

Understanding Multicultural Communication for Effective Business Management: An Integrative Review of Literature

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Abstract

The purpose of the study was to review the literature on intercultural communication problems encountered in business organisations and discuss the implications of intercultural communication on organisational performance. The study was guided by the following research questions; how does intercultural communication in the workplace affect organisational performance; in what ways does intercultural communication affect business operations; and how can management foster multicultural communication to improve organisational efficiency? The study adopted an integrative review of literature conducted following the Seven-Step Model of critical literature review. This review was conducted on the backdrop of research on multicultural communication conducted at a communications company in Luanda, Angola. The data from the review indicated that multicultural communication problems are inevitable; hence management should implement strategies that help to increase the cross-cultural competencies of employees. The researchers proposed a new framework; the Intercultural Communication Analysis Model (ICAM) for analysing the impact of multicultural communication in an organisation. The model can be tested for practicality through empirical research.

Keywords: Communication, culture, cross-cultural, intercultural, multicultural

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1.0 Introduction

Business success and growth depend on a variety of internal and external variables. One such variable that has an impact on organisational performance is communication. The quality of communication determines how information flows in an organisation; however, communication is usually value-laden because of attitudes, perceptions, motivation levels, and levels of team cohesion (Mullins & Christy, 2013). Without attention to detail, communication in a multicultural set-up can be difficult to manage, and the problems arising from cultural differences within the workforce can reduce operational efficiencies in an organisation (Robins and Judge, 2015). African societies, besides the reasons of globalisation, migration and other socio-economic factors causing people from all over the world to seek employment in other countries, are already multifarious because of different ethnicities and cultures— hence business organisations are also built of a multicultural society. Adler and Graham (2017), indicate that the greater the cultural differences, the more the misunderstanding resulting from multicultural communication becomes.

Several studies reveal that in international trade, multicultural communication is central to all business activities. Luring and Selmer (2010) say that there is a need for research to investigate multicultural communication problems in business organizations because some business ventures fail because of a lack of intercultural communication skills and an inability to communicate effectively. Chitakornkijasil (2002:6) also says, “Etiquette, manners, and cross-cultural, or intercultural communication have become critical elements required for all International and Global Business executives, managers, and employees.” Experience of multicultural differences is thus an essential ingredient to business management that gives an organisation the comparative advantage it requires at all market levels— global, regional, large, or small scale.

Therefore, this study analysed various literature sources and discussed multicultural communication problems faced in business organisations, the impact thereof and the strategies that can be implemented to salvage a business that could be facing such problems. The researchers concluded that multicultural communication is a vital cog in running a business and that multicultural communication problems in organisations

revolve around four variables: intercultural communication, environmental factors, organisational performance and management strategies.

1.1 Research Questions

- 1.1.1 How does multicultural communication at work affect organisational performance?
- 1.1.2 In what ways does multicultural communication affect business operations?
- 1.1.3 How can management foster multicultural communication to improve operational efficiencies in business organisations?

2.0 Material and Methods

This study adopted the Integrative Review of Literature method. As advocated by Snyder (2019:333), literature review can be used in research as a method. It is anchored in the interpretivist research paradigm in which various sources are interrogated through content thematic coding and discourse analysis, or content analysis methods to draw out conclusions. The Integrative Review of Literature method is a powerful way of “integrating findings and perspectives from many empirical findings...to address research questions with a power that no single study has.” Onwuebuze and Frels (2016:49) also say that “the literature review process can be viewed as a data collection tool...” According to Snyder (2019), a literature review can be defined as “a more or less systematic way of collecting and synthesising previous research.” As a research methodology, the literature review can be a powerful source for developing a body of knowledge, discussing a particular topic, generating or evaluating theoretical models, reviewing and comparing research results, and investigating the effect of research findings in a particular context (Snyder, 2019; Leedy & Ormrod, 2014; Saunders et al, 2016).

