

## **Intercultural Communication Case Study: Key Issues at International Companies in the Intercultural Aspect.**

By

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### **Abstract**

It is always a problem for all types of companies anywhere in the world to successfully adapt and succeed in the world of globalization, where time and all processes pass at an accelerated rate. The main goal of international companies is to remain competitive, increase market share, reduce costs, and improve efficiency. Joint ventures are forced to cope not only with financial load, but also with the problem of communication within the enterprise, since interaction occurs between representatives of different cultures. To achieve a high result, they need employees who will be ready to adapt to unfamiliar rules, intercultural differences, and language barriers. Culture and language are one of the most significant factors influencing joint business with foreign partners. In this article, we consider the key points of intercultural competence, the role of culture and language in intercultural dialogue, and analyze interviews with managers of enterprises running joint businesses with foreign partners. Based on the interview results, we have identified the main factors causing communication failure in the intercultural aspect and presented some recommendations.

**Keywords:** Intercultural communication; globalization; intercultural competences; verbal communication; non-verbal communication.

### **1. Introduction**

#### ***1.1. Intercultural communication***

Edward T. Hall, an American anthropologist and researcher of intercultural communication, first used the term in 1959. He laid the foundations for intercultural competence, described the main cultural factors leading to conflict between representatives of different cultures. He defines intercultural communication as the communication of individuals belonging to different nationalities (Hall, 1976).

Basically, intercultural communication means communication across different cultural boundaries. This means that when two or more people from different cultural backgrounds interact and communicate with each other, intercultural communication is considered to take place. Thus, intercultural communication can be defined as «the exchange of information about different levels of awareness and control between people with different cultural backgrounds, where different cultural traditions include both national cultural differences and differences that are associated with participation in various activities that exist within one person.or national unit» (Frick, 2013).

Guzikova and Fofanova define intercultural communication as an exchange of  
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information that is carried out by carriers of different cultures, which significantly affects the communication itself, determining its course (Guzikova & Fofanova, 2015).

Toomey says that Intercultural communication occurs when people influenced by different cultural communities discuss common meaning in interactions. What counts as intercultural communication depends in part on what counts as culture (Ting-Toomey, 1999).

Some authors, such as Gudykunst, limit the term intercultural communication to only "communication between people of different nationalities" (Gudykunst, 2003).

In contrast, other researchers, Judith and Nakayama among them, are expanding the concept of intercultural communication to include interethnic, interfaith and even interregional communication, as well as communication between people of different sexual orientations (Judith, 2007).

Russell Arent in his book "Bridging the Intercultural Gap" states that intercultural communication is not only a dialogue between representatives of different cultures, but the authors also believes that when talking about intercultural

communication we must understand that communication between different subcultures is also "intercultural" (Russel, 2009).

Sadokhin defines intercultural communication as a set of various forms of communication between people who belong to different cultures (Sadohin, 2005).

Frick T. Explains intercultural communication as communication between people of different cultures (Frick, 2013).

Bibler, speaking about intercultural communication, declares that it gives rise to a new universal society of culture, a special separate type of communication in the aspect of the dialogue of cultures (Bibler, 1991; Irina & Veronica, 2022; Jammeh, 2022).

Persikova T. Understands intercultural communication as a process conditioned by culture, which is closely related to the nationality of the participants in communication (Persikova, 2020).

Several authors have mentioned that intercultural competence is necessary in the era of globalization and have tried to define what it is. Chen and Starosta (1997) used the term "intercultural sensitivity" and said that with the emergence of a global society, people need to adapt to the unfamiliar, and there is an urgent need for greater understanding, sensitivity and competence among people from different cultural backgrounds. To effectively and adequately behave in intercultural interactions, people need the following competencies (Chen, 1997):

Intercultural competence

- self-respect
- self-control
- openness
- empathy
- involvement in interaction
- refraining from judgment

Koval and Dyukova used the phrase "global competence", which is the ability to understand one's own culture and identify cultural differences with other cultures. Global

competence involves studying global problems, interacting with different cultures, studying issues of intercultural dialogue (Koval & Dukova, 2019).

In a wide range of intercultural competences, intercultural communicative competence plays an important role. Waldeck identified six communication competencies that are important in today's business environment. Spitsberg (2000) created the Model of Intercultural Communicative Competence and incorporated more empirically derived factors into it (Table 1). Makela (2007) conducted a study of interpersonal similarity in multinational corporations (Lazar, 2017).

