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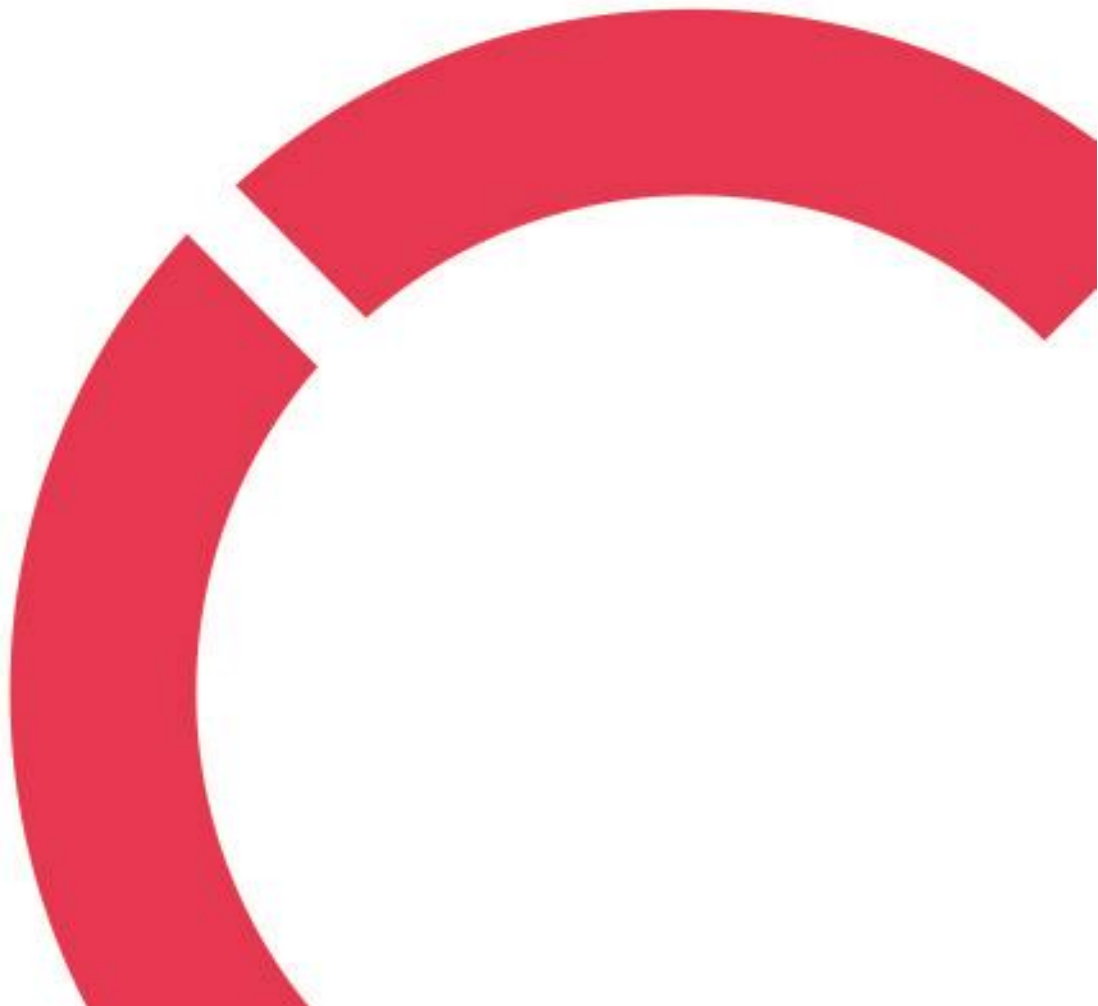
CULTURAL DIVERSITY OF BUSINESS COMMUNICATION
From a manager point of view

Thesis

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ABSTRACT

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<p>The purpose of this thesis is to discuss the difficulties posed by cultural diversity in business communication, as well as the common and uncommon business communication realities that managers encounter in various contexts. In the modern business world, corporate managers and entrepreneurs have typically evolved their own communication style to interact with clients and foreigner business associates. The idea of one's own communication style has evolved in modern times. Nowadays, managers are devoting time to researching the cultural quirks of suppliers and rivals before deciding to establish business dealings with individuals from foreign nation.</p> <p>The thesis also discusses different approaches to overcoming barriers in multicultural business communication despite the fact that it is not a new topic in this age of globalization. Additionally, managers' interactions and communication tactics are influenced not just by their own perceptions of themselves but also by their perception of others and this thesis aims to shed light on the difficulties managers have in multicultural environments and the opportunities that present themselves.</p> <p>The thesis uses a quantitative research strategy, wherein questionnaires are sent to the students of Centria UAS email for their responses, along with a variety of online resources and some book materials are used for writing the thesis.</p> <p>Lastly, the thesis would be a useful resource for learning how managers should handle the difficulties associated with intercultural business communication.</p>		

<p>Key words Business communication, culture, challenges, diversity, management, multicultural</p>

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1 INTRODUCTION

Technology has shrunk the world, allowing business to hire people from different cultural backgrounds and also selecting the most qualified candidates for the required place. Gaining insight into and familiarity with unfamiliar cultures can be difficult for managers or leaders. Every worker in this age of globalization needs to be aware of how sensitive cultures are (Brown 2019.)

Cross-cultural communication in the business sector is growing every moment in this century of globalization. Trade, social gatherings and negotiations have become commonplace in today's world, with the result that culture now plays a major role in the business sector. On the other hand, cultural deference frequently results in miscommunication, awkward situations, and incomplete conversation. Disagreement between parties and team members could also result from it (Thakkar 2012.)

International business communications are essential for multinational corporations because people from different countries typically come from different cultural backgrounds and have different perspectives on social and political systems, as well as different habits, religions, and educational backgrounds. Every individual within an organization has a unique perspective on a variety of issues (Neeley 2012.)

It is essential for the managers to develop their own style to manage workers, to adopt that kind of unique style managers have to study cultural eccentric views. Manager's body language, gestures, verbal communication, and mannerism are equally important to maintain a good communication with the workers (Ingram 2023.)

This thesis's theoretical framework explains the meaning, significance, difficulties, dangers, and range of cultural issues. Furthermore, this thesis includes sections that explain how to overcome certain obstacles. This thesis primary goal is to investigate a range of typical and complex scenarios in order to identify the key issues and their solutions. There are differences in sex, language, religion, culture, traditions, and many other areas, including disability, in a diverse workplace. However, the thesis focuses on a few key issues. The first is what the primary challenges are in keeping people from different cultural backgrounds together at work, the second is what the fundamental barriers are in communication with co-worker, and the third is how to address these issues by taking certain actions.

