



AMERICAN JOURNAL OF MULTIDISCIPLINARY RESEARCH AND INNOVATION (AJMRI)

ISSN: 2158-8155 (ONLINE), 2832-4854 (PRINT)

VOLUME 2 ISSUE 5 (2023)



PUBLISHED BY
E-PALLI PUBLISHERS, DELAWARE, USA

A Literature Review on Multicultural Business Communication

Manolito C. Alsola^{1*}

Article Information

Received: August 08, 2023

Accepted: September 04, 2023

Published: September 12, 2023

Keywords

*Multicultural Business
Communication, Cross-Cultural
Business Communication,
Globalization, Global
Communication Challenges And
Barriers*

ABSTRACT

This thorough literature assessment digs into the complex world of multicultural corporate communication and examines the many factors that affect interactions in different cultural situations. Through systematic gathering of data from various published articles related to the topic, the review begins by putting good multicultural communication in the perspective of the current worldwide business environment. It sheds light on how cultural differences affect communication dynamics by analyzing subtle linguistic clues, nonverbal cues, and underlying cultural norms that influence cross-cultural interactions. Critical examinations of multicultural corporate communication's difficulties and impediments highlight the dangers of misunderstanding, stereotyping, and communication breakdowns. In addition to promoting the development of cultural sensitivity, using efficient communication tools, and encouraging relationship-building and trust across cultures, the review highlights techniques to improve cross-cultural communication. The review examines the changing role of technology, intercultural leadership, and the ethical ramifications of multicultural corporate contacts to anticipate future developments in this field. This study offers helpful guidance for practitioners and organizations attempting to negotiate the challenging environment of multicultural corporate communication by summarizing the significant results and implications of the research. To address the changing opportunities and difficulties in this vital subject, the study ends with a plea for continued research and innovation

INTRODUCTION

In today's globalized business world, companies will inevitably have to get on board talents from different parts of the world. Especially for giant multinational corporations (MNCs), the workforce could represent all the countries where they have their presence. They might even hire talents from countries where they do not have their physical presence if the candidates satisfy their criteria for hiring because job postings now are mostly done online and are visible to all potential candidates from around the globe. The workforce of these MNCs is a mixture of people from different backgrounds, colors, religions, genders, experiences, food choices, likes, dislikes, and so on. This diversity is the MNCs' direct match for their diversified markets around the world which could be the same mixture of many factors. In other words, a diversified company in terms of product offerings and workforce serves an equally diversified global market. Employees from many nations, regions, and cultures frequently interact in the workplace today. It is an expression of the many cultures that exist in the globe at this present time (Rebecca, 2013). Managing such a well-diversified work environment could be overwhelming and challenging for these MNCs. However, if they are able to harness the power of diversity, the situation could be beneficial for the company as a whole.

Beyond the business case, organizations that are genuinely committed to actual diversity profit much. Living a diverse worldview, a mindset devoted to normatively doing the right thing and not only making money, is different from using workplace diversity solely to positively impact a

bottom line (Wrench, 2013). Businesses that genuinely value authentic diversity earn significant benefits that go well beyond simple financial gains. Although there is a strong commercial argument for diversity, a company that is genuinely dedicated will gain on many levels. Adopting a diverse worldview requires a solid commitment to moral standards, the promotion of fair practices, and the creation of an inclusive workplace. A diversity-focused attitude puts genuine inclusivity first as a core goal, in contrast to a superficial approach that only seeks to increase profits. This strategy goes beyond a purely utilitarian viewpoint that sees diversity as a way to improve the bottom line. Instead, it places a strong emphasis on the moral need to uphold moral principles, fostering an environment at work where each person is appreciated, valued, and empowered. Organizations foster a dynamic and creative environment by fostering a diversity-oriented worldview. Diverse viewpoints encourage creativity and help people come up with original answers to difficult problems. Additionally, an inclusive workplace draws top people from many backgrounds, enhancing the company's capacity for adaptation and success in a constantly changing international environment. Multiculturalism is, in fact, pervasive today. More people are traveling and deciding to live abroad as a result of globalization. People are urged to relocate and explore other nations, civilizations, and cultures by MNCs and society at large. This explains why there are becoming more exchange students as well as expatriates. Students are encouraged to travel, study, and do internships abroad in higher education, particularly but not only in

¹ University of Cebu & St. Paul University Surigao, Philippines

* Corresponding author's e-mail: manolito.c.alsola@gmail.com

business school. Typically, college students who like their time abroad desire to begin their careers abroad as well (Heyman, n.d.). Because of their training, these students become very attractive candidates to MNCs when they graduate because they are already trained in multicultural business communication. They are expected to be able to adjust easily to multicultural business environment because of the experience they obtained being exchange students.

