

PalArch's Journal of Archaeology
of Egypt / Egyptology

RELATIONSHIP BETWEEN CULTURAL DIVERSITY, INTERPERSONAL CONFLICT, PERCEIVED SOCIAL DISTANCE AND PSYCHOLOGICAL DISTRESS: AN EMPIRICAL EVIDENCE FROM PUBLIC SECTORS BANKS OF QUETTA

Tayybah Safdar¹, Dr. Muhammad Shafiq², Sayyed Khawar Abbas³, Asma Azhar⁴

¹Assistant Professor Commerce Department SBK Women's University Quetta

²Assistant Professor, Commerce Department, University of Balochistan Quetta, Pakistan

³PhD Student, School of Economics, Business and Informatics, Corvinus University of Budapest, Hungary

⁴Commerce Department, Sardar Bahadur Khan Women's University

Corresponding Author Email : Sayyedkhawarabbas@gmail.com

Tayybah Safdar¹, Dr. Muhammad Shafiq², Sayyed Khawar Abbas³, Asma Azhar⁴: Relationship between Cultural diversity, Interpersonal conflict, Perceived social distance and Psychological distress: An Empirical evidence from public sectors banks of Quetta-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(7). ISSN 1567-214x

Keywords: Cultural diversity, Interpersonal conflict, Perceived social distance, Psychological distress

ABSTRACT

The growth of the cultural diversity has been increasing both internationally and domestically which as a result has affected the performance and the behaviour of the individuals in the workplace. Employees' performance and attitudes are affected due to working with people who have different background; their values, norms, attitudes, etc. are completely change. The research, therefore, has established on the relationship between cultural diversity, interpersonal conflict, perceived social distance and psychological distress in the public banking sector of Quetta. The psychological distress was measured with the effect of the conflict and social distance among the bankers. Quantitative research method was applied, in which a sample size of 300 employees of public banks were selected. Data was collected through convenience sampling technique. For the analysis of the data IBM SPSS 21 was used. The study was supported by three hypotheses where all of them were accepted. The study was concluded that cultural diversity has an affirmative effect on interpersonal conflict. Likewise cultural diversity positively affects perceived social distance.

Furthermore, it was concluded that interpersonal conflict and perceived social distance will have a positive affect on psychological distress. The study postulates that employees working in the diverse environment have to go through conflict and create social distance that gives rise to distress in the workplace.

Introduction:

As the globalization has been increased and the increment in globalization requires that the people, who belong to different cultures, having different beliefs or faiths and who are having distinct backgrounds must have more interaction among each other as compared to the past. Now people are part of the global economy as they cannot live or work in a sectarian workplace, due to which they face the competitions, which are coming from various and every continent. (Mazur.B., 2010) .

In the 21st century, the cultural diversity has been growing and has taken the great attention of the scholars and its importance has also been increased. The reason behind these facts and approaches are that the globalization of economies are being increasing and the second reason is that the international organizations and teams have involvement in the innovation. And another reason is that the trade and migration have been increasing among the international countries which lead to the globalization and increase the diversity among the people (Stewart & leadership, 2009). These determine the fact that the organizations need an increased accomplishment of the labours internationally, for that the organizations or the firms must have the ability to manage the diversities in cultures which play a major role for the future success of the firms (Parvis, 2003).

In 2003 the institutes were established as the “cultural diversity consultants” and furthermore during 1998s the “Multicultural Centrum” were established, which are the examples that the countries are emphasizing on the management and the coordination of the cultural aspects, for this purpose the institutes are arranging the sources and different programs in order to have integration with people beside the differences in their culture (Hamde, 2008).

So the cultural diversity has been experiencing in almost all the countries from last two decades and many of the researchers from the Sweden and other countries have conducted research on this topic.