The major goal of the thesis is to determine the most effective means of communication for managers to overcome linguistic and cultural barriers in order to conduct business with foreign suppliers and customers this includes procedures, product procurement, safety, and critical information. Both quantitative and qualitative research methods are used in the empirical section of the thesis, which entail surveying some people with questionnaire to prepare the research questions. Another goal of this thesis is to examine how business owners and managers can create a secure environment and facilitate easy communication with other customers, suppliers as well as the workers.

2 MUTICULTURAL DIVERSITY

Multicultural workplaces, or occasionally multicultural countries, are defined as place where various cultural groups coexist in one location while acknowledging and valuing their differences. Although in the past there was minority cultural groups faces exclusion or denigration of their identities and contributions, the idea of multicultural places has become commonplace nowadays (Egan 2023).

2.1 Geert Hofstede's dimension of culture

Dr. Geert Hofstede was a psychologist whose research resulted in the publication of the cultural dimension model, which is accepted as the industry standards for explaining cultural difference. At first, there were four dimensions; however, with the help of Drs Michael H. Bond and Michael Minkov, he added two more dimensions latter (Tool team 2023.)

2.1.1 Power distance index

Power distance index (PDI) is the assessment of the wealth and power hierarchy by a small group of individuals, and it has a long-lasting impact on business education (Kenton 2022). Geert Hofstede said, "The PDI ultimately provides insight into the extent to which regular citizens, or subordinates, accept or challenge the authority of the person or people on charge".

2.1.2 Individualism versus collectivism

Individualism is a term used to characterize a person's sense of self, or "I". However, collectivism defines "We" in a different way (Team 2023.) Collectivism culture consider as "good", because people of collectivism are more helpful, generous, and attentive when others need them. On the other side, individualism cultural people are independent and in some cases selfish. In collectivism decisions are made by vote, and communication often indirect to avoid disagreement. Families have more priorities and come first in collectivism. Individualism is just the opposite of collectivism. Most of the Asian countries are examples of collectivism (Cherry 2022.)

2.1.3 Masculinity versus femininity

Femininity lacks the differentiation that characterizes masculinity because masculinity prioritizes the emotional and social roles that define gender role and gives men greater significance than women. In masculinity, fathers make that decision about how many children to have, but in femininity, mothers make that decision (Hofstede 2011, 12.)

2.1.4 Uncertainty avoidance index

High level of risk, unpredictability, and uncertainty in society people eventually grow accustomed to it and stop avoiding it (Openstax 2019). It is also describe that comfort ability of the people toward known and unknown uncertainty. High uncertainty avoidance cultural people have more laws than low uncertainty avoidance people. Likewise, high uncertainty avoidance cultural people take low risk then low uncertainty avoidance cultural people (Rollo 2023.)

2.1.5 Long-versus short term orientation

While short-term orientation focuses on achieving success in the near future and expects quick result, long-term orientation emphasizes persistence for long-term growth and takes all necessary preparation and precautions (Team 2023.) Short-term orientation is for those who want to get prompt result and quick discovery. Long term orientation indicates those people who have more value for future development and strong relationships (Mahr 2023.)

2.1.6 Indulgence versus restraint

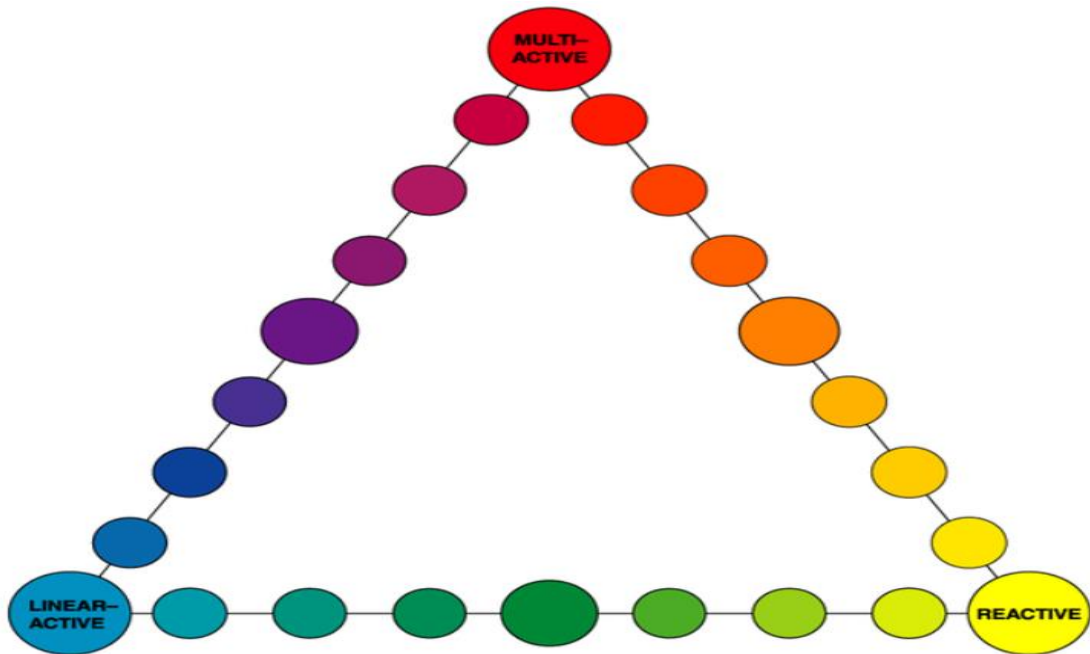
When people are restrained, they are not happy, they feel powerless in certain situations, they don't feel free, and occasionally there isn't enough food, on the other hand, when people are indulged, they earn it, are very happy, and have control over their lives (Hofstede 2011.)

2.2 Richard Lewis' view of cultural differences

The Lewis Model was created during 1990 and it was published in the year 1996 (Skarbek 2021).

Richard Lewis model is a very popular model in present days. The model has been using in developing programmes designs by more than 70,000 people and it's been almost 40 years. The mode is so much famous because of its practical reliability. It is very important to use this model in communication pattern of different cultural people (Vark 2019.) Cultural differences are dividing in three parts:

- a) Linear-active
- b) Multi-active



- c) Reactive

FIGURE 1. “Richard Lewis model of cultural differences” (Vark, 2019).