There are several approaches for reviewing literature which depends on the goal or purpose of the review. The approaches include the narrative, integrative, systematic, meta-analysis and semi-systematic approaches. This study adopted the Integrative

Review of Literature approach as the methodology for the study to discuss the topic and to set an agenda for further research on the subject. The literature review process was conducted following Onwuegbuzie and Frels's (2016) Seven-Step Model for Integrative Review of Literature which are; Step 1: Exploring beliefs and topics, Step 2: Initiating the search, Step 3: Storing and organising information, Step 4: Selecting/ Disseminating Information, Step 5: Expanding the search, Step 6: Analysing/ Synthesising information, and Step 7: Presenting the literature review report.

The major literature sources for the study included; the Journal of Organizational Innovation, International Journal of Cross-Cultural Management, Economic Journal of Hokkaido, University Intercultural Communication in Business, International Journal of Media, Journalism and Mass Communications (IJMJMC), other published works and various other publications on the internet as shown in the references section. The theories; Face Negotiation Theory (FNT), Conversational Constraint Theory (CCT), and Expectancy Violation (EVT) were analysed to inform the understanding of multicultural communication problems from a theoretical perspective.

3.0 Theoretical Framework

The following theories about multicultural communication were reviewed to inform the study; Face Negotiation Theory (FNT), Conversational Constraint Theory (CCT), and Expectancy Violation Theory (EVT). These three theories focus on cultural variability (Gudykunst, 2005; Gudykunst, 2012; Ting-Toomey, 1988; Burgoon, 1993).

3.1 Face Negotiation Theory (FNT)

According to Face Negotiation Theory (FNT), collectivistic cultures are more concerned with the "saving face" of their hearers or audiences to avoid causing offense. Ting-Toomey (1988) explains that communication by members of collectivistic cultures is relationally oriented and inclined towards conflict resolution. In contrast, communication in individualistic cultures tends to be more substantive and outcome-oriented rather than focused on "saving face" (Gudykunst, 2005).

In individualistic cultures, people tend to prioritize task completion and may overlook relational aspects of achieving goals or tasks. However, in collectivist cultures, friendly and warm relations within a team or group are essential for motivation and working together to achieve goals and solve problems (Ting-Toomey, 1988). FNT suggests that cultural differences impact communication tendencies and classification. Collectivist cultures prioritize relationships and conflict resolution, while individualistic cultures prioritize task completion over relational aspects (Gudykunst, 2005; Ting-Toomey, 1988).

3.2 Conversational Constraint Theory (CCT)

Conversational Constraint Theory (CCT) proposes that conversations should be goal-directed and require coordination among communicators. The theory identifies two types of conversational constraints: social-relational constraints and task-oriented constraints. Social-relational constraints prioritize the quality of communication in terms of concern for the hearer to avoid disharmony, while task-oriented constraints prioritize clarity of communication over concern for the hearer (Gudykunst, 1995; Gudykunst & Kim, 2003).

Gudykunst (1995) suggests that the orientation towards interdependence is greater when communicators are interdependent and need approval from each other. In contrast, when communicators are independent and desire dominance, they are more inclined towards clarity of communication than concern for others. The theory also extends to gender variables, with more masculine individuals placing greater importance on clarity and more feminine individuals placing greater importance on relationship building (Gudykunst, 1995; Gudykunst & Ting-Toomey, 1988). The CCT suggests that communication is goal-directed and requires coordination among communicators. Social-relational and task-oriented constraints influence communication quality and effectiveness, with different orientations towards interdependence and dominance impacting communication style. Gender variables play a role in communication style, with masculine individuals emphasizing clarity and

feminine individuals emphasizing relationship building (Gudykunst, 1995; Gudykunst & Ting-Toomey, 1988; Gudykunst & Kim, 2003).

3.3 Expectancy Violation Theory (EVT)

Expectancy Violation Theory (EVT) proposes that every culture specifies norms of behavioural expectations, and interpersonal communication is framed within the context of how people expect others to behave and react to violations of such expectations (Burgoon, 1978; Burgoon & Hale, 1988). The theory also suggests that violations are interpreted or evaluated in terms of the communicator's characteristics, such as attractiveness or fame. The violation of behavioural norms may be tolerated and accepted more readily if the communicator possesses exceptional characteristics than if they are an average or modest member of society (Lauring & Selmer, 2010).