Effective multicultural business communication is of significant importance to MNCs and even to companies operating purely domestically but have to deal with customers from diverse cultures such those engaged in tourism-related businesses. Hotels, restaurants, tourist spots and the like have to deal with customers from diverse cultures. It is important that their workforce have high cultural intelligence because of the very nature of their businesses. Cultural intelligence (CQ) is the capacity to function and manage successfully in situations and settings with multiple cultures (Ott & Michailova, 2018). Businesspeople and their organizations can gain real advantages from being able to communicate successfully across cultural barriers, such as quick issue solving, greater decision-making, increased productivity, a steady work flow, solid commercial partnerships, and an improved professional image (Zheng, 2015). Gaining cultural intelligence is indeed a competitive advantage for companies that embrace it.

This literature review aims to shed light on the crucial role that cultural elements play in forming successful cross-cultural contacts in the business setting by conducting a thorough examination of the complex landscape of multicultural business communication. The capacity to negotiate various cultural conventions and communication styles becomes crucial as firms increasingly function in a globalized society. The goal of this review is to compile and evaluate previously published scholarly research, empirical findings, and theoretical frameworks that explore the complex interactions between business communication and culture. This review further aims to provide a comprehensive understanding of how cultural aspects affect communication dynamics and influence outcomes in multicultural business environments by digging into the areas of language nuances, nonverbal communication cues, and cultural values. In addition, this review will look at difficulties and obstacles brought on by cultural differences, suggest techniques for improving communication, and offer examples of real-world case studies that illustrate the practical applications of culturally sensitive business communication. In the end, the goal of this literature review is to provide practitioners, academics, and businesses with useful insights that promote enhanced intercultural awareness and communication skills, enabling them to succeed in the constantly changing global business environment.

METHODOLOGY

This study of the literature discusses how to communicate

in multicultural work environments. A thorough and organized strategy is used to find and evaluate pertinent scholarly works in this literature review on multicultural business communication. Using a variety of terms, including “multicultural business communication,” “cross-cultural business communication,” “globalization,” and “global communication challenges and barriers,” the research process involves a thorough search in Google Scholar. The selection of published articles and assurance of the sources’ applicability to the study are part of the inclusion criteria. The chosen material is then carefully arranged, making it possible to have this comprehensive study on multicultural business communication.

LITERATURE REVIEW

Cultural Factors Impacting Multicultural Business Communication

The primary factors that have a tremendous impact on multicultural business communication are language and communication styles, nonverbal communication and the cultural values or norms (Liu, 2016). We will dig deeper into these factors under this section of this literature review.

The verbal and nonverbal manner in which people interact with others is referred to as a communication style. The meta-message, which governs how listeners perceive and interpret verbal signals, combines language and nonverbal cues (Liu, 2016). People from across the world vary in communication style, both verbal and nonverbal. The English language is universally acceptable and understood but if one person communicates to another in English but the listener doesn’t have a command of the language, a barrier is created. There is no way for the other person to understand him, except when there is a translator. Despite that, translation challenges could still occur if the person doing the translation is not well-versed on both the local and the English language. Culture and communication are thus interwoven heavily. The appropriateness of spoken and nonverbal expressions of emotion is influenced by culture (Davidhizar & Giger, 2008). People from different parts of the world could also vary in terms communication context.

According to Edward T. Hall (1976), people could either belong to high context culture or low context culture. High context communication occurs when the majority of the information is already present in the person sending the message himself and only a small amount of the message is encoded, expressed, or transferred while in the low context communication, the bulk of the communication is on the message actually delivered. A person from a high context culture could be misunderstood when communicating to another person belonging to a low context culture. Understanding these variances typically results in improved comprehension, fewer misunderstandings, and greater respect between parties (Nishimura *et al.*, n.d.). In addition, politeness norms can also vary among people around the world. This is another area of diversity where misunderstanding

could occur. The idea of what constitutes polite and unfriendly behavior varies among cultures and is influenced by social and contextual factors (Shahrokhi & Bidabadi, 2013). There are just countries where people are generally more polite than others. It is interesting to note though that global anthropological studies back up the idea that polite civilizations are frequently violent cultures (Cohen *et al.*, 1999).

