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## **Communiaction in multiluctural organisations.**

### **SUMMARY**

The issue of the role, conditions and effects of communication in the management of multicultural organizations was addressed in the doctoral dissertation. The work has a theoretical and empirical character.

The main objective of the work is to indicate - through the role played by communication in the management of multicultural organizations - the complexity of the communication process and the phenomenon of cultural diversity in the modern business world. Another aim was to investigate whether communication styles in an intercultural environment result from different types of organizational culture.

The obtained results were used to verify the following research hypotheses relating to the main objectives of the dissertation:

Hypothesis 1: The style of communication in intercultural organizations depends on the type of organizational culture.

Hypothesis 2: The style of communication in intercultural organizations is related to the implemented model of intercultural management.

Hypothesis 3: There is a relationship between the communication tools applied by the company and the values that guide the organization.

Hypothesis 4: There is a relationship between the methods used by the company to recruit employees and the values that guide the organization.

Hypothesis 5: Managers managing multicultural teams are not sufficiently focused on cultural differences between employees.

Hypothesis 6: Corporations do not pay enough attention to conducting communication audits and analyzing the results obtained and examining the effectiveness

Hypothesis 7: Working in multicultural organizations (teams) generates benefits for both the company and employees.

In the first stage of the research, literature studies were conducted, the problem, goals and hypotheses presented above were formulated. An in-depth interview was chosen as the qualitative method. Individual interviews were conducted orally, the type of interviews was open, which meant that the respondents were informed that they participated in the interview; they were

also informed about the purpose of the study and the role of the researcher. The qualitative method in the form of an interview was exploratory in nature, and its purpose was to deepen knowledge about the work of Polish company representatives (mainly managers) in a multicultural environment and to obtain information for the development of a questionnaire, which was the basis for a quantitative study devoted to the topic. A questionnaire was used as a quantitative method. The aim of the survey was to collect opinions on broadly understood foreign cooperation (i.e. from people who work in a multicultural environment on a daily basis). The survey was anonymous and sent electronically via the Survio portal (survio.com). At the finalization stage, the results were collected and data analysis and verification of hypotheses were carried out, then final conclusions were formulated.

The work consists of five chapters. Chapters I to IV are devoted to the presentation of theoretical knowledge on: cultural determinants of managing multicultural organizations, communication processes, management problems and forms and dimensions of communication in multicultural organizations. Chapter V presents the results of empirical research on communication in the management of multicultural organizations.

The first chapter focuses on the cultural determinants of managing multicultural organizations. The basic types of cultures, the differences between European and East Asian cultures, and the role of organizational culture in corporate management are discussed. Introduction to theoretical considerations begins with the presentation of national culture as an element influencing the management model. There are many views on culture that are presented by researchers, scientists, economists, psychologists and sociologists. Increasingly, they study the impact of cultural factors on specific areas of economic life. The main differences between the authors' views concern the definition of the term, namely the number of elements that make up culture.

It can be said that culture is a kind of human care for preserving the customs of the ancestors, for the lifestyle appropriate for a given community, for the skilful incorporation of the achievements of the past into the present day, it is a way of thinking about the future that is rooted in tradition. Culture is a process of preserving tradition and creating new values. Several different definitions of culture have been cited. Culture - as the programming of the mind on three main levels: universal, collective and individual (G. Hofstede). Culture - in layers (F. Trompenaars and Ch. Hampden-Turner): the visible layer (human products and behaviour), the middle layer (norms and values) and the core (basic assumptions). Culture – as a medium,

shaping all aspects of human life (E.T. Hall). And also a fairly broad definition of national culture presented by Ph.R. Cateora and P.N. Ghauri, or national culture containing every part of human life: material, spiritual and mental

The management boards of multinational companies have to reconcile several different cultures: the culture in which they grew up, the culture in which they work, and the culture of the company that employs them. In every culture in the world, employees of enterprises manifest in different ways such phenomena as: authority, bureaucracy, creativity, camaraderie, attitude to truth and responsibility. Currently, more and more entrepreneurs realize that sometimes these are the cultural elements that are responsible for success or failure on foreign markets.

Each culture differs from others in the specific solutions that companies have decided to use in the face of certain problems or 'struggle for survival'. Therefore, it is worth emphasizing that cultural factors play an important role in managing an organization. Culture, constituting a point of reference for various ways of understanding reality, determines to a large extent management styles, processes of managing and motivating people, planning, organizing and controlling, etc., i.e. the most important areas of organization management.

