediation is confirmed by The VAF (variance account for) value which is 26%. It shows partial mediation of CQ (Hair et al.,2014). This means that CQ plays a role in reducing the impact of ethnocentrism(Young, Haffejee, and Corsun,2017) on conflict management styles. CQ is associated with a person's capability to deal effectively with situations and individuals with diverse cultural backgrounds (Ang et. al,2007). On one end a person with high CQ can alter his/her behavior toward culturally different individuals and on the other end, the understanding of cultural differences allows parties to resolve disagreements more effectively.

Each facet of CQ has distinct characteristics that influence the negotiation decisions made in conflict situations (Tuguz et. al,2015; Van Dyne & Rockstuhl,,2018). Cognitive and metacognitive CQ is associated to a person's mental capability of learning, understanding, and re-learning. A person high in these dimensions of CQ will have a greater understanding of cultures, cultural differences, customs, and values (Imai &Gelfand, 2010). Motivational CQ drives an individual toward learning new things and experiences while behavioral CQ allows an individual to alter self-behavior according to the situation. The combined effect of these dimensions influences an individual's ethnocentrism by allowing him/her to see others beyond the cultural lenses (Young et.al.,2017). This in turn allows better acceptance of implying integrative and cooperative styles in conflict management.

Table 4.2.10 –Results of Mediation Analysis

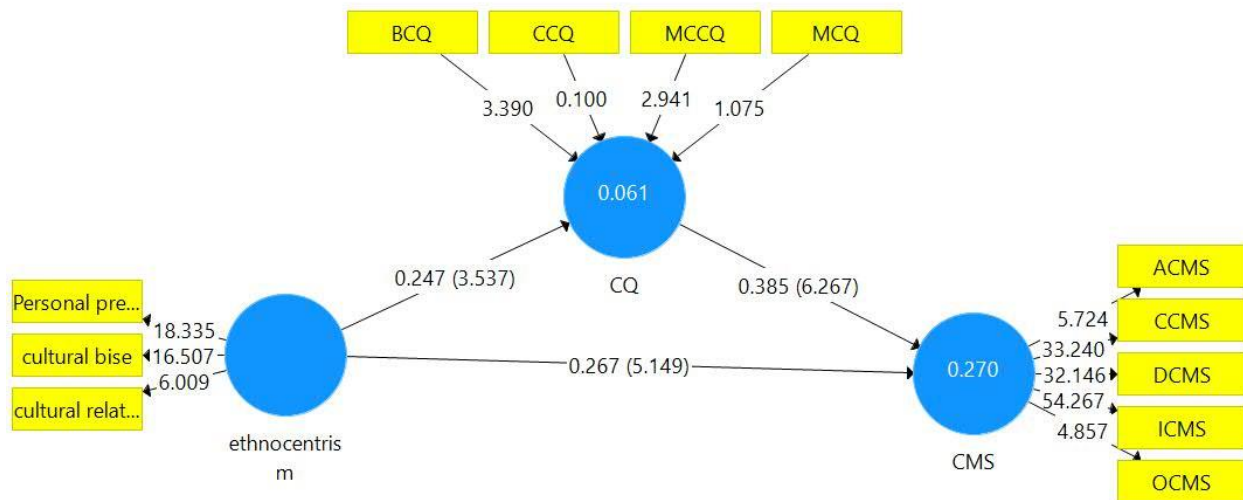| Total Effect (ethnocentrism -> CMS)		Direct Effect (ethnocentrism -> CMS)		Indirect Effect of ethnocentrism -> CMS					
β	p value	β	p value		β	SD	T value	p-value	BI[2.5%;97.5%]
0.362	0	0.267	0	ethnocentrism -> CQ -> CMS	0.095	0.033	2.885	0.004	0.031 - 0.155

Figure 5: Two-Stage Approach: Stage 2- Direct Path Coefficient of the Structural Model (Bootstrapping)