As the globalization has been expended and has become intense, it just not only requires the countries but the firms the organizations also need to have e the capability to hold and the run the work environment of having heterogeneous labours . It is necessary that the firms must noticed that either the firm is operating domestically or internationally, the way the organization is performing the cultural diversity has the influences despite of being international or domestic firm (Adler & Gundersen, 2007) . The previous research has investigated and some major theories have been selected. By this we have found it that cultural diversity is complicated subject that could bring the positive as well as the negative impacts to an organization. These all are in turn affecting how the organization view the

cultural diversity (Jonsson & Holmgren, 2013). As Barbara (2010) stated, that due to increased differences in the population of many countries, the diversity issues must be considered important. Achieving the organizational goals might be becoming an obstacle in the workplace, if the organizations don't manage the diversity. So managing the diversity is very important because it has the potential of providing the greater productivity and competitive advantage.

Problem statement:

Study was conducted to determine the impact of cultural diversity existence on interpersonal conflict and perceived social distance among employees, and aggregate affect interpersonal conflict and perceived social distance on psychological distress in banking sector employees of Quetta.

Significance of the study:

General perception of people have been evident that employees face most of the problem in their workplace related to work burden and administration and least research work have been conducted while taking cultural diversity as a factor which promote conflict and psychological issues among employees in fact employees face very serious issues when they work in the organization which have cultural diversity. They have cope themselves with each other and must have the capability to accept the other social groups and have a good interaction with them. If labours are not having the ability to adjust in the diverse work environment there will be conflict which will lead to distress. Furthermore the model of study is self-developed and yet no study has been conducted to empirically test the impact of cultural diversity on conflict, perceived social distance and Psychological distress, specifically in banking sector of Quetta. This study will be helpful of the employees of the organization and especially to the supervisors or the administrators will take benefit from this study because they will be able to know about the issues faced in the organization due to cultural diversity and will be able to intervene. Moreover the model that is presented in this study is unique to the extend as less studies were conducted related to this model or the same relationship among the cultural diversity, interpersonal conflict, perceived social distance, and psychological distress has been studied very frequently.

Research Questions:

Current study is intended to get the answers of underline questions.

1. What is the relationship between cultural diversity, Interpersonal conflict, and Perceived social distance?
2. What is relationship between Interpersonal conflict, Perceived social distance, and Psychological distress?

Objective of the study:

This study is conducted to,

1. determine the effect of cultural diversity on Interpersonal conflict and Perceived social distance.
2. To find out the effect of Interpersonal conflict and Perceived social distance on Psychological distress.

Literature Review:

Cultural Diversity:

The concept of culture is been a complex which encloses how people are sharing their ways in order to achieve meaning in each other's live. As stated by Coakely (2007) that, "culture consists of the ways of life that people create as they participate in a group or society". Cultural diversity is generally portrayed as, "Cultural diversity is a group of diverse individuals from different cultures or societies. Usually, cultural diversity includes or comes into language, religion, race, gender, age and ethnicity". Cultural diversity has been studies before in students (Schwarzenthal, Schachner, Juang, & van de Vijver, 2020) and in MNC (Elia, Petruzzelli, & Piscitello, 2019) as well.

Diversity is the concept which is used frequently today, as the diversity's broad notion could have meant various things. The term diversity is a challenged and this concept has several definitions, out of which some of the definitions are too broad (Nkomo & Cox, 1999). Today the concept of diversity consists of more than that the people were thinking that diversity only refers to nationality and race. (Stevens & Ogunji, 2011). The term diversity may be defined by some of the researchers that it is as broad as all the differences individuals have (Nkomo & Cox, 1999).

The effects of cultural diversity on the behaviour of the organization have been observed that it has multi-variant effects on the organizational behaviour and it depends on the way that the organization combines and arrange people of different groups at the work environment. Mazaur B., (2010) stated that the managers of the organizations have or learn the managerial skills which are necessary in a multicultural environment, because managing the diversity has been remained a significant organizational challenge for the managers. The employees and the others in the organization must be prepared to be taught to value the multicultural differences in both associates and customers by the supervisors and managers. So that everybody will be treated with dignity in the organization.

