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ABSTRACT

Globalization is changing the way people do business; and because of this people must understand to effectively communicate with others from a different culture. The culture of the organization effects how the organization communicates and conducts business. Learning to understanding different cultures will help as organizational communication issues arise. It is also important to understand what causes those problems to find solutions to effectively and efficiently communicate.

Cultures derive from communication. The way we speak and interact with each other forms culture, whether in societies, relationships, or organizations. Communication practices is then shaped by the cultural characteristics. Therefore, the two go hand in hand working together.

Culture has a strong influence on communication. Not only is it affected by the language of how one speaks, but the way people communicate in general, non-verbally as well. Culture is defined as "the customary beliefs, social forms, and material traits of racial, religious, or social group; and the set of shared attitudes, values, goals, and practices that characterizes an institution or organization" according to the Merriam-Webster dictionary (2018). This means that culture has an impact on many different aspects of our lives. Culture also affects interpersonal communication. Interpersonal communication is the when two or more people exchange communication directly. This exchange of information can take place through different outlets and is impacted heavily by culture.

Both culture and communication impact the way businesses operate and how business deals are handled. It is important to learn the culture and customs of those from a different culture than you to be able to do good business. People will want to understand these things in order for things to go smoothly. By understanding the problems and causes of communication regarding different cultures, it will provide solutions for those conducting business with other cultures.

Non-verbal and verbal cues must be learned for good communication to occur. Something as little as looking someone directly in the eye or even a handshake can destroy a business deal because it may not be acceptable in all cultures. This paper will discuss the culture and communication and the effects it has on organizations. First, it is important to learn

internally how communication effects the organization. This will in return lead into how organizations conduct business with those in different cultures as them.

Culture and Communication in the Workplace

Strong organizations are made of people from different backgrounds and cultures. It is the cultural influences of these employees that give organizations diversity. "Organizational culture is the beliefs and values that have been in place in an organization for a long time" (Tsai, 2011). These influences affect how people behave and interact in the workplace. The diversity of organizations helps make them unique and come up with valuable ideas to promote positivity and prosperity in the workplace.

The culture of the organization will influence how the organization handles business externally. The goals and rules of the organization have to align to make sure the mission of the organization is being taken care of. Sometimes organizations have to do business with other businesses in order to be successful. It can be hard to work with organizations of a different culture, as they may conduct business in a different manner. Organizations have to learn how to manage working with other cultures sometimes to prosper.

Within organizations, managerial communication and networking also impact the culture of the organization. Employees who are not satisfied with their superiors and co-workers are usually not satisfied with their jobs and this can affect the culture of the organization. Therefore, it is important for organizations to have a strong culture to effectively do business, both internally and externally. The communication within the organization must be effective for this to take place.

Organizational Communication

Organizational communication is the sending and receiving of messages between people within an environment or organization that have shared goals (Heathfield, 2017). These messages include face-to-face communication, written, and mediated channels of communication. Organizational communication helps those within the organization accomplish the mission and tasks the organization has set out.

In order for organizations to be successful, the people a part of the organization must be able to communicate well together. This is from the top to the bottom of the organization chart. Effective communication is being able to "understand the emotion and intentions behind the information being exchanged" (Robinson, Segal, & Smith, 2018). It also includes being able to listen and gain a full understanding of the meaning of the message; as well as being able to clearly deliver a message (Robinson, Segal, & Smith, 2018). Effective and efficient communication and communication skills allows the organization to run effective and efficiently.

Ineffective communication can lead to conflict in organizations, which can hurt the culture of the organization. There are barriers that can lead to ineffective communication. Multitasking is one barrier that can lead to ineffective communication (Robinson, Segal, & Smith, 2018). When a person is busy engaging in other activities while someone is speaking, it is hard to focus on the message being delivered. Many important points of the message may be missed if one's complete attention is not given to the speaker. Stress and emotions can also be a barrier of effective communication (Robinson, Segal, & Smith, 2018). When stressed emotions can lead to misunderstandings because one may misread people based on their own feelings.

Body language is another barrier that causes ineffective communication (Robinson, Segal, & Smith, 2018). Nonverbal communication should go along with the message being said. Things like smiling when you are giving a negative message contradicts the message being conveyed. Avoiding negative body language is important in order to not offer the receiver (Robinson, Segal, & Smith, 2018).

Organizations need people who can follow and give instructions, work well with teams, listen well, and provide useful feedback. These types of people must have good communication skills. In order to have efficient communication skills, people must be able to know how to exchange information. Sometimes it may be best to communicate face-to-face than through email or another form of written communication. Effective communication uses a set of four skills for success: engaged listening, nonverbal communication, managing stress in moment, and asserting yourself in a respectful way (Robinson, Segal, & Smith, 2018).

Being an engaged listener allows the receiver to fully receive the message being sent. An engaged listener not only hears the message, but can connect with the emotions and feelings that are being communicated (Trayling, 2016). Providing feedback and small comments throughout the conversation lets the sender feel connected (Trayling, 2016). An engaged listener may also ask questions to clarify any things that they do not understand. However, it is important to ask questions at the appropriate time during the message. Listeners do not want to interrupt or redirect the conversation by asking questions. The sender of the message can usually tell if someone's mind has drifted away from the message by their facial expressions (Robinson, Segal, & Smith, 2018). Therefore to be an engaged listener pay attention to the sender and concentrate on the message and not what you want to say in regards to the message.

A person's body language also helps determine effective communication. "Using open body language such as arms uncrossed, standing with an open stance or sitting on the edge of your seat, and maintaining eye contact with the person you're talking to can enhance effective communication (Robinson, Segal, & Smith, 2018)". One's body language provides the sender with as much feedback then words alone. For example, a high five or pat on the back provides the sender with positive responses.

As mentioned, emotions and stress can lead to ineffective communication. Engaged listeners must learn to stay calm under pressure (Robinson, Segal, & Smith, 2018). Listeners must be in control of their emotions in order to effectively communicate. This does not mean to not be assertive. Being assertive is a characteristic of an engaged listener (Robinson, Segal, & Smith, 2018). Being assertive does not always have a negative cogitation; it means that one is able to openly express their thoughts and feelings.

Good communicators know when to use particular channels of communication for different situations that arise whether it is leading, managing conflict, rationalizing, rewarding, or problem-solving. It is also learning how to communicate when situations or environments change. In business dealings, there will be times when the culture of the organization is different and good communicators have to learn how to manage.

Organizational Culture

Communication is a key component in how an organizational culture is built. Every organization has a culture which defines how people interact and communicate. Organizational and culture must be aligned. It is important that all communication within the organization reinforces the culture, vision, and principles of the organization.

