

HOFSTEDE'S CULTURAL MODEL IN SHAPING POLAND-PERU TRADE RELATIONS

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Purpose: The purpose of this paper is to analyze how cultural differences between Poland and Peru, as explained by Hofstede's cultural dimensions, influence managerial practices and business cooperation, while addressing the research gap in studies on Polish–Peruvian trade relations.

Design/methodology/approach: The study uses a structured literature review based on the SALSA method, analyzing academic sources to examine Hofstede's cultural dimensions in the context of Polish–Peruvian business relations.

Findings: The study finds that despite similar Hofstede scores, cultural dimensions in Poland and Peru are interpreted differently, leading to significant differences in managerial practices, particularly in communication, hierarchy, trust-building, and approaches to uncertainty, which may cause misunderstandings in cooperation.

Research limitations/implications: The study is limited by its reliance on a literature review without empirical data and the general nature of Hofstede's model, which may oversimplify cultural differences. Future research should include empirical studies, such as interviews with managers, and expand the analysis to other sectors and countries.

Practical implications: The study provides guidance for managers by highlighting the need to adapt communication styles, respect hierarchical structures, and prioritize relationship-building in Polish–Peruvian cooperation, which can improve negotiation effectiveness and reduce the risk of misunderstandings in international business.

Social implications: The study promotes greater intercultural understanding and awareness, which can improve cooperation between societies, reduce cultural misunderstandings, and support more responsible and respectful international business practices.

Originality/value: The paper offers analysis of Polish–Peruvian business relations, a rarely studied context, by reinterpreting Hofstede's model at the managerial level. It provides value to researchers and practitioners by linking cultural theory with practical business interactions and highlighting context-specific differences in interpreting cultural dimensions.

Keywords: Hofstede's cultural dimensions; cross-cultural management; Polish–Peruvian trade relations; managerial practices.

Category of paper: Literature review.

1. Introduction

The modern global economy is undergoing a period of change. After many years of dominance by traditional growth centers in the United States and the European Union, there is a noticeable trend toward the growing importance of developing countries (Estevadeordal et al., 2025). Countries that were not associated with innovation or the building of a stable economy in the 20th century are becoming increasingly important in the global market. As the balance of power shifts, so do supply chains. Companies operating in the EU are looking to expand into new markets. Peru, as a developing country, is taking advantage of the current situation by opening its economy to international cooperation, making it an attractive, albeit culturally challenging, partner for Polish companies (Investment Climate Statements: Peru, 2025). At the same time, global challenges such as geopolitical conflicts, pressure to diversify supplies, and the importance of friendshoring remain significant (Javorcik, Yıldırım, 2023). These challenges underscore the importance of building trade relations with non-obvious partners outside the traditional area of cooperation. To fully exploit this potential, it is necessary to understand cultural differences and how business contacts are formed. Analyzing the above, Hofstede's model is an important tool both scientifically and in practice.

Previous research on cultural issues in business has been based mainly on general models of cultural differences, such as Hofstede's cultural dimensions (Hofstede, 1980), Hall's communication context theory (Hall, 1976), and Gesteland's relational-transactional approach (Gesteland, 2012). The scientific literature describes both Latin American culture and its characteristics, which manifest in relationality, high-context communication, and the importance of hierarchy in decision-making. However, an important issue is the differences between countries, which can shift perspectives. One limitation is that the research focuses on economic relations between the largest economies in Europe and LATAM. The studies (e.g., Arditto et al., 2020) described show a trend towards analyzing the most economically significant economies in the region, i.e., the Mercosur countries or Mexico. Peru is treated marginally in the studies described (Arditto et al., 2020). The selection of Poland and Peru is motivated by the limited academic attention given to CEE–LATAM business relations, as well as the analytical value of comparing culturally and economically distinct environments. Based on the literature review, no empirical studies have been identified that directly analyze how specific dimensions of organizational culture translate into the actual effectiveness of business cooperation between Poland and Peru. Existing studies focus on individual countries or other pairs of countries (e.g., Torres, Jones, 2010). An additional aspect is the lack of research on the micro-level perspective of the topic from a managerial perspective, which would provide a view of the issue at the enterprise level. A comparison of Poland and Peru makes it possible to identify interpretative differences in cultural dimensions within a bilateral context that has hitherto been little studied.

Although Hofstede's cultural dimensions have been widely applied in international management research, empirical and conceptual studies focusing on business relations between Central and Eastern Europe and Latin America remain scarce (Arditto et al., 2020). In particular, Polish–Peruvian business cooperation has received little scholarly attention, despite the growing economic relevance of emerging Latin American markets. There is a lack of research in the literature on how cultural differences affect specific aspects of business (McGrath, O'Toole, 2014). The negotiation process, building partnerships, and technical issues related to finalizing deals between Poland and Peru have not been explored. This research gap underscores the need for an in-depth analysis grounded in Hofstede's model, which considers both the practical context and entrepreneurs' real experiences (Chaudhry, Shafiullah, 2021). This raises the research question: How are cultural differences between Poland and Peru, as described by Hofstede's dimensions, interpreted in the literature in relation to managerial business practices and cooperation mechanisms?