Nonverbal communication is another factor impacting multicultural business communication. Nonverbal communications modes could include gestures, body language, facial expressions, proxemics, personal space, eye contact and the like. Gestures, including body language, are movements usually of the body or limbs that expresses an idea, sentiment or attitude. In a study though, it is evident that gestures do not express ideas as clearly as speech, yet they do transmit some ideas (Kendon, 1994). These could possibly result in miscommunication when two or more persons coming from different cultures are communicating with each other because they could have different meanings when taken from their individual perspective. Facial expression may also be understood differently by persons coming from different cultures. Facial expression implies that something inside, usually an emotion, is forced to the surface for viewing by others (Fridlund *et al.*, 2019). The royal way to our emotions is through our grins, frowns, pouts, and grimaces.

Another area of nonverbal communication is proxemics denoting the distance people feel they must place between themselves and others. The degree to which interactants approach or avoid one another, orient toward or away from one another, and engage in mutual, joint, or averted gaze are all examples of proxemic behaviors (McCall, 2017). Gazing at somebody may be understood and misunderstood by that person depending on his cultural orientation. Extended or strong eye contact may be viewed as rude, disrespectful, or even hostile in some East Asian cultures. Respect can be shown by keeping your look down or avoiding direct eye contact. The most crucial differentiation is whether one person is looking toward the other person or away from him. When two people are in close proximity, it is quite likely that one of them is attending to the other, yet when two people are far apart, it is clear that one of them is paying attention to someone else (Hietanen, 2018). But again, that should not be understood generically because the person who did not look the other in the eye may belong to a culture where directly making an eye contact is understood as disrespectful.

The review of cultural factors will not be complete without going through the study popularized by Dutch social psychologist, Geert Hofstede, in the 1970s. In his theory of cultural dimensions, he introduced a framework that aims to explain how the different cultures influence and shape people's behaviors, values and attitudes. These cultural dimensions are power distance, individualism versus collectivism, masculinity versus

femininity, uncertainty avoidance and long term versus short term orientation. Jobs are narrowly and tightly defined, communication occurs vertically downwards, power distance gives managers unlimited power and control over subordinates, older and senior employees receive respect from younger employees, decisions are made by a few people at the top autocratically, and people in high-power distance cultures are more likely to engage in unethical behavior (Khatri, 2009). On individualism versus collectivism, one country could significantly vary from another. The findings of a study done in Egypt and Germany support the idea that cultural background affects students' individualist vs. collectivist tendencies in both of these nations. In Germany, both men and women scored better on individualism than in Egypt, while Egypt scored higher on collectivism (Darwish & Huber, 2003).

Countries may vary in terms of masculinity and femininity. In a study, both masculinity and femininity are associated with leadership in men. For females, this is not the case. Male masculinity is much higher in nations with a strong masculine culture, and the findings indicated a strong link between leadership and masculinity. In contrast, women's levels of femininity are higher in nations with a strong association between femininity and leadership (Gannouni & Ramboarison-Lalao, 2019). Uncertainty avoidance is another area where cultures from around the world could differ. In a study conducted in Chile, Hong Kong, Israel, Japan, Sweden and the United States, harmonious behavior might not be undertaken when uncertainty avoidance is so intense. Accordingly, as this study showed, individuals of high uncertainty avoidance cultures are more prone to react hostilely to unclear circumstances (Merkin, 2006). Lastly, variation among countries could also occur in terms of short-term versus long-term orientation. Societies with short-term orientation prioritize immediate results and gratification while those with long-term orientation emphasize persistence, perseverance and achieving long-term goals. In a new study conducted in 93 countries, the dimension's national scores are correlated with specific family values, academic performance, business values, environmental values, and, given favorable historical circumstances, economic growth (Hofstede & Minkov, 2010).

