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Managerial responsibilities – effective communication a social status of contact for international contracts

Malwina Zamojska-Król

Faculty of Humanities, AGH University of Science and Technology,
8a Gramatyka Str., Cracow, Poland

E-mail address: m.z-krol@wp.pl

ABSTRACT

Organizational Culture is a collection of social norms, values and behaviors accepted by all employees of company, which are presented in their rules, habits and daily practices. Covering various aspects, also touches on ways to communicate, both within the organization and its environment. The subject matter of the text concerns the principles of effective communication as a source of success in the execution of international companies, in which people take part derived from different cultures. They will address issues of recognition of different styles of communication and barriers relative to the diverse perceptions of social status depending on the cultural model of the country concerned.

Keywords: managerial competence; effective communication; cultural differences; distance of authority; social status; international business

1. INTRODUCTION

Organizational culture as an element of any business is set among social norms, values and behaviors accepted by all employees, which are expressed in their rules, customs, and every day practices. This culture covering various aspects of forms of coexistence with other units also touches on ways to communicate, both within the organization and its environment.

Managers in dealing with others rely on intuition when rapidly reproduce well learned patterns of conduct. However, once these actions have to be carefully thought out, and after reaching fluidity of their implementation, the behavior has been programmed to duplicate them without involving awareness [1]. In this way, intuition and hunches prove sensing signals from the magazine of emotional memory – a reservoir of wisdom and common sense of every man what are his ability [2].

All acquired competencies form the assets – the ability unique to branch, relationships and organizational knowledge that are largely invisible and intangible assets. Competencies and related capabilities are often generated internally, but can also be achieved through cooperation with other organizations, so that they can be shared or created together. They are often shared between the organization and one or more of its suppliers, distributors or customers [3].

As a cultural competences allow the free participation in their own culture in accordance with the norms and values giving pattern to deal with, depending on the situation. In contrast, lack of acceptance of previously approved behavior occurs when you change the environment for the new, which differs from the parent, and business contacts relate to people from different cultures with distinct and incomprehensible standards. As for example, the situation when in 1992, then President George H.W. Bush made a state visit to Australia and greeted people with raised fingers in the form of 'V' with the back of his hand toward the onlookers. The following morning a headline in a local newspaper proclaimed that the American President insulted the Australians [4].

According to Argyle, humans have more than 700,000 forms of body language which are used for communicating in different parts of the world [5].

The subject matter of the text will apply the principles of effective communication as a source of success in the execution of international companies, in which people take part derived from different cultures. Participants will also discuss recognize different styles of communication or barriers relative to the diverse perceptions of status depending on the cultural model of the country concerned. More specifically social status, or position of the entity engaged in a social group, is conditioned by cultural relationships. In contrast, social value, which is assigned to a particular position or a particular person is determined size of its prestige. However, you should realize that according to the country concerned to perform the same jobs is received diametrically opposite. Similarly, this also applies to the characteristics of the assigned status as racial or ethnic origin, which is assigned to a specific unit, regardless of its expenditures or personal success.

According to the researchers, both gender, age and social status influence variously to receive a person. There are countries in which the position is not identified with social features, but done actions for the benefit of the country, as well as those where success and prestige is defined, not by work for the state, but the amount of money you earn.

2. CULTURES OF COUNTRIES WITH A VARIETY OF APPROACHES TO THE STATUS

The American anthropologist Edward Hall on the basis of his cross-cultural research, called *low-contextual* these regions of the world in which it is possible to understand heard statements without additional need to analyze the essence of heard words. The aim of the talks

is a precise representation of fact, without entering the transfer of information between the lines contained or encoded in facial expressions and gestures of the caller, which is specific to the cultures of *high-context* [6].

Culture of countries with low role of context as Sweden, Western Europe or North America are based on the language spoken and written, in which there is an emphasis on the exchange of information and individualism. Communication takes the form of a clear and direct, where the one who says it is more important than the listener, and the "I" dominates "We". In cultures with high role of the context which is characterized by collectivism, the "We" prevails over the "I". While the style of conversation is based on such elements as body language, social position, knowledge of the person or relationship. The sender and recipient have an equal contribution to the quality of communication, and nonverbal signals determine communication to 90%, which is characterized by the Arab countries, Latin America, and a significant part of Asian countries such as Japan and China [6].

In addition, Edward Hall claimed that people in other parts of the world, especially Asians, are more perceptive to body language than the North Americans [7].

In a given culture as well, depending on its context differently expressed disapproval. For countries direct type is not only a form of the word *no*, but also a clear withdrawal of the suggested solutions. Whereas of cultures with a second group phrase this statement *it may be difficult* or *see what we can do*. A significant discrepancy occurs also in terms of understanding the words of *openness* and *directness*, as the representative of the first words are a sign of *honesty* and *sincerity* and received as a compliment. In contrast, in the context of high culture, where the same adjectives are associated with critical intent and synonymous with *immaturity*, *naivete* and *arrogance*, as only children can use this practice, due to the fact that they do not yet know any better [8].