Only the differences in dresses and language are not just entailed by cultural diversity. The different ways of thinking, managing and communicating organization are also encompassed by it. The culture has a very complicated relationship with communication and itself. As by communication we create cultures because communication is the only the source of the interaction among the people and by that communication the cultural characteristics are being created and shared among individuals in organization (Foley, 2010).

Interpersonal conflict:

Here conflict means any disagreement between two parties or entities, which results into an antagonistic state. So interpersonal conflict refers to "a conflict between two individuals. This occurs typically due to how people are different from one another" (Evans & Reid, 2013). wherever the clashing activities are occurring there is the existence of the conflict, the clashing or the conflicting activities are those that when an

employee interfere with the work of other employees is trying to prevent the other from doing something, these all will affect the organization's performance and as well as cause negative effects on the employees (Coleman, Deutsch, & Marcus, 2014) . During Covid pandemic it also being studied in health workers (Rocha & Correa, 2020).

There different types of conflict which can affect negatively organization's performance or the relationship of the subordinates with the supervisors. The policy conflicts are related to the disagreements between two parties' or groups. As in an organization one manager wants to complete a project in the best way with the strong feelings while the manager or worker does not have the same feelings because he is not willing to spend more money on this project rather he wants to spend the money on any other project and this situation brings conflict in the organization (Thompson, 2015).

Organization is a place where conflict can occur because individuals are interacting together for the performance of task and are dependent on each other within the scarce resources of the structure. Conflict may arise for the distribution of the resources or due to the structure of the organizations and may be because of the way of interaction among the workers and supervisors (Aubert, 1963).

(Rico, 1964) has stated that organization destitute of conflict, "may indicate autocracy, uniformity, stagnation, and mental fixity". Conflict must be accepted and occasionally has to be encouraged by administrator, because conflict has been the product of the change and acceptable development in the organization. (Kelly J., 2006).

Boulding E. Kenneth, (nd) **stated** that emphasize of the interpersonal conflict is on the interaction of the employees in the organization. The concerned is here with those factors that occur in paired relationship. There are two factors which can be broadly suggested as a source of conflict. Personal and functional factors of conflict sources. Personal: People are not having the same qualities or they are not similar to each other. So when the organization bring the employees together, they will have interaction with each other for the accomplishment of their task the same time their conflict can arises due to having different ideas or attitudes of the individuals. on the other hand Functional aspects of conflict emerge due to the classification and specification of the task or role which will be performed by the individuals in the organization. The dissatisfaction the employees with their role can cause the presences of the interpersonal conflict because some of the employees aspires to have promotion and they desire to have more rights in the organization.

Most of the researchers have argued that discrimination and mistreatment is the reason behind the interpersonal conflict in the organizations. When the employees are not treated well by the employer or while they observe discrimination in the organization then these activities of the supervisors or the employers will lead conflict in the organization.

Perceived Social Distance:

“Perceived social distance is a dimension of interaction between members of different groups ranging from intimacy to complete separation. It is defined by norms governing the situation in which interaction with members of out-groups is permissible” (Sherif, 1969).

The most commonly used personal social distance is the variance in races. The societies that allow differences in tribes per ethnics there, this type of social distances is at its highest level. The main reason due to racial social distance is this that even now most of the members of one group do not accept working or being with the other social group or ethnic group. Differences in age will also create social distance among the people. Like the new generation will never accept sharing the values or spending their time the people of old generation or likewise the youngsters can never have close social interaction with the elders. In addition if we put a glance over the culture of different societies we can observe that the differences in gender are the greatest reason of the social distance. Most of the societies in many places differentiate the role of male and female socially because they treat the men and women or boys and girls distinctively (Heydari, 1988).

Psychological Distress:

(Marchand, Demers, Durand, & medicine, 2005) stated that, “series of psychological and behavioural symptoms like anxiety, depressive reactions, irritability, and decline in intellectual abilities, sleep disturbances and work absenteeism are referred as psychological distress”. The researchers have suggested that there are two ways for the psychological distress that can be played by the staff and supervisors as a social support; they are the stressful situations which can be reduced by social support that can act as a mediator that can cause negative aspects of stress (Vezina et al. 1992).