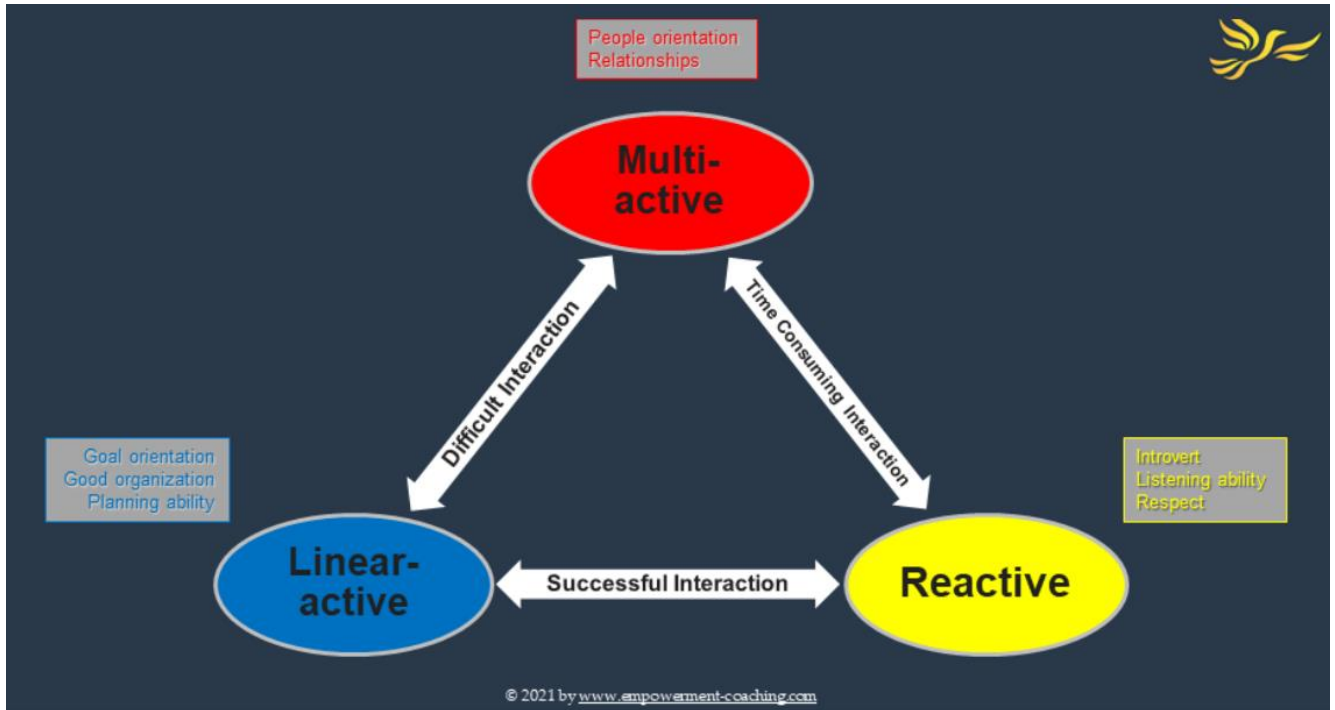


FIGURE 2. “Richard Lewis model of cultural differences” (Sharbek, 2021).

2.2.1 Linear Active

Linear active people do one thing at a time follow the plan step by step, they are straight forward don't like to talk so much and have conceals feelings. This kind of people mostly job oriented and they choose truth before diplomacy they keep social and professional life separated (cuco_admin 2015.)

2.2.2 Multi Active

This type of people are mostly talkative, they are dong various things at the same time, they are follow their emotion, their feelings come first then facts, they impulsive, they usually mix social and professional life (cuco_admin 2015).

2.2.3 Reactive

This type of people listen more attentively than talking, they have their own point of views, Harmony and they try to avoid all the embarrassing situations, they focus on general principles, they polite and don't interrupt others (Tangerine 2023).

2.3 Challenges of multicultural environment

A multicultural team within an organization can accomplish a number of objectives. To accomplish their objectives, team members and leaders must overcome some of the difficulties presented by a multicultural workplace.

2.3.1 Barrier of language

The primary medium for interpersonal communication is language. To understand one another's viewpoints in a multicultural setting, there needs to be a common language. Sometimes the language's advancement still makes things difficult to understand. It could lead to inadvertent slang and joke, misinterpretation. Adding multilingual translators could be one way to resolve this issue (Egan 2023.)

2.3.2 Cultural differences of a team

Eastern and western cultures are very different from one another. For instance, Asian leaders are more indirect and quiet than western leaders when speaking to their team. When requesting something, Asians prefer to be indirect and courteous. In contrast to Eastern culture, however, people in Western cultures speak up when they see something wrong. One potential way to overcome this obstacle is to invest some time in learning how team members view effective communication (Egan 2023.)

2.3.3 Difficulties of technical issue

With very little training, the majority of people on the planet can use technology these days. In the meantime, some residents of rural areas may experience difficulties when utilizing technology. One way to address this could be to find out what areas of technology they are knowledgeable about and which ones require further training (Egan 2023.)

3 BUSINESS COMMUNICATION

Information sharing and exchange between companies their employees are known as business communication. Effective business communication is crucial for any kind of organization, and the quality of the communication depends on the abilities and efficacy of the communication (Nestiva 2022.) Business communication is very much significant process to achieve the goals of a company and to improve ability of communication employees and the management should enhance the communication within the company as well as outside of the company (Team 2023).

Four type of business communication exists

- a. Upward Communication
- b. Downward Communication
- c. Lateral Communication
- d. External Communication

3.1 Upward Communication

In order to improve the company's efficiency, upward business communication is a process that allows lower label employees to speak with upper label employees or bosses directly and share daily information (Brit 2023). Leaders are often encouraging all the employees to share their opinions, ideas as well as feedback with each other without giving priority to the level of seniority (Pretty 2023).



FIGURE 3. Upward communication (Greektontight, 2023).

3.2 Downward Communication

The complete opposite of upward communication is downward communication, where tasks and information of all kinds are transferred from higher level employees. Knowing the role of organization of employees is crucial for increasing productivity in any kind of organization. This is known as downward communication (Turner 2023.)