Organizational culture is "described as the shared values, beliefs, or perceptions help by employees within an organization" (Tsai, 2011). Therefore it is important that the culture is communicated to everyone in the organization. Organizations are known as "radically honest may nurture a transparent and fair communication-driven culture through candid conversations and dialogs with different stakeholders (Hyma, 2013)". It is through communication that the culture of an organization is shaped into what the company wants it to be. Once the culture is established it sets the tone for how those who enter into the organization are to respond.

Organizational culture can be taught through teaching people what the company expects from its employees. This takes place through trainings, examples, guidance and incentives (Carabelli, n.d.). Training is one of the first things that a new employee completes when beginning a new job, so what better way to pass along organizational culture. Through training an organization can set the tone through written materials, such as handbooks and policies and procedures.

One of the most effective ways to build the culture of the organization is to lead by example. Managers and other employees who are already a part of the culture want to instill the culture in new employees by leading by example. It is important that managers take on a lot of the responsibility because if there is no involvement than it's like you are a culture that is more ideal than reality (Carabelli, n.d.).

Characteristics of a good leader varies from culture to culture. As the saying goes "when in Rome do as the Romans"; leaders must be able to adapt to the culture they are in so that they can lead others. "Leader effectiveness is contextual, that is, it is embedded in the societal and organizational norms, values, and beliefs of the people being led" (Asbjornson, n.d.). Characteristics of a good leader include honesty, trustworthy, communicative, team

builder, dependable, positive, motivational, and encouraging to name a few (Asbjornson,

n.d.). These traits are universal traits of a good leader. There are also universal traits that prevent

people from being known as a good leader such as loner, asocial, indirect/non-explicit, non-

cooperative, irritable, egocentric, ruthless, and dictatorial (Asbjornson, n.d.).

Guidance is another way to help employees understand and embrace the culture of the

organization. Communicating what is expected of them is important, as well as being an example

to them. Organizational cultures play a large role in the satisfaction of employees and the

healthiness of the environment in which employees work. Organizational cultures are positively

correlated with leadership and job satisfaction (Tsai, 2011).

Guidance can be achieved through mentorships within the organization. Sometimes

mentors are placed with a mentee through an organizational program; other times this occurs due

to relationships built after working together for a period of time. Often leaders step up and help

to guide new employees by teaching them how things are done in the organization. Mentoring

helps to add value to the organizational culture and ensures the desired organizational traits

(Hester & Setzer, 2013). In order to mentor, organizations need model managers and leaders.

The definition of a model leader changes from organization to organization based on culture.

Organizational communication continues to evolve today as communication media is

changing and interpersonal relations are heavily relied on to conduct business. The diverse work

environments play a role in the culture of the organization. Diversity in the workplace allow for

different ideas and impact the way communication is used. There are different types of

organizational communications. Which types of communication organizations use depends on

the culture they are in. It is through communicating and promoting the organizational vision and

culture that leads not only a successful business, but satisfied employees as well.

Organizational Communication Issues

There are several barriers to intercultural communication. These problems cause issues to arise when trying to conduct business with people from a different culture. Organizations face problems with leadership, supervisor/subordinate problems, interpersonal issues, technology differences, and language barriers. Understanding these problems that organizations face across cultures can help create solutions to these problems.

Each culture's communication styles vary. The differences in communication varies in both verbal and non-verbal styles. Organizations have to learn other cultures to be successful and to put their cultural differences aside in order to conduct international business. Intercultural communication skills are needed to communicate with those from another culture. It is important because it allows businesses to thrive in a global world. Communication barriers often occur when the way one person acts differs from that of someone else. Therefore when conducting international business, businesses must learn and understand the culture differences that lie ahead.

Interpersonal Communication

"Interpersonal communication is one of the most important life skills business professionals can have" (Hussang, 2017). These are social skills that covers how well individuals communicates with others. There are seven parts of interpersonal communication: the communicators, the message, noise, feedback, context, and channel (Hussang, 2017). These parts work together to successfully send messages from one person to another.

A gap in interpersonal communication can cause the organization to be inefficient. Effective interpersonal communication in the workplace allows for the organization to work

together to meet the goals of the company. Improvements in interpersonal communication helps to ensure this efficiency. Knowing your audience helps the sender find the right communication style to approach a conversation (Hussung, 2017). This means that the sender knows that it may be best to have face-to-face communication with others, while some can best be sent a message through an email or memo. It is also important to monitor expectations when engaging with coworkers (Hussung, 2017). The unknown of how someone will react to a situation causes the sender to want to be able to adapt as needed. Self-evaluation is also important approach to interpersonal communication as one needs to know their own communication strengths and weaknesses (Hussung, 2017).

Managerial Communication

Managerial communication is the way in which superiors communicate with their subordinates. This is important as communication is transferred throughout the organization through employees, both upper and lower level employees. Information needed to make the organization run efficiently must be shared. In order to sustain the culture, managers communicate with their employees as well as each other.

Different cultures manage their employees differently, so it is important to know what is expected from the manager. For example, in India senior managers make all decisions (Raina & Roebuck, 2014). Building relationships is important; and the high power distance is displayed through introductions and titles (Raina & Roebuck, 2014). "Managers need to send clear, precise, and timely job instructions; communicate constructive feedback related to their job performance; and use multiple channels of communication (Raina & Roebuck, 2014)". Understanding the expectations of the managers can in return help businesses understand managers communicate within and outside of the organization.

Information flows either upward from lower level employees to their superiors; or downward from superiors to lower level employees. Managerial communication not only allows information to be relayed from managers to employees, but it is also important for managers to hear the thoughts and concerns of employees. This too helps build moral in the workplace and create an efficient culture. Managers must understand that they must stay away from controversial topics to keep the culture positive. This means that they may not be able to discuss politics, other employees, or share information that is not meant form employees that are not management.

For managers to help maintain a positive culture within the organization, they must sustain effective communication with their subordinates and others in the organization. It is important that they build relationships with their subordinates for effective communication. Managers also need to be good listeners and be able to share their information in a positive way.

Managers should not engage in negative forms of communication. Examples of negative communication include bullying and criticizing. This form causes communication to be non-productive and inefficient. Managers negatively communicate through name calling, disrespecting subordinates and other coworkers, shouting, and inappropriate emails. Negative communication tends to make the situation worse than it was. Managers must know how to communicate effectively with those around them to be good leaders.

Managers communicate through interpersonal communication with their subordinates. Successful superior-subordinate relationships start with effective communication. Managers have to be able to know how to clearly communicate with their subordinates to reach a common goal. Verbal communication is imperative in these relationships. Not only what a manager says, but

how they communicate the message is important. Messages must be clear and precise so that employees understand the message being sent.