Whenever the individuals are suffering from the depression emotionally like they may lose their interest or may become hopeless in their task in organization and the state of being worried, are all symptoms of the psychological distress (Mirowsky, Ross, & behavior, 2002). Psychological distress degree level evident differ in context to gender. As it was stated by (Misra, McKean, West, & Russo, 2000) that according to the academic perspective females are facing more problem or they face higher level of stress as compared to the males. The researchers have enclosed that men always try to take any action in a positive way or they feel that much problems must not be taken very serious due to which they have less stress in their life. While women take more stress at their work. So gender has influence on the level of psychological distress that they perceive.

Theoretical Framework:

There can be variety of reasons for creating the relationship between cultural diversity, interpersonal conflict, perceived social distance, and psychological distress. Organizations having employees from diverse culture will result in creating in the interpersonal conflict and perceived social distance and then in turn the interpersonal conflict and perceived social distance will cause the psychological distress among the employees. This research deals with the fact that organizations are facing several problems now a days due to increased globalization. As the globalization

tends to have employees in the workforce from different areas or countries which will result, in hiring the employees or managers who belong to different cultures.

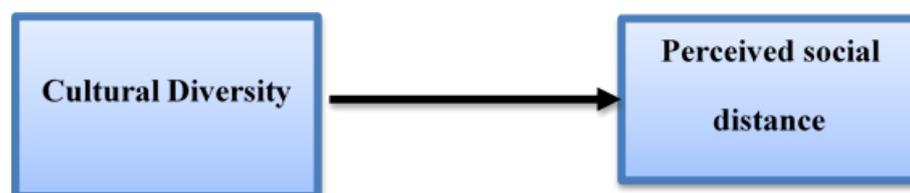
Relationships between Cultural Diversity and Interpersonal conflict:

The managers of the organizations have to build a better relationship among the co-workers in order to keep the labours away from conflict because employees in the workplace belong to different cultures and societies that any misunderstanding will be resulting into interpersonal conflict. More over now the organization's managers must be having the awareness about the components of the cultural differences in order to manage the work tension more effectively and human resources have to be increased efficiently. The managers must keep in mind the diversity of the employees while the tasks are distributed among the workers that every points should be executed very well in the workforce (Pohlman & Gardiner, 2000).



Relationships between Cultural Diversity and Perceived Social distance:

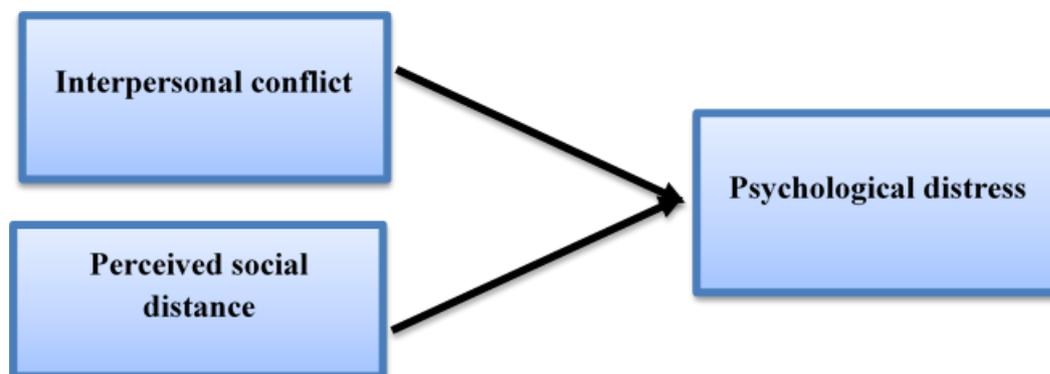
Cultural diversity has positive effects on the perceived social distance which explain that people belonging from one culture will never accept the people who belong to another culture or social group because they want to show the uniqueness of their own culture this will lead the diverse work force into problems such as racism or ethnicities issues. The theoretical frame work states that interpersonal conflict and perceived social distance is caused due to cultural diversity.