The basic features of East-Asian culture were presented. Asian culture is created by a whole range of countries, including in particular China, Japan, Korea and India. In Chinese culture, *guanxi* - that is, relationships and connections - plays an important role. It is a type of informal personal interpersonal relationships based on mutual commitments. In Chinese culture, there is no clear distinction between religion, philosophy and doing business. Faith and philosophy are present every day as determinants of the way of life. The family is treated as the basis of society and the Chinese feel strongly connected with it. As for Korean culture, it is based on strong Confucian traditions. Koreans make up the most conservative Confucian society in the region today. Its most important features are: hierarchy, fondness for ceremony, obedience to superiors, loyalty, striving for the centralization of power, collectivism and putting the interests of the group above the interests of the individual, respect for elders and a high work ethic. Interdependence is an element of Korean culture that usually evokes the most understanding among representatives of European business. In the literal sense of the term, a Korean businessman is a person who enters into cooperation after building proper (in the Korean sense) social relations. Collectiveness, in turn, is an elementary part of any business organization, where interdependence also plays a strong role. Unlike Poles, Koreans are not absolute individualists.

Much like in Chinese culture, work is based on group action and collective thinking, and success or failure is the result of group action, not individuals. As for the Japanese cultural area, its main features are: emphasis on harmony, compromise, not showing emotions. Model Japanese business leaders are loyal to and obey their enterprises. They use a language full of analogies, symbols and allusions, and attach great importance to how they express themselves. They are committed to their roles – and to their country, they are export-oriented and they are committed to their work, work partners, colleagues and co-workers. India, in turn, creates a rich mosaic of cultures, nations, religions and languages. Very often the interest and honour of the community/group/caste/family is more important than the interest or honour of the individual. While in large urban agglomerations changes are taking place quickly and individuals play an increasingly important role, and the caste mentality is diminishing, the rural and generally provincial population still functions according to the principles of communal life. There is no room for individuality without reference to the broader context of belonging to a particular community/tradition or caste. In such a situation, loyalty to the community/group/caste/family is required, much greater than loyalty to the state or state institutions.

The next part of the first chapter presents the characteristics of European culture. Theoretical considerations show that, on the one hand, Europe has common cultural and historical roots. That is, it is a continent with a certain cultural community that grew up on the basis of the Mediterranean civilization and in the circle of Christian values. In this context, Europeans have a community of intellectual and moral experiences - that is, there are grounds for building a fairly uniform ethical order for the entire continent. On the other hand, more than two thousand years of European history, which was created by common values and experiences with the culture of Greece, Rome and Christianity, show the incredibly diverse sides of the continent. Therefore, the paper presents the general cultural features characteristic of Europeans, but also the distinct character of selected European countries using M.J. Gannon's cultural metaphors.

Then the basic cultural orientations - dimensions of culture were presented. Cultural differences arise on the basis of differences related to the culture of a given nation, which was presented in the first subchapter. They are related to various dimensions (as well as culture itself): religious, linguistic, developmental, etc. This chapter presents a look at these issues, considering three categories: attitude towards people, time and environment. Then, the differences between the European and Asian styles of management are presented. The differences were indicated in

the context of the first five dimensions of culture by F. Trompenaars and Ch. Hampden-Turner concerning interpersonal relations: (1) universalism and particularism, (2) individualism and collectivism, (3) restraint and emotionality, (4) fragmentation, holisticity, (5) gaining position and giving status.

The last point of the first chapter presents the role of organizational culture in corporate management. First of all, the role of culture is to isolate certain boundaries, i.e. to distinguish one organization from another. Secondly, it gives members of the organization a sense of identity. Thirdly, it stimulates involvement in something that goes beyond self-interest. Fourthly, it strengthens the stability of the social system. Culture is the social glue that holds an organization together by providing employees with appropriate norms of expression and behaviour. Finally, culture acts as an explanation and control mechanism that shows and shapes the appropriate attitudes and behaviours of employees. Some of its features are beneficial to both the organization and its employees. Culture increases commitment to the organization and contributes to the consistency of employee behaviour. This is certainly beneficial for the organization. From the employee's perspective, culture is valuable because it reduces ambiguity. Culture is how employees and management behave and what is important to them. Culture becomes a kind of negative ballast when common values are not compatible with the values that lead to increased organizational effectiveness. The situation most often arises when the organizational environment is dynamic and subject to changes, whereby the established culture of the organization may no longer be appropriate. Consistency of behaviour is valuable to an organization in a stable environment. However, it can be a burden for the organization and limit its ability to react to changes in the environment.

