

INTERCULTURAL COMMUNICATION IN BUSINESS – NEW AREAS OF RESEARCH

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Purpose: The aim of the work is to show, from the perspective of the theory of cultural dimensions, the essence and importance of intercultural competences in international business activities and to indicate what irregularities their ignorance may lead to. The aim is also to identify critical areas regarding cultural differences and, in this respect, to discuss basic preventive actions, the implementation of which will help companies achieve success.

Design/methodology/approach: The basis of the study are studies on intercultural dialogue, desk research method, detailed information and descriptive analysis. Research based on the interpretive paradigm associated with inductive reasoning.

Findings: The most important results achieved in this study include equipping managers with basic knowledge and sensitization about the differences in the dimensions of national cultures. This is important in the current situation of the flow of capital, investments and services across borders and the expansion of companies' operations on a global scale.

Research limitations/implications: New research directions were identified, such as: monitoring the stability and variability of the features that constitute the dimensions of culture described so far, and identification of new dimensions of culture relating to spheres of life that have not yet been explored (e.g. related to the digitalization of life, new trends, e.g. resulting from the greening of life or new social movements), identification of new verbal and non-verbal behaviors used to control, coordinate or maintain the flow of communication, as well as national tendencies and beliefs regarding the scope of use of new technologies, including robotization and artificial intelligence in company operations.

Practical implications: The article equips managers with practical skills and competences in the field of intercultural communication.

Social implications: Efficient intercultural communication will translate into eliminating national stereotypes and prejudices not only in the business environment but also in its surroundings.

Originality/value: The approach to cultural differences on a global scale presented in the article organizes this area and identifies opportunities for better use of the potential of knowledge in this area in practice.

Keywords: multicultural organization, organizational development, intercultural communication, dimensions of cultures, new areas of research.

Category of the paper: research paper.

1. Introduction

In modern business, apart from professional knowledge, social competences are also important, including an empathetic attitude towards customers, appropriate attitudes, assertiveness, patience, creativity, communication skills, willingness to learn, good behavior, enthusiasm in action, appearance, and, finally, resistance to stress. It can therefore be said that the employees' personal culture and innate predispositions to the profession are an integral part of the product as perceived by the customer. In the context of international business, the above findings should be supplemented with one more important aspect, which is knowledge of cultural differences regarding interpersonal verbal and non-verbal behavior. This topic is important because culture, beyond socioeconomic factors, is a significant predictor of business performance. Globally, behaviors and attitudes resulting from cultural differences may constitute a potential source of disturbances in relations between employees and customers. The ability to recognize the dimensions of culture and solve practical problems by reconciling different cultural values that concern mutual relationships, forms of communication and formalities is one of the ways to avoid disruptions in the sphere of efficiency of intercultural interpersonal communication. Countries and regions of the world differ not only in their material and moral culture, which is visible to the naked eye, but also in elements rooted in history, such as a sense of identity, institutions and values. Elements of identity (language, religion) and the sphere of institutions (law, organizations, acts) are visible to outsiders (strangers), while values are. which are the basis of cultural dissonances are hidden from outsiders. For people unaware of cultural differences, contact with a new culture may be a source not only of satisfaction, but sometimes also of dissatisfaction, bitterness, and in extreme cases - culture shock. As the latest research shows, migrant youth sometimes experience racism, intolerance and discrimination in a new place, and their anger, according to researchers, is the result of experiencing too many changes in their lives (Finnigan et al., 2023). Cultural differences are particularly clear among countries originating from distant civilizations, but they also concern neighboring countries and even national regions. In every culture in the world, phenomena such as authority, bureaucracy, creativity, camaraderie, attitude to truth and responsibility manifest themselves in different ways (Trompenaars et al., 2002). The behavior of "our own" is close and known to us because we interpret it from an emic perspective, and towards "others", i.e. people outside our cultural circle, we remain less understanding, perceiving them from an etic perspective.

