Essay

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1. Introduction

This respective essay delves into the evaluation of the theoretical differences in terms of the literature concerning the cross-cultural management area. In line with that, the management area selected for the critical literature review involves cross-cultural communication predicated on the theoretical construct of high context/low context communication. Cross-cultural communication involves the procedure of identifying both similarities and the differentiation amongst the cultural groups for engaging as well as communicating effectively (Reynolds, Valentine, and Munter, 2011). With regards to that, this essay reviews the existing literature pertaining to the context of cross-cultural communication on the construct of high/low context communication proposed by Edward T. Hall. Further, the business implications of cross-cultural communication in a multicultural setting have been evaluated based on which the management strategies are proposed for improvising the identified contexts. Moreover, the influence of culture as well as traditions on transnational partnerships has been gauged in the context of a progressively globalised workplace.

2. Critical Literature Review of cross-cultural communication in High/Low Context Communication

It has been discussed by the study of Croucher et al. (2012), that the cultural model proposed by Hall upholds the substantial position in highlighting effective communication styles in relation to cultural needs. This respective model has reflected the two cultural contexts pertaining to the communication involving high context communication and low context communication. The study of Semmler (2017), accentuated that the high context cultures refer to the culture that relies on communicating in the manner that alludes to being implicit as well as dependent on the context. In contradiction to that, the low context culture tends to be highly explicit which communicates the context in an easily comprehendible manner. Abdulai, Ibrahim, and Mohammed (2017) indicated that the communication in the low context culture fosters the probability of understanding the message by the audience even if they appear to be unfamiliar with that respective cultural context. In line with that, the distinction in the communication styles in every culture has been revealed to pose the major challenges in terms of effective communication.

For responding to that, the notion pertaining to cross-cultural communication has been reflected in order to avoid as well as eliminate the ambiguity in effective communication.

It has been elucidated by the study of Hornikx, and Pair (2017), that the high context communication in cross-cultural communication poses unfavourable outcomes for the individuals and the companies owing to its unclear meaning. With regards to that, a similar study has asserted that cross-cultural communication in the high context necessitates a requisite level of background information concerning that communicated message. The inability of complying with the acquisition of pre-programmed information and insights lead the parties to misunderstand the contextual meaning of the communication which results in highly ineffective communication. The study of Bai (2016), discussed the high-context culture which involves Japan, Greece, Italy, Arab countries, Spain, England, North America, France, German-speaking countries as well as the Scandinavian countries. These respective countries pose the ability to comprehend cross-cultural communication in high-context communication.

In contrast to that, the study of Semmler (2017), emulated that the theoretical construct of high/low context communication has been very simplified which restricts its capability of categorising the high and low context culture. This respective model lacks this ability owing to the distinctive manner of receiving, sending as well as interpreting the messages based on the different societies and cultures. It has been indicated by the study of Arifin, Wigati, and Lestari (2013), that amongst many other factors certain aspects need to be deemed owing to its transparency in order to achieve effective intercultural communication in a diverse organisation. In line with that, this respective study identified the verbal communication variables which include language competence, converse vs silence, indirect and direct verbal conversation styles, low-context vs high-context communication as well as non-verbal communication variables which influence the comprehension of the message.

With regards to effective communication in the workplace, the study of Søderholm (2013), discussed that, in a comparable alignment, the current increase in workforce diversity has prompted managers to adopt communication skills, especially efficient and effective multicultural management. Efficient communication in diverse cultures, which is a primary factor of prospect in a socially varied workplace, is an inherent and vitally crucial element of a manager's responsibilities. Similar to that, the study of Cheong, and Baksh (2020), accentuated that most of the messages or information transferred in high context cultures are implied, whether in the

physical settings or collective beliefs, norms, and standards, while low context cultures use explicit codes to transmit knowledge. An individual from a higher context culture, for instance, would speak about a topic or things, assuming that his listeners or readers would comprehend the content from the surroundings. Additionally, communication is a high context is strongly reliant on the individuals and the situations, however, everyone is considered to have equivalent accessibility to knowledge in a low context culture (Mavlanova, 2014).