Formal communication information that is exchanged through defined or official channels (Surbhi, 2018). This is usually evident through written communication between superiors and subordinates that is needed in order to send information. Formal communication can be communicated through memos, letters, emails, reports, request or other documents. Formal communication can be sent through the organizational ladder upward or bottom-up, downward or top-down, horizontal or lateral, or crosswise or diagonal (Surbhi, 2018). Managers may pass information downward to subordinates in order to communicate what is expected from employees through written rules.

Informal communication is the exchange of information that takes place in all directions (Surbhi, 2018). It is also known as "grapevine communication." Grapevine communication travels fast and can be very efficient for sharing information. However, informal communication can be thought of as negative because this is how employees share their opinions, gossip, and how rumors are started. Employees may informally discuss their feelings and thoughts about formal information that has been brought to their attention.

Technology

As communication evolves, one of the biggest impacts is the growing use of technology. Technology effects the way we communicate as it provides another way of communicating. Will this affect the culture of organizations? Communication is more varied than ever before due to emerging technology. How does this effect the culture of an organization? Will it change the way

we handle business or even conduct ourselves in the workplace? Digital communication will highly impact culture in organizations.

"Digital communication is just what it sounds like, communication through digital technology. It is defined as "electronic transmission of information that has been encoded digitally" according to the Free Dictionary by Farlex website. There is no getting around digital communication in today's workplace. This form of communication is changing the way we communicate in the workplace."

In return, the way we communicate will affect the culture. As organizations use more digital media it impacts how we pass along the culture to new employees. We can't teach culture through an email or text. It may also change how we conduct business with those from other cultures. Business through media may not be looked at positively in some cultures because it takes away from the interpersonal relationships that can be built through face-to-face communication.

Communication is more varied than ever before. Due to emerging and new technology, the way we use computers and phones is evolving. Emails, text messages, voicemails, and blogs are allowing information to get out in an efficient and timely manner (Domagalski, 2015). These changes are requiring organizations to adapt and manage change.

Communication is the most valuable tool used by employees to do their jobs; and employees are communicating in various forms throughout the entire workday (Levine, Allard, & Tenopir, 2012). Different channels of communication among employees is what connects the organization as one unit. The workplace then becomes a center point for ideas to begin to flow creating a more diverse and efficient workplace.

Language and Culture

Language is the way we communicate through nonverbal and verbal codes. Due to differences in culture, language can take on multiple meanings and be easily misunderstood (Tuleja, 2009). This happens because one person's meaning of a word or phrase may mean something different than someone else's set of meanings. Successful business involves understanding a common language. English is considered the language of international business. However, due to the differences among the English language, information is still sometimes misunderstood. Accents can also affect how information is interpreted causing a barrier.

"Language holds us together as groups, differentiates us into groups, and controls the way we shape concepts, how we think, how we perceive, and how we judge others" (Chaney & Martin, 2007). Language helps define culture. Understanding a culture's language helps to put the culture in perspective. This will help business partners to understand the company and people within the company they are dealing with.

Formal vs Informal Language. Communication between the two may be either formal or informal. Formal and informal language relates to the choice of words used to communication.

Formal language is commonly used in serious situations and is usually used in businesses and other formal occasions. The tone in formal communication is more formal, sentences are structured and are more grammatically complexed (2015). Formal language would be used to on a cover letter, to email a manager, or during a presentation or interview.

Informal language is commonly used with people whom one knows well. The tone while communicating is more relaxed than in formal language and the language is more standard (2015). For example, one would use informal language with family, friends, and coworkers in

some situations. Informal language would be used when texting friends or out to dinner with family.

Informal language can include slang, jargon, acronyms, colloquialism, and other words that are new to a language. The United States, for example, is a country that uses a lot of slang and jargon that has derives from different cultures within the American culture itself. Informal language can also cause confusion and misunderstanding when conducting business with different cultures. The United States uses slang and jargon when communicating. These alternative communication methods make it even harder for people from other cultures to understand as it is used by subgroups; therefore the overall culture may not even be aware of the language used.

When conducting business small talk is common as you get to know the person you are engaging with. Conversation taboos are topics that are considered inappropriate (Chaney & Martin, 2007). In the American culture, we avoid discussing politics and religion as it could lead to heated discussions. Learning guidelines to follow when communicating with someone from another culture can avoid controversy. Sometimes it is even best to let the other person initiate the conversation.

Other Language Barriers. With translated language, the original meaning of the language can be lost. This is because translated language is usually written with no nonverbal codes used. There is also not a literal translation from one language to another. In some businesses, an interpreter is used to help with language barriers. "Interpreters must be bilingual, bicultural, thoroughly familiar with the business culture of both sides, and able to use the correct meaning in all situations" (Chaney & Martin, 2007). This will allow the interpreter to be overall useful throughout the entire business affair.

Nonverbal Communication. Nonverbal communication barriers can also occur when communicating with people from different cultures. Things such as gestures, personal space, eye contact, facial expressions, and attitude regarding time can cause misunderstandings between cultures. Non-verbal communication signals can give additional information regarding the message one is trying to send. It helps reinforce the words being said, provide an emotional state, give feedback, and regulate the flow of communication. Many times business deals can go bad due to the lack of knowledge of the nonverbal codes from other cultures.

A gesture as small as a thumbs up to say 'good job' can have the opposite meaning in another country. For example, the 'ok' sign in the United States is a positive gesture, however in Tunisai it means 'I will kill you'. Due to misinterpretations and conflicting meanings, it is best not to use gestures when conducting business. The figure below shows how the meaning of gestures in the United States has a complete different meaning in another country (Stangel, 2016).

In international business, be aware of written communication patterns, such as differences in format, tone, and style of written communication (Chaney & Martin, 2007). Research showed that 97% of international correspondence is sent in English. However, English may or may not be those people native language. It is important to understand business communication practices of the culture in order to communicate effectively through written communication (Chaney & Martin, 2007).

Culture Shock

When doing business with someone or a company from a different culture you may experience culture shock. Even after understanding the causes of intercultural communication differences culture shock can occur. This may especially occur if you must go to a different country or environment to conduct business. Some are even required to live and work in a different culture due to their jobs and business deals for a period of time. During this time many people experience culture shock. It is important to learn how to manage culture shock in order to proper conduct business and be able to handle different situations that may occur during this time.

Culture shock occurs when someone is placed into an environment that is unfamiliar to what they are accustomed to. It is defined as "the sense of dislocation and the problems – psychological and even physical – that result from stress of trying to make the hundreds of adjustments necessary for living in a foreign culture" (Beamer & Varner, 2011). People tend to respond to a new culture in different ways, some adapt easily and others find it frustrating.

There are four stages of culture shock. Different sources label them with different titles, however they all discuss the emotions of an individual who has been introduced to a new culture.