The topic of cultural differences is extremely topical because the direction of development of modern organizations is determined by the process of expanding business activities and the related tendency to move from the domestic market to foreign markets. Business migrations at various spatial scales and work in distributed teams are commonplace. The employees themselves often come from multicultural environments and work in different locations around

the world or remotely in multicultural conditions. Among them are people who grew up in a different culture than their ancestors, and therefore were brought up in conditions that were culturally different from the environment of their parents. In the literature they are called Third Culture Kid or global nomads. We should agree with the opinion that in the last century TCKs have become the archetype of the 21st century human being (Mikułowski, 2006). Today, they fully fit into the cosmopolitan image of the world, because they are associated with various cultures, but do not fully identify with any of them. Recent research shows that such bicultural people have higher cultural intelligence than monocultural people (Khakhar et al., 2023). These people have more cognitively complex cultural representations than monocultural people and more than one pattern of self-identification. Therefore, they are more open to others and more often free from stereotypical thinking. Cultural differences do not constitute a big challenge for them because they are aware of their existence, they also show higher intercultural sensitivity and can even intuitively respond appropriately to them. This is because TCKs, having lived abroad during their development, were more likely to encounter different cultural perspectives than those who grew up in one culture (de Wall et al., 2020). Therefore, it is easier for them to work in cross-border conditions, also across state borders and in dispersed teams (Pabian, Pabian, 2023).

However, there is a large group of monocultural employees for whom working in multicultural conditions and in dispersed teams has become not so much a choice, but a necessity. They include migrants who, as a result of pauperization, unemployment, climate change or armed conflicts, left their country in search of work and better living conditions. The number of international migrants currently stands at approximately 272 million (World Migration Reports, 2020). Contemporary migration trends can be easily illustrated by the example of war refugees from Ukraine. Many citizens of this country have gone abroad and many of them do not plan to return (Kostruba, 2024). Some found employment in Poland. According to ZUS data, there are currently over 755.8 thousand people working in Poland. Ukrainians. The Act on Assistance to Citizens of Ukraine in Connection with Russia's Invasion of the Territory of that State facilitated the legalization of employment. Employees with a Ukrainian passport work mainly in the area of administrative services and support activities, in industrial processing, construction and transport. Most employees are between the ages of 30 and 39 (Bankier.pl). These employees most often do not have international experience or knowledge about cultural differences, but they carry different cultural values. Therefore, such migrant youth, as well as those delegated by the company to work in other countries, will benefit from intercultural training in the field of differences and dimensions of culture (e.g. naturalization courses).

Although the trend of culture in the discourse of organization and management has been the subject of many scientific studies, there is a need to constantly update the state of research on this issue. This is due, on the one hand, to the fact that company employees still have extremely low intercultural competences (Koc, 2021) and, on the other hand, to the effect of cultural

continuity and change. Any social, political or economic change can quickly cause a change in organizational culture (Mikusova et al., 2023) and even become part of the culture of a given nationality. Recently, the factors of change include: the Covid-19 pandemic, the war in Ukraine, inflation and the Israel-Hamas conflict. Moreover, each national culture not only draws from its tradition, but also evolves with the progress of civilization and takes over cultural borrowings as a result of direct and indirect cultural diffusion. People change and their approach to various issues and problems changes. This also applies to the economy and business. For example, subsequent generations have different preferences and expectations from brands than previous generations. Representatives of Generation Z, unlike previous generations, are more technology-oriented and use smartphones and other technologies very intensively when shopping (Priporas et al., 2017). The latest research also reveals that the change concerns negotiation clusters in business. Based on 2099 observations of negotiation behavior in 69 countries, the results were obtained which reveal that in addition to the two negotiation models discussed so far in the literature, i.e.: oriented on personal relationships, expressing emotions and a flexible program of polychronic procedures, and formal, task-focused and monochronic (Gesteland, 2000), there is now a third prototype that is more difficult to interpret and in which different negotiation behaviors coexist (Ogliastri, 2023). Therefore, new areas of research are emerging.

2. Methods

This study partially fills the research gap related to updating the issues of intercultural communication in business, contains conclusions and recommendations, and inspires further qualitative and quantitative research. The research methodology used in the preparation of this study was subordinated to its main goal. Due to the theoretical nature of the study, non-reactive methods were selected for research. Content analysis of written and oral messages (disseminated via the media) and the desk research method, which involves the analysis of secondary sources, were used. The research procedure for the purposes of this study consisted of searching for information, collecting and analyzing the obtained data. The content of documents supplemented on an ongoing.

3. Dimensions of cultures in the light of literature review

As attempted to be shown above, cultural differences are a kind of hidden mental-volitional programming, manifested in human actions and interactions. Lack of knowledge of them may lead to misunderstanding the intentions or incorrect assessment of the actions of other people (co-workers, clients). Cultural differences are surprising, unpredictable and difficult to interpret. If they are not known, interpersonal contacts may lead to states of frustration, irritation, even anger and mutual accusations. What's worse, cultural differences can trigger intolerance and even prejudice, the essence of which is the tendency to form hasty judgments about other people and perceive other cultures through the prism of stereotypes.