The study of Wang (2008), further highlighted the differentiation between HC and LC communication on the basis of logic, the rationale as well as thought pattern by inferring that within the two contexts, the thought pattern is another distinguishing aspect. The emphasis on logic and reason in LC cultures stems from the assumption that there is dependably an absolute certainty that can be discovered through linear methods. HC cultures, on the other contrary, believe that certainty will emerge by non-linear discovery procedures rather than through the use of logic. Those in LC cultures will transition from information formerly mentioned to information next to be supplied in conversations, but individuals in HC cultures may move back and forth as well as throw out details, presuming this is tacit between the two interlocutors (Würtz, 2005).

In addition to that, the study of Kittler, Rygl, and Mackinnon (2011), reflected that face-to-face communication in HC cultures is consequently identified by a heavy reliance on nonverbal communication tactics. These methods are frequently expressed through behavioural languages, including movements, body posture, pauses, closeness, as well as symbolical behaviour, whereas dialogue in LC cultures is less physically dynamic, with interpretation determined by content and the audible language.

3. Evaluating the Business Implications of Cross-Cultural Communication in a Multicultural Setting

It has been indicated by the study of Jenifer, and Raman (2015), that cross-cultural communication is highly substantial in the diverse workforce owing to their contribution to the enhancement of innovation as well as open communication. The evident significance of business expansion has urged the businesses to expand their operations internationally along with hiring the diversified workforce across the culture in order to value as well as integrate diversity in their organisational culture. In the multicultural setting, the maintenance of effective communication within the teams and the employees has been the major challenge owing to the distinctive

perspectives as well as values of the individuals. The study of Kawar (2012), highlighted the challenges that are encountered by the workplace in terms of ineffective cross-cultural communication, which involves misunderstanding, misalignment of rules, values as well as norms, stereotyping, along with ethnocentrism.

With regards to that, the study of Maude (2011), recapitulated that comprehending the cultural differences while communicating the information refers to be the effective action for responding to this respective challenge. The adequate implication of cross-cultural communication in businesses has fostered adaptability, agility and the prospects of growth as well as success in the company. Furthermore, the study of Cutler (2018), reflects that the incorporation of cross-cultural communication in business practices can enhance the cooperation and loyalty in the employees which results in the higher performance of the company. Moreover, the enhancement of measurement pertaining to the adoption of cross-cultural communication in the multicultural setting can effectively influence the creativity and innovation within the workforce owing to the appropriate sharing of knowledge.

3.1. Proposing Management Strategies for Improving the Cross-Cultural Communication in Businesses

In line with the evident significance of cross-cultural communication in the multicultural setting, it is deemed substantial for the businesses to imply with the following strategies in order to improve cross-cultural communication:

- The businesses and the management need to devise training for their employees to build their knowledge pertaining to the measures essential for practicing cross-cultural communication by means of comprehending the respective cultural differences (Patrick, and Kumar, 2012).
- For overcoming the language barriers between the teams and the management, the organisation needs to comply with the requirement of knowing the common foreign language (Kosareva, Evreeva, and Zakirova, 2019).
- With regards to attaining positive organisational objectives, the management is required to build the phenomenon of open communication within the workplace for eliminating the biasness as well as workplace bullying (Okoro, 2012).

- Arranging meaningful communication sessions within the work team will be essential for building the understanding between the diversified workforces (Luthans, and Doh, 2018).
- The agility needs to be developed within the workforce for adopting transitioning beliefs and changes in terms of the organisational needs in order to eliminate the barriers concerning the adoption (Sergeeva et al. 2019).
- The organisations and their management need to persistently improve the practices pertaining to fostering cross-cultural communication by means of continuous feedback (Minnican, and Toole, 2020).

4. Evaluating the Impact of Culture and Tradition on Transnational Partnerships

The study of Faulconbridge, and Muzio (2015), iterated that the culture in the host country and home country differs to a higher extent in terms of the shared values and beliefs of individuals which result in their higher collaboration as well as coordination. The employees of organisations belonging to a similar culture tend to communicate in an effective manner and yield greater team performance as well as comprehension. In line with that, Nguyen, Larimo, and Ali (2016), reflected the notion that the national as well as the organisational culture poses the influence on the transnational partnerships owing to the differences in the beliefs and values of the employees. The higher cultural difference adversely impacts the performance of the transnational organisations as the individuals from the cross-culture uphold the distinctive workplace etiquettes and attitudes towards compliance with the rules of the companies.