Measuring Observed Heterogeneity

The heterogeneity in data due to nationality (H7) was checked using SMART-PLS MGA. The multi-group analysis is used to establish the statistical importance of distinctions between different groups (Schlagel & Sarstedt, 2016). As a prerequisite of MGA, "Measurement Invariance of the Composite Models"(MICOM) was established (Henseler et.al.,2016). The results of MICOM are presented in tables 4.2.11& 4.2.12 which reflect the establishment of Partial invariance. Results show that all relationships are significantly different between Chinese and Pakistanis. To further analyze the group differences PLS-MGA was run. Using a one-tailed test, the output of PLS-MGA showed whether the path coefficient of Chinese workers is significantly greater than the Pakistani workers or not. The results showed all significant values. This implies that there exist significant differences between Chinese and Pakistani workers concerning ethnocentrism, cultural intelligence, and conflict management styles.

The results of PLS-MGA in table 4.2.13 shows that the effect of CQ is more pronounced on CMS in the Pakistani workforce than Chinese workforce (β= -0.413,p<0.01).whereas the impact of ethnocentrism is stronger on CMS & CQ(β=0.428 & 0.312, p<0.01 & 0.05) in Chinese workers as compare to Pakistani workers. This means that Pakistanis will be inclined towards integrative or cooperative conflict management styles while Chinese will be inclined towards dominating styles. The bootstrapping results were also checked to determine the significant differences between the path coefficients of both nations (see table 4.2.14).

Confucianism, China's guiding philosophy for more than two thousand years, lies at the heart of Chinese ethnocentrism. The world's greatest communal culture is that of the Confucian cluster (Livermore,2013). Many Chinese believe that their civilization and

history are superior to others, and they are proud of this belief (BBC 2012). This explains the high impact of ethnocentrism on CMS & CQ on Chinese workers in the current study. Pakistan is also a collectivistic culture like China (Hofstede,2011), however, throughout history, it has been influenced equally by Arabs, Persians, Indians, and Turk cultures. As a result of this multiculturalism, Pakistanis have better cultural intelligence skills, are more open-minded, and are less likely to hold ethnocentrism as a value.

Conclusion

With the advent of global employment opportunities, strategic business alliances, massive patterns of migration, and globalization, the capability to perform and interact successfully with people from a variety of cultures is now a need. One of the most important aspects that hinder effectiveness in multicultural interactions is conflict. Handling conflict efficiently is a desirable skill. Ethnocentrism is one construct that hampers effective conflict management. However, studies have found that in cross-cultural interactions, cultural intelligence is a very handy tool. The current study found that CQ can be employed to stifle the influence of ethnocentrism on conflict management styles. This can be very useful, especially in cross-cultural negotiations and conflicting situations. Further, it was observed that Pakistanis have better CQ while Chines are high in ethnocentrism. The reason for this can be accredited to the historical, cultural, and regional impacts on both nations.

Contribution of the study

This research contributes to intercultural studies, particularly in the areas of cultural intelligence, ethnocentrism and conflict management. Very little literature is available on variables of interest in the context of the working relationship between the Chines and Pakistani workforce. Previous research has also ignored the significance of ethnocentrism on CMS. This study has provided empirical evidence of this relationship along with mediating influence of CQ on the relationship.

For the most part, previous research has treated CQ as a lower-order construct, measuring and treating each of its facets individually (Kim & Dyne, 2012; Moon ,Choi & Jung, 2012; Remhof et.al.,2014). In the current study, CQ was treated as a formative second-order construct, thus responding to the suggestion for such studies (Bücker, Furrer, & Weem, 2016).

Limitations and Future Research

Given the significance of the findings, there are limitations in the current study. The first concern involves the generalizability of the results. This study gathered information from Chinese and Pakistani personnel on CPEC renewable energy projects. We cannot assert that the results will be relevant to the rest of the world in the same way, despite the fact that they will be useful for other nations participating in belt and road projects with China.The second issue is related to data gathering. Access to the Chinese respondent was extremely difficult because of the pandemic and security concerns. It was out of the question to meet them in person. That is why intermediaries in the form of translator, manager, or staff member have to be used to get responses from Chinese participants. In addition, the government's bureaucratic structure and reluctance to disclose information have hampered the collection of data. Finally the survey instrument used for collecting

the data was a self-reported measure. Although it was a reliable instrument still there are chances of response bias.