**Table 1:** *Various Intercultural Competences*

|   |  |    |   |
|---|--|----|---|
| 1 | ability to adapt to different cultures         | 7  | communicative competence                                      |
| 2 | social adaptation                              | 8  | transfer of enthusiasm, creativity and entrepreneurial spirit |
| 3 | awareness of cultural differences consequences | 9  | relationship and interpersonal skills                         |
| 4 | national-cultural similarity                   | 10 | intergroup communication                                      |
| 5 | cultural empathy                               | 11 | non-verbal communication                                      |
| 6 | cultural interaction                           | 12 | flexibility in interpersonal relationships                    |

### **1.2. The importance of cultural background in intercultural communication**

Culture definitely influences business in international companies. Trompenaars and Hampden-Turner wrote that there is an assumption that internalization will lead to a common culture around the world, doing business, markets, dialogues more and more alike. As we see in the era of Industry 4.0, globalization erases cultural differences, we are becoming more and more adapted to the cultures of those countries that are at the helm of the world economy, such as the USA, the countries of the European Union (Trompenaars, 1993).

While communication is a process, culture is the structure by which communication is formulated and interpreted. In intercultural communication, different cultures interact and can influence each other, so if you are not familiar with the culture of a foreign partner, it can negatively affect your business.

If people have to function in a different culture, it is natural that they have difficulties. Brislin and Kushner (1996) have written about areas of difficulty such as dealing with anxiety, the origins of which are usually unclear, exploring new culturally acceptable behaviors, the need to make decisions based on less information than the person used to have, recognizing new keys to a role, how a person should interact with this role and so on (Lazar, 2017).

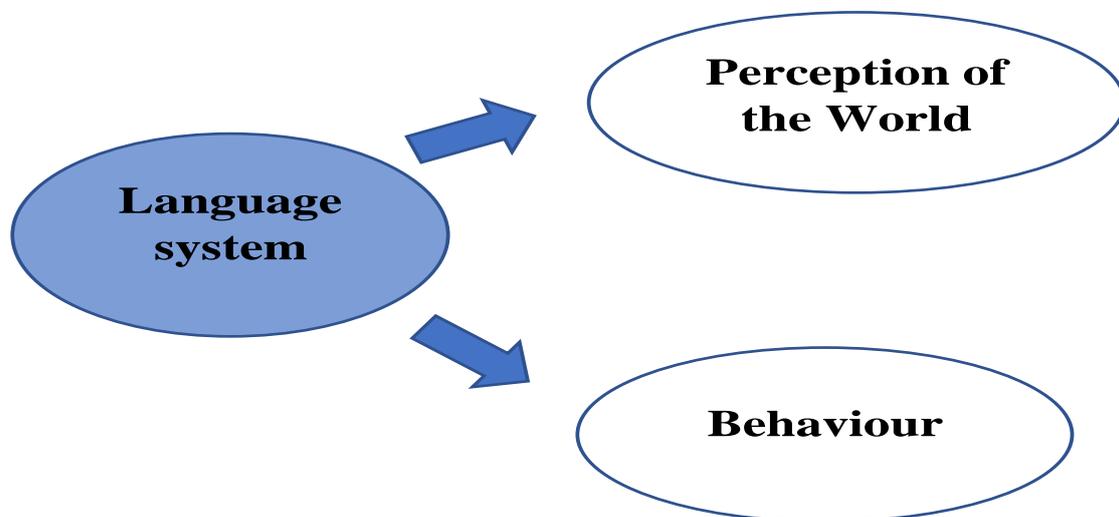
In intercultural dialogue or communication barriers arise that are obstacles to effective communication. Cheney and Martin (2014) identified the following barriers: physical (time, environment, comfort, as well as the physical environment), cultural (ethnic, religious and social differences), perceptual (viewing what is said from the point of view of your own thinking), motivational (mental inertia of the listener), empirical (absence of such life events in one's life experience), emotional (personal feelings of the listener), linguistic (different languages spoken, or the use of vocabulary beyond the listener's understanding), non-verbal (non-verbal messages) (Martin & Chaney, 2012).

Shih found that the setbacks faced by multinational enterprises tend to be the result of a disregard for cultural differences, and managers must be trained across cultures to face the challenges of global competition. Tutar found that managers in multinational companies are aware of cultural differences and have the skills to turn cultural differences into advantages,

because today multinational companies employ people from different cultures, and managers need to consider these differences in their work (Lazar, 2017).