The aim of this article is to examine how these cultural differences are reflected in managerial practices by conducting a structured literature review. The study does not rely on primary empirical data; instead, it reconstructs dominant patterns of interpretation, behavior, and adaptation strategies attributed to managers engaged in Polish-Peruvian business relation. The analysis was conducted primarily from the perspective of Polish managers entering into business partnerships with Peruvian counterparts. This justifies the detailed focus on the Peruvian context as an external business environment.

The study is based on a structured literature review conducted using the SALSA method (Search, Appraisal, Synthesis, and Analysis). This approach enabled a systematic identification, critical evaluation, and synthesis of relevant academic sources on cultural models and cross-cultural business communication, ensuring methodological transparency and analytical consistency. The starting point for the discussion is the research question posed. Thanks to the proposed approach, it is possible to organize existing knowledge and identify unexplored areas, which contribute to the development of research on economic cooperation between Poland and the LATAM countries. This article makes three types of contributions to the literature on the subject. First, it extends Hofstede's cultural model to a relatively unexplored geographical context: Polish-Peruvian business relations. Second, it offers practical insights for managers engaged in cross-cultural cooperation with Latin American partners. Third, by reviewing the available scientific literature, the paper organizes the findings on the study's subject and offers a new analytical framework for future research.

2. Theoretical framework

2.1. Culture as a determinant of business behavior

Culture is one of the most important factors influencing organizational functioning in an international environment (Sowińska-Domagala, Wolniak, 2025). It shapes both perceptions of reality and interpretations of interpersonal signals, ultimately influencing the building of business relationships. In international management, culture is understood as shared values, norms, and patterns of behavior cultivated within a given social group (Bartosik-Purgat, Rakowska, 2023). When coming into contact with people outside our cultural circle, to communicate effectively, it is necessary to understand the code in which “strangers” operate. A lack of understanding of social norms, differences in communication, or interpretation of hierarchy can lead to misunderstandings, tensions, and hinder cooperation.

Researchers such as Adler (2008) note that culture influences every stage of international interactions. Its influence is visible from the first contact, through the exchange of information and the finalization of the agreement, to the maintenance of relations (Adler, 2008). Translating the above into practice, cultural differences have real effects beyond the symbolic. In a business environment, culture translates into the form, timing, and manner of negotiations, the interpretation of a partner's intentions, and the attitude toward risk. Control mechanisms, argumentative styles, and forms of communication are shaped by a given culture. Equally important are expectations regarding the pace and dynamics of discussions (Bartosik-Purgat, Guzek, 2024).

Trompenaars and Hampden-Turner (2012) point out that economic interactions are based on different “logics” of relationship building. Some cultures operate transactionally, prioritizing tasks and results. Other cultures are relational, prioritizing trust in other people and emotional harmony before proceeding with formalities. In economic practice, these logics imply, among other things, expectations regarding the pace of work, the degree of directness in communication, the interpretation of silence, resistance, and the manner of negotiation (Trompenaars, Hampden-Turner, 2012).

Hofstede (1980), Adler (2008), and Trompenaars (2012) all emphasize the continuous influence of culture on communication and ultimately on decision-making. Culture creates a kind of framework for managers' actions, which means that cooperation between managers from different cultural circles requires the ability to correctly read the codes of one's partner. Ignoring differences resulting from cultural context can lead to misinterpretations of a partner's intentions, delays in negotiations, loss of trust, and, in extreme cases, even the failure of a business relationship. Culture is not just a backdrop; it is often a key factor influencing international business.

2.2. Hofstede's cultural dimensions in international management

In the literature on the subject, the dominant tool for analyzing cultural issues is G. Hofstede's multidimensional approach (Chaudhry, Shafiullah, 2021). The origins of the model date back to the 1960s and 1970s, when a large-scale research project was conducted at IBM. The study involved thousands of respondents from over 50 countries, allowing Hofstede to analyze a large dataset and identify recurring patterns of behavior across specific national cultures (Torres, Jones, 2010). The survey results revealed four cultural dimensions: power distance, individualism–collectivism, uncertainty avoidance, and masculinity–femininity. Over time, the model has been updated by subsequent researchers with two additional dimensions: indulgence and long-term orientation (Chaudhry, Shafiullah, 2021). The presented methodology provides an analytical framework for identifying mental patterns that shape perceptions of hierarchy, the role of the individual in the group, attitudes towards risk, and forms of communication. From a business perspective, interpreting behavior based on the model allows for a deeper understanding of a partner's approach to negotiations, building interpersonal relationships, and finalizing transactions (McGrath, O'Toole, 2014). Thanks to its ability to interpret cultural issues, it becomes possible to adapt managerial practices to local conditions, and Hofstede's tool remains one of the most frequently cited in international cultural management research to this day. Despite the model's widespread influence on the literature on the subject, it is often criticized for its limitations. Researchers emphasize that the model is based on data from only one corporation (IBM) and assumes relatively homogeneous national cultures (McGrath, O'Toole, 2014). In economic practice, each culture is more complex and changes dynamically with the progress of globalization, migration, and cultural mixing. Another related criticism of the tool is that it oversimplifies cultures, making it difficult to understand local context. Despite these reservations, the model remains one of the most widely used tools in research on cultural differences, useful for studies in management, intercultural communication, and negotiations.