Chapter II focuses on communication processes in organizations. Models and functions of communication, interpersonal communication, internal and external communication, as well as modern communication channels and instruments were presented. At the beginning, four different models illustrating the communication process were presented and described as: (1) information transfer, (2) agreement on meaning, (3) persuasion and (4) community building. When it comes to interpersonal communication, several definitions were presented, and then its key role in managing the organization as well as factors affecting its effectiveness were considered. The final part of the subchapter focuses on the communication competences of the manager and his effectiveness in the area, because the transfer of important information by the

manager on the basis of good communication and contact, taking into account the appropriate composition of communication dimensions, and using the appropriate communication model contributes to more effective employee management. Effective interpersonal communication of a manager has an integrating effect on the behaviour of employees and the entire organization. In the next subchapter dealing with the subject of external and internal communication, the focus was on the essence of internal communication as well as the impact of modern communication technologies and social media on the area. Two main areas were also distinguished: managerial communication and corporate information and communications systems (CICS). Then, the impact of internal communication on employee identification with the organization was considered. Identification with the organization is important in the context of its effectiveness. It can be defined as a sense of unity, community or belonging to an organization. The assumption of exemplary internal communication is to combine top-down (managerial staff) and bottom-up (subordinates) elements in such a way that employees are well informed about the future directions of the organization's activities (in particular about strategies) and have the opportunity to interact with their superiors and feel that their vote influences decisions. One of the scopes of internal communication is the provision of information to employees about planned and implemented organizational changes. The penultimate subchapter was devoted to the issue. Effective implementation of changes in the organization depends to a large extent on effective communication. Poorly managed communication of a change can lead to false rumours, complications, and employee opposition to the change. Several very important links between communication and organizational changes were presented and five communication strategies used by managers were mentioned: (1) spray & pray, (2) tell & sell, (3) underscore & explore, (4) identify & reply, (5) withhold & uphold. The next subchapter is devoted to external communication, i.e. interacting with the environment of the organization. The scope of the communication includes both the transfer of information to external parties as well as receiving and analyzing feedback about the company or its products. Several forms and instruments of external communication were presented, at the same time emphasizing how important an aspect of communication in a company is to develop consistency between internal and external communication. The next chapter presents several modern communication channels and instruments used by organizations. The most basic and thus the most widespread telecommunications service is e-mail. Its advantages and disadvantages were presented, as well

as a brief consideration of whether it is possible to run a medium and large organization without e-mail. Another technology used for circulation and exchange of documents, e.g. in transport, education, banking, administration, production, trade, services directly between the applications of trading partners → is electronic data interchange (EDI). In addition to the description of the system, its application was presented, the same was done with Bluetooth technology - a system of short-range wireless communication between various electronic devices. Next, the topic of artificial intelligence and multimedia and their impact on running a business and the activities of organizations was discussed. The last section is devoted to barriers and bridges in the communication process. The need to eliminate disturbances in the communication process was indicated and tips for effective communication were presented. Communication barriers were identified and discussed in the following areas: perception, language, non-verbal communication, listening, internet communication. Overcoming these difficulties requires formal training and belief and information processing capabilities that, over time, can increase the user's sense of proficiency. Overcoming information overload requires prioritizing media use according to one's media sensitivity. Selective use of media according to goals and audiences is a necessary component of the competencies required to overcome difficulties in achieving proficiency and access.

The third chapter deals with management problems in multicultural organizations, such as the specificity of the organizations, staff selection, leadership and factors influencing communication processes in multicultural teams. The first point on the characteristics of multicultural organizations lists their main points and functions they fulfil. Then, conclusions were formulated that may be guidelines for managers of this type of organization. The next subchapter presents the subject of staff selection for multicultural organizations. Recruitment of employees in international enterprises is an important area of the personnel function, because it directly contributes to the development of human resources, which are of fundamental and strategic importance for the organization. Recruitment in international companies is becoming a more difficult process and has to meet more and more serious challenges, which is related to the increasing globalization of economic life. Constant changes in the area of employment are conditioned by many social phenomena. In a special way, they depend on political and economic relations on an international and national scale, demographic processes, development of modern technologies, automation of work processes, increase in staff qualifications, labour prices and