According to Burgoon (1978), the EVT posits that individuals form expectations based on social norms, personal characteristics, and contextual factors. Burgoon and Hale (1988) further suggest that individuals evaluate and react to expectancy violations based on their interpretation of the violation, their relationship with the violator, and contextual factors. The theory suggests that expectancy violations can be positive or negative, depending on the communicator's behaviour and the interpretation of the violation by the receiver (Burgoon, 1978). Lauring and Selmer (2010) suggest that EVT can explain cross-cultural communication in terms of how individuals from different cultures interpret and react to violations of behavioural norms. The theory proposes that cultural differences in expectancy violations and reactions to violations can lead to misunderstandings and conflicts in intercultural communication. The EVT suggests that every culture has norms of behavioural expectations, and violations of these norms are evaluated in terms of the communicator's characteristics. The theory also highlights the role of interpretation and evaluation in reactions to expectancy violations. Expectancy Violation Theory explains cross-cultural communication and its potential for conflict due to cultural differences in expectancy violations and reactions to violations (Burgoon, 1978; Burgoon & Hale, 1988; Lauring & Selmer, 2010).

4.0 The Integrative Review of The Literature

To understand the concept of multicultural communication, the term culture is defined first because it forms the central theme of all the discussions about multicultural communication.

4.1 Culture defined

In Hofstede (2005) as cited by Luthra and Dahiya (2016) culture refers to the collection of beliefs, values, practices and behaviours of a particular group of people. The authors also define culture as “the collective programming (thinking, feeling and acting) of the mind which distinguishes the members of one group or category of people from another.” Macleod (2002) in Emuze and James (2013) includes elements such as language and religion in their definition of culture which reads “...behaviours related to language, religion, values, standards, and customs that are shared by a group of people and learned from birth.” Culture, with its elements, influences people’s ways of thinking, perception of the world around them and relations with others. Nguyen et al., (2013) say that culture also defines people’s attitudes towards others as well as how they express their emotions and their perceived status to others. Therefore, culture largely influences people’s behaviour, thinking and communication styles.

4.2 Multicultural communication defined

According to Zhao and Peng (2020:1), multicultural communication or cross-cultural communication is defined as “communication between people who are native speakers and non-native speakers and between any people who have differences in language and cultural background.” Multicultural communication also refers to “issues about speech and culture of those belonging to an environment or land different from their own” (Kegeyan, 2016:2). Constantinescu (2013:45) describes intercultural communication in terms of cultural diversity and points to attributes like “...race, nationality, gender, and ethnicity” as main indicators of cultural diversity”. Intercultural communication studies help to understand communication differences and expectations that might create communication barriers and other challenges.

Boy *et al.*, (n.d.) say that multicultural communication refers to communication between people of different national cultures. The definition is also broadened to mean communication between individuals of different national cultures or ethnicities, social status, age, gender and lifestyle. This definition captures other dimensions that form part of people's communication culture based on other differences besides nationality, ethnicity or language. Variables such as status, age, gender and lifestyle form other sub-cultures that also influence people's behaviour, thinking and communication patterns. These definitions show that communication in any group of people can be affected by their cultural differences.

4.3 Problems of intercultural communication in organisations

Hussain (2018:45) identifies several challenges associated with multicultural communication in contemporary international organisations. Some of the identified challenges include "language barriers, stereotyping, culture shock, and ethnocentrism, negative attitudes toward conflict resolution, lack of priority for completion of tasks, delays in decision making, and disrespect to personal privacy". Inegbedion *et al.* (2020) also indicate challenges associated with workplace diversity and identifies; "gender discrimination, communication barriers, ethnic marginalisation, and resistance to change" as the major problems. Rijamampianina (1996) also asserts that the level of education of employees in an organisation affects their work culture and team efficiency.

The language barrier is a common problem in multicultural organizations (Hussain, 2018). While employees may speak different languages, the meanings of words are value-laden, making communication subjective and requiring a cultural relativist perspective (Hall, 1976; Hofstede, 1984). English has become the "lingua franca" for many multicultural organizations, but in some countries, English is spoken minimally, posing communication challenges for foreign nationals working in those countries (Hussain, 2018). Even in organizations where English is the business language, not all employees can speak it fluently, leading to communication difficulties and potential discrimination (Martin & Nakayama, 2013).