Challenges and Barriers in Multicultural Business Communication

Multicultural business communication comes with challenges and barriers but these should not preclude companies from expanding to various countries outside of their headquarters if they are to harness the power of globalization. If they don't push for expansion because the challenges and barriers, they could be depriving their stakeholders of the opportunity to try their products on the consumers' perspective and the maximization of shareholders' wealth on the part of the owners. When foreign acquisitions are announced, shareholders of MNCs with operations outside the target firm's country

see sizable positive anomalous returns. When businesses enter new industries and geographical markets, particularly ones that are less established than the U.S. economy, the abnormal returns are bigger (Doukas & Travlos, 1988). When they confine only their operations in their respective home countries, the income is limited only by the existing population in their countries but if they decide to expand, income potential is much higher. The benefits could far outweigh the challenges and barriers. The business challenges could include hurdles in securing permits, competition with local players and the totality of the costs to be incurred in the business expansion. On the cultural side, the challenges and barriers may include misrepresentation and misunderstanding, as well as communication breakdowns which may also cost much to the company but again, benefits generally outweigh the challenges and barriers.

Focusing on the cultural side, specifically in the area of misrepresentation and misunderstanding, things such as stereotyping, ethnocentrism, cultural appropriation and offensive language may come to the fore. Stereotyping is the practice of ascribing a group of people with specific qualities, behaviors, or attributes based on their perceived membership in that group. These presumptions may not adequately reflect the unique variances and complexities within the group because they are frequently oversimplified and generalized. In addition to race and ethnicity, stereotypes can also be based on gender, age, country, religion, sexual orientation, and social status. Both positive and negative stereotypes exist, while negative stereotypes are more frequently explored due to the potential harm they pose as well as the way they support prejudice and discrimination. Stereotyping devalues people and may restrict their career prospects. Many preconceptions are unfavorable or even hostile, and they pose a significant communication barrier in the workplace (Sudhiir, 2016). Stereotyping may be detrimental to both the person and the larger society. People may form judgments about others based on these stereotypes rather than appraising them as unique individuals, which can result in prejudice, discrimination, and uneven treatment. Additionally, it can fuel misconceptions and reinforce prejudices that impede diversity and social progress.

Another challenge normally faced by organizations is ethnocentrism. A cultural superiority complex known as ethnocentrism is the justification of one's own culture or group behavior as superior to all other cultures. It is a mindset in which we erroneously believe that our culture is unique as a result of our own cultural experiences (Hussain, 2018). Ethnocentrism hinders contact with people from other cultures and shows to be a communication obstacle. Another issue in the workplace is cultural appropriation. Cultural appropriation is the acceptance, borrowing, or imitation of aspects of one culture by individuals or groups from a different culture, frequently without acknowledging or honoring the contexts historical, social, or cultural

aspects of the parts being adopted. As it raises concerns about power relationships, respect, and the potential to reinforce stereotypes or diminish the value of cultural traditions or symbols, this idea has been the subject of controversy and discussion. Cultural appropriation has been argued to be improper for a number of reasons. One of these is the assertion that appropriating elements of another culture might deeply offend those who belong to that culture (Young, 2005). Lastly, offensive language directed by one worker to the other could cause conflict and unproductivity in the workplace. Due to the fact that forbidden words can convey emotion information (anger, frustration) more effectively than nontaboo words, which enables speakers to accomplish a variety of personal and social goals with them, swearing evolved and still exists as a distinctively human ability (Jay, 2009).

On communication breakdowns, conflicting communication expectations, cross-cultural conflict and negotiations in high stakes could be big issues. Conflicting communication expectations are circumstances when different or incompatible assumptions, views, or preferences about how communication should occur are held by individuals or organizations. Differences in cultural norms, individual communication styles, organizational structures, or other contextual factors may lead to these disputes. Ineffective communication, misunderstandings, and even interpersonal or intergroup conflicts can result from conflicting communication expectations. In a study made in Thailand, the existence of different mindsets regarding communication expectations at work, expectations regarding the emergence of personal and professional relationships, and different conceptualizations of the meaning of verbal and nonverbal actions among Thai and expatriate employees can be used to explain every issue with international/intercultural communication that was identified in this study. Additionally, when both parties lack mutual language proficiency, mutual trust and openness in communication, and, most crucially, lack intercultural sensitivity to each party's own cultural communication norms and values, communication issues may arise (Sriussadaporn, 2006).