3. Methodological approach

The study was based on a systematic review of the available literature on the subject. To conduct an in-depth and methodologically consistent analysis of the topic, the SALSA (Search, Appraisal, Synthesis, Analysis) method was employed, a commonly used approach in narrative and structured literature reviews within management sciences. The use of this method enabled a transparent organization of sources and facilitated the identification of patterns, relationships, and research gaps in the existing literature. In the Search phase, academic databases such as Scopus and ScienceDirect were queried using combinations of keywords

including “Hofstede”, “cross-cultural management”, “Latin America”, “Peru”, “Central and Eastern Europe”, and “international business culture”. The initial search yielded approximately 85 publications, which constituted the preliminary pool of sources for further examination. I revised and expanded the methodology section to clarify the selection procedure. The final set of sources was selected based on several criteria: a direct connection to intercultural management and Hofstede’s framework, a focus on Latin American or Central and Eastern European contexts, academic quality, and conceptual contributions to understanding managerial practices and business interactions. Publications were excluded if they were not directly related to the research topic, lacked scientific rigor, or focused on unrelated geographical contexts. Furthermore, the most recent literature was preferred, and foundational works were retained where necessary for theoretical justification. In the subsequent Appraisal phase, the identified materials were screened based on their thematic relevance, academic quality, and publication type. Peer-reviewed journal articles and academic books comprised the core material, while practitioner-oriented reports served as contextual supplements. After screening abstracts and full texts, approximately 20 sources were included in the final analysis. The third stage, Synthesis, involved categorizing the selected literature according to Hofstede’s cultural dimensions and their managerial implications, allowing for a structured comparison of conclusions derived from different cultural models, with particular emphasis on Hofstede’s framework. The final stage, Analysis, focused on interpreting these findings in the specific context of Polish–Peruvian business relations and provided the analytical foundation for the subsequent sections of the article. Overall, the application of the SALSA method ensured a transparent and systematic research procedure, enhancing the methodological credibility of the study and enabling the development of an analytical framework tailored to the case at hand.

4. Cultural profiles of Poland and Peru

The comparison between Poland and Peru is a scientifically fresh and valuable case for intercultural analysis. The economies in question are located in two different geographical areas and also differ in terms of their stage of economic development, communication traditions, and organizational traditions. Poland is a leader and one of the fastest-growing economies in Central and Eastern Europe, increasingly seeking to expand beyond the EU. Peru, on the other hand, is a dynamic Latin American economy that bases its economic growth on the raw materials, food, and services sectors, and its relational business model directly influences cooperation with foreign partners (Investment Climate Statements: Peru, 2025). The combination of CEE and LATAM, using Poland and Peru as examples, allows us to examine the impact of cultural differences on management practices in a relationship that is poorly described in the literature, but at the same time has growing practical significance for

entrepreneurs. The cultural profile and comparison of the cases discussed can be carried out using Hofstede's (1980) cultural dimensions. The infographic presentation of the results provides information on how the individual dimensions are shaped in both countries. The recorded results are a starting point for further consideration.

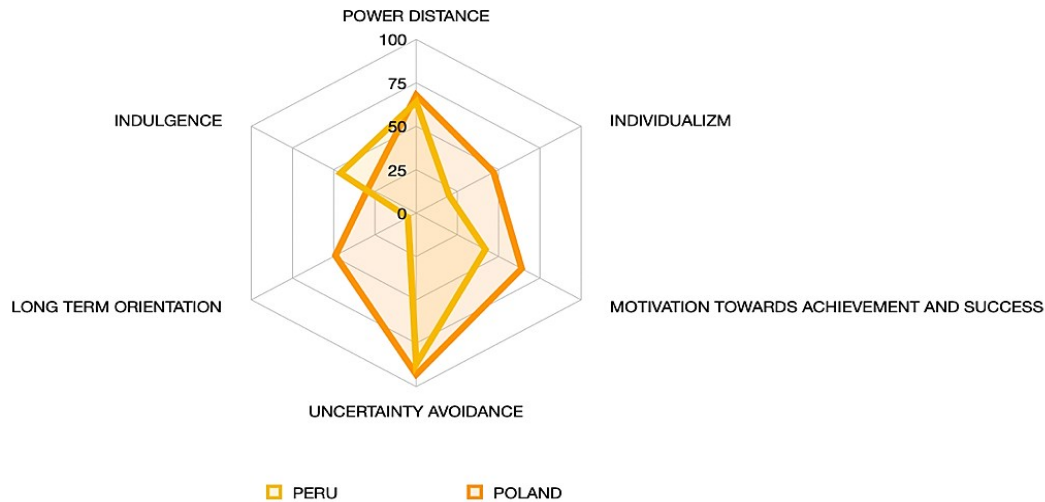


Figure 1. Cultural profiles of Poland and Peru.