With the emerging competitiveness in the marketplace, globalisation has been increased in the workplace as well as a marketplace which refers to the inclusion of the higher diversification in the workforce (Altinay, and Brookes, 2012). It has been recapitulated by the study of Brzozowski, Cucculelli, and Surdej (2014), that in case of relevant cultural differences between the transnational partners and their inclination towards contributing to the value creation for the organisation is anticipated to posit the substantial influence on the performance of the international business. The escalation in the diversification of the workplace results in cross-cultural teams with distinctive practices and values pertaining to their conduct.

The major cultural issue that the transnational alliance and the partnership encounter involves the difficulty in effective communication within the cross-cultural teams which can result in the losing the meaning of the message. Djerasimovic (2014), elucidated that the inefficiency of speaking and understanding the common and shared language amongst the cross-cultural individuals, consequences in the nuance as well as the vague communication. In contrast to that, practising a shared and common language amongst the cross-cultural teams has been anticipated to yield professional, direct and clear communication. The international partnership as well as the businesses can benefit themselves by undertaking open and effective communication for boosting the business growth along with its performance (Rosa et al. 2018). In addition to that, the study of Vance, and Paik (2015), has accentuated that transnational partnerships need to develop sensitivity to the cultural differences in their management and teams for fostering curiosity, openness as well as inclusion in their workplace. As cultural sensitivity within the workplace has been crucial for undertaking as well as accepting cultural differences in order to augment organisational collaboration.

A similar notion has been endorsed by the study of Pisani et al. (2017), that the comprehension pertaining to the cultural sensitivity in the businesses reflect the higher inclination of the transnational partnership towards integrating the culture of the host country with that of home country which results in the success of the respective businesses. The integration of the home country's culture with the host country encompasses the incorporation of the value systems, beliefs, behavioural norms as well as language. The cultural sensitivity in these respective contexts augments the interacting cultural dynamics between the national and international cultures. Similar to that, the study of Briscoe, Schuler, and Tarique (2012), emulated that the cultural values uphold the considerable influence within the society that devises the sense of value amongst the employees pertaining to their jobs and the relative expectations.

The study of Ferraro, and Brody (2015), discussed the other perspective of cultural influence on transnational partnerships by highlighting it in the context of the organisational hierarchy and workplace etiquettes which vary from culture to culture. The workplace etiquette of the different cultures differs in terms of punctuality and the attitude in compliance with the rules as well as regulations of the company. This respective notion can effectively be supported by highlighting that the different culture interprets similar messages in a distinctive manner, such as, "on time" being interpreted as arriving before the decided time in the American culture. However,

Mexican and Italian culture construes "on time" as arriving after several minutes than the scheduled time (Cletus et al. 2018).

Besides that, the different national cultures and traditions undertake the distinctive organisational hierarchy which highlights the distribution of the roles and responsibilities along with the attitude of the management. Cavusgil et al. (2014), referred that the in context of Japan, the social hierarchy in the organisations practices for respecting the seniority, dividing the responsibilities in accordance with the role which results in the expectancy of receiving the deference and the formality from the junior employees. Turner, Trompenaars, and Turner (2020), highlighted that in the case of any Scandinavian country like Norway which imposes its higher emphasis on societal equality alludes to prefer the flat organisational hierarchy. The flat organisational hierarchy in the businesses of Norway contributes to fostering informal communication amongst the work teams across the organisations. In line with that, it can be inferred that the flat hierarchical structure will be practiced in the companies expanding in Norway owing to its cultural influence and preferences (Stahl, and Tung, 2015). The flat hierarchical structure in the multinational teams with diversified values, attitudes and preferences ensures the appropriate definition of the roles within the transnational partnerships.

With regards to that, the greater influence of the culture on the organisational profitability and success of the transnational partnerships, the companies have been urged to devise as well as adopt the respective human resource management practices for recruiting, retaining, communicating along with supporting the international employees (Lasserre, 2017). In light of the aforementioned discussion, it can be stated that the culture and tradition of a country highly influence transnational partnerships.

5. Conclusion

This respective essay explored cross-cultural communication on the theoretical basis of high versus low context communication for examining the interrelated patterns. High context communication implies communication in an implicit and dependent manner, however, low context communication refers to the interaction in an explicit way. In line with that, the business implications of cross-cultural communication have been evaluated in the multicultural context which revealed to be substantial. Moreover, management strategies have been proposed for improvising cross-cultural communication in multicultural businesses in order to foster effective

communication. In addition to that, the impact of tradition and culture has been ascertained on the transnational partnership for highlighting the influenced aspects.

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