Relationships between Interpersonal conflict, Perceived Social distance, and Psychological distress:

Conflict among the employees of the firm will make them to take stress which will affirmatively affect the organization's performance or the employees with low psychological health or with less confidence can the reason of creating conflict in the organization (Williams, Galliher, & Psychology, 2006). According to (Lee & Robbins, 1998) people who are more interested in having social connections with other social group or cultures will face low level of psychological stress but if the individuals in

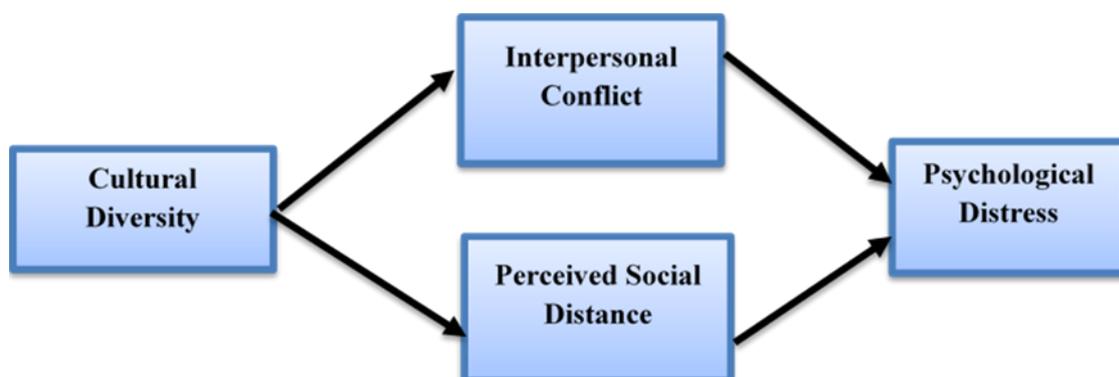
the workplace don't have ability to accept the people from the other social group as their co-worker, will face psychological distress as they cannot communicate any issue with each other.



Research Hypothesis:

Following hypotheses are developed to test.

1. Cultural diversity would have positive effect on interpersonal conflict.
2. Cultural diversity would have positively effect on perceived social distance.
3. Interpersonal conflict and perceived social distance would affirmatively positively affect psychological distress.



Research Methodology:

Research Method has been defined as plan of actions and tools that are taken up in a systematic way so that research may become easy to be conducted. In addition of this it also help the researchers' for the achievement of their main goals and objectives. In current study Interpreting research approach has been used. Research is empirical and descriptive in nature.

Modes of Inquiry:

Quantitative mode of inquiry is used for this research. This quantitative mode of inquiry is supported by numbers not by words (Sullivan, 2008). Since this is quantitative therefore the data which has been collected is in the form of survey questionnaire. For this study the research design which is used is empirical and cross sectional as the idea that it indicates or supports that can be either genuine or unreal or inauthentic in

this type of data inquiry one can demand the knowledge or awareness that one considers to be real “based on empirical evidence” (Twati, 2008).

Targeted population and Sampling:

This research will have been preceded by the involvement and willingness of public banking sectors employees of Quetta. As a whole, 300 questionnaires will be distributed in the National Bank of Pakistan, and State Bank of Pakistan, Quetta. The entire concern population of the study will be the employees of these two banks of Quetta. Convenience sampling technique will be applied while taking in consideration shortage of time, scattered population and willingness of respondents.

Method of Data Collection and Tools of Study:

The data will be collected through the distribution of the survey questionnaires will be containing 34 questions based upon different variables of the research. The data were gathered by the personal contact of the researcher which means that the researcher personally went to the banks for the distribution of the questionnaires. Questionnaires were having 34 close ended questions for the fulfilment of the research. The participants were asked about the problems highlighted due to cultural diversity in the workplace and as well as about the perceived social distance, interpersonal conflict and about the psychological distress.

Data Analysis:

IBM Statistical Package for Society Science (SPSS) will be used for the interpretation of the data.

Result :

Interpretation of Data:

The data was interpreted by reliability test, correlation and multiple regression test analysis.