### ***1.3. The role of language in intercultural communication***

Very often, intercultural communication means communicating in a foreign language with someone for whom our native language is foreign. One can speak a foreign language fluently, but this is not enough to understand foreign cultures. According to the Sapir-Whorf hypothesis, how a nation views the world depends on the language system that a particular nation possesses (Figure 1). In addition, there is a close relationship between the language and the culture of the linguistic community. This theory, also called the theory of linguistic relativity, assumes that the structure of a language has a direct impact on the perception of the world, the behavior of its speakers. The idea of linguistic relativity is observed in the works of the thinker Wilhelm Humboldt, who believed that language is the embodiment of the national spirit. Today, scientists treat this theory with caution, since it is impossible to say for sure how language affects cognitive processes, our behavior in society, but interest in this study is still relevant. Linguists and culturologists investigate the degree of influence of language on thinking, study cultural and cognitive aspects that could be determined under the influence of language. The question is whether language is just a tool for describing objects and what is happening or is it a system that creates thought processes about the world (Guzikova & Fofanova, 2015. Bitkeeva & Mikhalchenko, 2014).



**Figure 1:** *Sapir-Whorf Theory.*

One of the features of the modern labor market is the growing need for new professional competencies. There are universally required skills that are often referred to in employers' requirements and are not relevant to the subject area of competence. These are skills such as knowledge of the English language and possession of intercultural competencies (Myasoedov, 2003).

For successful intercultural communication, communicators must have a common language, otherwise they will need the participation of a third party, that is, an interpreter. But choosing the right person to translate during a multicultural business meeting is not an easy task. It is good if the translator is bilingual and bicultural, or at least perfectly familiar with the business culture of communicators. The success or failure of negotiations depends on the translator. Employees of international companies often provide all the necessary assistance to translators for a successful result, namely: they try to help them with technical terms in advance, provide visual aids if necessary, are always open to questions that the translator may

have (Satarova, 2013).

When an interpreter performs interpretation, he needs to work in a situation of intercultural dialogue, different language systems, historically different languages and cultures. The original meaning of a word or expression can be lost due to the fact that there is no exact translation of a given word in another language, since, for example, it has a historically determined meaning. In the case of translation of an informal language, certain difficulties may also arise, for example, in the case of using slang, colloquial language, idioms, jargon, euphemisms. This means that the study of the cultural roots of a language is essential for full proficiency in the language.

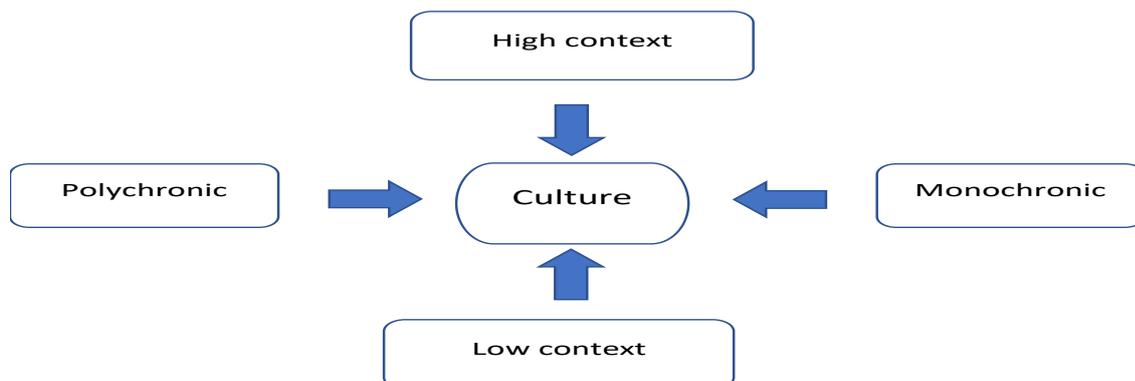
One of the important features, the knowledge of which allows to avoid conflicts or misunderstandings is the attitude to time, since it differs from culture to culture. People in Latin America, southern Europe, Russia tends to support protracted negotiations, long discussions, when the representatives of the USA, Germany, Switzerland prefer to operate with facts, have a clear schedule.

