

A COMPARATIVE STUDY ON NARRATIVE STRATEGIES FOR PORTRAYING CROSS-CULTURAL CONFLICT

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ABSTRACT

In today's globalized business environment, cross-cultural conflicts in the workplace have become a significant challenge due to the diverse workforce. This study addresses the need for understanding best practices and strategies to effectively manage and resolve these conflicts. By reviewing existing literature and case studies, the research identifies key factors contributing to cross-cultural conflicts, such as communication barriers, differing values, and cultural misunderstandings. This research paper presents a comprehensive comparative study of narratology in eastern and western literature, focusing on the distinct narrative structures, character development, narrative perspectives, and thematic elements that define storytelling in these diverse cultural spheres. Through a systematic analysis of selected literary works from both eastern and western traditions, the study reveals the profound influence of cultural contexts on narrative techniques. The paper synthesizes these findings to discuss the broader implications of cultural influences on narrative forms. The conclusion emphasizes the importance of understanding these cross-cultural narrative techniques, suggesting avenues for future research in comparative narratology, especially in the context of contemporary global literature and translation studies. In the current context of economic globalization, that is cultural exchanges between different nationalities and countries in the condition of increasing frequency. Therefore, the comparison between the two countries' commercial is very important, and one of learning each other, permeate the most obvious is the narrative strategy, actually.

Keywords: *cross-cultural communication narrative strategy, cross-cultural narrative techniques, cultural influences*

INTRODUCTION

Cross-cultural teams are becoming more prevalent in both smaller international endeavors and multinational enterprises in today's globalized business climate. Team members with different cultural origins frequently have quite different communication methods, value systems, and behavioral conventions. These distinctions have a significant effect on fundamental organizational procedures, especially negotiation and dispute resolution, two interpersonal skills necessary to achieve workplace unity and productivity. The intersection of narratology and postcolonial literary criticism is pivotal to understanding the complex dynamics of storytelling across cultures. Narratology, broadly conceived, offers a rich framework for analyzing narrative techniques in postcolonial fiction, contributing to what is termed postcolonial narratology or contextualist narratology. This field grapples with the tension between form and ideology, where theoretical approaches are often viewed as antithetical to ideological critique. The project of contextualist narratology is framed as both an imperative and a challenge, involving theoretical questions about the relevance of context to form and vice versa and methodological questions about the alignment of the goals of criticism and theory. The benefits of aligning narrative theory with a vast corpus of texts have been emphasized from various perspectives. Susan Stanford Friedman advocates a transnational narratology that is

wary of Eurocentric models and open to the commonalities and differences across cultures. Patrick Colm Hogan, alternatively, focuses on setting the study of narrative universals on a proper empirical basis. Sports migration and globalization increasingly mean that sports coaches and athletes work in culturally diverse contexts, with an expectation of effective performance and interactions. Coaches often choose to migrate to develop their sport or their career but whether abroad or within their home country, cross-cultural interactions can pose challenges. Challenges for sports coaches can be due to cultural differences, such as those between foreign and domestic players and coaches communication and language barriers and the need to understand new cultural norms and values. Therefore, cross-cultural training is a useful educational tool aimed at promoting intercultural learning to enhance individuals' cultural awareness and improve their cultural competence to manage cultural differences. Despite various conceptualizations of cultural competence, there is a consensus that it refers to the ability to function effectively across different cultures. Cultural competence models grounded in personality mostly focus on intercultural traits, while models drawing on the intelligence literature focus on intercultural capabilities, including cultural intelligence. Regarding cultural competence in the sports context, developed the Sociocultural Competencies for Sports Coaches, by adapting the competencies model from. To our knowledge, no other studies have explored sport-specific cross-cultural training, as such programs have yet to be developed and implemented.

LITERATURE REVIEW

Johanna Seidel (2025) Cross-cultural training programs are widely used to enhance cultural competence and cultural intelligence (CQ) across various professional fields. This narrative systematic literature review examines training strategies from various fields to identify the most effective approaches for application in sports. These articles describe the type of training program delivered, the activities performed, and their outcomes on participants' cultural competence and/or cultural intelligence. Programs were categorized on delivery methods (didactic, experiential, or mixed) and information was extracted on training content, participants, duration, and timing. Most programs used mixed delivery methods that combined lectures, educational tasks and experiential activities. They showed positive, though not always statistically significant, impact on participants' cultural competence and/or cultural intelligence. In sports, tailored programs that address culture- and sport-relevant knowledge, skills and communication may help coaches navigate cultural differences.