According to Hussain (2018), with the growth of multinational corporations, language barriers are inevitable for international organizations. Jenifer and Raman (2015) suggest that stereotypes and ethnocentrism also affect multicultural organizations. Stereotyping involves making value judgments about others based on their culture, ethnicity, language, or nationality (Kramer, 1998). Ethnocentrism refers to the belief that one's own culture is superior to others, leading to misunderstandings and conflict (Berry, 1980). Both stereotypes and ethnocentrism can affect team building and employee relations in multicultural organizations.

Cultural shock is another challenge faced by employees in multicultural organizations. Cultural shock occurs when an employee encounters an unexpected cultural practice, leading to confusion and disorientation (Oberg, 1960). This may affect the employee's perception of others and their communication style and performance at work (Hussain, 2018). Language barriers, stereotypes, ethnocentrism, and cultural shock are common challenges faced by employees in multicultural organizations. A cultural relativist perspective is necessary for effective communication, and organizations must take steps to address these challenges to promote a positive and inclusive work environment (Hall, 1976; Hofstede, 1984; Kramer, 1998; Berry, 1980; Oberg, 1960; Hussain, 2018; Jenifer & Raman, 2015; Martin & Nakayama, 2013).

Orientation towards conflict resolution and task completion, are the other facets of intercultural communication in organisations (Hussain, 2018). Different cultures have a different orientation towards conflict resolution; others confront conflicts directly and others prefer solving conflicts quietly and surreptitiously. Hence when others confront conflict directly, they tend to be provocative and unreasonable thereby creating more conflict and communication problems. While it matters not in some cultures, in other cultures it is regarded unwise and provocative to disprove others or disagree with them in public.

Concerning task completion, other cultures are individualistic and want to complete one task at a time, while in other cultures; people believe in collectivism and

collaboration and can complete several tasks at a time (Gudykunst, 2005). Thus, bringing people with different orientations towards task completion together may be difficult. Teamwork, work schedules and deadlines for completion of tasks may be compromised (Hussain, 2018). Therefore, multicultural communication in organisations may be affected by the employees' orientation towards conflict resolution, and or their orientation towards task completion.

4.4 Impact of intercultural communication on organisations

Jenifer and Raman (2015) aver that multicultural communication may impact the organisation both in negative and positive ways. According to Jenifer and Raman (2015:332), the negative effects of dysfunctional multicultural communication include “anxiety, uncertainty, stereotyping and ethnocentrism”. The positive outcomes of good or balanced cross-cultural communication in business organisations include gaining an advantage for free trade policies with other organisations, effectiveness, wider business networks, international marketing, customer loyalty, improved industrial relations, improved interpersonal relationships in the organisation, good organisational climate and opportunities to foster global peace and prosperity. The advantages of balanced multicultural communication in a business organisation are wider and far-reaching.

Jenifer and Raman (2015) posit that differences in multicultural communication are prominent, to begin with, with language barriers and then behavioural patterns, preferences, understanding of relationships and the orientation towards tasks and rules. If people do not understand each other because of language differences, their communication becomes dysfunctional. Hussain (2018) notes that communication behaviours or non-verbal communication about gender relations, eye contact, touch, proximity, expectations for formal and informal relations, dress, and etiquette are critical in understanding multicultural communication in an organisation. For example; according to Hussain (2018:1);

East Asians presume that people from Western countries treat strangers like friends, and friends like strangers. Communication in Western cultures is

generally direct and explicit. The meaning of the message is very clear. But, this isn't the case in other countries, like Japan, where formality and etiquettes play a major role in their communication. For some cultures, eye contact is considered discourteous while for others refraining from the same is considered disrespectful. Further, in Western cultures, and Africa, giving a hug is considered very informal and fine but it may not be so in Asian countries. Furthermore, some cultures treat women as subordinate and for men belonging to such cultures, it becomes near impossible to work shoulder to shoulder or have women as their superiors. Additionally, in some cultures, the appropriate greeting is a handshake, in others a bow, in others an embrace.