Cross-cultural conflict can lead also to communication breakdown. In a study, collectivists emphasize healthy interpersonal ties with others, preferring indirect or avoiding strategies of dealing with conflict, and demonstrating concern for face-saving (Kim, 2016). This shows that communication breakdown could happen if a multicultural business environment is not properly managed. This could result in loss of productivity and will eventually result in the drain of profitability of the firm.

Lastly high-stakes negotiations which are defined as difficult and crucial exchanges of information or arguments between parties whose interests, resources, or results are significantly at stake could result in communication breakdown if it involves people of diverse cultures and diversity is not properly managed.

Important decisions that could have long-term effects on specific people, groups, or even entire nations are frequently the subject of these negotiations. High-stakes talks can take place in a range of settings, including business, politics, international relations, the law, and personal relationships.

Strategies for Enhancing Multicultural Business Communication

After diving into the challenges and barriers in multicultural business communication, let us direct the literature review now on strategies for improving communications in a multicultural business environment. These could include cultural sensitivity and awareness, use of effective communication tools and the building of relationships and trust.

Foremost among the strategies is cultural sensitivity and awareness. This entails cross-cultural training and intercultural competence, developing cultural empathy and open-mindedness and the promotion of inclusive communication practices. In a cross-cultural study conducted in a university, intercultural awareness can be raised by a brief intercultural intervention incorporated into university courses. This is fantastic news since instructors may improve intercultural awareness in common university courses by using targeted teaching techniques (Fischer, 2011). In another study however, cross-cultural training hasn't always produced the desired positive results. Both environment and individual qualities can be moderated by training, but long-term success necessitates dedication to a long-term process (Zakaria, 2000).

Developing cultural empathy and open-mindedness entails understanding and appreciating various viewpoints, beliefs, and practices is an essential step in. To grasp the depth of others' experiences, one must look beyond one's own cultural confines. In a society that is becoming more linked, this practice encourages tolerance, compassion, and effective communication. Individuals can dispel stereotypes and assumptions by active listening and sincere curiosity, building a global society characterized by respect and cooperation. A happy community where individuals work together, learn from one another, and prosper regardless of their background can be achieved by cultivating cultural sensitivity and open-mindedness. This enriches individual growth. In a study, the findings demonstrated that contact with a local host affects both the social initiative and open-mindedness components of intercultural competency (Van Bakel *et al.*, 2014).

Promoting inclusive communication practices includes fostering settings where various views are heard, appreciated, and understood. To ensure that everyone can engage fairly, it requires the use of language and media that respect cultural, linguistic, and cognitive distinctions. In order to improve understanding for everyone, including individuals with impairments, inclusive communication embraces clear language, visual aids, and accessible technologies. Such techniques fill gaps,

lessen discrimination, and increase group collaboration by recognizing and meeting individual needs. In the end, inclusive communication fosters empathy, breaks down boundaries, and encourages a richer interchange of ideas, facilitating a discourse in society that is more peaceful and equal. The difficulty of creating an inclusive diverse culture that demonstrates such "culture of inclusion" must be based on strong moral principles (Pless & Maak, 2004).

Effective communication tools include the use of technology in virtual communications, multilingual communication tools and the role of interpreters or translators in business settings. Organizational structures that are effective, adaptable, and transient have been made possible by new communication and information technologies. Virtual business is more present in reality. Modern technological advancements have substantially altered how communication is traditionally understood (Grosse, 2002). Going into the COVID-10 pandemic back in 2020, it was good that there had already been online meeting platforms at that point in time. Despite global restrictions, global teams of multinational companies are still able to continue collaboration because of online collaboration tools and video conferencing platforms. English is generally the medium used when communicating for citizens of some countries where English is not spoken, there needs to be an interpreter or translator. Simple metrics like the amount of money spent on interpreters or the number of days lost translating documents cannot accurately reflect the impact of the language barrier. The genuine cost must be assessed in terms of the relationships it ruins and the distortions it causes (Feely & Harzing, 2003).

Enhancing multicultural business communication includes the building of relationships and trust. Here, communication could either be relationship-oriented or task-oriented. Relationship-oriented communication focuses on the kinship dynamics, wellbeing, and job satisfaction of team members while task-oriented communication is a communication that is characterized by being goal- or instrumental-oriented and is frequently connected to individualistic cultures. In a study, the findings demonstrated that task-oriented leaders increased group efficacy and optimism among group members. The group's members were more cohesive under the leadership of relational leaders (Taberner *et al.*, 2009). Building relationships and trust may entail networking and relationship-building across cultures. Technology, training, expertise, and organizational support are all necessary for bridging organizational, cultural, time-zone, and distance barriers (Pauleen & Yoong, 2001).