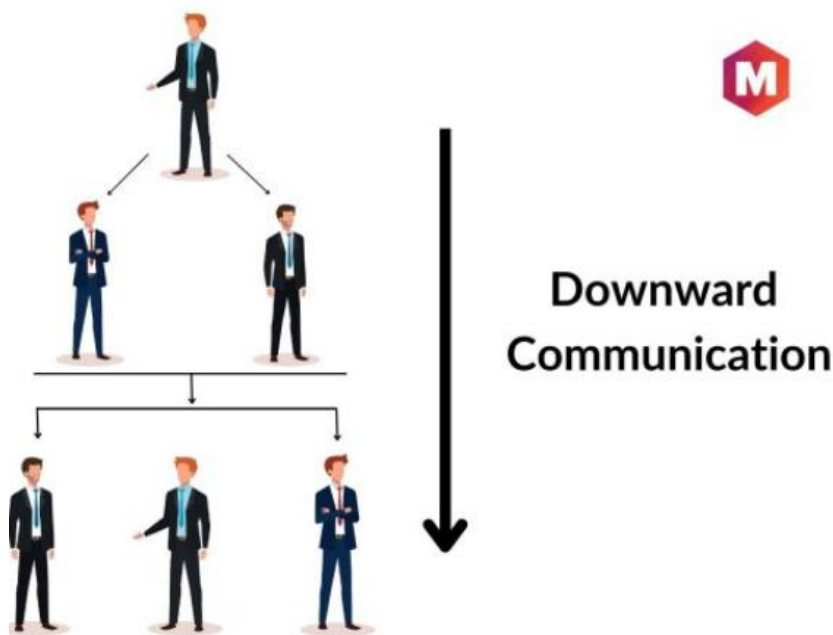


FIGURE 4. Downward Communication (Bhasin, 2023).

3.3 Lateral Communication

Horizontal communication is another name for lateral business communication because this type of communication occurs between the people who are working in the same level in the company. It's usually important to follow in a small business but once the business grows lateral communication disappears (Ward 2021.)



FIGURE 5. Lateral Communication (Tyari, 2023).

3.4 External Communication

External communication is the most important communication for a business, this kind of communication transfer or exchange information outside of the organization for instance customers, other businesses, suppliers, investors, partners, also law enforcements and government agencies. A customer's feedback and satisfaction of the buyer organization are also external communication. Each and every company have to maintain the reputation and positive brand image to others through external communication (Shanu 2023.)

4 MULTICULTURAL LEADERSHIP

Multicultural leadership is a significant yet tough role for a manager as it called an engine that has to run the whole workforce. The managers have to take the team toward developing a successful team with multicultural environment in an organization by respecting cultural differences. In order to accomplish the team's common goal, it's crucial for the leader of a multicultural team to respect and comprehend the cultural values of the member (o'Dwyer 2022.)

4.1 Characteristics of good manager

Managers have to have some essential qualities like motivating, inspiring, encouraging, and influencing the other members to become a manager. Additionally, managers need to make the other members express themselves and make them feel that they are also so much important part for the company and to achieve the goals they are the only people who can help (Tsang 2019.)

4.1.1 Knowledge of current events in the world

Manager awareness is the key to keep the company out of trouble and opens up new opportunities. Managers should be aware about organizational culture, strategies, reputation, conversations, learning, and implementing new regulations meanwhile they have to aware about the employees expectations and benefits, employees problems and solutions (Arcement 2018.) Managers should be aware about the culture of global change management which is also related to the regional differences of the workers (Kempton 2023).

4.1.2 Positive attitude

Manager's attitude is very much essential part in an organization toward the workers and it must be positive. They have to be focused on the goals and have vision of that idea for the future and they have to have the power to encourage other worker to work on the projects efficiently to achieve the goal. Leaders have to put enough time and energy into what they want the control in order to refrain the company's from problems. They have to grow the confidence into themselves that can make an

impact even if it's very small. Some regulations which have to follow for instance control their emotions and try to minimize stress and achieve self-control (Calvert 2019.)

4.1.3 Strong vision

Manager's need to have strong vision it is indeed a good quality. Since the managers have the responsibility to achieve their goal so they have make sure every worker are able to have the same vision. By expressing managers vision the employees will inspired to achieve the same goal (Energage 2023.)

4.1.4 Smartness with experience

Smartness of a manager is extremely beneficial for any organization. A smart manager can be very much focused on the result and productive enough, they never care about their time. They can be more flexible than others because they never show that they are busy. They able to achieve trust from upper level to lower level workers and they never break it and they always keep their promises. They keep communicating with other workers to understand their point of views and make sure the team become strengthen day by day (Card 2014.) Experienced manager is also very much essential for an organization. There are many examples of experienced managers who are much more efficient than an inexperienced manager. On the other hand, some less experience managers can also be good in some point because the new comer have that indulgence to do something better (Black 2023.)

5 WHY AN ORGANISATION NEED TO RECRUIT VARIOUS CULTURAL WORKER

Today's world has become so much smaller because of the latest technology, most of the large companies are recruiting world-wide to get the best employee and businesses become the global stage. Diverse cultural people have various ideas and point of views which are beneficial for any specific industries even some studies research shows that about 95% of directors said that it is very much unique and extremely beneficial for the business (Darby 2023.) There are many reasons for why a company should recruit many cultural workers.

5.1 Gather more talent together

Multicultural recruitment is the way to bring many talented workers together. It can inspire various creative workers in one place and can make them encourage working on new innovations. When people have the opportunity to show their creativity in front of the world they become more efficient to innovate new ideas, helping each other and themselves as well to solve their problems. They are trying to understand each other point of view which gives significant impact on any organization (Reyolds, 2019.) As Forbes repeated "Having a diverse and inclusive workforce is the best way to ensure the development of new ideas".

5.2 Boost output

To increase productivity, profitability, keep attracting new talents and boost innovation within the organization the multicultural working companies can have revolutionary impact. Cultural diversity can also work on expand a business overseas. If a company have divers' cultural employees then it will make great job satisfaction so the employee's performance getting better. Cultural diversity can improve productivity by driving innovation, increasing productivity, reducing absenteeism, improving talent acquisition, boosting profitability (Merin 2022.)

5.3 Deal with Globalization

A multicultural workplace also can help to deal with globalization. In this era among every 35 people minimum one of them are living outside of their birth country. Diversity brings every cultural kids and

elder people together and it's increasing day by day so as globalization, it's also help to increasing multiculturalism (Times 2017.)

When people travel around the world meets new cultural people and learns people's life styles, history through interacting with the local people. They will understand each other cultural values and beliefs it helps to become more tolerant. It also promotes economic health of a country by implementing the knowledge in employee's work place (Shehi 2023.)

6 BENEFITS OF A GOOD COMMUNICATION

There are numerous advantages to manager maintaining excellent communication within the company as well as outside of the company but within company is the most important place of having good communication. By developing trust with the workers is a very much effective part where they can develop trust between the manager and employees. Manager can encourage collaboration with the worker so that employees can feel comfortable to share their ideas. Make the employees feel important for the company so that they will be more efficient (Team 2023.)