The first stage is known as the "Honeymoon Period". The joys of something new doesn't usually last too long, however at first people are filled with excitement and enthusiasm. This period usually last from a few days to a couple of weeks from those who actually experience this stage (Santoro Bellini, 2014).

The second stage is the opposite of euphoria, as it is filled with disillusionment and frustration (Beamer & Varner, 2011). This second stage is known as the "Rejection" stage. This is when feelings on not belonging take place due to difficulties and experiences with adjusting to a new atmosphere. People realize that they do not know as much as they thought they did in regards to the new culture. When the adjustments are hard, people tend to be unhappy. However, if there is a change for the better in status people then feel good about the new culture (Beamer & Varner, 2011).

Those was enter into a new culture for a long time may feel psychological symptoms of culture shock because they are dissatisfied with the way things are. Many times this can lead to depression. Individuals also find themselves building relationships and acting out in ways that they would not normally do so because they are angry in the situation that find themselves in. Other physical symptoms can occur as well such as fatigue, headaches, lack of energy, and insomnia (Beamer & Varner, 2011).   The excitement and expectations of the feelings received during the Honeymoon Period are now gone and people tend to feel delusional (Santoro Bellini, 2014).

The third stage is the adjustment period. Individuals learn more about the new culture and how it works. They begin to become a part of the culture. The individuals attitudes change and they are now able to work well with those around them (Beamer & Varner, 2011).

Last, the fourth stage is the integration period. The individuals are now a part of the culture. People are not "fluent enough in the other culture to move easily within it and not be thrown by the different attitudes, beliefs, and values, and the behaviors they generate (Beamer & Varner, 2011)". During this stage people are able to identify to others in the culture.

Culture shock can cause a person a business deal or even hurt a business relationship. In order to be able to do good business one must learn to manage culture shock if they are experiencing this anxiety. There are several ways in which one can manage this anxiety using principles of intercultural communication (Smith, 2008). When dealing with business in another country the person must be able to find a comfortable working environment. When comfortable you will be able to relax and conduct business without thinking about all of the things that you are unfamiliar with and other distractions.

It is also important to "start with a clear visual concept of the world" (Smith, 2008). Be open to being in a new environment and make the proper connections necessary. By developing an understanding about the culture or country you will be dealing with can help make you more comfortable. There are many important considerations in business dealings. Things to consider include authority and power, international laws, timelines for business ventures, how their culture conducts business, and business relationship customs (Smith, 2008). Each country is a unique socio-political entity and it is important to understand how business is conducted before pursuing those affairs. You do not want to go against the customs of a culture you are participating in business dealings with, it could cause the deal to go bad.

Maintaining a strong support group also helps; whether these are current co-workers or family and friends. You will need someone to talk to when times get tough. It is not always easy to deal with others whose culture is different than yours. When the business deal is complete,

make sure to reflect on the events that led to that point. Are there things that you should have known or done differently? What business customs were present that you may run into again if you were to do business with the same culture? What are you take-aways, good and bad? This will help you to decide how you can better communicate with the particular culture the next time you are faced to conduct business with them.

Causes of Communication Issues between Different Cultures

Communication varies from organization to organization and from culture to culture. These communication differences causes issues between cultures engaging in business together. The organization has many influences that causes communication differences due to things the company tends to value creating cultural dimensions. Differences in leadership in organizations can also lead to communication issues between the different cultures due to different expectations. Last, the way organizational communication issues can occur because of the differences in the way organizations negotiate. Negotiation rules can complicate business deals because of the different styles of negotiation. These issues often occur because it is hard to see things from another person's perspective. Rather than highlight the differences among cultures, it is important to understand the similarities and differences across cultures (Feng, 2015).

Cultural Dimensions

"National Culture cannot be changed, but you should understand and respect it", (Hofstede, Hofstede, & Minkov, 2010). Understanding culture allows you to connect with those around you because culture is what shapes how people behave. This will allow for better business relationships and hopeful successful business deals. Respecting culture of organizations is imperative as culture plays a big role in how well the organization does.

It is culture that effects the way the organization flows. Organizations are influenced and defined by the culture established. Intercultural misunderstandings occur because of misconceptions and unfamiliarity. The need for categories of culture was first argued by a United States anthropologist, Clyde Kluckhohn in 1952 (Hofstede, 2011). He argued that:

"In principle ... there is a generalized framework that underlies the more apparent and striking facts of cultural relativity. All cultures constitute so many somewhat distinct answers to essentially the same questions posed by human biology and by the generalities of the human situation. ... Every society's patterns for living must provide approved and sanctioned ways for dealing with such universal circumstances as the existence of two sexes; the helplessness of infants; the need for satisfaction of the elementary biological requirements such as food, warmth, and sex; the presence of individuals of different ages and of differing physical and other capacities" (Hofstede, 2011).

Geert Hofstede, a cultural scientist, later conducted research regarding how values in the workplace are influenced by culture (Wu, 2006). From his research, he theorizes that these values relate to how people behave leading to the cultural dimensions theory, a cross-cultural communication theory. The initial research suggest that there were four dimensions to analyze cultural values: individualism and collectivism, uncertainty avoidance, power distance, and masculinity and femininity (Wu, 2006). Later, long-term and short-term orientation and indulgence and self-restraint dimensions were added.

Hofstede proposed six areas for his continued research when identifying these work-related cultural dimensions "non-Angelo cultural dimensions, additional countries, cultural changes over time, sub-cultures (such as regional, occupational, and organizational cultures), the consequences of cultural dimensions, and foreign organizational and management theories" (Wu,

2006). It has been found that culture changes over time because peoples' values change. This means that the cross cultural communication theory should continually be updated for reliability.

His findings have been used as a major resource helping others understand cultural differences especially in international business. Significant differences in culture and the diversity of the world are still substantial today. Being culturally aware helps people to easily interact with people from other countries and better communicate.

Business negotiations are also a form of communication in which it is important to be culturally sensitive. There are business practices that are culturally important in international business. Understanding Hofstede's cultural dimensions reduce conflict and frustrations when trying to reach business agreements. Learning the negotiator's country of origin and their values and culture helps increase the success of the negotiation.

In hopes to better understand cultures for better business practices, understanding Hofstede's cross cultural dimensions is essential. Then learning how to take this dimensions and apply to the businesses' country of origin lead to successful business.