Fostering respect, open communication, and understanding among the various team members is a key component of trust-building tactics in multicultural teams. Connections can be built through fostering active listening, understanding cultural differences, and emphasizing empathy. Cohesion is increased through team-building exercises that recognize diversity of

background and encourage cooperation. Trust is increased via transparent leadership, correcting biases, and offering cultural sensitivity training. Conflict resolution techniques and regular feedback loops make it possible to deal with problems quickly. A positive team atmosphere is facilitated by highlighting individual strengths and shared goals. Such tactics foster trust, supporting team harmony, originality, and general performance in a richly varied environment. In a study with Chinese host country citizens, while trust-building inside Chinese society is mostly affect-based, according to a study, one shouldn't assume that it is the same with people from diverse cultures (Ang & Tan, 2016). People from different cultures behave in different ways.

Future Trends and Research Directions

As technology further advances, future trends and research directions could delve deeper into the impact of technology and globalization in multinational communication. In a study, the findings demonstrate that digital age tools do simplify the process of cross-cultural communication. For many people it is easier to deal with a representative of a different culture when they are not face-to-face especially when language barriers are a real obstacle. Online translators and autocorrecting tools can make a person more confident during cross-cultural communication processes (Lifintsev & Wellbrock, 2019). Further studies could be made on intercultural communication in multicultural leadership. With globalization continuing to dominate the world after the temporary halt during the COVID 19 pandemic, multinational companies should take the lead in intercultural communication because of the global workforce that they have. Also, research could be made on sustainable and ethical dimensions of multicultural business communication. In this world where sustainability becomes at the centerstage, more studies will have to be made in this area.

In the dynamic landscape of international business, the convergence of sustainability and ethics within multicultural communication is paramount. Navigating diverse cultural contexts while upholding ethical standards presents both challenges and opportunities. By embracing sustainable practices, businesses can foster inclusive dialogue, bridge cultural gaps, and nurture long-lasting relationships. Ethical considerations ensure that interactions respect cultural nuances and societal norms, contributing to a harmonious global marketplace. This synergy promotes responsible resource utilization, minimizes cultural misunderstandings, and cultivates trust among stakeholders. Ultimately, the interplay of sustainability and ethics in multicultural business communication underpins a more conscientious and prosperous global economy.

RESULTS AND DISCUSSION

This literature review examines the complex dynamics of multicultural business communication,

a crucial component of today's international business environment. The introduction of the review places intercultural communication in the context of the current global business climate. It emphasizes how crucial it is to comprehend cultural differences and deal with them skillfully in order to have successful cross-cultural encounters. The evaluation makes use of information acquired from numerous published works to provide light on the complex nature of multicultural business communication. The ramifications of the review is discussed, with an emphasis on the variables influencing cross-cultural interactions, obstacles and challenges, and solutions.

The tremendous effect of cultural differences on communication dynamics is one of the major themes emphasized in the literature review. It clarifies how minute linguistic cues, nonverbal cues, and underlying cultural norms can have a big impact on whether cross-cultural interactions are successful or unsuccessful. Effective multicultural business communication depends on understanding and accepting these subtleties. Failure to do so may result in misinterpretations, stereotyping, and communication breakdowns, which are deemed to be crucial obstacles in this situation.

The review also emphasizes the significance of cultural awareness, effective communication methods, and the development of cross-cultural relationships and trust. These elements are seen to be crucial for addressing the challenges of multicultural business communication. Organizations can foster an inclusive workplace that fosters candid communication and understanding by encouraging cultural awareness. Utilizing good communication techniques can also reduce language gaps and promote productive cross-cultural interactions. Building relationships and trust is another crucial element because successful communication in a variety of business contexts depends on trust.

Additionally, the literature review looks at the changing role of technology, multicultural leadership, and ethical issues in business communications. The way firms interact internationally has changed as a result of the incorporation of technology, such as virtual meetings and collaboration tools. The necessity of leaders who can negotiate and bridge cultural gaps among their teams is emphasized by intercultural leadership, on the other side. Last but not the least, the paper emphasizes the ethical aspects of multicultural corporate communication, highlighting the necessity of ethical behavior in cross-border commercial interactions.