Cultural differences are best considered in the context of the dimensions of culture identified and defined in the literature, which reflect different rules of the social game specific to various nations. The dimensions of national cultures can be measured and allow determining the position of a given culture in relation to other cultures (Hofstede et al., 2011). Currently, the following dimensions described in the literature are most often used to explain cultural facts and phenomena:

- attitude to time,
- restraint towards expressiveness,
- consent to restrictiveness,
- low or high context,
- fragmentation in relation to the whole,
- ceremonial versus unceremonious,
- internal control and external control,
- tolerance of uncertainty,
- distance from power,
- individualism versus collectivism,
- achieving status versus its ascription,
- universalism versus particularism,
- masculinity versus femininity.

Based on the features revealed by the above-mentioned dimensions of culture, it is possible to predict what, depending on a specific orientation, may be the ways in which representatives of opposing cultures may react and the related preferred ways of conducting business and management.

The way companies operate around the world, the choice of an appropriate strategy, investment methods and planning activities are related to the first dimension of the attitude to time mentioned above, which has a different face in different parts of the world. For example, in cultures such as American, Swedish and Dutch, time is treated as a sequence of events, in others, e.g. Malaysia or Japan, it is believed that time runs in a circle, which is interpreted as

the coexistence of the past with the present and the future. These two concepts of time translate into the sequential or synchronous organization of human activities. People with a sequential orientation perceive time as a straight line divided into segments. They plan their classes, create a strict schedule and set exact times to perform individual activities. They do not tolerate tardiness. They have a monochronic attitude (e.g. Germans, Japanese), so they expect others to be punctual, respect schedules and time frames, and stick to the planned plan. Delay, inaccurate timing of activities or their extension lead to frustration. Not taking into account time is perceived by those who value punctuality as laziness and indiscipline. A synchronous attitude, however, manifests itself in parallel activities carried out simultaneously at a given moment (e.g. talking on the phone and customer service). Late arrivals are permitted and appointment times can only be approximate. For people from polychronic cultures (e.g. Italians, Spaniards), rigid time frames are difficult to accept because they are treated as unnecessary pedanticism and a symptom of disregard for others. One of the latest trends in time management research is the issue of robotics applications in a digital work time management system (Liu, Li, 2023).

The dimension of emotionality is particularly important because these differences may affect negotiation processes in making strategic decisions (Trnka et al., 2017). Cross-cultural differences in values related to emotions may also contribute to the emergence of prejudice and discrimination (Tsai, Clobert, 2018). It should be emphasized that a large part of emotional experiences have a biological basis, but they are also influenced by the environment. Researchers say that cultural differences in the level of emotional arousal between the West and the East are still clear. In some countries, self-control, the ability to keep a cool head and not show feelings are welcomed, while in others, on the contrary, emotions are shown. Showing agitation, loud laughter or even leaving the conference room in a state of anger is not perceived negatively by those around you. Westerners value, promote, and experience high-arousal emotions more than low-arousal emotions, while the opposite is true for Easterners (Lim, 2016). Employees from the East, who usually maintain distance and restraint in expressing emotions, may be irritated by interruptions in sentences during conversations, exaggerated dynamism of speech and the animation of people from expressive cultures. Similarly, the reason for the lack of mutual understanding may be a different understanding of silence. In Western cultures, silence means an empty pause, a retardant interjection that delays the statement. In Eastern cultures, it is a sign of respect for the wisdom and knowledge of others. Communication takes place at the level of the high context dimension, most of the information is contained in the situation, physical environment or is internalized in the person. Only a small part of it is in direct code. In China, silence expresses consent, in India it is a sign of respect and harmony. For the Japanese, silence is as important as speaking out. They speak quietly, take pauses for interpersonal synchrony, do not express their opinions directly, and do not give a clear yes or no answer, which may be considered a sign of arrogance by people from other cultures. Recent research shows that both native English speakers and non-native English speakers experienced language-induced emotions that affected their ability to communicate, resulting in both positive

and negative consequences for knowledge transfer and organizational functioning. A new finding is that language standardization can have negative consequences in the long run, given its potential to make it more difficult for individuals to share information across linguistic boundaries (Szkudlarek et al., 2020). It should be added that the dimension of emotionality (restraint and expressiveness) is related to the dimension of consent and restrictiveness, which in turn is consistent with the anthropological distinction between societies with a flexible and rigid structure. It refers to the subjective sense of happiness and well-being, the sense of control over one's life and attitude to free time. Permission (e.g. New Zealand, Great Britain, Colombia) means consent to enjoy life and satisfy natural desires without social dictates, while restrictiveness (e.g. Romania, Egypt, Hong Kong) is the belief that enjoying life should be supervised and defined by social norms.