6.1 Build Trust

Building trust is the most important thing in work place. It can be very much beneficial for increase productivity. By sharing each other opinion and issues can build trust with each other and employees will feel more valuable for the organization (Benson 2020.)

6.2 Improve Collaboration

Communication is an excellent way to improve collaboration with the employees which is very much helpful for the organization. Effective communications always help to improve collaboration. Implementing collaboration software is also can be helpful for collaboration (Pribanic 2018.)

6.3 Prevent Harassment or violation

Preventing harassment is an essential part in and organization because it's a very common problem in large organization where thousands of people work together. Committed and engaged leadership, consistent accountability, strong comprehensive harassment policies can also help to prevent harassment (Murti 2022.)

6.4 Truthfulness

Truthfulness and honesty is the best policy for any workplace. It is for sharing feedback, viewpoints with the managers as well as the employees. It not only sharing the viewpoints but also experiences

and also accepting mistakes. A healthy communication is always about the honesty where people are able to accept their mistakes (Benson 2020.)

6.5 Find Solution

Good communications always help to find solution of any problem. Discuss with the members is help to make good communication and s good communication help to find out solution. It is also a process to listen carefully to understand, trust the other people what is they saying is true and respect their feelings. Giving and receiving feedback is also very important during communication and asking questions to understand the whole thing is important as well (Holz-Clause 2022.)

7 RESEARCH REPORT

This chapter is about the view points and analyse the survey. Here I will describe the research findings. The research findings are analysed and compared with the theory and also analyse the opinions of responded people.

The survey was open for Centria UAS students and answered by 50% of male and 50% female respondents, and their age was in-between 18 to 65. Most of the respondents were in the age 18 to 35. Around 66.6% respondents were studying bachelor and 16.7% were master's degree and rest of them were choose others. Around 16.6% people were business owners and 16.7% are working as managers, 16.7% working as team members and rest are doing something else. Most of the people think that multicultural workplaces are more profitable.

When the question came to the preference of having a qualified manager or experienced, around 66% people thing that a manager should have both good qualification as well as experienced but there were 33% people thing that experienced manager is enough. Additionally, 100% people were like to work in a multicultural work place.

There was another important question that, do they think that multicultural workplace is a challenge or asset, 17% people think that it is a challenge. On the other hand 83% people think it is an asset. There are 40% of people think that biased treatment exists in multicultural work place. On the other hand 60% think there is no biased treatment.

There are some kinds of challenges that the people faced in the multicultural work place such as language, accent, communication, conflict of opinions, bias situation, and last but not the least is attitude. There are 50% of the people think that mangers should deal with the worker according to their culture and 50% do not agree with that.

There was a question about rate of adaptability of workers from other cultural background by the client, most of them reacted that it was medium range but there are still some people give the less number and some also give the maximum number.

83% of the respondents think that the management should follow the trends in order to get more profit and 17% doesn't agree that organization should follow trends. Most of the people are think that every worker should respect others cultural values. There were most of the people think that they preferred to have different cultural person as a manager.

Overall, in this survey we can see that most of the respondents agree those multicultural work places are appreciated. Most of the respondents also wanted to have a different cultural manager in their work place; they think that it is a profitable way to have various cultural talents in one organization.

8 CONCLUTION

The world become interconnected every day because of diversity, it is not only connecting with different cultures but also different generations, genders, races, and education. A workplace with cultural diversity can motivate teams and have an extensive appreciation of constricting standpoints to make better decisions. Mangers ability of consciousness of cultural worldview and knowledge of cultural practices can help to achieve the ultimate goal. Although cross-culture leads to face miscommunication which is very common once a manager get over it they can get more creative and efficient worker.

In conclusion, a manager is an important person in any organization. They have to work on any project by taking good care of the situation of the company, by following every single regulation of the company, take-care of every cultural worker of the team understand their strength and limitations, and they also have to keep focusing on the targeted goal. To summarize managing a multicultural organization is a challenging yet profitable way for a company. The companies can have various talented workers at the same time because of multiculturalism and it makes the working place versatile.

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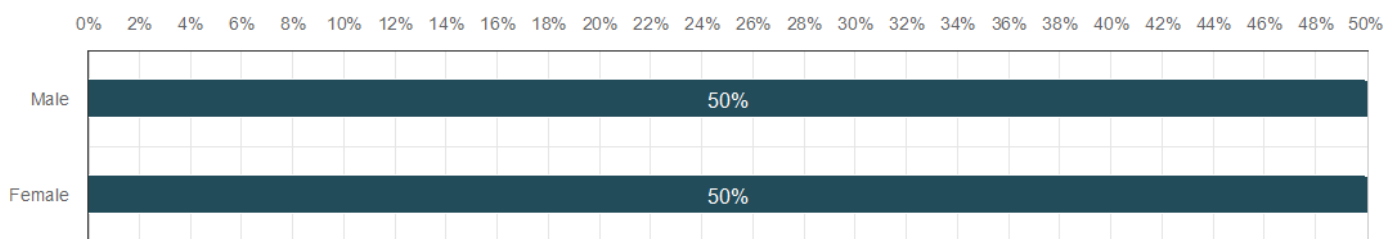
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CULTURAL DIVERSITY OF BUSINESS COMMUNICATION

Total number of respondents: 6

What is your gender?

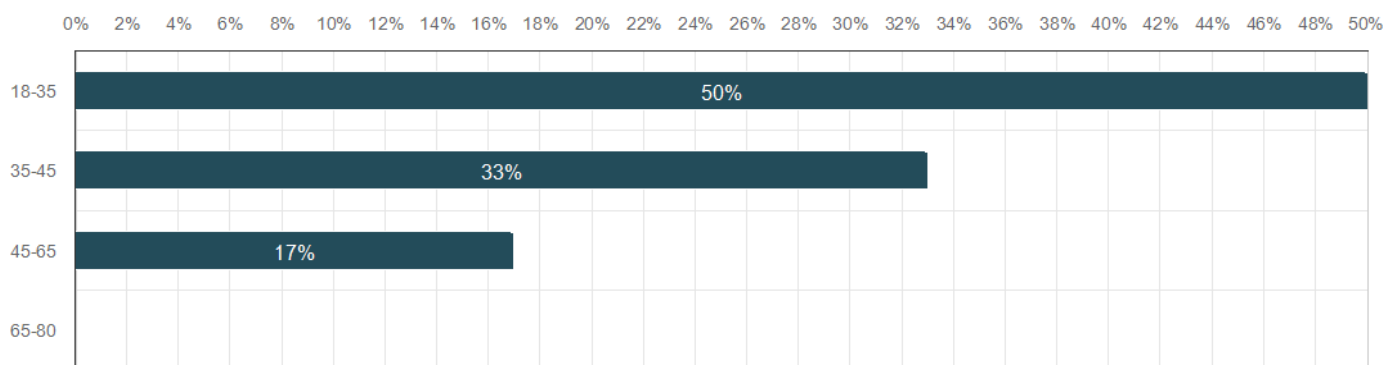
Number of respondents: 6



	n	Percent
Male	3	50.0%
Female	3	50.0%

What is your age group?