Table 13.1   Cultural Clusters Classified on Cultural Dimensions

CULTURAL DIMENSION	HIGH-SCORE CLUSTERS	LOW-SCORE CLUSTERS
Assertiveness Orientation	Eastern Europe Germanic Europe	Nordic Europe
Future Orientation	Germanic Europe Nordic Europe	Eastern Europe Latin America Middle East
Gender Egalitarianism	Eastern Europe Nordic Europe	Middle East
Humane Orientation	Southern Asia Sub-Saharan Africa	Germanic Europe Latin Europe
In-Group Collectivism	Confucian Asia Eastern Europe Latin America Middle East Southern Asia	Anglo Germanic Europe Nordic Europe
Institutional Collectivism	Nordic Europe Confucian Asia	Germanic Europe Latin America Latin Europe
Performance Orientation	Anglo Confucian Asia Germanic Europe	Eastern Europe Latin America
Power Distance	No clusters	Nordic Europe
Uncertainty Avoidance	Germanic Europe Nordic Europe	Eastern Europe Latin America Middle East

SOURCE: Adapted from House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.), *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*, copyright © 2004, Sage Publications, Inc. Reprinted with permission.

Individualistic vs Collectivistic Cultures. The cultural dimension regarding "individualism-collectivism refers to how people value themselves and their groups/organizations" (Wu, 2006). Cultures with high individualistic values place more importance on self-actualization and career progress in the organization; in contrast, those with collectivism values tend to place importance on the goals of the organization over their own interest (Wu, 2006). The table below shows the differences between individualistic and collectivistic cultures (Hofstede, 2011).

Individualism	Collectivism
Everyone is supposed to take care of him- or herself and his or her immediate family only	People are born into extended families or clans which protect them in exchange for loyalty
"I" – consciousness	"We" –consciousness
Right of privacy	Stress on belonging
Speaking one's mind is healthy	Harmony should always be maintained
Others classified as individuals	Others classified as in-group or out-group
Personal opinion expected: one person one vote	Opinions and votes predetermined by in-group
Transgression of norms leads to guilt feelings	Transgression of norms leads to shame feelings
Languages in which the word "I" is indispensable	Languages in which the word "I" is avoided
Purpose of education is learning how to learn	Purpose of education is learning how to do
Task prevails over relationship	Relationship prevails over task

The main difference between individualism and collectivism is the "I" versus the "we" and how countries value taking care of themselves rather than the group. Countries such as the United States, Australia, Canada, Germany and the United Kingdom are individualistic countries (2014). In contrast, countries such as Guatemala, South Korea, and China are collectivistic countries. In these countries, the focus is on the good of the group and how well everyone can benefit from the business deal. The Chinese believe that a sense of belonging to the group is important and that personal relationships are of great value to the culture. When conducting business, you will first have to build an interpersonal relationship before entering business relations. Collectivistic cultures have also been found to have more anger, negative attitudes, and impressions toward organizational crisis than those in a individualistic culture (An, 2010).

A study of cultural differences in interpersonal communications was conducted by group of students to test how groups are acceptable to other people's perspectives. The study consisted

of 20 people Mandarin speaking people from China and 20 native English speaking, non-Asian

Americans. The study hypothesis was that people would focus on others and not themselves due

to interdependence (Harms, 2007).

This was tested by a groups having to focus work together to move objects around a grid

of squares placed in between them. The Chinese focused on the objects the director of the group

could see to move and the Americans first focused on the objects the director could not see.

Many Americans also focused on objects the director of the group could not see at all, not taking

in that person's perspective (Harms, 2007). The study showed how the Chinese, a more

collective group, focused on others allowing them to interpret actions of another person's

perspective (Harms, 2007). Most of the Americans, an individualistic culture, failed to consider

the director's perspective during the experiment at least once during the experiment.

Uncertainty Avoidance Cultures. Uncertainty avoidance cultures refers to people's

tolerance of ambiguity (Wu, 2006). High uncertainty avoidance organizations have set more

written rules in place in order to reduce doubt that could occur from employees. Whereas, low

uncertainty avoidance organizations are structured with fewer written rules and regulations (Wu,

2006).

Uncertainty avoidance specifies how comfortable members of the culture feel in

unstructured situations (Hofstede, 2011). The table below shows differences between weak and

strong uncertainty avoidance cultures (Hofstede, 2011).

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
The uncertainty inherent in life is accepted and each day is taken as it comes	The uncertainty inherent in life is felt as a continuous threat that must be fought
Ease, lower stress, self-control, low anxiety	Higher stress, emotionality, anxiety, neuroticism

Higher scores on subjective health and wellbeing	Lower scores on subjective health and well-being
Tolerance of deviant persons and ideas: what is different is curious	Intolerance of deviant persons and ideas: what is different is dangerous
Comfortable with ambiguity and chaos	Need for clarity and structure
Teachers may say 'I don't know'	Teachers supposed to have all the answers
Changing jobs no problem	Staying in jobs even if disliked
Dislike of rules - written or unwritten	Emotional need for rules – even if not obeyed
In politics, citizens feel and are seen as competent towards authorities	In politics, citizens feel and are seen as incompetent towards authorities
In religion, philosophy and science: relativism and empiricism	In religion, philosophy and science: belief in ultimate truths and grand theories

The United States is an example of a low/weak uncertainty culture. In a business a context, weak and strong uncertainty avoidance cultures differ. In low/weak uncertainty avoidance cultures, such as the United States, people prefer a flat organizational structure with people that are willing to take risks (Maclachlan, 2010). These cultures are open to innovation and change, prefer flexible rules, informal activities, and approach projects from different angles (Maclachaln, 2010).

In contrast high/strong uncertainty avoidance cultures such as Japan and Latin America, have a low tolerance for unstructured situations. People in this culture will make rules and regulations to lower the occurrence of risks (Maclachlan, 2010). High/strong uncertainty avoidance cultures in business context have traditional gender roles, consensus decisions, and planned projects (Maclachlan, 2010). People in this type of culture also tend to stay with their same company for long periods of time and organizations often require high levels of expertise for job roles (Maclachlan, 2010).

Understanding cultural values and attitudes across cultures towards risk and uncertainty will allow for a more effective work environment. International employees will be able to better

adapt to other cultural working styles and anticipate cross cultural challenges that occur from

different attitudes to risk and uncertainty (Maclachlan, 2010).

Masculine vs Feminine Cultures. The dimension of masculinity and femininity defines

how gender plays a role in organizations (Wu, 2006). In masculine cultures, men get the higher

level and better paying jobs over women, whereas in feminine cultures women can receive the

same status level as men in organizations (Wu, 2006). The table below shows the differences in

feminine and masculine cultures (Hofstede, 2011).