Non-verbal communication also differs from culture to culture. Very often, gestures, postures, facial expressions, can convey meaning, which is read wrongly, by representatives of another culture. Touching, body contact can confuse partners from different countries. Shaking hands is accepted in many cultures, but in others, it may become inappropriate. For example, in Hong Kong, any kind of physical contact should be avoided (Coelho, 2011).

We should be careful when judging certain topics such as religion, politics, family situations. When a company signs a multi-million-dollar contract, any misplaced situation, conflict can end the partnership (Fischer, 2009).

These examples show that communicators should take into account various aspects when conducting intercultural dialogue, especially in a business relationship. Today, employees of international companies must have intercultural competencies, seek information from official sources, cross-cultural managers in order to invest in their improvement (Alvesson & Deetz, 2006).

The famous American anthropologist Edward Hall described cultural differences based on the types of communication inherent in a particular culture. Thus, Hall identified the following cultures (Figure 2):



**Figure 2:** *Cultural differences by Edward Hall.*

The concepts of high and low context were first introduced by the anthropologist E. Hall in his book *Silent Language*. A culture and communication in which the context of the

message is essential for structuring actions are called high context. High context defines cultures that are usually relational and collectivist and that emphasize interpersonal relationships the most. Hall defines high-context cultures as those in which the harmony and well-being of the collective is preferable to individual achievement. Highly contextual cultures are characterized by a large role of non-verbal communication in the course of communication, which convey the main meaning of what was said. In other words, the main meaning of what was said is not in the speaker's words, but in his gestures, posture, voice, facial expression, etc. Speech contains significant pauses that hide a certain meaning. When communicating with representatives of a highly contextual culture, it is extremely important to know the peculiarities of this culture in order to fully understand the interlocutor, since most of the information is contained not in words, but in cultural gestures. Edward Hall attributed to highly contextual cultures - the cultures of the East, such as China, Japan, the United Arab Emirates, etc. (Hall, 1976. Holden, 2005).

In a low context, the communication of the participants should be more explicit, direct and detailed, because people are not expected to know each other's history or biography. Since low-context communication is about more direct messages, the meaning of these messages depends more on the spoken words than on the interpretation of more subtle or unspoken signals. Low-context cultures are characterized by direct statements, clear answers, the presence of negations, if the situation requires it, a clear expression of dissatisfaction. Low-context cultures include the United States, Germany, Scandinavian countries. Representatives of highly contextual cultures pay attention to the distance of communication, expression of emotions. Representatives of low-context cultures do not focus on postures, gestures, facial expressions, distance, verbal communication is more important to them, they pay attention to what their interlocutor says (Fischer, 2009. Judith, 2007).

Cultures differ significantly in their attitudes toward "time" and in their perceptions of its importance in human interactions. While time can be measured objectively with a watch, the importance of time in everyday life can be interpreted in different ways. The terms that Edward Hall often coined to characterize the relationship of culture to time are monochronic culture and polychronic culture. Representatives of polychronic cultures perform several actions in a certain period of time. Representatives of monochronic cultures perform only one action at a certain period of time. In a polychronic culture, time is perceived not linearly, but as an interweaving of many problems, situations that require analysis and solution in the same period of time. Here time is fleeting, life is more dynamic (Ting-Toomey, 2015).

Monochronic cultures value a certain orderliness and a sense of having the right time and place for everything. They do not violate plans. They tend to concentrate on work and take their time commitments very seriously. Representatives of this type of culture are focused on tasks, schedules and procedures (Abba, 2015).

Representatives of monochronic cultures carefully think over each period of time, their main feature is unconditional adherence to plans. Punctuality is considered a positive attribute that conveys a non-verbal message of respect for other people. Being late is interpreted as rudeness, inattention to others, lack of interest in a job or meeting. Being late for a meeting is a non-verbal signal that you are poorly organized (Zhuravleva, 2009).

Polychronic cultures tend to do several things at the same time, change plans easily, do not have a clear time frame. This culture is focused on people, its representatives will never interrupt the conversation due to the limited time, since human relations dominate for them. This type of culture is characterized by emotionality, excessive gesticulation, and lack of

punctuality. According to this classification polychronic cultures include the countries of Latin America, Africa, Southern Europe, the United Arab Emirates, Russia, and China. Monochronic cultures include the United States, Canada, and Northern Europe. So, the Americans will start negotiations in the company without wasting time for conversations, but the Chinese will consider this rude, since it is important for their culture to get to know each other, exchange courtesies, etc. (Pate, 2015).