It should also be added that human emotions are accompanied by gestures and reflexes, which, like emotions, are not interpreted in the same way. People produce their voice using the vocal organ, but they talk with their whole body (Matsumoto, Canagarajah, 2020). Even seemingly trivial gestures may be incomprehensible to strangers or, worse still, perceived as a sign of lack of manners. For example, in Bulgaria, nodding your head means disagreement, while seemingly negative movements of your head to the right and left mean yes. The thumbs up gesture is quite commonly considered a sign of approval, meaning everything is OK, but for the inhabitants of the Middle East and Latin America it is offensive. In Sardinia it is a vulgar gesture, in Greece it has sexual undertones. The gesture of tapping the forehead can also be interpreted in an extremely different way. For a Pole, a German or a Frenchman, it is an offensive gesture of being accused of stupidity, while in Spain or England it is a praise for logical thinking (Juang, Matsumoto, 2007). To take other examples, Arabs avoid showing their feet or soles, in Japan it is tactless to reward with a tip, while in Malaysia you cannot raise your voice because it means "losing face", implying human reluctance and disregard. In Asian countries, talking while wearing dark glasses is considered arrogant, and pointing is similarly impolite. Bad associations may also be caused by the inappropriate handing of a business card, which should be given with the right hand to Muslims, and traditionally with both hands to Chinese people. There are many examples. Knowledge of the above conditions is important and should be taken into account at work, although a radical change in behavior in this area may be difficult. The person conducting the conversation has facial expressions, gestures and verbal behaviors coded, consolidated and practiced from an early age. They are the result of habits acquired from one's own community and determined by national culture. Adapting to the cultural situation therefore requires not only knowledge, but also effort, personal commitment, and, above all, proper self-control.

According to researchers, perception of the world is very important for intercultural communication. The division into fragmentary and comprehensive cultures corresponds to the division into narrow and broad context cultures (Hall, 1984), and is based on a culturally different way of perceiving the world. In segmental cultures, professional matters are isolated

from other life spaces. The manager's authority is important at work, but it is not important in other fields, e.g. in a sports club, in a store, in a restaurant, etc. In holistic cultures, the professional sphere is transferred to the private sphere. A person in a position is respected not only in the professional field, but also in his private life, wherever he is known. As a result, bluntness and freedom in interpersonal contacts are negatively perceived by people with an official attitude, just as sensitivity to social position offends the egalitarian feelings of people with an unceremonial culture (Pabian, Pabian, 2021). For employees, e.g. from Germany, the problem may be too direct communication and calling them by name. This approach is a consequence of the so-called formal style, requiring adherence to hierarchy and the use of titles. The same is true of the ceremonial Japanese. Americans and Canadians, on the contrary, are direct in interpersonal contacts, address people by name and omit titles, which is by no means perceived in their society as a sign of bad upbringing or disrespect. Such differences result from differences in human living spaces. In segmental cultures (e.g. residents of the USA), people have a narrow private sphere and a wide public sphere, additionally divided into many segments to which other people have access for limited purposes, be it working together, having fun in a club, practicing sports, or participating in a given association, etc. Admission to one business segment does not constitute an obligation to another. In holistic cultures, it is more difficult to enter another person's life space. The public sphere is relatively narrow, while the private sphere is large and capacious, which means that a person who is admitted to it participates in almost all levels of life. A universal way that will not offend anyone's dignity will be to keep your distance and choose a formal style. Creating the appearance of intimacy, friendship and confidentiality in professional relationships may, contrary to appearances, arouse embarrassment and reluctance. People from a low-context culture may be judged by representatives of a high-context culture as blunt or even impertinent (AGH, e-podreczniki).