CONCLUSION

This thorough analysis of the literature digs into the complex area of multicultural business communication and identifies the numerous variables influencing interactions in various cultural situations. It highlights the difficulties brought on by subtle linguistic differences, nonverbal indications, and cultural norms, emphasizing the imperative need for cultural sensitivity, efficient

communication methods, and trust-based cross-cultural partnerships. This review offers useful insights for practitioners and companies by examining the changing role of technology, intercultural leadership, and ethical considerations. It emphasizes the importance of ongoing research and innovation in a constantly changing global business landscape while serving as a foundational resource for those beginning the challenging journey of multicultural business communication. This study's conclusion makes a strong argument for continued research and creative strategies to promote more successful and harmonious cross-cultural contacts in the constantly developing field of multicultural business communication.

REFERENCES

- Ang, F., & Tan, H. H. (2016). Trust building with Chinese host country nationals. *Journal of Global Mobility*, 4(1), 44–67. <https://doi.org/10.1108/JGM-06-2015-0021>
- Cohen, D., Vandello, J., Puente, S., & Rantilla, A. (1999). “When You Call Me That, Smile!” How Norms for Politeness, Interaction Styles, and Aggression Work Together in Southern Culture. *Social Psychology Quarterly*, 62(3), 257–275. <https://doi.org/10.2307/2695863>
- Darwish, A.-F. E., & Huber, G. L. (2003). Individualism vs Collectivism in Different Cultures: A cross-cultural study. *Intercultural Education*, 14(1), 47–56. <https://doi.org/10.1080/1467598032000044647>
- Davidhizar, R., & Giger, J. N. (2008). Understanding ethnopharmacology: Implications for cultural relativism. *Journal of National Black Nurses' Association*, 19(1), 63–68.
- Doukas, J., & Travlos, N. G. (1988). The Effect of Corporate Multinationalism on Shareholders' Wealth: Evidence from International Acquisitions. *The Journal of Finance*, 43(5), 1161–1175. <https://doi.org/10.1111/j.1540-6261.1988.tb03962.x>
- Feely, A. J., & Harzing, A. (2003). Language management in multinational companies. *Cross Cultural Management: An International Journal*, 10(2), 37–52. <https://doi.org/10.1108/13527600310797586>
- Fischer, R. (2011). Cross-cultural training effects on cultural essentialism beliefs and cultural intelligence. *International Journal of Intercultural Relations*, 35(6), 767–775. <https://doi.org/10.1016/j.ijintrel.2011.08.005>
- Fridlund, A., Crivelli, C., Jarillo, S., Fernandez-Dols, J.-M., & Russell, J. (2019). Facial Expressions. https://doi.org/10.1007/978-3-319-16999-6_797-2
- Gannouni, K., & Ramboarison-Lalao, L. (2019). Examining gender effects on leadership among future managers: Comparing Hofstede's masculine vs. feminine countries. *Management international*, 23, 42-51. <https://doi.org/10.7202/1068534ar>
- Grosse, C.U. (2002). Managing Communication within Virtual Intercultural Teams. *Business Communication Quarterly*, 65(4), 22–38. <https://doi.org/10.1177/108056990206500404>
- Heyman, M. (n.d.). *Management and Multiculturalism In Companies*.
- Hietanen, J. K. (2018). Affective Eye Contact: An Integrative Review. *Frontiers in Psychology*, 9. <https://doi.org/10.3389/fpsyg.2018.01587>
- Hofstede, G., & Minkov, M. (2010). Long- versus short-term orientation: New perspectives. *Asia Pacific Business Review*, 16(4), 493–504. <https://doi.org/10.1080/13602381003637609>
- Hussain, S. (2018). Managing Communication Challenges in Multicultural Organizations. <https://doi.org/10.20431/2454-9479.0402005>
- Jay, T. (2009). The Utility and Ubiquity of Taboo Words. *Perspectives on Psychological Science*, 4(2), 153–161. <https://doi.org/10.1111/j.1745-6924.2009.01115.x>
- Kendon, A. (1994). Do Gestures Communicate? *A Review. Research on Language and Social Interaction*, 27(3), 175–200. https://doi.org/10.1207/s15327973rlsi2703_2
- Khatiri, N. (2009). Consequences of Power Distance Orientation in Organizations. *Vision*, 13(1), 1–9. <https://doi.org/10.1177/097226290901300101>
- Kim, M.-S. (2016). Intercultural Conflict. In Oxford Research Encyclopedia of Communication. <https://doi.org/10.1093/acrefore/9780190228613.013.24>
- Lifintsev, D., & Wellbrock, W. (2019). Cross-cultural communication in the digital age. *Communication Studies*, 1, 93–104. <https://doi.org/10.25768/fal.ec.n28.a05>
- Liu, M. (2016). Verbal Communication Styles and Culture. In Oxford Research Encyclopedia of Communication. <https://doi.org/10.1093/acrefore/9780190228613.013.162>
- McCall, C. (2017). Mapping social interactions: the science of proxemics. *Social Behavior from Rodents to Humans: Neural Foundations and Clinical Implications*, 295-308. https://doi.org/10.1007/7854_2015_431
- Merkin, R. S. (2006). Uncertainty avoidance and facework: A test of the Hofstede model. *International Journal of Intercultural Relations*, 30(2), 213–228. <https://doi.org/10.1016/j.ijintrel.2005.08.001>
- Nishimura, S., Nevgi, A., & Tella, S. (n.d.). Communication Style and Cultural Features in High/Low Context Communication Cultures: A Case Study of Finland, Japan and India.
- Ott, D. L., & Michailova, S. (2018). Cultural Intelligence: A Review and New Research Avenues. *International Journal of Management Reviews*, 20(1), 99–119. <https://doi.org/10.1111/ijmr.12118>
- Pauleen, D. J., & Yoong, P. (2001). Relationship building and the use of ICT in boundary-crossing virtual teams: A facilitator's perspective. *Journal of Information Technology*, 16(4), 205–220. <https://doi.org/10.1080/02683960110100391>
- Pless, N., & Maak, T. (2004). Building an Inclusive Diversity Culture: Principles, Processes and Practice. *Journal of Business Ethics*, 54(2), 129–147. <https://doi.org/10.1007/s10551-004-9465-8>
- Rebecca, M. D. (2013). Employees Perceptions of Multiculturalism and Diversity in Multinational Corporations. *African Journal of Business Management*, 7(35), 3559–3574. <https://doi.org/10.5897/AJBM2013.7152>