Femininity	Masculinity
Minimum emotional and social role differentiation between the genders	Maximum emotional and social role differentiation between the genders
Men and women should be modest and caring	Men should be and women may be assertive and ambitious
Balance between family and work	Work prevails over family
Sympathy for the weak	Admiration for the strong
Both fathers and mothers deal with facts and feelings	Fathers deal with facts, mothers with feelings
Both boys and girls may cry but neither should fight	Girls cry, boys don't; boys should fight back, girls shouldn't fight
Mothers decide on number of children	Fathers decide on family size
Many women in elected political positions	Few women in elected political positions
Religion focuses on fellow human beings	Religion focuses on God or gods
Matter-of-fact attitudes about sexuality; sex is a way of relating	Moralistic attitudes about sexuality; sex is a way of performing

Australia is an example of a masculine cultures. The Australian culture is considered masculine because "people should strive to be the best they can be and winner takes all" (2014). The culture is driven by "competition, achievement and success and this value system starts in school and continues throughout one's life" (2014). Masculine cultures are proud of their achievements; these achievements is what makes them successful in the workplace. "Masculine cultures, such as Japan and Italy, emphasize the need for men to be successful breadwinners or be viewed as failures, and relatively few women occupy higher paying executive and top management positions" (Walker & Aritz, 2015).

Denmark is one of the more feminine cultures. The Danes like to balance work and personal life to make sure they are all around balanced (Hofstede, 2010). In feminine cultures, the manager is supportive and involves their subordinates in the decision making process (Hofstede, 2010). This group is known to handle conflicts through compromise, even if it takes a long discussion to reach a decision. Free time and flexible work hours are common in feminine cultures, as family time is just as important as work (Hofstede, 2010).

"In feminine cultures, such as Sweden and the Netherlands, it is the norm for both men and women to pursue higher paying careers, and both males and females receive cultural support for prioritizing family time over time spent on the job. The women in higher level positions in these cultures are not necessarily expected to be assertive or to display the qualities and behaviors that are considered traditionally masculine (Walker & Artiz, 2015)". It is necessary to have balance between home and work in feminine cultures because of the role women play in both settings.

Power Distance. The power distance dimensions refers to the power inequality between superiors and their subordinates (Wu, 2006). Organizations with a high power distance have

clear and set hierarchy. There are distinct differences and boundaries between superiors and their

subordinates. In contrast, low power distance organizations have a flat organizational structure

(Wu, 2006). These inequalities have to do with status levels such as social norms, wealth, and

education. Inequalities are validated by the subordinates or followers just as much as by the

superiors. Even though all societies and even organizations are unequal, some are more unequal

than others (Hofstede, 2011). The table below shows differences small and large power distance

societies (Hofstede, 2011).

Small Power Distance	Large Power Distance
Use of power should be legitimate and is subject to criteria of good and evil	Power is a basic fact of society antedating good or evil; legitimacy is irrelevant
Parents treat children as equals	Parents teach children obedience
Older people are neither respected nor feared	Older people are both respected and feared
Student-centered education	Teacher-centered education
Hierarchy means inequality of roles, established for convenience	Hierarchy means existential inequality
Subordinates expect to be consulted	Subordinates expect to be told what to do
Pluralist governments based on majority vote and change peacefully	Autocratic government based on co-optation and changed by revolution
Corruption rare; scandals end political careers	Corruption frequent; scandals are covered up
Income distribution in society rather even	Income distribution in society very uneven
Religions stressing equality of believers	Religions with a hierarchy of priests

Today it is important for leaders to understand both low-power and high-power distance

in order to lead their organization effectively because of diversity. "Most East Asian countries

are high-power-distance cultures due to the influence of Confucianism (Meyers, 2014)". Those

in a high power are expected to protect and care for those lower down as it is their responsibility

(Meyers, 2014). Hierarchy is respected and is shown in both personal and business relationships.

In high power distant cultures, subordinates do not question their superior and understand their

role (Meyers, 2014). In contrast, the United States has a lower power distance and should be

prepared to encounter less cooperative decision making when doing business with other

countries.

          Long – Term Orientation vs Short – Term Orientation. Long-term and short-term

orientation dimension came about after a survey conducted by Chinese scholars using 23

countries around the world (Hofstede, 2011). The dimension originated from the Confucian

Work Dynamism and correlated with the economic growth occurring during that time. The

dimension refers to the value and attitude toward time and people's effort. Long-term orientation

focuses on the future; in contrast to short-term orientation which focuses on the present being

more important than the future. The table below lists the differences between long-term and

short-term orientation societies (Hofstede, 2011).

Short-Term Orientation	Long-Term Orientation
Most important events in life occurred in the past or take place now	Most important events in life will occur in the future
Personal steadiness and stability: a good person is always the same	A good person adapts to the circumstances
There are universal guidelines about what is good and evil	What is good and evil depends upon the circumstances
Traditions are sacrosanct	Traditions are adaptable to changed circumstances
Family life guided by imperatives	Family life guided by shared tasks
Supposed to be proud of one's country	Trying to learn from other countries
Service to others is an important goal	Thrift and perseverance are important goals
Social spending and consumption	Large savings quote, funds available for investment
Students attribute success and failure to luck	Students attribute success to effort and failure to lack of effort
Slow or no economic growth of poor countries	Fast economic growth of countries up till a level of prosperity

Chinese cultures tend to focus on long-term orientations, while the Americans and Europeans are short-term orientation cultures (Wood, 2015). There are strengths and weaknesses to how each culture handles business. The Chinese culture focuses on building relationships in order to focus on the long term business relationships. The American culture in contrast focuses on the profit and loss statements and how businesses are currently being effected.

Indulgence vs Restraint. Indulgence and restraint is the newest dimension created. This dimension is known for its "happiness" research (Hofstede, 2011). Indulgence refers to enjoying life and having fun based on free gratification of human desires. Restraint refers to strict social norms that controls gratification (Hofstede, 2011). The differences in the two are noted in the table below (Hofstede, 2011).

Indulgence	Restraint
Higher percentage of people declaring themselves very happy	Fewer very happy people
A perception of personal life control	A perception of helplessness: what happens to me is not my own doing
Freedom of speech seen as important	Freedom of speech is not a primary concern
Higher importance of leisure	Lower importance of leisure
More likely to remember positive emotions	Less likely to remember positive emotions
In countries with educated populations, higher birthrates	In countries with educated populations, lower birthrates
More people actively involved in sports	Fewer people actively involved in sports
In countries with enough food, higher percentages of obese people	In countries with enough food, fewer obese people
In wealthy countries, lenient sexual norms	In wealthy countries, stricter sexual norms
Maintaining order in the nation is not given a high priority	Higher number of police officers per 100,000 population

There are key differences between cultures in this dimension. Comparing the United States and Russia, the United States is an indulgent society whereas Russia is a restrained culture (Hofstede, 2010). The United States culture values human needs and desires for happiness. This

culture has a higher percentage of "happy people" compared to other cultures and smiling is a

norm (Hofstede, 2010). Leisure, personal life control, having friends, and freedom of speech is

also important in indulgent cultures (Hofstede, 2010). Cultures such as Russia have moral

discipline, freedom of speech is not a concern, and strict gender roles are in place (Hofstede,

2010). Understanding the perception of happiness is important because self-happiness affects

people's work habits.