Instrument Reliability:

Inner consistency of the items or variables in questionnaires was checked through reliability test. When Cronbach’s alpha is higher than 0.6 is considered satisfactory. The outcomes are shown in table no. 1.

Table no. 1 showing variables with Cronbach’s Alpha Value:

| Variables | Cronbach Alpha Value | No. of Questions |
|----------------------------------|-----------------------------|-------------------------|
| Cultural diversity | 0.657 | 9 |
| Interpersonal conflict | 0.868 | 7 |
| Perceived social distance | 0.674 | 10 |
| Psychological distress | 0.540 | 8 |

The result shows that the internal consistency of the variables such as cultural diversity, interpersonal conflict and perceived social distance are reliable as Cronbach Alpha value is higher than the 0.6 , only the Cronbach alpha value of the variable ‘Psychological distress’ is below than 0.6 .

Correlation:

Basically correlation established the connection between two variables or it tells only about the relationship of the variables and in this part the correlatively among each calculated variables which are the cultural diversity, interpersonal conflict, perceived social distance and psychological distress in association to each other in order to find the relationship of these variables. The second hypothesis was measured by the test of Pearson’s correlation. The results are shown in table no.2

Table no. 2 showing Correlation among variables

| Variables | 1 | 2 | 3 | 4 |
|---------------------------|--------|--------|--------|---|
| Culture Diversity | 1 | | | |
| Inter personal conflict | .255** | 1 | | |
| Perceived social distance | .333** | .259** | 1 | |
| Psychological distress | .354** | .243** | .372** | 1 |

**** Correlation is significant at 0.01 level (2 tailed)**

Regression Analysis :

Effects of cultural Diversity on Interpersonal Conflict:

For testing the effects of cultural diversity on interpersonal conflict, linear regression analysis was applied, the outcome of which is shown in table 3.

Table no. 3 showing linear regression analysis

| Independent Variable | Beta | t | sig. | R square |
|----------------------|------|-------|------|----------|
| Cultural Diversity | .255 | 3.781 | .000 | .065 |

Dependent variable: Interpersonal conflict

The result of linear regression analysis shows that significant positive relationship between Cultural Diversity and Interpersonal conflict ($\beta = .255$, $t = 3.781$, $P < 0.05$) which shows that there is positive relationship between cultural diversity and interpersonal conflict, with 6.5% effect on Interpersonal conflict.

Effects of cultural diversity on perceived social distance:

The result of this hypothesis has been identified by the linear regression analysis and the result is shown in table no. 4.

Table no. 4 showing linear regression analysis:

| Independent Variable | Beta | t | sig. | R square |
|----------------------|------|-------|------|----------|
| Cultural Diversity | .330 | 5.005 | .000 | .109 |

Dependent Variable: Perceived social distance:

From the above the analysis it is evident that significant direct relationship exist between Cultural Diversity and Perceived social distance

($\beta = .33$, $t = 5.005$, $P < 0.05$) which shows almost 11% effect of Cultural Diversity on Perceived social distance.

Effects of interpersonal conflict and perceived social distance on psychological distress:

Here interpersonal conflict and the perceived social distance are the independent variables while dependent variable is psychological distress. The effects of these variables are shown by multiple regression analysis in table no. 5.

Table no.5 showing multiple regression analysis

| Independent Variables | Beta | t | sig. | R square |
|---------------------------|------|-------|------|----------|
| Perceived social distance | .331 | 4.986 | .000 | .161 |
| Interpersonal conflict. | .157 | 2.367 | .019 | |

Dependent Variable: Psychological Distress

The result of my multiple regression analysis shows that interpersonal conflict ($\beta = .331$, $t = 5.005$, $P < 0.05$) and perceived social distance ($\beta = .157$, $t = 5.005$, $P < 0.05$) have affirmative positive effect of 16% on psychological distress.