internal integration in various departments of one organization, as well as on the increase in the number of women seeking employment and aspiring to the most important positions in the organizational structure of enterprises. The theory was emphasized that foreign investments and international cooperation shape new patterns of professional careers, and their planning is increasingly taking place in the international dimension. Multicultural organizations use internal and external recruitment. The percentage result of the methods and techniques used in the selection of candidates for work in European organizations is presented. Recruitment is often a separate, large area of activity. As part of the function, employees are selected annually from hundreds or even thousands of candidates for work in branches or companies based around the world. The phenomena characteristic of the type of recruitment are: expatriation and repatriation of employees. The subject of leadership in multicultural organizations was also discussed. Effective leaders are often able to prepare organizations for the next challenges of the environment, revive them, reactivate them or create completely new entities. The lack of leadership in certain situations or inadequate leadership can even in the short term lead well-functioning organizations to a crisis, the effects of which are extremely difficult to overcome. This point emphasizes the special role of the management staff in effective intercultural management and presents the characteristics and evolution of the concepts from a local manager to an international manager, taking into account many criteria for classifying the population of employees. The next subchapter focuses on the stage of acquiring managerial staff for multicultural organizations. This subchapter presents the practices of selection of managerial staff in three selected types of international enterprises with branches in Poland, namely Japanese, American and German. The justification for this choice was the author's professional experience in companies with Korean (LG Electronics), American (Tenneco) and German (Böllhoff) capital. The next section presents the main characteristics of culture-oriented business leaders. There is no universal figure of an international business leader, because individual cultures - from which leaders come - consist of different basic norms, values and beliefs, therefore cultural leadership is expressed differently in each of them, which is presented in detail in this section. Then, in the penultimate subchapter, the differences between the Chinese, American and European styles of leadership in organizations are presented. Several different concepts and definitions of leadership/management style and dependence on many changing factors were also presented. On the prepared list of characteristics of business leaders broken down by their country of origin,



some characteristics of leaders from different countries and cultures are the same, and some are completely different. Therefore, in addition to the characteristic leadership qualities that managers should possess, their competences, skills and awareness of cultural differences are also important. It seems important that managers cooperating with people at the managerial level should be aware that each of them may have a different management style and leadership qualities due to the country they come from, but also lower-level employees should be aware that working with several managers from different regions of the world (even within the same company) can be completely different due to their main leadership qualities. What makes such cooperation very diverse, interesting and unconventional for some, and difficult and complicated for others? The last point in the chapter refers to factors influencing communication processes in managing multicultural teams. The challenge of effective managing multicultural teams boils down to recognizing the fundamental, cultural causes of conflict and reacting in such a way that the team returns to work and its members are able to deal with emerging misunderstandings in the future. There are four types of problems that can prevent a team from achieving success. These are forms of communication: the use of indirect rather than direct communication, problems with accents and fluency in a foreign language, and the second category: different attitudes towards hierarchy and power and different ways of making decisions. Several strategies for managing a multicultural team are discussed: adaptation, structural intervention, managerial intervention, and redeployment. Various aspects that should be considered when creating and managing a team were pointed out, including factors such as communication, cultural values and norms, how to resolve conflicts, as well as approaches to time and cost management. The importance of flexibility and adaptability in managing multicultural teams and the need to build mutual respect and understanding between team members were emphasized. All these factors are crucial for the success of a multicultural team and should be included in the management process. The fourth chapter focuses on the forms and dimensions of communication in multicultural organizations, such as non-verbal and verbal communication, Internet communication and preventing problems in intercultural communication. At the beginning, several definitions of non-verbal communication and what it can be classified by are quoted. In addition to the ambiguity, non-verbal communication is often accompanied by a lower level of awareness than in the case of verbal communication. Most people are aware when speaking takes place, but they are often much less aware of non-verbal signals. Sometimes we unintentionally send non-verbal messages

or unconsciously react to non-verbal messages sent by others. This creates many opportunities for misunderstandings. Non-verbal communication, compared to verbal, is much more often used to convey emotions and messages important for the construction and development of interpersonal relationships, which also play an important role in the professional field. People use verbal communication to convey thoughts, facts and opinions, and non-verbal communication to convey feelings. This chapter emphasizes that in multicultural organizations, employees communicate with people from different cultural backgrounds, therefore cultural differences in non-verbal communication may cause erroneous reception of the message or even lead to offending the recipient of the message. Unfortunately, many people who start working in a multicultural environment are not aware of the cultural rules and expectations related to non-verbal communication in cultures other than their own. Here, specific examples of non-verbal behaviour have been indicated, which may be differentiated under the influence of cultural factors occurring in various foreign markets, as well as in international corporations. International business meetings, video conferences and teleconferences are situations where employees have the opportunity to encounter non-verbal messages from different cultures. Then, the differences in verbal communication styles in multicultural organizations and three basic styles: cooperative, dominant and manipulative were presented. The next chapter deals with linguistic diversity in the international market, where the issue of language is analysed. The next section presents Internet communication as a key communication channel in modern organizations. Several of its most important features are presented, as well as its negative side, which causes some information overload. The last point focuses on ways to avoid potential problems arising from multicultural communication. Training in intercultural communication has been indicated as one of the ways to avoid such communication difficulties. Depending on the form and substantive scope, training can support the development of creative and communication skills among employees, as well as the adaptation of employees to work in a culturally alien environment.