Source: Based on data from The Culture Factor (n.d.).

The following analysis is based on data published by The Culture Factor Group in 2023, which regularly presents the values of individual cultural dimensions for different countries. These values are measured on a scale from 0 to 100, where higher scores indicate a stronger intensity of a particular cultural dimension in the analyzed society (The Culture Factor, n.d.). The study's results indicate similarities and differences between Peru and Poland across various cultural aspects of Hofstede's model. While some results may be similar, their interpretations may differ, which should significantly influence the behavior of Polish managers. The following analysis summarizes the cultural aspects, highlighting the key differences in interpretation between Poland and Peru.

5. Managerial decision-making practices

5.1. Power distance – strong hierarchical relationships and centralized decision-making

Peru belongs to a group of countries characterized by high power distance. In practice, this manifests as society accepting a clear division between decision-makers and subordinates. Social groups at the bottom of the hierarchy accept this social arrangement and do not oppose the established order (Hofstede, Bond, 1988). Members of society translate the country's social rules into the rules governing business operations. In Peru, decisions are rarely delegated to

lower-level employees, resulting in a high degree of centralization of decision-making (Torres, Jones, 2010). The person delegated by the company to conduct negotiations should have sufficient status. In practice, if a Polish manager wants to conduct negotiations efficiently, they should expect to talk to higher-level managers. The process of initial interactions is prolonged due to the high-power distance. Before moving on to specific commercial arrangements with decision-makers, managers should be prepared for a longer negotiation process than in Europe. In cultures with low power distance, such as Poland, it is more common to delegate to employees and to participate in discussions. Peruvian managers, on the other hand, expect personal contact at the same hierarchical level (Doney et al., 1998; McGrath, O'Toole, 2014).

The distance between authority figures and subordinates is also evident in the formality of behavior and the importance placed on ceremony. Hierarchy affects not only decision-making but also how people address their partners and greet each other (Gesteland, 2012; *IOR Peru*, 2026). In Peru, titles, functions, and status are also strongly emphasized in interpersonal contact. During negotiations, a person's origin, network of contacts, and social position influence their status as much as their professional competence. This means that social status translates into the perception of professional competence (Wright, 2024). Another important issue is the position of the boss (“jefe”) and the expectation of strong leadership. The leader is seen as a figure who should give clear instructions and make final decisions. The management style is more directive than participatory (McIntosh, 2012).

This finding suggests that similar power distance scores in Hofstede's model may mask fundamentally different organizational functions of hierarchy (Hofstede, 1980, 2001). While in Poland hierarchy primarily serves as an administrative and coordination mechanism, in Peru it plays a relational and symbolic role, conditioning access to authority through social capital. This distinction highlights the need to move beyond numerical indices toward context-sensitive interpretations of cultural dimensions.

5.2. Individualism – the primacy of personal relationships over formal structures

Collectivism is a characteristic feature of Peruvian society (Radziszewska, 2025). Loyalty to the team, family, or organization is seen as more important than the interests of the individual. Relationships and personal trust are more important than contracts and formal agreements, which in turn lead to strong social bonds (Fuentes, 2024; Meyer, 2014). Saving face is also an important issue – avoiding embarrassment, criticism, and open confrontation is important to many South American citizens. This also translates into the importance of harmony over directness. A gentler style of communication and the pursuit of mutual agreement are preferred (Byczyk, 2025). These issues allow all individuals to feel comfortable in a group (*IOR Peru*, 2026). Because decisions must be made by consensus within the group, decision-making processes take longer.

In a country characterized by a “collective” approach to problems, recommendations, and prior contacts are key to establishing further cooperation. Building personal relationships makes it easier to obtain new contacts or referrals. Conversations in Peru begin with building relationships; meetings where you can get to know a potential contractor better and present yourself and your values are important. Peruvian citizens are cautious about new partners they have not met through their social network. Cooperation is mainly verified through personal relationships. The negotiation process only begins after trust has been established, and moving quickly to commercial terms may be perceived negatively. Negotiations cannot be too aggressive or too fast, and Polish assertiveness and a tough approach to talks may be interpreted negatively (*Managing In Peru – Management Style & Workplace Culture*, 2016).

