

Inter-cultural communication

With regard to the number of communication acts, the following types of communication may be distinguished:

- **intra-personal communication** – it occurs in the mind of an individual who, before and during the formulation of a message, considers various variants of its coding
- **inter-personal communication** (among individuals) – it occurs between two or three people; it usually adopts the form of a dialogue
- **group communication** – it occurs in social groups
- **institutional communication** – it occurs within and between institutions (collective entities)
- **mass communication** – it is of a general social nature.

Communication functions

- **providing information** (in an appropriate way that the recipient can make suitable decisions)
- **socializing** (making all be real members of society and actively participate in public life)
- **stimulating actions** (motivating and stimulating human aspirations)
- **polemizing and discussing** (explaining different points of view on public affairs)
- **educating** (transferring knowledge to support intellectual development)
- **promoting cultural values** (protecting own culture and developing the sense of aesthetics, beauty and protection of artistic creativity)
- **providing entertainment** (recreational purposes)
- **Social integrating** (getting to know and understanding living conditions, viewpoints, aspirations of other people, groups, nations).

Range of communication interactions

- Impact on **behavior** (e.g. making purchasing decisions)
- Impact **attitude** (e.g. beliefs, preferences, opinions on goods and institutions)
- Impact **knowledge** (e.g. degree of information, scope of knowledge).

Coding and decoding

- Decoding messages - assigning specific meanings to words, images or symbols by the recipient, which were used by the sender to encode information
- Symbols, signs, sounds, etc. that can be easily processed into specific concepts and categorized;

Determinants for coding and decoding processes

- cultural conditions (culture, subculture, social class)
- social conditions (reference groups, family, status, role)
- personal conditions (age, profession, economic situation, gender, etc.)
- Psychological conditions (motivations, perception, learning process, beliefs and attitudes).

Communication message category

- **presentation means:** voice, face, body - they use natural languages, words, expressions, gestures, etc.; they require the presence of a coder
- **representation means:** books, pictures, photographs, writing, architecture, interior design, etc.
- **mechanical means:** telephones, television, telexes; they can become transmitters for presentation and representation media.

Culture definitions

- a complicated and interdependent collection of elements including **knowledge, beliefs and values, art, law, customs and moral principles, and all other types of skills and customs** acquired by a human being as a member of a specific community
- a relatively integrated whole covering the **behavior** of people running according to social **models** common for the social community and acquired in the course of interaction and containing products of such behavior.

Organizational culture definitions

- a set of **ideas, symbols, values, beliefs** and standards shared by group members
- enabling certain **compliance of vested interests** and facilitating the **harmonious development of a social group** coincident with its **goals**, i.e. its effort to adapt to **external** and internal conditions.

Elements creating company's organizational culture



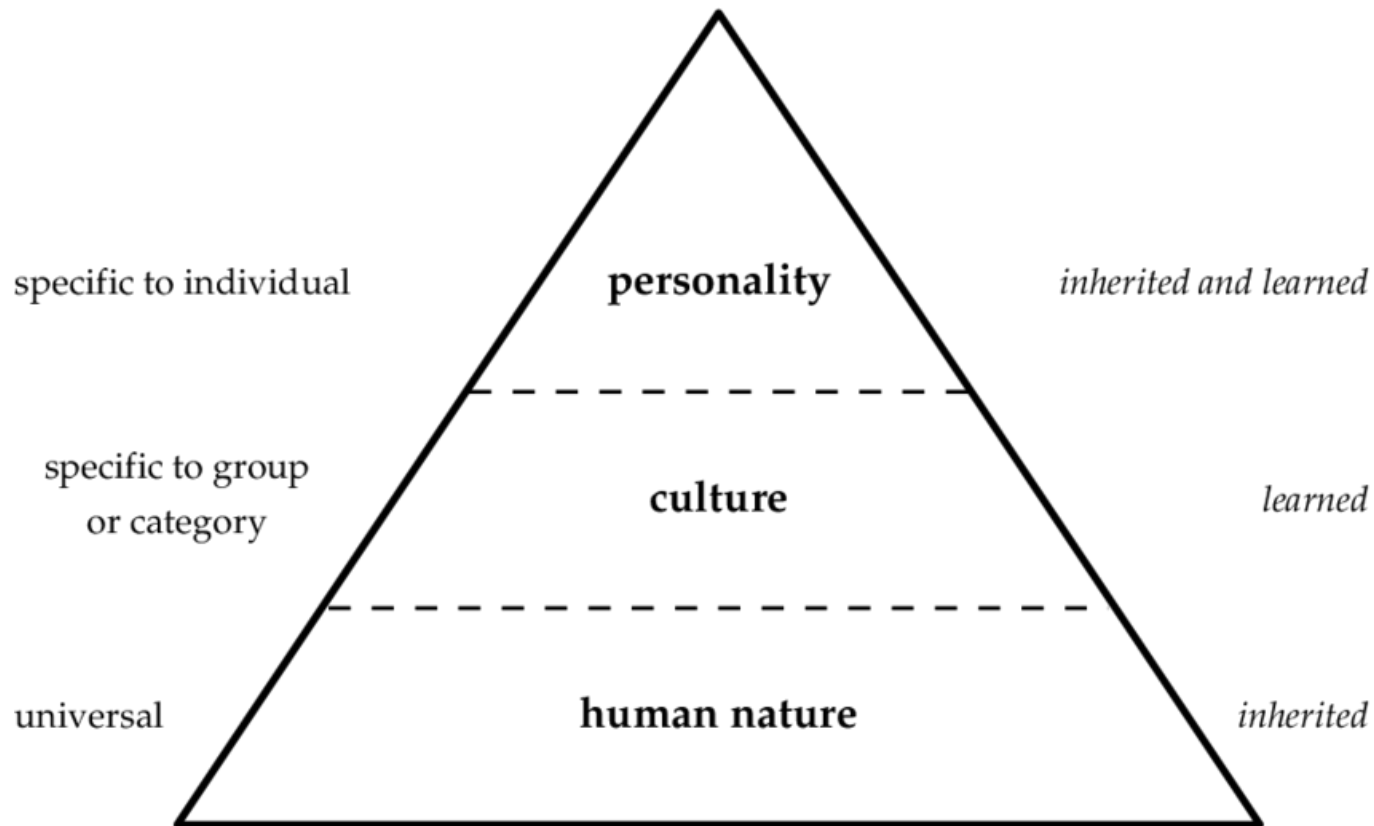
Core of organizational culture: **values** as well as **rituals**, **heroes** and **symbols** formed on their basis.