## 2. Literature Review

Within our research, we studied many different sources, both in Russian and in English. We analyzed the works of the founder of the study of intercultural communication, Edward Hall (Hall, 1976). He is an American anthropologist and cross-cultural researcher. He described how people behave in the context of intercultural dialogue. His works are fundamental, he was the first to divide cultures into high-textual and low-contextual, polychrome and monochrome. We believe that the study of intercultural communication without mastering his research is impossible.

Further, we examined the works of such authors as Alexander Petrovich Sadokhin (Sadokhin, 2005), Vladimir Solomonovich Bibler (Bibler, 1991), a well-known Russian philosopher and culturologist. He is the creator of the doctrine of the dialogue of cultures. We also turned to a series of books published in recent years that describe the modern view of the theory of intercultural communication. The authors of such works were Tamara Nikolaevna Persikova (Persikova, 2020), Tatyana Borisovna Frick (Frick, 2013), Ivan Yegorovich Vorozheikin (Vorozheikin, 2004). We analyzed many conferences where reports on intercultural communication were presented by authors such as Mikheeva, Petrova (Mikheeva & Petrova, 2018), Burtseva, Koryakin, Kontorusova (Burtseva. & Koryakin. & Kontorusova, 2014) and others.

We also turned to many foreign sources, both to modern magazines, books, conferences, and to earlier scientific works. It is impossible not to mention Stella Ting-Toomey (Ting-Toomey, 2015), who is the founder of the theory of "keeping the face" in negotiations. The article reflects the work of Allwood Jensen, professor of linguistics at the University of Gothenburg, where he is the head of the interdisciplinary center. Also, we studied the theory of management of anxiety and uncertainty by William Goodykunst (Gudykunst, 1982), a famous American scientist, researcher of interpersonal relations. It should be noted such authors as T. Lazar, who is actively involved in the study of linguistic issues, Janet Martin (Martin & Chaney), who published a book on business etiquette.

## 3. Methodology

As the basis of our research work, we considered well-known typology of Gert Hofstede (Table 2), which was developed in the 1980s, based on a large-scale study by IBM, where more than 100 thousand employees from different countries were interviewed. Hofstede proposed the following classification of cultural characteristics that significantly affect intercultural communication (Tutar, 2014).

**Table 2:** *Gert Hofstede Classifications of Culture*

| <b>Individualism and collectivism</b>                    |
|--|
| Power distance   |
| Acceptability of uncertainty                             |
| Assertiveness (focus on results)                         |
| A short and long horizon future orientation.             |
| Assumption (degree of satisfaction for simple pleasures) |

The typology of cultures, developed by G. Hofstede, describes the relationship between human behavior and his belonging to a particular culture. G. Hofstede draws attention to the fact that these measurements of cultures only help to assess the behavior of the interlocutor and adopt the correct tactics of behavior but cannot act as absolute predictors of conflict or misunderstanding. There are several other factors that affect human behavior in any speech situation: personal qualities, family, well-being. (Trompenaars, 1993. Allwood, 1985).

Hofstede's typology of cultures is applied in many disciplines, such as linguistics, cultural studies, cross-cultural psychology, international management (Table 3).

Individualistic cultures operate independently in all areas of life, they are not influenced by the opinion of the group. Representatives of this type of culture are characterized by emotional independence from the company where they work, they clearly know their rights and do not allow them to be infringed upon. Here, their own point of view, achievement of results in one person, striving for leadership and independence are highly valued. Individualistic cultures include the United States, Western Europe, Scandinavian countries, Canada (Gilligan, 1982).

Collectivist cultures differ sharply from individualistic cultures in that they are emotionally dependent on the company and the environment. Employees strive for obedience, order, submission to their superiors. Here, individual initiative is discouraged, group solutions are preferred, promotions are very slow. People are afraid to express their point of view, prefer to keep their opinion to themselves. Such cultures include countries such as Pakistan, China, India (Mikheeva, 2018).