The fifth chapter describes communication in the management of multicultural organizations based on own research. The first section contains a description of the research procedure and methodology of the empirical study. The research procedure consisted of two stages: a qualitative study and a quantitative study. The aim of the qualitative study was to identify communication problems in multicultural organizations regarding the cooperation of representatives of selected enterprises, mainly managers, in a multicultural environment. It also made it possible to obtain

information for the preparation of the questionnaire used in the quantitative study on this subject. Four in-depth interviews were conducted, which were exploratory in nature and helped in the construction of the questionnaire. The next points contained an analysis of the results of the qualitative study. The survey method, which belongs to quantitative methods, was adopted as the main research method. One of the goals of this work was to investigate whether styles of communication in an intercultural environment result from different types of organizational culture. In addition, the purpose of the survey was to collect opinions on broadly understood cooperation with foreigners (from people working in a multicultural environment on a daily basis). The survey was anonymous and was sent in electronic form via the Survio portal (survio.com). The survey was sent out and promoted in May and June 2020 - at that time the results were also collected. The target group were Polish employees of enterprises who have daily contact with foreigners in their work. 110 correctly completed questionnaires were received. The obtained results of the study were used to verify the research hypotheses presented above.

The next section contains a summary of the results of the verification of the research hypotheses. The first conclusion resulting from the conducted study, and based on the verification of hypothesis H1, is the statement that the nature of organizational culture clearly affects the styles of communication in organizations, which confirms the importance of organizational culture in enterprises and reminds us that it is worth nurturing and placing emphasis on this issue.

As for the second hypothesis (H2), regarding the relationship between the communication style in organizations and the implemented model of intercultural management, it was only partially confirmed, as this relationship is not as clear as in the case of the first hypothesis. Therefore, the implemented model of intercultural management does not significantly affect the communication styles in the organization.

Further results indicate a relationship between the specific values emphasized by organizations and the communication tools used (H3).

The strongest relationships are:

- In organizations that emphasize values such as respect and teamwork, face-to-face meetings are organized more often, while e-mail communication is used by organizations where the following values have been indicated: responsibility, commitment, honesty and innovation.

In connection with the results, the following managerial implications were indicated. When managing an organization, it is important to maintain the right balance in the use of communication tools. One shall not focus only on one tool, but develop and invest in several, especially when the organization promotes different values. Organizations may also - depending on the values they consider the most important - put emphasis on selected communication tools. Despite the fact that video communication requires (compared to other communication tools) the most commitment and effort, it seems that this tool should be used, because it helps organizations achieve many important values.

Further results indicate the relationship between the specific values of the organization and the methods of recruitment used by the organization (H4). In the field of recruitment, personality tests have been shown to be used more frequently in organizations that emphasize health and safety and innovation. The conclusion is that by conducting personality tests, organizations may more easily recruit employees who have natural predispositions to perform tasks specified for a given position.

The use of Assessment Centre by companies was indicated more often in organizations that emphasize responsibility and respect. This allows to draw a conclusion that one should take care of the company's image among potential employees - that is, at the recruitment stage, using this method. Although AC is a much more costly method, it is worth using, especially when organizations emphasize values such as responsibility and respect.

The obtained results indicate that managers managing multicultural teams are sufficiently focused on cultural differences (H5), which is very valuable in view of the development of multiculturalism in contemporary organizations.

The results achieved while checking the sixth hypothesis (H6) indicate that corporations do not yet pay enough attention to conducting communication audits, as well as to analyzing their results and examining their effectiveness. Therefore, it is an area of management in organizations that requires improvement and refinement.