Another dimension of culture concerns the degree of uncertainty avoidance, although, as research has shown, it has a minimal impact on managers' approach to developing their business strategies. These approaches were found to be convergent because different managers from cultures with different degrees of uncertainty avoidance showed noticeable similarities in terms of openness to strategic change, involvement of others, types and sources of data, and formalities of strategy control (Ayoun, Moreo, 2008). A person is convinced that he is either centrally located, which means that he can make decisions independently and that his interior is the source of values and motivation, or he feels that the world dominates him and is more powerful than him. Then there is greater fear of the external environment. In cultures with weak uncertainty avoidance (emphasis on virtue), people are reconciled with life and its variability, they are also more tolerant, friendly and open to strangers. They demonstrate greater independence and rely more on themselves than on the opinions of experts. They do not like formal regulations, they accept a minimum of formalization and standardization. However, when uncertainty avoidance is strong, the dominant method of mutual communication is based on trust and allows for minimizing the feeling of uncertainty as to the expected benefits.

This dimension is related to the tendency to take or avoid risk. One of the more recent findings regarding the dimensions of uncertainty avoidance and long-term orientation is how they influence managers' inventory decisions in light of demand unpredictability. It turns out that not only economic features influence the level of inventories in companies, but also the dimensions of national culture (Eroglu et al., 2023). Knowledge in this area can be used by companies to optimize their inventories.

One of the basic measures applicable to all societies is the power of influence that an individual or group of people has. It is the opposition of individualism versus collectivism. The good of the individual may be preferred over the good of the community, which means self-orientation (e.g. the USA) or loyalty to the collective is more important, considered a source of identification and the foundation of security in life (e.g. Venezuela). Collectivism is more common in the world, with varying degrees of intensity. The group is considered a source of identification and the foundation of security in life, outside of which an individual cannot exist. Personal space and privacy lose importance here. The latest research shows that young people from individualistic countries have greater financial knowledge, which is an important life skill (Pulk, Riitsalu, 2024). The opposition of achieving status to ascribing it is quite closely related to the dimensions of individualism and collectivism, as well as to the attitude of universalism and particularism. A universalistic orientation (e.g. Switzerland, USA) means acting in an objectified way and in accordance with the appropriate general principle, without bending one's behavior to a given situation. Particularistic orientation forces actions to be adapted to the situation resulting from obligations, knowledge and the degree of intimacy between people. This does not mean, however, that particularists act in an immoral or unprincipled manner. This is well exemplified by researchers writing about a potential case of mobbing of women in the workplace. Representatives of both cultures will express outrage in this case, but the universalist will put first the violation of the principle according to which women cannot be exposed to discrimination, while the supporter of particularism will regret the suffering suffered by poor Jennifer (Trompenaars, Hampden-Turner, 2002).

In business conducted in multicultural conditions, conditions resulting from the dimensions of femininity and masculinity should also be taken into account. The concept of this dimension is based on differences resulting from gender psychology. Masculinity (e.g. Slovakia, Japan, Switzerland, Mexico) is characterized by a high degree of competition, striving to accumulate material goods, and a high tendency to self-promotion and boasting about one's own competences and skills. Femininity (e.g. Sweden, Costa Rica, Thailand) is manifested in caring for the family and interpersonal relationships, also in striving for equal rights for both sexes, shaping a family atmosphere in the workplace and focusing on negotiations in conflict situations. Masculine cultures became established where wars were fought or group mobilization was necessary. Female cultures come from the economy of merchants and sailors. The latest research shows that the approach to understanding masculinity is also changing. Until recently, masculinity entailed showing physical strength, power, success and dominance.

Modern masculinity is associated with showing compassion and care for others, inclusion and sensitivity (Kreichbergs et al., 2024). This changed approach must now be taken into account by advertisers and brand strategists.