Balbir Raj Saini (2024) In today's globalized business environment, cross-cultural conflicts in the workplace have become a significant challenge due to the diverse workforce. This study addresses the need for understanding best practices and strategies to effectively manage and resolve these conflicts. By reviewing existing literature and case studies, the research identifies key factors contributing to cross-cultural conflicts, such as communication barriers, differing values, and cultural misunderstandings. The major findings suggest that fostering cultural awareness and sensitivity through training programs, promoting open and inclusive communication, and implementing conflict resolution mechanisms tailored to diverse cultural contexts are essential strategies for mitigating conflicts. Additionally, the study highlights the importance of leadership commitment to diversity and inclusion, as well as the role of organizational policies in supporting a harmonious work environment. The implications of

these findings are profound, as organizations that effectively manage cross-cultural conflicts can enhance employee satisfaction, productivity, and overall organizational performance.

Rajib Majumder (2023) The narrative artfully portrays a defiance against ethnic marginalization and the gender-based othering experienced by Mexican immigrants, actively engaging in the deliberate construction of identity. This paper, firmly rooted in Cisneros's distinctive perspective, delves into the intricacies of identity crises encountered by Mexican immigrants within the storyline. Employing the analytical framework of Homi Bhabha's Hybridity Theory, it seeks to unravel the layers of identity perplexities woven into the novel's fabric. Beyond a critical examination of the text, the paper extends its relevance by offering valuable insights into addressing the broader issue of identity crises faced by immigrants and ethnic minorities within the dynamic and ever-evolving cross-cultural landscape. In essence, it serves as a thoughtful exploration of not only the literary dimensions of "Caramelo" but also as a meaningful contribution to the discourse on navigating identity challenges in diverse societies.

Ute Stephan et.al (2022) How can culture help explain persistent cross-country differences in innovation and entrepreneurship? This overview of cross-cultural innovation/ entrepreneurship research draws on the most prominent cultural frameworks (by Hofstede, Schwartz, GLOBE, and Gelf and colleagues). After outlining similarities and differences between these frameworks, I discuss theoretical perspectives of how culture shapes innovation/entrepreneurship (culture fit, culture misfit, cultural social support, and culture as a boundary condition) and give an overview of empirical research on culture and innovation/entrepreneurship. I conclude by outlining opportunities and best practices for future research and practical implications.

Mina Jeon et.al (2021) Recent studies have shown that sleep is influenced and shaped by cultural factors, including cultural values, beliefs and practices. However, a systematic understanding of how cultural factors in countries may influence sleep duration and sleep disturbances is still lacking. Therefore, we focused on a comparison of sleep duration and disturbances in young populations between countries. We report cross-cultural differences between the child, parent and environmental factors, and their association with sleep duration and disturbances. The review is based on literature searches of seven databases published until December 2020. Studies were included if they investigated sleep duration and disturbances of individuals up to 18 years across at least two or more countries.

Cross-Cultural Conflict

By definition, conflict occurring between individuals or social groups that are separated by cultural boundaries can be considered "cross-cultural conflict." But individuals, even in the same society, are potentially members of many different groups, organized in different ways by different criteria: for example, by kinship into families or clans; by language, religion, ethnicity, or nationality; by socioeconomic characteristics into social classes; by geographical region into political interest groups; and by education, occupation, or institutional memberships into professions, trade unions, organizations, industries, bureaucracies, political parties, or militaries. The more complex and differentiated the society the more numerous are potential groupings. Each of these groups is a potential "container" for culture, and thus any complex society is likely to be made up various "subcultures," that is of individuals who, by virtue of

overlapping and multiple group memberships, are themselves “multicultural. As an example, consider a United Nations peacekeeping or humanitarian operation that brings together military contingents from a number of very different member nations, with international civil servants, civilian NGOs, and humanitarian aid organizations from those same nations.