**Table 3: Countries with High Values of Collectivism And Individualism**

| <b>Countries with high values of collectivism</b>   | <b>Countries with high values of individualism</b>  |
|---|---|
| Companies aim to provide various trainings for employees.   | Companies are aimed at creating conditions that are comfortable for the employee as a person (ensuring the timely completion of the working day, vacation, balanced workload) |
| Emotional dependence on the company   | Emotional independence from the company   |
| Desire to work in large companies   | Desire to work in small companies   |
| There is a moral obligation to the company  | Obligations to the company are only of a working nature.  |
| It is considered less acceptable to pursue only one's own goals, without considering the desires of others. | It is considered normal to pursue only your own goals.  |
| Managers are disciplined and obedient.  | Managers are focused on leadership and diversity.   |
| Managers position themselves as confident and stable individuals.   | Managers position themselves as independent individuals.  |
| Managers have traditional views, discouraging individual or group initiative.                               | Managers are focused on a modern approach, where the initiative of employees is actively stimulated.  |
| Group solutions are preferable to individual ones.  | Individual solutions are preferable to group solutions.   |
| People live with the idea of "duty" to the company, society.  | People are oriented towards the joys of life.   |
| Managers consider the main priorities - duty, experience, prestige.   | Managers consider the main priorities - pleasure, safety.   |
| The initiative is condemned by society  | The initiative is encouraged by the community   |
| People live by the principle of their own - someone else's: particularism                                   | People use general terms: universalism  |
| Long time of career advancement.  | A quick promotion is possible.  |

the degree of power of parents over children, leadership over subordinates, etc. (Table 4).

**Table 4:** *The Indicators on The Parameter "Power Distance"*

| Countries with less power distance   | Countries with greater power distance   |
|--|---|
| Managers consult with subordinates to make decisions.                                    | Managers do not consult with subordinates to make decisions.                                |
| Supervision and control are perceived negatively by subordinates                         | Supervision and control is perceived positively by subordinates.                            |
| There is an idea that a person loves to work rather than not.                            | There is an idea that the person rather does not like to work.                              |
| The manager is directly involved in the affairs of the company                           | The manager is inclined not to know the business "from the inside".                         |
| The relationship between management and subordinates is based on compromise, consulting. | Authoritarian style of communication between management and subordinates.                   |
| Managers see themselves as practical and systematic in accepting support.                | Managers see themselves as generous, taking responsibility for making decisions for others. |
| Employees are comfortable to express disagreement with management.                       | Employees are not comfortable to express disagreement with their superiors                  |

The distance of power is significant in countries such as India, France, China, United Arab Emirates. Most of the wealthy countries of the West, the USA and Canada, are characterized by a low power distance (Dorow, 2008).

Uncertainty perception - the attitude of people to certainty, regarding the near and distant future (Table 5). This aspect is associated with the desire to avoid uncertainty to a greater or lesser extent, depending on the culture. People of different cultures perceive uncertainty in different ways, some treat it neutrally and do not feel discomfort, others do their best to avoid it (Vorozheikin, 2004).

Representatives of cultures, where uncertainty is considered a normal state, accept life, time as they are, not worrying about frustrated plans. Representatives of this culture are tolerant of changes, unfamiliar situations and unforeseen conditions. In such countries, there are fewer formal rules, their customs are less strict. These countries include Ireland, Great Britain (Holliday, 2004. Vorozheikin, 2004).

Countries such as Sweden, Singapore, Jamaica, Denmark, Ireland, Great Britain, India, USA, Norway, and some others belong to crops with a low level of uncertainty avoidance. Residents of these countries more easily and less emotionally perceive the uncertainty that appears in life, they are tolerant of risks and surprises in unfamiliar, unforeseen conditions. In countries with a low level of uncertainty avoidance, formalized rules are usually established when absolutely necessary due to the distinct confrontation that arises over their introduction. In such societies, people believe that they are capable of solving problems without many formal rules. In cultures with a low level of uncertainty avoidance, people are more inclined to take risks, they are less prone to stress in unknown situations. In such societies, people with different behaviors and ways of thinking are perceived more positively than in societies with high levels of uncertainty avoidance. (Kolevatova, 2016. Burtseva, 2014).

Societies with a polarizing attitude towards uncertainty see it as a negative factor. Such cultures prefer to control the future attitude to uncertainty, they perceive it as an unconditionally negative circumstance, trying to control the future (Moussetes, 2007).