The last part of the research conclusions concerns the confirmation of the seventh hypothesis (H7), which contains the statement that working in multicultural teams (and organizations) generates a number of benefits for the company resulting from benefits for employees. The research results confirm that working in a multicultural team increases the tolerance of employees to different cultures, which is associated with the fact that organizations obtain synergistic

effects. Thanks to working in such an environment, employees have a chance to achieve their personal economic goals, which is related to stimulating creativity and increasing the company's innovativeness, as well as increasing work efficiency. In addition, the respondents pointed out that the ease of adaptation of new employees as well as increasing their tolerance for different cultures are the benefits of working with multicultural teams.

It is worth emphasizing that the indicated benefits that employees derive are also an additional benefit for the organization, because a financially valued employee, with stimulated creativity and increased tolerance for other cultures, creates very valuable human capital for the organization, which can guarantee companies an increase in business efficiency, improvement of organizational (operational) efficiency, elimination of business threats as well as some staff stability (because such a satisfied employee will not be interested in changing the employer).

The penultimate section of this chapter outlines the limitations of the research conducted. Identification of constraints is an essential part of the research process. In the study, one of the limitations was the difficulty of obtaining a large research sample due to the difficult access to members of international teams who would be willing to participate in it.

After locating an international company where the author planned to conduct research, the issue of contacting potential respondents arose. It was difficult to obtain respondents here due to the confidentiality of data and formal procedures in organizations. There was also difficulty in obtaining consent from respondents, as in many cases they were not willing to cooperate. There were also fears of disclosing one's own opinions and of interfering in personal affairs.

Therefore, an informal way turned out to be a more effective way of acquiring respondents in this case, i.e. asking people cooperating with the author directly for help. Numerous reminders, alerts and prompts were used to overcome respondents' reluctance to complete the surveys.

Further limitations result from the nature of the questions, which sometimes referred to very personal experiences. These questions/concerns of the respondents also constituted some limitations in the research. Respondents are always afraid of negative evaluation of them as employees and perhaps fear of being wrongly judged or even losing their job.

It is also worth emphasizing the substantive, i.e. cognitive and methodological, limitations in the work. Certainly, conducting research on a larger research sample would allow for more detailed analyses and taking into account additional factors shaping intercultural communication as well as the dimensions of research and making more advanced methods of analysis.

Emphasis could also be placed on a broader recognition of the types of culture in relation to the typologies of organizational culture presented in the literature, which would allow for deeper analyses of the relationships between the types of the culture and communication styles.

The last point of the dissertation contains recommendations for future research. As for the directions of future research, the author would like to focus on the problem related to the role of communication audits in organizations. The research showed that only eight respondents (out of 110) confirmed that the organization they work for carried out a communication audit. Where does this low popularity of the tool come from? Do modern technologies that expand the range of communication tools make organizations experience fewer communication problems and is its effectiveness satisfactory?

Another area that, according to the author, is an interesting topic for research is intercultural training in international organizations as well as in smaller Polish companies, where the export/import department plays a significant role. Respondents emphasized that in corporations and large companies, training related to the development of soft skills is often underestimated. Employees should have access not only to general communication training, but also to multicultural communication, so that there is an opportunity to learn interculturality.

A relatively interesting line of research relates to 'cultural intelligence (CQ)'. Cultural intelligence allows you to develop a globalized skill set to communicate effectively, innovate, solve problems, share solutions to global and local problems, and increase the productivity and well-being of a culturally diverse team. Therefore, it facilitates the recognition of new processes, creation of innovations, interpretation of new phenomena and helps people to reach a consensus in sharing space.

Another interesting issue for the author are virtual international teams. The COVID-19 pandemic has significantly affected the work and management of virtual multicultural teams. Many organizations were forced to quickly move work to remote mode and introduce virtual teams, which prompted the acceleration of digital transformation processes. The question arises, what differences can be noticed between managing a multicultural team on site and virtually? Are cultural differences an even greater barrier in virtual teams or are there additional benefits derived from this form of cooperation? Does working in virtual international teams require special skills and tools to ensure effective and efficient work?

The direction of future research proposed by the author is also the issue of intercultural ethics. Ethics plays an important role in cross-cultural management as managers are required to take into account different cultural values, norms and beliefs when making business decisions. Two ethical issues should be pointed out in the context of cross-cultural management, namely: (1) cultural differences in the approach to business ethics (it is interesting how managers adapt their approach to business ethics depending on the country in which they work) and (2) social business responsibility. The concept of Corporate Social Responsibility (CSR) varies across countries and cultures. It would be important to explore how cross-cultural managers take these differences into account when making CSR decisions.