Richard R. Gesteland, an expert in the field of intercultural management and negotiation, on the basis of his more than thirty years of observation and research conducted in more than forty-five countries took observed proceedings of people according to their position in some logical models of behavior. Model of *hierarchical culture* is characterized by the state with a clear hierarchical level, which is reflected in significant differences in social status and scope of authority between its inhabitants and *egalitarian* in which they do not attach so considerable attention to the convention. According to the researcher to the group of *hierarchical cultures* included in most European and Asian countries, the Mediterranean, the Arab world and Latin American countries, in respect of which relates to the validity of the numerous and elaborate rituals protocol, based on a clearly significant differences in showing respect. Contrasting behavior characterizes *egalitarian* countries as Australia, Denmark, Iceland, Canada, Norway, New Zealand, the USA, in which preferred egalitarianism [8].

An example showing the importance of this type depending can be used on the situation described by R. R Gestelanda, which concerned the business meeting of investors from Chicago who after having submitted a request to the Minister of the textile industry of Bangladesh, expected during the current visit to obtain a positive decision. Although the conversation took place on a hot day in the office without air conditioning, and the minister was dressed in white, calico free, it is the entrepreneurs from the west according to the label founded by dark wool suits, starched shirts and ties. After more than an hour seemingly aimless dialogue, in which the petitioners wrap up then, with a smile minister informed about the decision of meeting requests. However, in government circles it circulated information

that the whole meeting was a form of test, prepared to check the knowledge of foreign guests with the applicable rules in this country of showing respect [8].

Important barriers posed by status, and greatly affect the success and opportunities in the signing of the agreement in the hierarchical countries, is to belong to but one of the four categories of people, which is the most difficult to do business. This group includes workers from the lowest rungs of professional, young people, women, and both sexes, regardless of age, engaged in sales or marketing. In South Korea, Japan, and Saudi Arabia men are not accustomed to settling business affairs with women occupying equivalent or even higher positions. Most young female representatives working in corporations usually takes the position of secretary and acts strictly official, but not related to the right to the possibility of making a decisive issue, which shows the aspect relating to the social roles assigned genders [8].

Different practices are everyday in countries with egalitarian attitudes, where many well-educated, self-confident women, achieve success as presidents of large corporations, often managing a large number of men. Also differences in terms of age are not as significant barriers, because a significant advantage is possessed knowledge, conversational skills, and decision-making [9].

While all competencies shall be produced to and approved, for limitation of them, and the people who possess them by non delegation of their appropriate tasks which can demonstrate their capabilities result in disappearance of their skills [10].

Furthermore successful women in these countries is a group focused on career, which represents the intellectual and economic elite, which is characterized by a high threshold of expectations of themselves and the environment. Being under heavy pressure performs and injures many responsibilities both on the professional and family [11].

Another important manifestation of behaviors relating to respect the established hierarchy and power by the representatives of the hierarchical countries, and by this attitude to other people is the need to converse face to face. Therefore offering people with the culture of informal on the choice of making a phone call, or to determine important issues by e-mail from a respected representative example. Japan may initially condemn any action on failure [12].

Verticality is also an important property of nations characterized by devotion to the rank and order prevailing in the country. For example, apparently showing this kind can be used depending on the procedure of bowing. In the land of cherry blossom is not enough to bow to each of the members of the delegation to the meeting could begin in a favorable atmosphere, and the lack of knowledge of the rules in this type of behavior can lead to images and close calls. Therefore fitting to remember that bows are determined by rank and age people participating in the meeting adequately to the rule that the person is higher in the hierarchy, the more bows its due [12].

Equally important issue relating to hierarchy and authority but in the egalitarian circle is the principle of shaking hands. Just as the habit of shaking hands is known in Japan, but rarely used, so in America are known priority rules, related to the fact shaking hands, regardless of gender below those situated on the social ladder, employed or invited guests. As a sign of cheating welcoming attitude to this is considered that the hand is directed downward, and that face up, which shows a more important person. Optimal situation is, however, so-called *manly handshake* when both hands come together in a vertical plane, suggesting a positive belief about the partner, sympathy and mutual equality [13].

Another equally important element used by the representatives of Canada, or Australia, and relating to the caller for the kind of respect is the rule styling business partners according to their disposal through the official convention. Fixed addressing the participants of the meeting using the forms of Mr., Mrs., or professional titles in conjunction with them, the type Mr. Doctor, Mrs. M.Sc., by residents of egalitarian countries in which calls to each other by name and not attaching importance to the convention is a sign of significant respect and consideration [14].

In summary, significant division between egalitarian and hierarchical cultures may be an invisible barrier. Starting from the choice of the person to a meeting, which is associated with differences in social status, by convention to preserve the way of conducting negotiations, what it is related to the feeling of dependence authority.