5.3. Motivation to succeed – focus on balance between relationships and results

In terms of the cultural aspect of striving for success, Peruvian society does not show above-average results. Its position below the middle of the scale indicates that this is a country with a moderate focus on success. There is no culture of competition in this country, and results are important but do not constitute the dominant goal in life. A visible aspect is the balance between work results and interpersonal relationships. Group and individual achievements are important, but they are not more important than the quality of cooperation with colleagues. Harmony is important and acts as an element of effective action. Compromise is preferred over confrontation, and excessive pressure to achieve results is avoided (Gesteland, 2012; Torres, Jones, 2010). Importantly for Polish managers, this implies that, in the broader context of this region's business culture, the tendency to engage in aggressive negotiations is reduced. Cooperation becomes more important than domination, and loyalty to one's partner is a priority. Success in this aspect of Hofstede's model in Peru can also be understood as stability in relationships. Saving face and psychological comfort become more important than unequivocal “winning” in negotiations (*Managing In Peru – Management Style & Workplace Culture*, 2016).

5.4. Avoiding uncertainty – relational security over rigid procedures

Avoiding uncertainty in Peru manifests itself in a strong need to reduce interpersonal fears. Relational security is more important to Peruvians than legal and procedural security. Uncertainty is minimized by frequent contact with the contractor, conversations, and direct presence (Fuentes, 2024). Therefore, conducting remote negotiations is a difficult challenge. While there is a noticeable need to build trust while maintaining caution in direct and indirect contacts, there is also visible flexibility in procedures. Negotiations in Peru are not characterized by the formalism typical of Poland. The initial stage of the actual talks focuses on maintaining harmony and avoiding premature hard declarations. The partner is expected to adapt to changing circumstances. Pushing a rigid schedule may result in resistance from the Peruvian side, as they are sensitive to time pressure (*IOR Peru*, 2026).

Procedural flexibility translates into gradual decision-making based on interactions with a known business partner. Contract documentation is finalized later than in Poland and is relatively fluid. Flexibility in negotiations is interpreted as a tool for building comfort in interpersonal relationships, rather than a sign of unprofessionalism (*Managing In Peru – Management Style & Workplace Culture*, 2016). Importantly, in Peru, renegotiations and returns to previous agreements are common practice in the process. In Poland, this could be considered chaotic, but in Peru, it is not. A contract or agreement, even after it has been signed, is considered a “living document.” The formal contractual framework is seen as the final safeguard of the negotiation process, not the starting point (*IOR Peru*, 2026).

5.5. Long-term orientation – focus on immediate benefits

Peru is characterized by an extremely low long-term orientation. This translates into a strong focus on achieving the desired results “here and now”. The immediate benefits that Peruvians can achieve by entering into a contract are more important than a profitable long-term cooperation strategy with a several-year horizon (Gesteland, 2012). In business, this translates into a preference for quick financial results immediately after signing a contract. Decisions regarding potential cooperation are most often made in light of the current macroeconomic situation. There is significant flexibility in the approach to long-term plans. In Peru, there is little pressure to plan for long-term investment, and projects are primarily evaluated on short-term returns (Arditto et al., 2020). The current financial liquidity of the company and the potential partner is of great importance, which, in theory, is supposed to guarantee a low risk of unsuccessful cooperation.

The society in question is characterized by caution towards long-term projects and frequent changes in strategy as the context changes. Along with changes in the environment, there is also a flexible approach to goals, susceptibility to market impulses, and situational opportunities that arise on the market (Fuentes, 2024). Business relationships are maintained as long as they bring immediate benefits, and, as the above findings show, the usefulness of cooperation is expected to be immediate (so-called situational loyalty). Peru is the opposite of strongly long-term cultures, such as Japan, which is noticeable in the divergent strategic approach based on patient accumulation of effects (Oh, Yoo, 2022).

5.6. Tolerance – balanced expression beneath a formal exterior

Peruvian culture lies between the extremes of tolerance and restraint. Compared to other South American countries, Peru could be described as more restrained than overly comfortable. There is a visible acceptance of pleasure in the country, but within social norms. Interpersonal communication is emotional and expressive, and body language is lively, full of natural gestures. Direct communication is characterized by cordiality, warmth, and showing sympathy towards others (Chaudhry, Shafiullah, 2021). From a business perspective, personal relationships are important because they shape an individual's perception in the business world.

As part of building interpersonal relationships, which are the foundation of transactions, social gatherings, such as lunches or dinners, are an established custom (Fuentes, 2024). In the capital of Peru, Lima, there are many restaurants of the highest international standard, where such social gatherings with a business undertone are the norm. As a result, networking in Peru is based on recommendations (word of mouth) and networks of acquaintances.