Discussion:

The purpose of this research was to determine the factors which bring about the relationship of cultural diversity with interpersonal conflict, perceived social distance, and psychological distress in banking sector of Quetta. The research showed as to what extent cultural diversity will affect the perceived social distance and interpersonal conflict. Furthermore the effect of the interpersonal conflict and perceived social distance on psychological distress were also examined. The researcher could form three hypothesis by finding the link between these four variables. After the execution of multiple regression and their correlation, the positive relations were built among the variables and the multiple regression exhibit the affirmative affect among the variables.

The result of this research obviously confirmed with the hypothesis made in the conceptual frame work. Especially the recommended frame work is the true picture is this research. Which as a result gave the consequential relations within the formalized concept.

According to the determination, all the variables were significant but only in reliability test of the variables the psychological distress was not reliable as the value was below 0.6. over all, the research’s result was good only some differences was in the result of interpersonal conflict and psychological distress had been observed that was because of the reason that yet most of the researchers have not worked on relationship these variables just few just research have been done on this research topic.

Interpersonal conflict and perceived social distance positively affect psychological distress and it has been proved significantly. When the employees in the workplace has more conflict with co-workers due to their social group, they don’t accept them as their supervisor or the administrators cannot perceive the employees mentality then it will cause

the distress among the workers (Campbell, Simpson, Boldry, Kashy, & psychology, 2005).

There is positive effect between cultural diversity and perceived social distance, which has been already proved. According to the researchers diverse work environment will create perceived social distance as the social group which in majority in a place will accept the other group specially those who are in minority. On the other hand people from different culture cannot adjust themselves with each other (Blau, 1977).

The effect of cultural diversity on interpersonal conflict was already proved significantly which showed the positive effect on each other. As globalisation has been increased and the organizations are doing their business internationally in which they may have people from distinct culture though this diversification has been proved advantageous for the organization, it also has the negative effects as well if we compare the cultural diversity with the interpersonal conflict in the work force. Conflicts can be occurred between the workers of diverse culture because of differences between their values, norms and the most important is the way of their communication these all will lead to misunderstanding which causes interpersonal conflict (Beebe & Mottet, 2013).

Conclusion:

To put an end, it was found that employees face several issues due to the diverse work environment. According to the survey the employees at the organization have perception of the social distance. They prefer to work in the organizations where they can work with the people same social group because if they will work in the workplace which has diversity then due to that diversity in culture, interpersonal conflict can occur there which all in turn will create distress among the workers. The study approved the positive effects of all variables on each other. The findings of this study are not only essential for the employees of banking sectors but also for the other institutions where diversity exist in high level.

Recommendation:

Future research recommendation and practical implication of research are elaborated underline.

- As result of conflict, social distance, and psychological distress, the performance and efficiency of the employee's organization can be affected. Organizations should pursue strategies to manage cultural diversity and interpersonal conflict so that employees perceived social distance could be minimized and psychological distance could be overcome.
- The interested researchers can conduct the research for the elaboration of this topic in the future, they can study the relationship between cultural diversity, interpersonal conflict, perceived social distance and psychological distress in telecommunication sector, government universities, colleges or schools and in different NGOs.
- The future research could be conducted by taking in consideration gender, post and age.

- Future research can give insight to solution of issue while taking moderating effect of conflict Management styles, cultural diversity Management and Perceived social support.

Strength and Limitations:

This research has been conducted in the public banking sectors of Quetta. The research revealed that more cultural diversity phenomenon exist more public banking sector of Quetta than private banking sectors. Data was collected without gender discrimination; age limit and all rank of employees were part of research. Well established reliable questionnaires were used and all hypotheses were accepted through empirical analysis.

The limitation this study was that the researcher could only collected data from two banks 'NBP and SBP' where the employees are too busy due to work load and most of them could not fill the questionnaires. furthermore, equal participation of males and females was not possible.