High – Low Context Communication

In international business, it is important to understand the context of the culture you are

in a business relationship with.

In high-context cultures, it may be important to build a relationship with your business partners

before conducting business. Those in low-context cultures, may only want to engage in short-

term relationships in order to handle business. When business takes place between high and low

context culture, both can be offended from misunderstandings. This is why it is important both

cultures and how to conduct business with both.

High – Context Language. Countries that use high-context language "transmits very

little in the explicit message; instead the nonverbal and cultural aspects of what is not said are

very important" (Chaney & Martin, 2007). High-context cultures require people to read in

between the lines to figure out what message is actually intended. These countries rely on shared

assumptions and social relationships within the culture.

When communicating with someone from a high-context culture, you must pay attention

to the nonverbal codes being used. Background information is also needed to understand the

message being sent. Japan, a high-context culture, prefers face-to-face communication. In

contrast, Americans, a low-context culture, tend to favor written and direct communication. This is because of the communication differences.

The Chinese is an example of a culture that uses high-context language. For example, the Chinese believe that the eyes, ears, and heart are symbols for listening (Tuleja, 2009). They believe that you listen with your eyes to look for nonverbal codes; your ears to listen for tones; and your heart to understand the emotion being communicated.

"High and low context values and perceptual and demographic characteristics of employees influence attitudes toward e-communication" (Kabasakal, Asugman, & Develioglu, 2006). This effects the organization at a strategic level is effected by the organization's context practice (Kabasakal, Asugman, & Develioglu, 2006). This is important to understand in international business because employees' attitudes contribute to the success or failure of the organization.

Understanding high-context cultures and how they communicate is important when conducting business because the messages are not direct. You may encounter issues such as misunderstanding information, lack of information, or even "unwritten rules". For example, the signing of a contract does not necessarily close a business deal. It may just be the starting of negotiations. In the United States, the signing of a contract means that the deal has been closed. High-text cultures want to make sure that you can be trusted and build that relationship first. Collectivistic cultures tend to use a high-context language.

Low – Context Language. Low-context language is explicit and may even be given in more than one way for clarification. In this culture, what is wanted and expected is clearly stated and consider high-context communication to be a waste of time (Chaney & Martin, 2007).

Verbal elaborations in low-context communication is used so rid assumptions. The emphasis is placed on the task at hand rather than trust and relationships in a low-context culture.

Listening is another aspect of low-context cultures that differs from high-context cultures. "Listening studies estimate that business professionals in the U.S. spend about 45 percent of their time listening, 30 percent speaking, 16 percent reading, and just 9 percent writing" (Tuleja, 2009). These cultures may hear what is being said, but it doesn't mean that they are necessarily listening to the information being presented. People in low-context cultures tend to talk more using verbal codes and are uncomfortable with silence (Tuleja, 2009).

Countries such as Germany, Denmark, Canada, Finland, Norway, and the United States are low-context cultures. Most are familiar with the practices of these low-context cultures. When doing business with these countries it imperative to know that all meanings are explicit, short-term relationships are built, people follow rules and standards closely, and extensive background information is provided in order to avoid misunderstandings (Maclachlan, 2010). Someone from the United States, a low-context culture, will want to be aware of business dealings with someone from Japan, a high-context culture because of the differences.

In business deals, contracts are precise and detailed and usually take longer in low-context cultures. The relationships formed in low-context cultures are short-term and are made for the hopes of business. Decisions are based on facts and information presented rather than intuition and relationships. Individualistic cultures tend to use a low-context language.

The figure below provides distinct differences between the two context cultures (Maclachlan, 2010).

High Context	Low Context
Indirect and implicit messages	Direct, simple and clear messages
Polychromic	Monochromic
High use of non-verbal communication	Low use of non-verbal communication
Low reliance on written communication	High reliance on written communication
Use intuition and feelings to make decisions	Rely on facts and evidence for decisions
Long-term relationships	Short-term relationships
Relationships are more important than schedules	Schedules are more important than relationships
Strong distinction between in-group and out-group	Flexible and open

Leadership Expectations

Cultural expectations of leaders varies from each culture. Leadership has different

definitions and perceptions around the world. Organizations must recognize these differences in

the business world. Although business is global, the organizational culture is shaped by those

within that organization. "A general description of a leader might be someone who is charismatic and seeks to develop a transformational style of leadership" (1999).

There are some universal traits of good leaders (Chamorro-Premuzic & Sanger, 2016). The Globe study found that attributes such as trustworthiness, positive attitude, a willingness to encourage colleagues and staff, and being seen as a confidence builder is universally considered as good leadership (1999). Good leaders are also effective communicators

The differences in implied theories of leadership is the main reason for the various characteristics of good leadership from culture to culture (Chamorro-Premuzic & Sanger, 2016). These cultural differences is influenced by the geographical region the leader resides (Chamorro-Premuzic & Sanger, 2016). Different cultures, for example, may differ in what they believe is important characteristics of charismatic and transformational leadership (1999). Practices and techniques of managers that are acceptable in one culture may not be acceptable in another.

Leaders are also expected to have a vision for the organization. "In China, the influence of Confucian values make people wary of leaders who talk without engaging in specific action. Indian managers, on the other hand care less about visionaries, preferring bold assertive styles of leadership (1999)". Leaders with a vision are sometimes risk-takers in order to make sure the vision is carried out by those in the organization. However, not all cultures believe that taking risk is a trait of a good leader.

Decision making fluctuates from leader to leader. Synchronized leaders follow through their decisions and push others to stay on task during any organizational situations (Chamorro-Premuzic & Sanger, 2016). These leaders can be seen as strong leaders in areas such as Northeast Asia, Indonesia, Thailand, and much of Latin America (Chamorro-Premuzic &

Sanger, 2016). Other cultures prefer opportunistic leaders who are self-initiate and are flexible in

achieving goals (Chamorro-Premuzic & Sanger, 2016). Germanic and Nordic Europe, the UK,

Western countries on which the UK had substantial cultural influence, and Asian countries that

based their governing and economic institutions on the British model are cultures that thrive in

ambiguous leaders (Chamorro-Premuzic & Sanger, 2016).

Leaders must be able to adjust their leadership style based on the culture and situation

that is relevant at the time. It sometimes requires time and effort in order to lead based on the

followers. Leaders must also adjust based on the culture of the organization for organizational

success established by great past leaders. Global leaders develop through international

assignments, multi-cultural teaming, rotational assignments, special projects, frequent travel,

cultural training, coaching, and mentoring.

Negotiating Styles

There are several factors from culture to culture that differ in negotiation styles.

Intercultural negotiating takes place as international business deals are handled. Understanding

how cultures negotiate can help organizations make effective approaches to during these

situations.