At the same time, it should be remembered that despite its geographical location, which might suggest above-average informality, business in Peru is dominated by formalism. The dress code for business meetings is conservative. Elegant attire is required, understood as classic, dark suits and classic outfits without excessive extravagance. In business contacts, especially at the very beginning of an acquaintance, titles, functions, and the participants' hierarchy are emphasized. When making initial contact, it is better to approach conversations too formally than too casually. This should not be understood as avoiding a relaxed atmosphere during the meeting — despite the expressive communication style characteristic of Latin American cultures, business interactions in Peru remain embedded in a formal protocol that emphasizes hierarchy, titles, and appropriate attire (Wright, 2024). Similarly, it is good practice to warm up the relationship with humor and small talk (a Polish manager should focus first on building a relationship — only then can they move on to contractual arrangements) before transitioning to the main topic. In the case of invitations to less formal meetings outside working hours, this may signal the contractor's acceptance and trust. Managers from procedural cultures should not interpret the expressiveness of Latin Americans as a lack of discipline. In practice, formal attire, respect for hierarchy, and the essence of etiquette can coexist with expressiveness, creating a new image of business practice (*Managing In Peru – Management Style & Workplace Culture*, 2016; Wright, 2024).

Due to cultural differences, cooperation between CEE and LATAM countries is prone to misunderstandings. The conclusion of a deal between partners from Poland and Peru will not be determined solely by strictly business considerations, but also by intercultural understanding. The correct interpretation of behavior and adaptation to a given society's requirements can be just as important as other factors influencing a company's success in an international environment. The following analysis identifies some of the most important areas of misunderstanding, understanding which will enable appropriate adaptation to the cultural context.

6. Key areas of interpretative divergence and adaptation

The comparative analysis of Polish and Peruvian cultural profiles identifies several key areas of interpretative divergence that most frequently lead to misunderstandings in bilateral business cooperation. These areas concern communication styles, relationship-building

mechanisms, decision-making hierarchy, perceptions of time, formalization of agreements, and approaches to risk. Understanding these differences is essential for developing effective adaptation strategies in Polish–Peruvian managerial interactions.

Communication styles and contextual differences – Communication style and a proper understanding of the context in which information is conveyed are key to effective communication with foreign partners. Poland is a low-context culture, so communication is direct. Polish literalness may be perceived as passive-aggressive and rude in other cultures. In Peru, indirect communication prevails, and the main emphasis in communication is on politeness and avoiding confrontation (Gesteland, 2012; *IOR Peru*, 2026). Given these differences, there is a noticeable risk of misunderstandings. Polish managers may not notice signs of disagreement with certain arrangements because they are not communicated directly, while Peruvian partners may interpret the Polish side's statements as confrontational. To make the agreement between Polish and Peruvian partners more effective, adaptations are necessary. The Polish side must pay closer attention to non-verbal communication and polite phrases, while the Peruvian side should improve the clarity of the information they convey.

Trust and relationship-building – In the Peruvian business model (and beyond), trust in a contractor is crucial. Unlike in Poland, interpersonal relationships are more important than formal cooperation. Competence, offer, and the importance of a company's efficiency are priorities in Poland, which is different in LATAM countries (Meyer, 2014). Polish managers participating in bilateral talks with the Peruvian side may view the initial stage of preliminary talks as a waste of time. The Peruvian side, in turn, may interpret the Polish side's task-oriented approach as a sign of disrespect or coldness, which Latin Americans dislike (Fuentes, 2024). To achieve agreement on communication, an important tip for the Polish side would be to include small talk at the initial stage of the talks. It may also be important to reserve more time than for similar meetings in Europe and to approach the talks with respect, but in a slightly less formal manner. Another important tip is to include informal meetings in the delegation's schedule, which would help them get to know their future business partners better.

Decision-making hierarchy and access to authority – Peru is characterized by limited access to higher-level individuals (decision-makers). To resolve an issue, it is necessary to communicate with decision-makers, and meeting with them requires building relationships and trust (Gesteland, 2012). As a result, the entire process may take longer than a similar procedure in Poland, where more decisions are delegated to lower-level personnel. The lack of a direct response, resulting from the lack of decisiveness on the part of Peruvian interlocutors, may be interpreted by the Polish side as a reluctance to cooperate. Peruvians, in turn, may perceive attempts to speed up the process negatively. To adapt culturally, the Polish delegation should accept the longer decision-making process and respect the hierarchy in the Peruvian business environment.

Approach to time – Polish entrepreneurs conducting business talks expect the other party to be punctual and to carry out activities in accordance with the agreed schedule. Peruvian practices differ, being more polychronic, with greater acceptance of change and the postponement of prior arrangements (Hall, 1976). Poles may interpret this behavior as a lack of professionalism and respect. Peruvians, on the other hand, may consider excessive attachment to time and strict adherence to schedules to be overly rigid (Meyer, 2014). The cultural adaptation required on the Polish side is to increase flexibility and prepare in advance for potential changes in the schedule. Peruvians, on the other hand, should clearly state deadlines for individual tasks to better communicate with Poles.