**Table 5: Indicators on The Parameter "Attitude To Uncertainty"**

| <b>Countries embracing uncertainty</b>  | <b>Countries rejecting uncertainty</b>  |
|---|---|
| Population anxiety level is increased   | Population anxiety level is lowered   |
| Society lives for today   | Society constantly cares about the future   |
| Less work-related stress  | Lots of work-related stress   |
| Low resistance to changes   | Great resistance to changes   |
| Loyalty to the employer is not considered a virtue                              | Loyalty towards the employer is seen as a virtue  |
| Prefer to work in small organizations   | Prefer to work in large organizations   |
| Age does not play an important role in choosing a leader                        | Age plays a fundamental role in choosing a leader   |
| Strong motivation for career growth   | Weak motivation for career growth   |
| Tend to have risk   | Do not tend to have any risk  |
| Striving for individual achievement   | Weak desire for individual achievement  |
| Career preference of manager over specialist career                             | The manager must be an expert in the area he is managing  |
| Possibility of violation of established rules for pragmatic reasons             | Impossibility of breaking the rules   |
| Conflict in the organization is normal and is resolved through negotiations     | Any conflicts are highly undesirable  |
| Live competition between employees is encouraged                                | Competition between employees is discouraged  |
| Full delegation of authority to subordinates is normal                          | Delegation of authority to subordinates is rare, as a high level of employee control is required. |
| High willingness to compromise  | Low willingness to compromise   |
| Equal treatment of foreign managers and managers of their own culture.          | Negative attitude towards foreign managers.   |
| Active participation in political life  | Political participation is inactive   |
| Optimism of employees about the goals and activities of the company as a whole. | Pessimism of employees about the goals and activities of the company.                             |

Assertiveness — achieving results at any cost (such countries are classified as male) - Austria, America, Japan. Countries with low assertiveness are classified as female (Denmark, Sweden), relationships are revered here, interpersonal relationships are highlighted. There is also a classification based on the short-term or long-term orientation towards the future - the degree of orientation towards the future, the presence of strategic decisions. (Holden, 2005).

## 4. Results

After analyzing the theoretical material, we conducted interviews with local Russian managers working in joint ventures, where close business is conducted between Russian and European as well as American foreign partners. The language of business communication in the companies under study is English. We attempted to identify the main problems arising in intercultural dialogue, to determine the cause of certain problems, and also to establish the role

of the linguistic aspect in intercultural differences. We also analyzed the general attitude towards a foreign partner, as well as the influence of a foreign partner on the worldview, culture, and labor policy. The interview was conducted on pre-prepared questions, all answers of the respondents were recorded on a phonorecord. The interview took place in the answer-question format, as well as in the form of a casual conversation. The main objectives of the interview were identified as follows:

1. To understand how the difference between cultures and language affects the work process and productivity, to identify the main problems in intercultural communication that are highlighted in the framework of business communication.
2. To understand how the process of globalization influenced business world and international partners in terms of intercultural communication within the organization.

Based on the interview results, we identified key points, basic concepts, and key judgments. In the course of analyzing the interviews, a “concept map” was compiled on which this research is based (Figure 3).

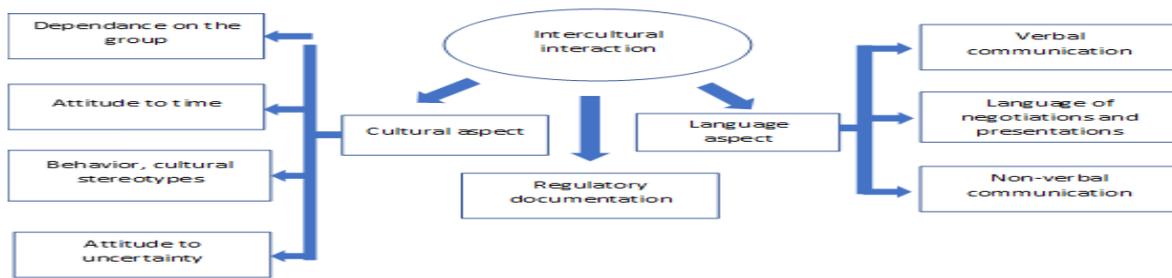


Figure 3: Concept Map.

## 5. Discussion

According to the survey results, it should be noted that all participants note the difficulties in working through an interpreter. Undoubtedly, without an interpreter, communication between a native speaker and a non-native speaker is impossible, but there are several factors that reduce the effectiveness of dialogue and intergroup discussion. Very often the translator omits details, changes the emotional color of the text, spends too much time on translation, which delays the meeting process. It means that people of joint ventures are strongly interested in being understood and worry about misunderstanding in both language and cultural aspects.