Organizations will want to understand different cultures perceptions of time and space,

(LeBaron, 2003). There are two time orientations organizations need to be aware of monchronic

and polychronic when negotiating. "Monochronic approaches to time are linear, sequential and

involve focusing on one thing at a time" (LeBaron, 2003). The United States, Germany,

Switzerland, and Scandinavia are monochromic cultures (LeBaron, 2003). "Poluchronic

orientations to time involve simultaneous occurrences of many things and the involvement of

many people; and is common in France, Italy, Greece, and Mexico (LeBaron, 2003)".

> "Negotiators from *polychronic* cultures tend to
> - start and end meetings at flexible times,
> - take breaks when it seems appropriate,
> - be comfortable with a high flow of information,
> - expect to read each others' thoughts and minds,
> - sometimes overlap talk,
> - view start times as flexible and not take lateness personally.
>
> Negotiators from *monochronic* cultures tend to
> - prefer prompt beginnings and endings,
> - schedule breaks,
> - deal with one agenda item at a time,
> - rely on specific, detailed, and explicit communication,
> - prefer to talk in sequence,
> - view lateness as devaluing or evidence of lack of respect" (LeBaron, 2003).

Space orientations also differ across cultures and should be explored as a variable in

negotiations. In Northern European, people require more personal space than in Southern

European countries. Also, in the American, Canadian, and Asian cultures touching outside of

intimate situations is discourage, while Latin American, Mediterranean, and Arab cultures are

more allowing of touching (LeBaron, 2003). Space for genders varies as well from culture to

culture. In Japan, women are often seen holding hands; in contrast in the Mediterranean men

may be seen holding hands, but not women (LeBaron, 2003). It is important to be aware of space

orientations norms for negotiating.

When negotiating with someone from another culture, it is important to prepare and know your strategy as well as what to expect from the negotiator. Negotiators must learn about the culture they are going to be negotiating with to be prepared. They must also understand the expectations of the process and not make assumptions or conclusions regarding the process. It is also important to listen and pay attention to the process taking place. Remaining professional at all times is a must when negotiating with different cultures regardless of how hard the process may be.

Successfully Communicating Across Cultures

With the continually changing society, learning how successfully communicate with those from a different culture is key. "In an age of globalization, acknowledging and understanding cultural differences is more important than ever" (Trapp, 2014). People must adapt to change and diversity in the workplace. Globalization is transforming the way people work. It is the diversity that will lead to successful business as ideas from various backgrounds work together to carry out the goals of the organization.

Over years, the qualities of a global leaders has changed and people must take on opportunities to learn about other cultures to grow. "Today a large number of managers are working with individuals from around the world" (Clark, 2014). To succeed managers must be able to effectively communicate across cultures. Leaders must be able to accommodate a wide variety of work styles which are a result of different cultural perspectives (Trapp, 2014).

Good managers use Hofstede's to adapt their communication styles. The United States is an individualistic, low power, low uncertainty avoidance, and masculine culture (Parish, 2018). Americans going into another country would not be able to manage the same way they do

in the United States, doing so would cause problems to arise. "In the U.S., it is a participative

society, everyone expects to have a voice. In high power distance cultures, it is quite

different. Employees are expect to be directed, they don't "discuss" the issues but expect

managers to tell them what to do. They see the leader as weak if they ask for feedback" (Parish,

2018). "American managers must understand that positions, titles, and respect are huge

components of a high power distance culture. One knows their place, one follows the directions

of their superiors, and the appropriate respect must be shown for those in authority. This often

frustrates American managers who are used to a comradery with the people above them" (Parish,

2018). In the United States, people feel comfortable calling their manager and others in a

position above them by their first name. This is not acceptable in a high power distance culture.

Denmark is not a country in which American managers could manage like they would in

the United States. Denmark is a feminine culture that has different expectations of their

managers. The Danish culture focuses on teamwork and competing for the favor of their

manager (Guttman, 2016). People are encouraged to work together in order for everyone to

benefit. Management is made on a flat, non-hierarchical structure and everyone feels comfortable

talking to their manager because of the equal value on individuals (Guttman, 2016). Unlike in the

United States there is a clear distinctive difference between management and subordinates.

The individualistic cultures like to be rewarded for individual success. Unlike in the

collectivistic culture where the group is rewarded as a whole. The United States is an

individualistic culture, so managers must be aware of group reward if managing in a

collectivistic culture. In collectivistic cultures, "belonging and loyalty to the group overpowers

self-actualization (Morley, 2016)". Applying an individualistic style in a collectivistic culture

will only create disharmony and distance between the manager and employees (Morley, 2016).

Leaders must understand the differences across cultures and be willing to adjust to the expectations of business application. For example "Americans generally prefer the charismatic leader, or a team-oriented style of leadership, however when leading in China, one must understand that they are more accepting and may appreciate a leader who uses the self-protective or group protective style" (Parish, 2018). "Leaders that look after the group and preserve the "face" of the group will create loyalty to that leader in China" (Parish, 2018).

United States managers must also be aware of the differences in uncertainty avoidance cultures. The United States is a low uncertainty avoidance culture that likes change and less structure compared to other cultures (Parish, 2018). "To manage in a high uncertainty avoidance culture, one must recognize change is not appreciated and can be look at as distrust (Parish, 2018)". In some cultures, traditions are highly respected and there are rules and regulations that managers must learn and understand. Managers coming from a low uncertainty avoidance culture must be willing to accommodate the traditions set in place in high uncertainty avoidance cultures.

Last leaders must be good listeners. It is possible that leaders will have to adjust their listening in light of cultural differences such as high and low context communication. In low context cultures, managers should listen to the words being stated to understand meaning (Parish, 2018). On the other hand, in high context cultures, it is the nonverbal cues that one must pay attention and "listen" to and not the words. By not listening managers and watching for nonverbal cues, managers could mismanage employees.

Conclusion

"All over the world multi-national companies find themselves in cultures different from their parent country cultures and therefore call for such companies having to deal with different

cultural orientations (Dartey-Baah, 2013)". The differences in communication and culture

leaders to challenges in the workplace and people must work together to overcome these

challenges. The most valuable key to working with others from different cultures is

understanding and learning more about their culture. This will lead to effective communication,

which will lead to success business. People also must be open and accepting of others' cultures.

It is imperative to understand that even though the way your culture does things doesn't always

make it the right or best way to do things. Being open to other cultures may allow for more

success in the business.

It is culture and communication that defines the organization. Understanding culture will

help lower the chances of miscommunication that can negatively impact the organization. As the

frustrations, challenges, and anxiety comes with communicating with other cultures, it is

essential to remember that working together can help build successful international teams to

pursue the goals of organizations. When dealing with people from a different culture, respect and

courtesy will help to ensure successful communication.

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