Formalization of agreements – in Peru, signed agreements or concluded arrangements are treated as living documents that can be renegotiated later as the relationship develops (Katz, 2006). This is a different practice from that in Poland, where managers treat signed agreements as final documents that fully regulate cooperation. Due to the above, there is a risk of misunderstandings, which the Polish side may interpret as disloyalty, while the Peruvian side may interpret the rigidity of the arrangements as a lack of trust. For both parties to feel secure not only at the initial stage but also at later stages of cooperation, it is worth introducing contract provisions that regulate the renegotiation mechanism and include flexibility.

Risk assessment – although both countries exhibit a high level of uncertainty avoidance, these results should be interpreted slightly differently. Poles regulate uncertainty through appropriate contractual provisions and formalization of procedures in their cooperation. Peruvians, on the other hand, try to mitigate potential risks by managing relationships and personal trust in the contractors with whom they enter into deals (*Cultural Considerations for Partner Selection in Peru*, 2025; Morgan, Hunt, 1994). Possible misunderstandings may arise from Polish expectations of a precise framework for action and formalization of procedures, while the Peruvian side may prefer continuous adaptation to current circumstances. To enable managers from both countries to reach a long-term agreement, it would be advisable to define clear expectations regarding the predictability and limits of flexibility in the arrangements.

7. Discussion

Based on the analysis of Poland and Peru cases regarding the impact of cultural differences on managers' behavior, several key differences have emerged. Their proper interpretation can translate into an easier process of reaching agreements and real profits for companies. The results presented in the article are consistent with classic approaches to cultural models, but attention should be paid to the interpretation of certain elements that have not been widely presented in the literature on the subject to date.

The first conclusion that can be drawn from the article is that it emphasizes the importance of personal relationships in the Peruvian business model. Confirming Hall's observations (Hall, 1976), Latin American countries characterized by a high context of communication prefer indirect communication. In contrast to Central and Eastern European countries, which are characterized by a task-oriented and formal culture, there is a confrontation between two opposing approaches. This results in difficulties in adapting to the style of business conversations and negotiations and creates a practical challenge. This is also consistent with Gesteland's research on relational and transactional cultures (Gesteland, 2012). The examples of Poland, with a transactional culture, and Peru, with a relational culture, also illustrate a particular sensitivity to differences in the perception of contracts. For the Polish side, this is the point at which the arrangements are finalized, whereas for the Peruvian side, it is only a framework for cooperation subject to further negotiation (Katz, 2006). Another key point is the correct interpretation of power distance, which in both countries scores high in classic models, but is interpreted differently. The functional significance of the hierarchy in question is different in both cases. In Poland, the hierarchy primarily serves to stabilize organizational structures, while in Peru it fulfills a social and relational function, concentrating decisions at the highest levels and making access to decision-makers conditional on the development of social capital (Meyer, 2014). The presented interpretative distinction (resulting from the analysis of a specific topic – business) is not available in Hofstede's research. The article shows that despite similar PD results, they do not mean the same things for given societies and organizational practices, which is an important theoretical observation. The approach to uncertainty is also worth noting. According to classic interpretations of Hofstede's model (Hofstede, 1980, 2001), a high level of UAI should suggest a similarly cautious, rule-based approach to stability and formalization, but the analysis offers different insights. In Poland, when formal threats arise, the parties protect themselves through contracts, a precise structure of activities, or other formalities, whereas in Peru, uncertainty is offset by trust in personal relationships, flexible arrangements, and ongoing adjustments (Katz, 2006; Morgan, Hunt, 1994). This conclusion is consistent with Luhmann's theory (Luhmann, 2017), which holds that trust can, in certain circumstances, replace formal control mechanisms, whereas Hofstede's classical theory (Hofstede, 1980, 2001) stands in opposition to this. A high UAI in Peru does not lead to increased formalization, but rather to its opposite, namely flexibility and adaptability. Another topic worth highlighting is the issue of mono-/polychronicity, which affects not only the widely discussed issue of punctuality and schedules (Hall, 1976), but also the very definition of “progress in negotiations.” The Polish side often expects continuity of work, while Peruvians see successive stages as fluid and overlapping implications (Meyer, 2014). The interpretative ambiguity of the described behavior model affects communication between managers and the success of cooperation.

The key conclusion that emerges from the discussion is that Polish-Peruvian business relations are fraught with a high risk of misinterpretation of behavior. Interpretation errors result not so much from economic differences as from differing models of communication, hierarchy, and uncertainty management. The article emphasizes the essence of classical models of culture and their contribution to the literature on the subject, while also highlighting the importance of interpreting the results.