Number of respondents: 6

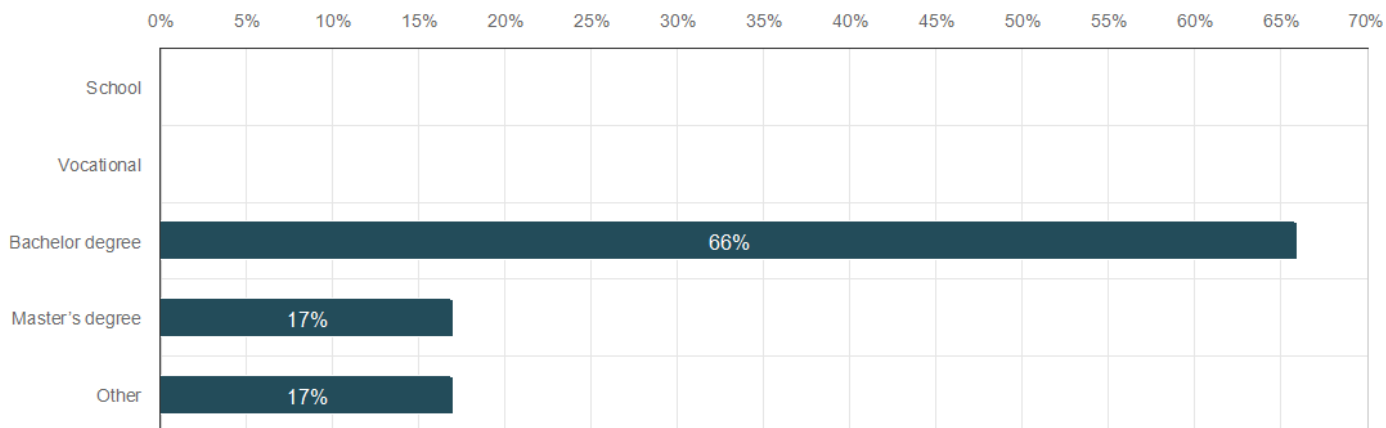


	n	Percent
18-35	3	50.0%
35-45	2	33.3%
45-65	1	16.7%

65-80	0	0.0%
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What is your educational qualification?

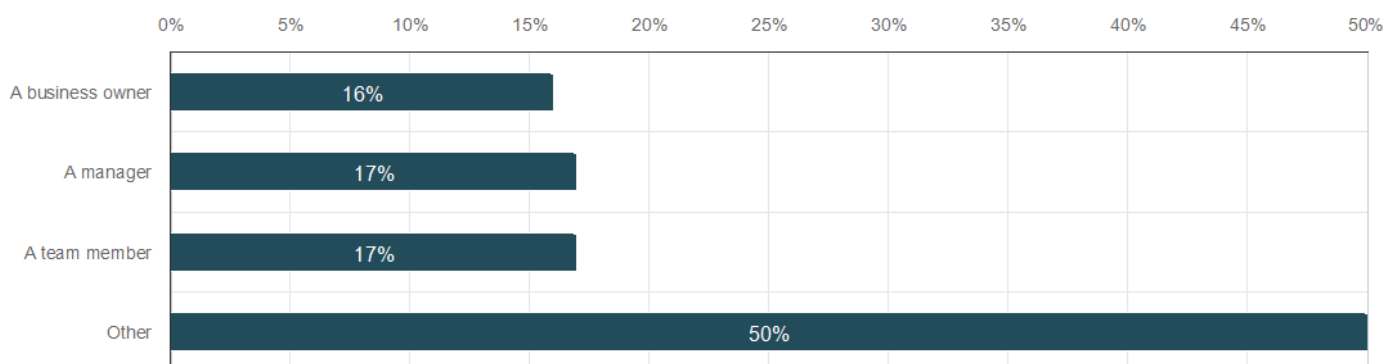
Number of respondents: 6



	n	Percent
School	0	0.0%
Vocational	0	0.0%
Bachelor degree	4	66.6%
Master's degree	1	16.7%
Other	1	16.7%

Which sector are you work in?

Number of respondents: 6

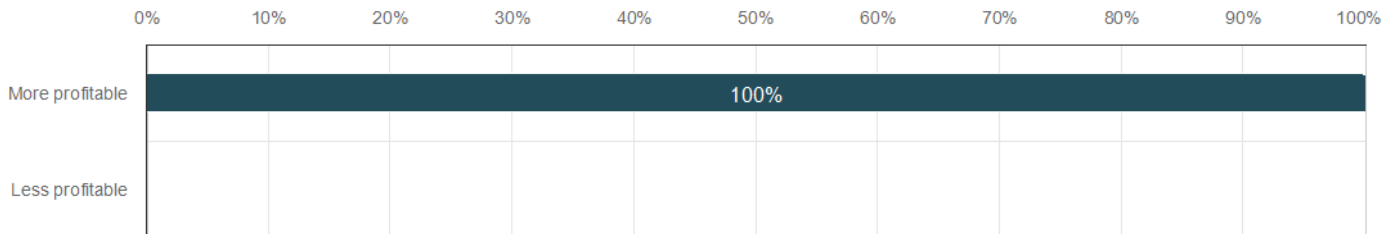


	n	Percent
A business owner	1	16.6%
A manager	1	16.7%
A team member	1	16.7%

Other	3	50.0%
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Do you think multicultural workplace can be more profitable or not?