4. Research results – new areas of research

As it was tried to demonstrate above, knowledge of cultural differences is the basis for building a competitive advantage on international markets. Taking into account cultural differences is particularly important in business negotiations, but is also necessary in ongoing communication with employees from multicultural backgrounds and working in dispersed teams, and, above all, in relations with international clients. However, it should be strongly emphasized that when it comes to the differences and dimensions of culture, we cannot limit ourselves to the existing findings, but conduct ongoing scientific research in terms of ongoing cultural changes, conditioned by various factors, but primarily the internalization of business activities and population migrations. Previous research shows that national cultures are not a petrified form, but evolve over the years under the influence of the actions of subsequent generations, social, technological, political and economic changes. This can be exemplified by the example of Poland, which, following the peaceful revolution of "Solidarity" and the change of the political system, opened up to the West after 1989. The communist bans ended then, and the flow of people, goods and products of modern culture, normal for democratic societies, began. Western films, series, songs, youth music, and the Internet have reached Poland. The role of the English language increased rapidly, Poles accepted and embraced the Americanization of life, disseminated in the mass media (Jarzabek, 2016). A similar thing happened in all countries of the former "Warsaw Pact", which was dissolved on July 1, 1991. This shows that cultural identity is not static, but dynamic. Today, an individual gains a sense of cultural identification not only in the process of upbringing, but also in the process of social participation. Cultural identification, as before, does not take place solely on the basis of attribution. Migratory movements provide individuals with the opportunity to identify by choice. All this affects the diffusion of cultural elements, the adoption of borrowings and the expansion of the cultural field. Updates to research on intercultural communication are therefore necessary. The research area is wide and complex, but as can be assessed, research can be conducted primarily in terms of:

- monitoring the stability and variability of the features that make up the previously identified dimensions of culture,
- identification of new dimensions of culture relating to spheres of life that have not yet been explored (e.g. related to the digitization of life, sexuality, new trends, e.g. resulting from the ecologization of life or new social movements),

- identification and meaning of new verbal behaviors (e.g. neologisms that were created to name things and phenomena that did not exist before),
- identifying and understanding new gestures and non-verbal signals used to control, coordinate or maintain the flow of communication (e.g. the spread thanks to pop culture of the manual air quotes, used in situations of irony or to metaphorically describe an issue),
- national inclination and beliefs regarding the scope of using new technologies, including robotization and artificial intelligence in company operations.

Moreover, the subject of research should be national and international organizations in terms of changes in the acceptance of leadership styles, social perception of stereotypes and the role of ethnic prejudices, motivation to cooperate in international teams and attitudes towards foreigners depending on their region of origin. The area of predicting the innovativeness of employees cooperating with each other in various national systems is very important. Additionally, it would be desirable to check the openness to research in this area and the willingness to participate in research. It may turn out that managers in particular countries declare their willingness to participate in research, but in reality they do not want to provide honest answers for various reasons. In-depth research would enable checking the areas that are the weakest and require greater efforts related to the need to overcome cultural barriers. Some cultural aspects do not apply to all areas of company activity. It would be desirable to determine the gradation of importance of individual dimensions of culture. This is especially important for the development of the art of negotiation. As researchers have recently determined, combining negotiation variables with a specific dimension may result in better preparation and development of a negotiation strategy (Rodolaki et al., 2023). Finally, it should be mentioned that the literature ignores the issues of religion and its impact on business activities. Research in this area is insufficient. And this is one of the key factors in running a company's business. According to researchers, in the case of followers of some religions (e.g. Islam), religious values seem to outweigh monetary benefits, which is quite an unusual position for a negotiator operating in an increasingly competitive and secularized business landscape. Moreover, research shows that for some managers, sharing a common religion facilitated the development of social relationships and harmony between negotiators, thus potentially improving the chances of a successful outcome or even a long-term business relationship (Richardson, Rammal, 2018).

5. Conclusion and discussion

The most important results achieved in this study include equipping managers with basic knowledge and sensitization about the differences in the dimensions of national cultures, which will help to avoid possible disappointments. This is important in the current situation of the flow of capital, investments and services across borders and the expansion of companies' operations on a global scale. Intercultural communication will determine the direction of social development of various nations. Moreover, this study highlights new areas that should be explored to facilitate managers' international business cooperation. The modern economy is influenced by globalization processes, which provide new opportunities for international business cooperation between people of different cultural, linguistic, economic and social origins. We should agree with the opinion of researchers that as an increasing number of managers manage diverse employee resources, managing cultural diversity becomes a critical point. In such a situation, an intervention based on proven models helps HR managers improve the cultural dimension and achieve the most benefits from cultural diversity (Kulkarni, 2012). Moreover, changes are progressing very quickly, as exemplified by the discovery that currently all important and repeatable dimensions of culture from all models are essentially variants of two, i.e.: the classic Hofstede model, reduced to just two dimensions: individualism-collectivism (IDV-COLL) and long-term orientation, renamed "flexibility-monumentalism" (FLX-MON) (Minkov, Kaasa, 2022). Good intercultural cooperation always results in new approaches, creativity in solving global problems and mutual inspiration. Tolerance for cultural differences and the ability to read them properly is now equated with having a competitive advantage.

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