8. Conclusion

The analysis presented in this article clearly shows that cultural differences and the appropriate interpretation of specific behaviors influence managers' decision-making processes in business relationships. The cultural dimensions described by Hofstede's model indicate which aspects differ most significantly between Poland and Peru. Power distance, individualism, uncertainty avoidance, and time orientation in economic practice influence different approaches to communication, negotiation style, and the form of building trust with potential partners. The study's results indicate that Peru's business culture differs from Poland's. Peruvian relationality, indirect communication, and hierarchy contrast with Polish formalism, task-orientedness, and direct communication. As a result, proper preparation for bilateral talks between contractors from Peru and Poland determines not only the course of the talks but also the effectiveness of the cooperation. Understanding the cultural conditions of a given society is key to effective, long-term cooperation between managers from both countries.

The research conducted and the conclusions drawn from it make a significant contribution to the development of cultural management science from a managerial perspective in a narrow comparative approach between Poland and Peru. The article indicates that the models used in the literature on the subject, such as Hofstede or Hall, are useful tools for conducting this type of research, but their imperfections and the need for clarification in each case should be borne in mind. The analysis showed that even very similar values should be interpreted differently in some cases, which should subsequently influence managers' behavior during business negotiations. The article presents a new perspective on the subject from the point of view of countries whose comparison in the described context is very poorly described. Both extending the analysis to include comparisons of new regions and examining the subject from a specific (managerial) perspective expand and organize the knowledge gathered so far. The article also confirms Luhmann's theory on the importance of trust and suggests a different interpretation than the classic high UAI. In Peru, as the study showed, trust serves as a substitute for formal mechanisms, thereby reducing uncertainty. Finally, the article serves as a bridge between the macroeconomic perspective (national dimensions of culture) and the microeconomic

perspective (managerial practices in specific business situations), showing that real conclusions come not so much from indices as from their interpretation.

Based on the results, the identified cultural differences can be translated into practical management guidelines. Managers should begin with an interpretive diagnosis, recognizing differences in communication, hierarchy, trust, and time perception. A relational communication approach is essential, requiring greater directness, greater attention to indirect and nonverbal cues, and a stronger focus on building relationships. Negotiations should be viewed as a process based on trust, which will allow for more time to be devoted to them and help avoid undue pressure. Effective cooperation also requires respect for hierarchical structures and access to decision-makers. Finally, a flexible contractual approach should be adopted, treating agreements as evolving frameworks open to adaptation. These frameworks combine cultural interpretation with practical management practices.

This study has several limitations that should be considered when interpreting the results. The method used to analyze the data for this article was a review of the available literature on the subject. The article does not include empirical data from interviews or real-life cases, nor does it draw directly on managers' experiences. This limitation may affect the interpretation of the results described and omit nuances relevant to the research topic. Another limitation is the high level of generality of Hofstede's model used in the research, which may lead to oversimplification. Although this typology can be an extremely useful analytical framework, it is difficult to use to identify the dynamics of change, the impact of institutional factors, or sectoral differences. Thirdly, the interpreted results and guidelines for managers are of little value when generalized to a larger region, e.g., CEE vs. LATAM. When analyzing the impact of cultural differences on specific aspects of business, despite certain similarities, the noticeable differences are so subtle that each country in the region should be interpreted individually. The results of the study of relations between Poland and Peru cannot be fully representative of Central and Eastern Europe or South America as a whole. It is worth noting that the article primarily focuses on the managerial perspective. Differences arising from individual sectors, industry differences, or the macroeconomic and geopolitical context have been omitted. These limitations point to the need for more advanced empirical research that will enable a more complex comparative approach.

The results of the study suggest further directions for analyzing the subject of the article. First, it would be reasonable to conduct qualitative research, e.g., in-depth interviews with managers from Poland and Peru, who could provide important nuances regarding economic practice. Both broadening the discussion's perspective and examining adaptation strategies in real interactions could expand the scope of information currently available in the literature on the subject. Future research could enable the operationalization of cultural dimensions using measurable indicators, such as the duration of negotiations, trust-building indicators, contract stability, or partnership success indicators, which would allow for the empirical validation of the relationships identified in this study. Next, it would be worthwhile to expand the analysis

to include other variables, such as specific sectors of the economy. A sectoral comparison may reveal different effects of cultural differences on cooperation in the raw materials, agri-food, technology, and service sectors. Thirdly, future research could expand the geographical scope of the considerations and examine other LATAM countries, such as Chile, Mexico, or Colombia. The aim of expanding the research could be to identify broader regional patterns and to check which characteristics are specific to Peruvian society and which are also repeatable in other countries. Another recommendation for future research is to include additional cultural models in the analysis, such as Erin Meyer's cultural map, Trompenaars' model, or Hall's concept of contextuality, which could not only supplement the research results with new information but also refine Hofstede's classic model's conclusions. Finally, future research could also take into account contextual factors arising from geopolitical factors, history, or institutional issues. Building a broader picture based on context can provide a comprehensive comparative overview of relations between Poland and Peru and serve as a model for further research in this area.

By demonstrating that identical cultural dimension scores may yield divergent managerial practices depending on their social interpretation, this article contributes to refining Hofstede's framework and supports calls for a more interpretative, context-sensitive application of cultural models in international management research.

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