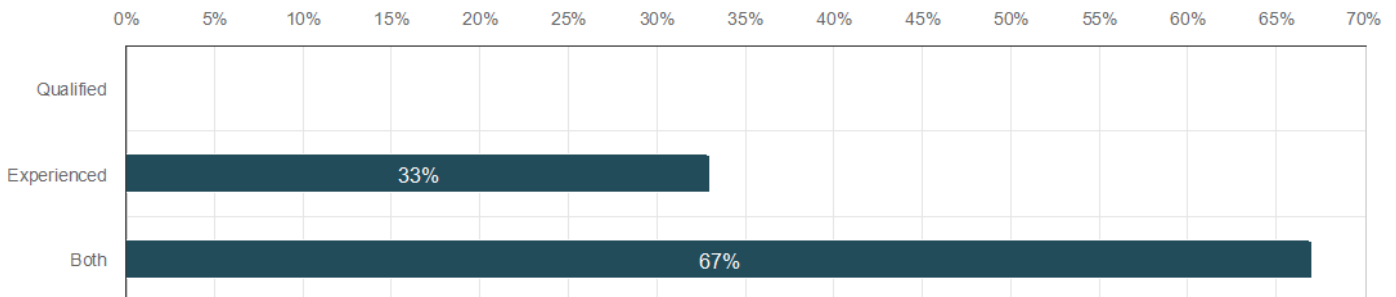
Number of respondents: 6



	n	Percent
More profitable	6	100.0%
Less profitable	0	0.0%

Do you prefer to have a very much qualified manager or an experienced manager in an organization?

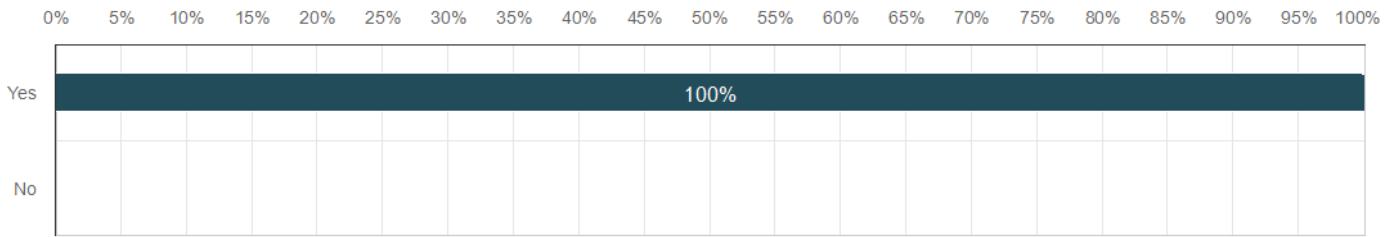
Number of respondents: 6



	n	Percent
Qualified	0	0.0%
Experienced	2	33.3%
Both	4	66.7%

Would you like to work in multicultural work place or not?

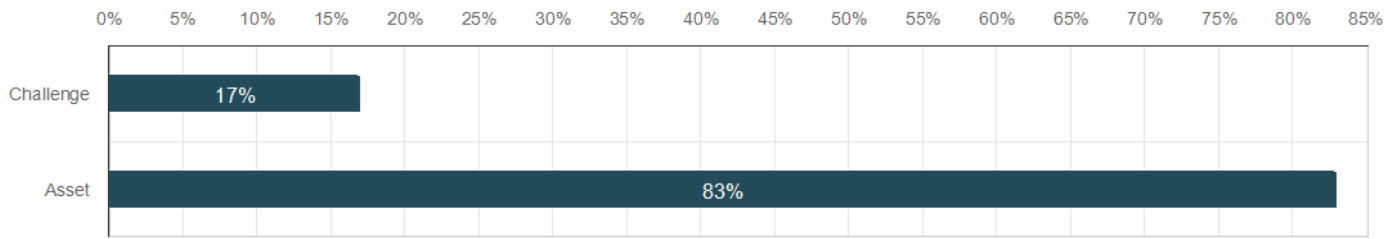
Number of respondents: 6



	n	Percent
Yes	6	100.0%
No	0	0.0%

Do you consider multicultural environment in a work place is as asset or it's a challenge?

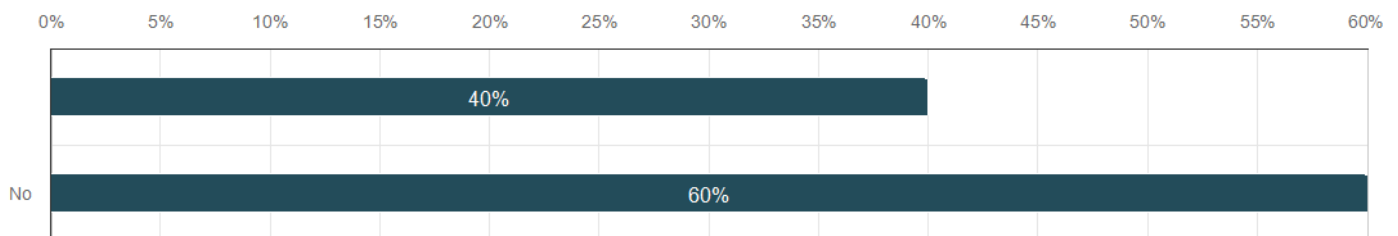
Number of respondents: 6



	n	Percent
Challenge	1	16.7%
Asset	5	83.3%

Do you think there is always discrimination or biased treatment among the workers in a multicultural workplace?

Number of respondents: 5



	n	Percent
Yes	2	40.0%
No	3	60.0%

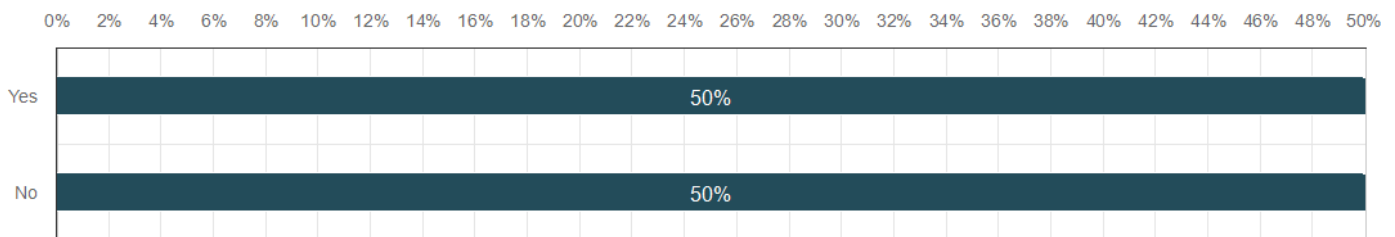
What kind of challenges you faced managing multicultural work place?

Number of respondents: 5

language and accent
communication
Conflict of opinions
Bias
Attitude

Management should deal differently with the employee according their culture?