Cross-Cultural Conflict Resolution

With respect to conflict, the discourse of culture directs attention to problems of intercultural communication, interpretation, and the possibility of diverse metrics for decision-making. It makes analysts or practitioners aware that in dealing with conflict across cultural boundaries they are dealing with more than superficial differences in “style,” but with something foundational. It also makes them aware that in the most common “culture-type” conflicts—ethnic conflicts—they may be dealing with situations of low culture conflict no matter how politically intense the confrontation; contrariwise, some conflicts may not appear to be “cultural” at all (that is, overtly ethnic or national in nature), but in fact are deeply cultural when examined from cognitive, communicative, or worldview perspectives. To promote better understanding of cross-cultural conflict and better conflict resolution techniques, some scholars and practitioners have sought to develop typologies for characterizing different sorts of cultures, and by extension different kinds of intercultural communication problem areas, amenable to different types of conflict resolution procedures. Most of the research on cross-cultural conflict resolution thus far has concentrated on negotiation, rather than third party processes such as mediation or facilitation, or more specialized forms such as the problem-solving workshop.

Culture, Identity, and Conflict

In the last example cited it is clear that the particular version of apocalyptic, fundamentalist Christianity that structured Branch Davidian culture and worldview did not only provide cognitive and discursive frames for interpersonal communication, but also endowed individual Branch Davidians with profoundly meaningful identities. Culture is connected to identity in two main ways. First, culture makes available a reservoir of shared symbols able to constitute collective or group identity. Secondly, because many of these symbols are invested with great affect or emotion, and since membership in certain groups is emotionally binding for individuals, such collective identity anchors individual identity. Culture, in short, links individual and collective identities, at the same time defining potential boundaries between social groups. One set of powerful symbols illustrative of this linking process and especially relevant for understanding the relationship of culture to conflict, involves what the scholar Vamik Volkan has called “chosen traumas.” These refer to experiences of great hurt or victimization by others that are part of a group’s historical memory.

Culture, Differences, And Cross-Cultural Conflict

Before understanding the team dynamics and cross-cultural conflicts one should know what culture is. Define culture in very simple words that it is programming of the mind that individuals of a society have in common and which differentiates them from other cultures. According to anthropology research culture is a bunch of learned behaviours and philosophies individuals acquire as a member of a society or a special group. These behaviours are built over a long period of time and are enduring which are difficult to change. Did an extensive research on culture and cultural values. He has defined five dimensions of any national culture power

distance; collectivism; masculinity; uncertainty avoidance; long term orientation. Explaining all the dimensions are beyond On that basis researchers divided the world into two main cultures individualistic and collectivist depending on the degree to which individuals have strong bond with the groups in the society or are more concerned for their own interests and put it above the group's interests.

METHODOLOGY

In cross-cultural environments, conflict emergence, development, and resolution are often influenced by many factors and are difficult to measure with quantitative methods. Thus, qualitative research enables a deeper exploration of participants' experiences, viewpoints, and coping strategies. By focusing on subjective experience, qualitative research aligns with this study's aim of understanding how individuals from different cultural backgrounds interact and resolve conflicts. the goal of qualitative research is to create contextualized narrative descriptions to build a holistic understanding of phenomena and provide a foundation for theory development. Common qualitative methods include case studies, in-depth interviews, and so on. Ethnographic studies, which rely on direct observation within natural settings, also help researchers capture lived experiences in context. This study adopts a qualitative approach primarily for the following reasons: the subjectivity and diversity of cross-cultural conflict, the context of applying NVC as a communication method, and the suitability of the case study approach. Through the case study approach, the research can analyze the applicability of NVC in a specific organizational context and explore the main causes of cross-cultural conflicts and the strategies to address them. The company chosen for this study is a microcosm of the common cross-cultural communication challenges in multinational enterprises, thus serving as a reasonable exemplar of cross-cultural conflict within MNCs

RESULTS AND DISCUSSIONS

The current study investigates the cross-cultural management challenges encountered by multinational corporations (MNCs) operating in culturally diverse environments. With the ncreasing globalization of business, effective cross-cultural collaboration has become vital. However, MNCs often face communication breakdowns, interpersonal conflicts, and leadership adaptation issues due to cultural variations. This study aims to assess the impact of Cultural Intelligence (CQ), Communication Effectiveness (CE), Team Conflict (TC), and Leadership Adaptability (LA) on Employee Satisfaction (ES) and Team Performance (TP) in multicultural teams. The research adopts a mixed-methods approach, collecting data from over 300 employees from IT, pharmaceutical, and manufacturing MNCs across different cultural backgrounds. Statistical tools such as correlation, regression, ANOVA, t-tests, and Structural Equation Modeling (SEM) are employed to analyze the relationship among variables. NVivo is used for qualitative thematic analysis of interviews.