3. AUTHORITY DISTANCE AND ITS DETERMINANTS

Perceptions of the determinants authority depending on the cultural background is different, however, significantly affects the way of communication. Geert Hofstede introduced in his research to determine – *power distance* defined as the ratio of public to the phenomenon of inequality between citizens of each country. Dimension defined the extent to which the people of a country are willing to accept differences between wealth, education or status of individuals with whom they do business [15].

Research of Professor Hofstede made in the years 1968-1972, the branch of the international company IBM, in 50 countries and three regions of the world, 116000 employees at various levels of management related values in the context of the organization of work. The result was the book *Culture's Consequences*, whose first edition was published in 1980, and another less technical – *Cultures and Organizations* in 1991, also translated into Polish and published in 2000, and resumed in 2007. The study despite their initial plan for internal use in the company to improve the management system became for many years the only source of intercultural comparisons, and the researcher has become a classic in the environment broadly defined social sciences [16].

According to Hofstede power belongs to the functional requirements of each group, and in some societies one belongs to the other and are controlled by them. However, the degree of hierarchy or privilege, and obligations is different, as well as a justification of governance. In prepared questionnaires were asked three questions concerning this matter, and the rate for the country was higher, the – *more subordinates afraid to express an opinion different from the boss, thought that supervisors make decisions autocratically, or approve of what is the state of affairs*. The results indicated that the government is negatively correlated with the domestic national income, and positively with the lack of economic equality and a sense of social injustice and dissatisfaction with your income, even among managers. In countries with a high rate as in the Philippines, Guatemala, Malaysia, Panama, Slovakia and hierarchical vision represent all of unskilled people over those with higher education. In cultures with low authority distance as in Austria, Denmark, Ireland, Israel, and New Zealand, the partnership increases the status and gained qualifications [17].

Deep respect to the elders in Japanese families is however a cultural script, comparatively as all over the East. From India, where children kiss the feet of their parents, to China familiar with filial love, belonging to the basic Confucian virtues.

Esteem is also manifested in the language code, where e.g. In Indonesia belonging to the top ten countries with a high power distance, people were born and wealthy use the so-called high language, while low, people poorer. However, both sides turned to each other, they know each other codes [16].

In the United States space is used as a way of classifying people and activities, whereas in England it is the social system that determines who you are. In the United States, address is an important cue to status (this applies not only to home but to the business address as well). The Joneses from Brooklyn and Miami are not as "good" as the Joneses from Newport and Palm Beach. Businesses located on Madison and Park avenues have more tone than those on Seventh and Eighth avenues [18].

According to Sana Reynolds and Deborah Valentine – intercultural researchers, considerable importance are also the signs and symbols of power used in various circles countries. In France the respect in relation to government officials is associated with acquired their education at the most prestigious universities in the United States and is a profession bringing the highest profits is recognized than the socially useful, but less profitable. Contrasting habits prevail in the UK, where jobs such as clerk, lawyer, doctor or enjoy considerable esteem than entrepreneurs or business owners.

This is due to the prevailing there convention, where representatives of the upper class should not dabble in the business, and talking about salaries, or bonuses received in bad taste. People with a PhD also depending on the country can enjoy a huge respectability, as in Asia, but in America can not necessarily count on receiving a well-paid job. Family connections, also depending on the country can be a sign of power and make it easier to find jobs, as in Latin America or the Mediterranean. But nepotism is condemned and even punished in Australia, or the United States where spouses can't work together in the same branch office, and family connections are often hidden, because of the desire for personal achievement, without the support and assistance of a relative. Age also affects derived respect, just as in the US counts the youth, because old age is associated with moaning and scleroticism so in Asia this older age ensures respect, also in the workplace, because it is a sign of wisdom.

It should also add that the gender or accent depending on the culture of the country is an attribute of power. In conservative cultures of Arab women and men they can't work together, and research shows that women, regardless of culture, turning to the other usually not directly, but indirectly. Clothing can also be a sign of status. Danes believe that *elegant coat is a good recommendation*, but the American business attire in recent years changed its informal, emphasizing freedom of style. However, for those countries with formal it may be perceived as disrespect directed toward them significantly impede communication and act as a barrier, which can't be overcome. As in the case of the Korean company, which withdrew from the negotiations with a major Hollywood production companies, where despite the formal meeting Koreans formed dark suits Western-style showing your respect, and representatives of Dream Factory jeans [19].

4. CONCLUSIONS

Those derived from cultures of so divergent style within the meaning of the validity of the rank and appearing according to social status, they can feel each other affected behavior and the appearance of a person who represents a completely different attitude toward this

dimension. But it is important to realize that people with jovial familiarity egalitarian cultures in which women also occupy senior positions and conservative distance of partners from hierarchical to the differences based on the professed different cultural values, not a personal antipathy. Furthermore communication hinder not so much lack of knowledge of the principles relating to the status, but also the knowledge relating to the gestures and signs authority that should be articulated with the maximum awareness of their literal and hidden meaning. In summary, the ability to conduct conversations in terms of ethnic diversity is an essential element of effective communication and implementation of interests, as the lack of intercultural competence of the habits of a foreign partner may lead to the suspension or break talks.

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