Number of respondents: 6



	n	Percent
Yes	3	50.0%
No	3	50.0%

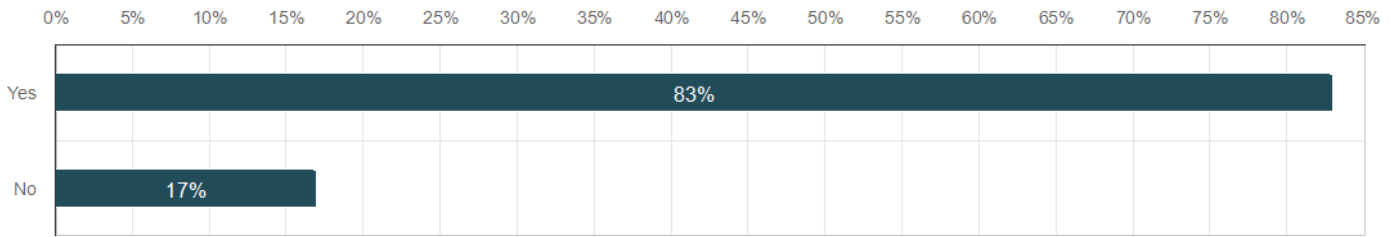
How would you rate the adaptability of workers from the other cultural background by the client or customers?

Number of respondents: 6

Min value	Max value	Average	Median	Sum	Standard Deviation
6.0	8.0	7.5	8.0	45.0	0.8

Do you think following trends is important in a multinational organization?

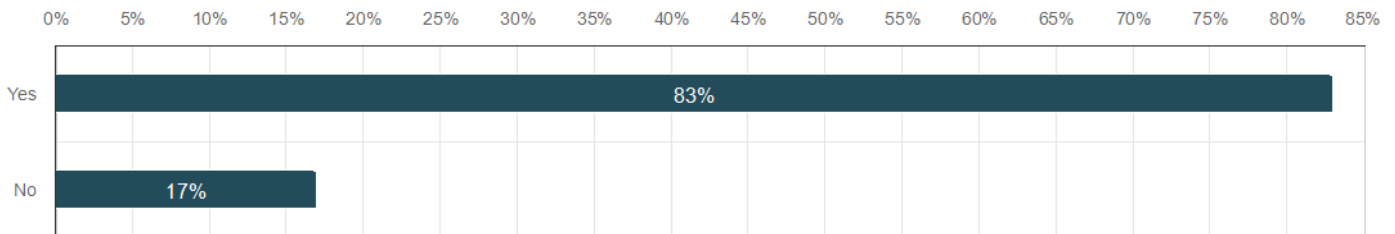
Number of respondents: 6



	n	Percent
Yes	5	83.3%
No	1	16.7%

Do you think every worker should respect each other cultural values?

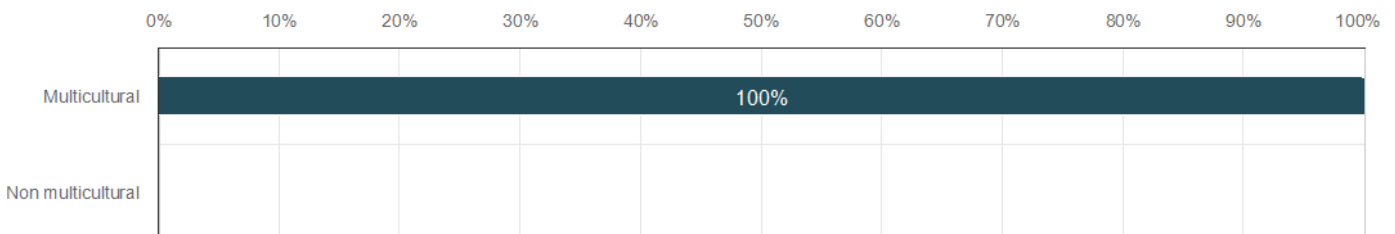
Number of respondents: 6



	n	Percent
Yes	5	83.3%
No	1	16.7%

Which organization would you prefer to work?

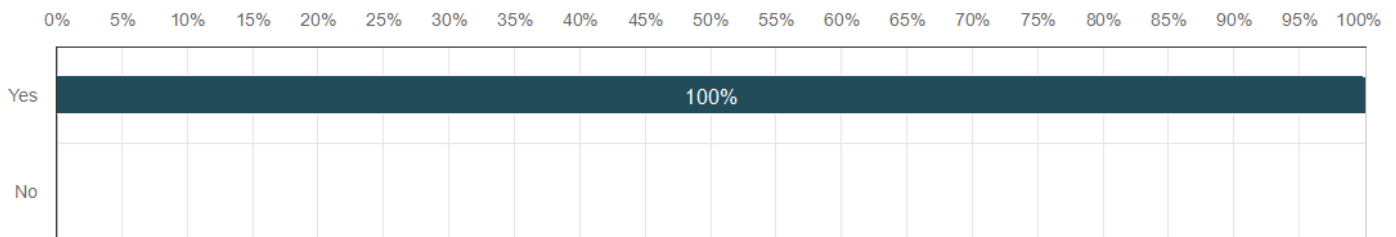
Number of respondents: 6



	n	Percent
Multicultural	6	100.0%
Non multicultural	0	0.0%

Do you think the leaders in an organization should understand all the different cultural workers values?

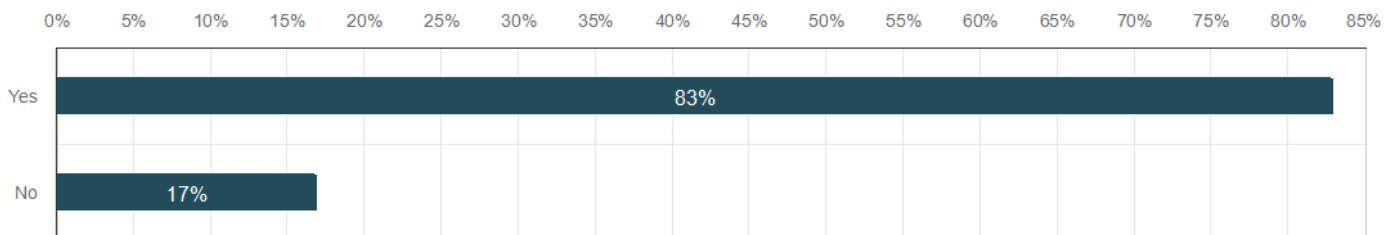
Number of respondents: 6



	n	Percent
Yes	6	100.0%
No	0	0.0%

Do you prefer to have a different cultural person as your manager ?

Number of respondents: 6



	n	Percent
Yes	5	83.3%
No	1	16.7%