### Language aspect

As for non-verbal communication, there is a communication failure, due to a lack of understanding of representatives of highly contextual cultures, who often subconsciously do not speak a thought directly and clearly, but convey it through facial expressions, postures, gestures, pauses. These cultures most often include representatives of Eastern countries. For representatives of low-context cultures, this is a certain difficulty since they are used to expressing thoughts directly.

As for verbal communication, almost all interview participants find it difficult to find the necessary words, try to think carefully about what has been said, and ask clarifying questions.

Negotiations with foreign partners are much faster. The interviewed employees note short phrases and more accurate expressions of thought among foreign partners. Presentations in English are short, concise, and express the main point more clearly.

## **Cultural aspect**

All interviewed employees note a distinctive attitude to time among foreign partners. Firstly, the observance of life / work balance is especially noticeable, which means a negative attitude towards work outside working hours, weekends, and holidays. Americans and Europeans are strictly following the temporary regulations. Secondly, their own comfort is important for them, and not a common team goal or idea. This confirms the individualistic orientation in the culture. This factor causes the greatest irritation among representatives of Russian culture, however, we see a readiness to adapt to the clear time frame of a foreign partner. The interview confirms that foreign partners prefer to set clear goals, set deadlines, and clarity on any issues. In turn, they themselves always give unambiguous answers, a detailed work plan. They are intolerant of uncertainty.

All respondents confirm a genuine interest in studying the culture of a foreign partner. In almost all surveyed enterprises, the cultural characteristics of a foreign partner are rarely taken into account; there is no regulatory documentation. Employees of joint ventures expressed interest in the creation of such documentation describing the rules or guidelines of communication in the framework of intercultural dialogue.

Each participant of the interview mentioned amiability and friendliness of the foreign partner. Russian leaders also talk about their desire to always seek a compromise, which is a key point in preventing many conflicts that could arise due to intercultural differences.

Based on the results of the interviews, we conclude that the heads of joint ventures are clearly aware of the importance of possessing intercultural competencies, but today there is no cross-cultural management at Russian companies, which is very common in Europe and America. We see that Russian employees are trying to adapt and are drawn to the leaders of the world economy. It has a positive effect on the overall business and all the positive aspects of doing business are adopted. Russian partners try to maintain a life / work balance, be polite, friendly, which is typical of our European partners. However, Russian side believes that there is a need to introduce corporate regulations for conducting intercultural dialogue within the framework of a joint venture, which will describe the rules and norms of behavior that could become more general and global. Perhaps these rules will contain some universals that must be considered when working with representatives of any culture.

## **6. Conclusion**

Intercultural communication affects many disciplines, such as cultural studies, conflict studies, psychology, sociolinguistics, linguistics. The study of intercultural communication is relevant today, since we have to cooperate with companies from all over the world, communicate with representatives of different cultures. Here an important role is played by knowledge of the language in which the dialogue is conducted, its historical roots, and the system. It is known that language is a powerful tool that affects the outcome of communication, since we primarily react to what we hear and see. The lack of a common language is an obstacle to effective communication, but this is not the only factor. People have to be aware of the cultural background, be tolerant of unfamiliar forms of behavior, the manner of speech of a foreign interlocutor. There is a need to develop the skill not only to listen, but also to hear, to

move away from stereotypes, to think like a person who belongs to the world, and not to a specific country. First and foremost, being polite, sympathetic, and maintaining a friendly respectful manner and gestures is a key to successful communication. Business partners have to understand that every culture has a right to certain customs, habitual gestures, manners, lifestyles and thinking and should not impose the worldview or point of view, and try to understand why the foreign interlocutor thinks or act in one way or another. The way we behave and talk - happens unconsciously. Our culture of communication depends on many factors, such as the historical past, the structure of the language itself, the political situation, attitude towards ourselves, awareness of ourselves in society, attitude towards power, geographic location, and more.

Development of intercultural management is an urgent task, as the market is becoming more global and interconnected. To stay competitive and ensure the healthy working environment businesses have to invest in their employees, organize foreign language courses, conduct workshops on intercultural communication, create guidelines for efficient intercultural communication.

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## Author Contributions

Leisan Musina and Jamila Mustafina analyzed theoretical material, performed the survey based on fundamental theories and made the corresponding conclusions, that can contribute to the intercultural communication study.

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