- Shahrokhi, M., & Bidabadi, F. (2013). An Overview of Politeness Theories: Current Status, Future Orientations. *American Journal of Linguistics*, 2, 17–27. <https://doi.org/10.5923/j.linguistics.20130202.02>
- Sriussadaporn, R. (2006). Managing international business communication problems at work: A pilot study in foreign companies in Thailand. *Cross Cultural Management: An International Journal*, 13(4), 330–344. <https://doi.org/10.1108/13527600610713422>
- Sudhiir, R. G. (n.d.). Communication Challenges in a Multicultural Organization.
- Taberner, C., Chambel, M. J., Curral, L., & Arana, J. M. (2009). The Role of Task-Oriented Versus Relationship-Oriented Leadership on Normative Contract and Group Performance. *Social Behavior and Personality: An International Journal*, 37(10), 1391–1404. <https://doi.org/10.2224/sbp.2009.37.10.1391>
- Van Bakel, M., Gerritsen, M., & Van Oudenhoven, J. P. (2014). Impact of a local host on the intercultural competence of expatriates. *The International Journal of Human Resource Management*, 25(14), 2050–2067. <https://doi.org/10.1080/09585192.2013.870292>
- Wrench, J. S. (2013). *Workplace Communication for the 21st Century: Tools and Strategies That Impact the Bottom Line* [2 Volumes]. ABC-CLIO.
- Young, J. O. (2005). Profound Offense and Cultural Appropriation. *The Journal of Aesthetics and Art Criticism*, 63(2), 135–146.
- Zakaria, N. (2000). The effects of cross-cultural training on the acculturation process of the global workforce. *International Journal of Manpower*, 21(6), 492–510. <https://doi.org/10.1108/01437720010377837>
- Zheng, M. (2015). Intercultural Competence in Intercultural Business Communication. *Open Journal of Social Sciences*, 03(03), Article 03. <https://doi.org/10.4236/jss.2015.33029>