Table 1: Descriptive Statistics

Variable	Mean	Std. Dev	Min	Max
Cultural Intelligence	3.88	0.62	2.1	5.0
Communication Effectiveness	3.70	0.55	2.2	4.9
Team Conflict	2.80	0.76	1.5	4.5

Employee Satisfaction	3.60	0.67	2.0	4.8
Leadership Adaptability	3.95	0.58	2.4	5.0
Team Performance	3.85	0.70	2.0	5.0
Cross-Cultural Training	61%	-	-	-
Virtual Team Use	3.20	1.10	1.0	5.0
Diversity Index (CDI)	0.52	0.18	0.2	0.9
Yrs of Experience (YCE)	4.3	2.5	0	10

This table presents the mean, standard deviation, and range for the key variables. Cultural Intelligence has a mean of 3.88, indicating a relatively high awareness and adaptability among employees. Communication Effectiveness and Leadership Adaptability also scored high, while Team Conflict has a lower mean (2.80), indicating moderate conflict levels. This aligns with findings who emphasized the importance of CQ in cross-cultural settings. The Diversity Index (CDI) and Cross-Cultural Training (CCT) data show that MNCs are diverse, and training is relatively widespread. The sample shows above-average CQ and moderate to high leadership adaptability. Virtual team use is prevalent (mean = 3.2), and over half of the employees received cross-cultural training. Team conflict shows moderate levels (mean = 2.8).

Table 2: Independent Samples t-Test (Cross-Cultural Training)

Variable	Trained (n=183)	Not Trained (n=117)	t	p
Cultural Intelligence	4.12	3.56	6.84	.000
Communication Effectiveness	3.85	3.42	5.25	.000
Team Conflict	2.58	3.10	-4.12	.000
Team Performance	4.02	3.48	5.31	.000

Employees who received training show significantly higher CQ and lower conflict, affirming the value of training programs. This test compares trained vs. untrained employees. Results indicate that training significantly enhances CQ, CE, and TP while reducing conflict ($p < .001$). This finding corroborates who stressed the effectiveness of cross-cultural training in preparing employees for global assignments.

Table 3: Regression Analysis (Predicting Team Performance)

Predictor	β	t	p

Communication Effectiveness	.31	4.92	.000
Cultural Intelligence	.28	4.11	.000
Leadership Adaptability	.32	5.23	.000
Team Conflict	-.18	-3.20	.002
Adjusted R ²	.59		

Leadership adaptability, CQ, and CE are significant positive predictors of performance. Conflict detracts from performance. Multiple regression analysis shows that CE ($\beta = .31$), LA ($\beta = .32$), and CQ ($\beta = .28$) are strong predictors of TP, while TC negatively impacts performance. The model explains 59% of the variance (Adjusted R² = .59). These findings support who argue that leadership flexibility and cultural intelligence are vital for high-performing multicultural teams.

CONCLUSION

This review shows the effectiveness of cross-cultural training programs, particularly those that use diverse activities and mixed-delivery methods, in improving participants' cultural competence and intelligence. However, further research is needed to develop and evaluate programs tailored specifically for sports settings. It is essential that individuals engaged in multicultural interactions have the tools to effectively manage cultural differences and training programs are generally effective in achieving this. The narrative lens, emerging and evolving from the fields of linguistics and poetics, finds itself quite at home in the field of conflict resolution and development. It provides a powerful novel approach to understand conflict, conduct research, intervene and measure the effectiveness of interventions. Because narrative approaches operate at a story level, the lens proves comfortably adaptable to different cultural contexts. Because of its ability to navigate the politics of stories and unveil both "official" and dissenting, marginalized voices, and bring to the surface stories of oppression and of suppression, creating narrative dialogic spaces adds a liberating quality to conflict resolution, cementing changes through the creation of shared futures.

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