References

- Adler, N. J., & Gundersen, A. (2007). *International dimensions of organizational behavior*: Cengage Learning.
- Aubert, V. J. J. o. C. R. (1963). Competition and dissensus: two types of conflict and of conflict resolution. 7(1), 26-42.
- Beebe, S. A., & Mottet, T. P. (2013). *Business and professional communication*: Pearson.
- Blau, P. M. (1977). *Inequality and heterogeneity: A primitive theory of social structure (Vol. 7)*: Free Press New York.
- Campbell, L., Simpson, J. A., Boldry, J., Kashy, D. A. J. J. o. p., & psychology, s. (2005). Perceptions of conflict and support in romantic relationships: The role of attachment anxiety. 88(3), 510.
- Coleman, P. T., Deutsch, M., & Marcus, E. C. (2014). *The handbook of conflict resolution: Theory and practice*: John Wiley & Sons.
- Elia, S., Petruzzelli, A. M., & Piscitello, L. J. J. o. B. R. (2019). The impact of cultural diversity on innovation performance of MNC subsidiaries in strategic alliances. 98, 204-213.
- Evans, B., & Reid, J. J. R. (2013). Dangerously exposed: The life and death of the resilient subject. 1(2), 83-98.
- Foley, D. (2010). The rise of class culture theory in educational anthropology. *Anthropology Education Quarterly*, 41(3), 215-227.
- Hamde, K. J. J. o. c. d. (2008). The current debate on cultural diversity in Sweden. 15(2), 86.
- Heydari, A. (1988). An empirical test of two conceptual models concerning american students' social distance from international students.
- Jonsson, A., & Holmgren, D. (2013). Cultural diversity in organizations: A study on the view and management on cultural diversity. In.

- Lee, R. M., & Robbins, S. B. (1998). The relationship between social connectedness and anxiety, self-esteem, and social identity.
- Marchand, A., Demers, A., Durand, P. J. S. s., & medicine. (2005). Does work really cause distress? The contribution of occupational structure and work organization to the experience of psychological distress. 61(1), 1-14.
- Mirowsky, J., Ross, C. E. J. J. o. h., & behavior, s. (2002). Measurement for a human science. 152-170.
- Misra, R., McKean, M., West, S., & Russo, T. J. C. S. J. (2000). Academic stress of college students: Comparison of student and faculty perceptions. 34(2).
- Nkomo, S. M., & Cox, T. J. M. o. C. i. (1999). Diverse identities in organizations. 88-106.
- Parvis, L. J. J. o. e. h. (2003). Diversity and effective leadership in multicultural workplaces.(Learning from Experience). 65(7), 37-38.
- Pohlman, R., & Gardiner, G. (2000). Value driven management: How to create and maximize value over time for organizational success: Amacom Div American Mgmt Assn.
- Rico, L. (1964). Organizational conflict: a framework for reappraisal. *Industrial Management Review*, 6(1), 67.
- Rocha, P. M. B., & Correa, H. J. B. J. o. P. (2020). Addressing interpersonal conflict among healthcare workers during the coronavirus pandemic. (AHEAD).
- Schwarzenthal, M., Schachner, M. K., Juang, L. P., & van de Vijver, F. J. J. E. J. o. S. P. (2020). Reaping the benefits of cultural diversity: Classroom cultural diversity climate and students' intercultural competence. 50(2), 323-346.
- Sherif, M. J. N. Y. (1969). Sherif, CW: *Sozial Psychology*.
- Stevens, R. H., & Ogunji, E. J. I. J. o. M. (2011). Preparing business students for the multi-cultural work environment of the future: A teaching agenda. 28(2), 528.
- Stewart, V. J. M. S., Challenging the whole child: Reflections on the best practices in learning, teaching, & leadership. (2009). *Becoming Citizens of the World*. 182-194.
- Sullivan, A. J. S. R. O. (2008). Cultural capital, cultural knowledge and ability. 12(6), 91-104.
- Thompson, M. C. J. J. o. A. S. (2015). Saudi women leaders: challenges and opportunities. 5(1), 15-36.
- Twati, J. M. J. C. o. t. I. (2008). The influence of societal culture on the adoption of information systems: The case of Libya. 8(1), 1.

Williams, K. L., Galliher, R. V. J. J. o. S., & Psychology, C. (2006). Predicting depression and self-esteem from social connectedness, support, and competence. 25(8), 855-874.