This study is a cross-sectional research. Experimental methods and longitudinal data collecting should be used in future studies to investigate the relationship among the variables of interest. Longitudinal studies will provide in-depth incremental effects of these variables on each other. Future research should also broaden data collection by including workers of other nationalities working in Pakistan like Turks, Japanese, Germans, Arabs etc. to see the effects of postulated relationships in light of nationalities, to see if they have same issues with Pakistani workers as pointed out by Chinese and vice versa. This opportunity will come with the establishment of special economic zones and Gawadar port city in near future. In conclusion, there may be room for additional research in the future that would increase the scope of the current study by involving other variables in the current relationship like trust and knowledge sharing that might have an important impact on the successful completion of joint ventures.

Table 4.2.11-Results of measurement invariance using permutation (MICOM)

Construct	Configural Invariance	Compositional Invariance (Correlation=1)		Partial Measurement Invariance	Equal Mean		Equal Variance		Full Measurement Invariance
		C=1	Confidence / p-Value		Difference	Confidence/ p-Value	Difference	Confidence	
CMS	Yes	0.935	0.967/**0.009**	Yes	0.162	[-0.236, 0.226] **0.178**	-0.311	[-0.562, 0.555] **0.299**	No
CQ	Yes	0.871	0.737/**0.306**	Yes	0.198	[-0.238, 0.221] **0.076**	-0.410	[-0.555, 0.529] **0.147**	No
Eth	Yes	0.963	0.923/**0.172**	Yes	0.519	[-0.235, 0.228] **0.001**	0.298	[-0.268, 0.260] **0.025**	No

Note: Eth-Ethnocentrism, CMS-Conflict Management Styles, CQ-Cultural Intelligence**.**

Table 4.2.12-Permutation Test Results

	β Original Chinese	β Original Pakistanis	β Original Difference (Chinese - Pakistanis)	β Permutation Mean Difference (Chinese - Pakistanis)	2.5%	97.5%	Permutation p-Values
CQ -> CMS	0.073	0.486	-0.413	0.005	-0.252	0.249	**0.001**
Eth -> CMS	0.615	0.187	0.428	0.002	-0.212	0.206	**0.014**
Eth -> CQ	0.419	0.107	0.312	0.015	-0.268	0.290	**0.028**

Note- p< 0.05

Table 4.2.13 :PLS-MGA

	Path Coefficients-diff (Chinese - Pakistanis)	p-Value original 1-tailed (Chinese vs Pakistanis)	p-Value new (Chinese vs Pakistanis)
CQ -> CMS	-0.413	1.000	**0.001**
Eth -> CMS	0.428	0.001	**0.001**
Eth -> CQ	0.312	0.018	**0.037**

Note- p<0.05 or p> 0.95

Table 4.2.14 Bootstrapping Results

	β Original (Chinese)	β Original (Pakistanis)	β Mean (Chinese)	β Mean (Pakistanis)	STDEV (Chinese)	STDEV (Pakistanis)	t-Value (Chinese)	t-Value (Pakistanis)	p-Value (Chinese)	p-Value (Pakistanis)
CQ -> CMS	0.073	0.486	0.094	0.505	0.103	0.069	2.707	6.987	**0.006**	**0.000**
Eth -> CMS	0.615	0.187	0.619	0.165	0.090	0.093	6.864	2.005	**0.000**	**0.045**
Eth -> CQ	0.419	0.107	0.440	0.128	0.078	0.155	5.386	2.692	**0.000**	**0.007**

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Rotated Component Matrix.

	Component		
	1	2	3
Ethnocentrism13	.762		
Ethnocentrism5	.738		
Ethnocentrism10	.706		
Ethnocentrism2	.694		
Ethnocentrism11	.684		
Ethnocentrism1	.678		
Ethnocentrism22		.868	
Ethnocentrism14		.772	
Ethnocentrism21		.709	
Ethnocentrism7			.845
Ethnocentrism4			.795
Ethnocentrism9			.704

Note: Extraction method—principal components analysis; rotation method—varimax with Kaiser normalization.
a. Rotation converged in 5 iterations.