- **Rituals** are collective actions that are perceived by members of a given organization as socially necessary (customs, ceremonies and celebrations, etc.)
- Heroes, in turn, are figures, be they modern, historical, fictional or real, who embody features particularly valued by a given group and serve as patterns of behavior for it
- **Symbols** are words, gestures, signs, pictures, objects that are of particular importance for members of a given organization and are widely recognized by them. This category includes: language (including jargon), symbols (flags, trade mark), company's logo.

Organizational culture definitions

- A system that combines **personal life experiences** of people and accumulated common knowledge
- which is **registered, coded** and **accessible** only for those who know this code, as well as related to the configuration that allows organizing and structuring existing **relationships, practices** and **imaginations**.

Level of mental programming



Sources of organization's norms WSEI values

- **company's founders, owners, opinion leaders, and heroes of the organization**, all who have influenced somehow the whole organization, such as: **investors** who have an indirect impact on certain goals and norms of the organization's conduct, expectations towards employees, and the **organization's mission**
- company's history, oral tradition that can be stronger than orders and prohibitions if their compliance is poorly controlled - when obeying is not rewarded and breaching is not punished
- company's members - every new member who can instill own norms and values in the organization
- **culture of the environment** on the scale of a nation or region, that creates a social pressure, as in the long run the **organization cannot have values and norms contrary to those being adhered by the environment**.

Communicating with the Japanese

- Because Japan is, in some sense, geographically isolated, the values considered important in the Japanese culture are characterized by a high degree of homogeneity and unification
- Cultural values of the Japanese have been shaped by three religious trends: Confucianism, Shintoism and Buddhism.



Communicating with the Japanese

- Confucianism says that building an ideal society and achieving peace in the world are possible on condition that the obligations arising from the social hierarchy and the preservation of tradition, purity, harmony and order are respected
- Shintoism is often regarded as a cultural tradition whose believers worship kami which are spirits or deities present in every aspect of nature. They praise the sanctity of the entire universe, including mountains, rivers, stones or natural phenomena.

Communicating with the Japanese

- Buddhism - there is a belief in the existence of supernatural beings (e.g. Deva) and faith in reincarnation which is usually associated with the concept of religion. For this reason, the term “non-theistic religion” was suggested for Buddhism
- Buddha, however, never claimed that he was teaching religion. He always said that he was teaching “about suffering and the end of suffering”, and his teachings were to have first and foremost practical application and to serve to free oneself from suffering.

Communicating with the Japanese

- The importance of exercising control over own behavior in public places requires a conscious abstention from showing those emotions which may reveal own weakness
- In Japan, for example, expressing emotions openly is perceived negatively, just as shameful is the loss of control over facial expressions.

Communicating with the Japanese

- In Japan, it is very rare to allow showing pleasant emotions in public places
- Women tend to cover their mouths when they laugh
- Men show real amusement (but also real anger) mainly when the culture allows them to make their behavior more free while drinking alcohol.

Communicating with the Japanese

- In Japan, it is extremely important to know own place (Lebra, 1976). Attachment and loyalty to the professional group and family group are usually emphasized even at the expense of developing the individuality of a person. “Family does not only dominate, but also is a prototype model of society. All large organizations, from school, through corporations, to state structures, are modeled on this basis.

Communicating with the Japanese

- Individual humans' talents are much less important than the organization to which they belong (Ouchi, 1981)
- Interaction in Japan must be adapted to meticulously defined "forms"
- Importance attributed to showing respect to those people who have higher positions in the social hierarchy and to being polite are manifested with cultural rituals that openly emphasize these two values (Barnlund, 1975)
- Then, it is not surprising that the Japanese emphasize the importance of seeking agreement and avoiding conflicts (Barnlund, 1989).

Communicating with the Japanese

- Because the Japanese value subtlety, self-control, indirect expression of emotions, respect for authority and courtesy, we are not surprised that a very detailed stereotype of Japanese communication arose. Japanese are perceived by Americans and Europeans as silent, restrained, official, attentive, serious and secretive.

日本語