According to Hussain (2018), understanding cultural variants and behavioural patterns, perceptions and stereotypes ensuing from cultural differences help people to understand each other better and to be tolerant and respectful of others different from them. Ignorance of multicultural diversity creates barriers to effective communication. Hussain (2018:1) says, “Knowing the cultural diversity helps in team building, trust formation, conflict resolution, effective collaboration, and more importantly, in assessing the performance of the team members.” These aspects are critical to the success of multicultural organizations.

4.5 Strategies for fostering multicultural communication in business organisations.

Jenifer and Raman (2015) say that to improve multicultural communication in organizations there is a need to increase the cross-cultural competencies of employees in the organization. Jenifer and Raman (2015:334) define cross-cultural competency as “the ability to participate in a set of activities...” based on three pillars which are “cross-cultural sensitivity, cross-cultural awareness, and cross-cultural ability.” Therefore, to achieve these, Jenifer and Raman (2015) suggest several ways of fostering cross-cultural communication in business organizations. The suggested strategies include cross-cultural knowledge training, language training, and enforcement of mutual benefit policy.

On another note, Verwey and du Plooy-Cilliers (2003) in Emuze and James (2013) indicate that there should be a willingness by employees to share their cultural perspectives in open discussions so that people get sufficient motivation to improve their communication in the cross-cultural setting and not rely on stereotypes to understand past and future behaviours. Emuze and James (2013:46) say;

Without direct interaction, people have less psychological empathy for each other's work environment and limitations. Parties should have the opportunity to discuss their perceptions of each other and find ways to correct misconceptions.

Therefore, managers should give sufficient motivation for intercultural interactions in the organization.

5.0 Discussion of Findings

5.1 The impact of culture on organisational communication

The study established that culture, as the confluence of beliefs and practices, can influence communication in positive and negative ways. Therefore, managers should promote a positive organisational culture that embraces cultural diversity to foster growth through inclusivity and tolerance. A multicultural organization is one where people from diverse cultures and backgrounds work together to achieve common goals. In this context, culture refers to the shared values, beliefs, attitudes, and behaviours that characterize a particular group of people as noted by Hofstede (1991). The impact of culture on organizational performance and growth can be both positive and negative, depending on how well the organization manages cultural diversity through cross-cultural knowledge training (Jenifer & Raman, 2015; Emuze & James, 2013). Cox and Blake (1991) indicate that the primary benefit of a multicultural organization is that it can lead to a more diverse and inclusive workforce. Richard (2000) concurs by saying that a diverse workforce can bring different perspectives and approaches to problem-solving, leading to more creative solutions and better decision-making. In addition, a multicultural organization can create a more attractive work environment for employees from diverse backgrounds, which can help attract and retain top talent.

5.2 Impact of multicultural communication on business organisations

The definitions of multicultural communication and intercultural communication highlighted the importance of understanding cultural differences in communication. Communication is not just about language, but also about cultural norms, beliefs, values, and behaviours. As Constantinescu (2013) notes, cultural diversity can manifest in various ways, such as race, nationality, gender, and ethnicity. This diversity can create communication barriers and misunderstandings if not properly recognized and addressed. Therefore, it is crucial to be aware of cultural differences to facilitate effective communication and avoid potential conflicts. Issues like gender roles and expectations may differ across cultures, affecting communication styles and behaviours. Age differences may also impact communication preferences and norms. Therefore, cultural competence, which involves understanding and appreciating cultural differences, is essential in fostering effective communication and building positive relationships among people from diverse backgrounds (Boy *et al.*, n.d.).

5.3 Problems of intercultural communication in business organisations

The reviewed literature highlights the challenges associated with multicultural communication in contemporary international organisations. Language barriers, stereotypes, culture shock, ethnocentrism, negative attitudes towards conflict resolution, lack of priority for task completion, decision-making delays, and disrespect for personal privacy are among the challenges identified by Hussain (2018). Inegbedion *et al.* (2020) also identified issues such as gender discrimination, communication barriers, ethnic marginalisation, and resistance to change, as major problems in workplace diversity. The level of education of employees also affects their work culture and team efficiency (Rijamampianina, 1996). These challenges can lead to misunderstandings, conflicts, and decreased productivity in multicultural organisations.

There is a need for cultural competence in overcoming these challenges. Understanding cultural differences, including language, values, beliefs, and communication styles, is essential in facilitating effective communication and building

positive relationships among people from diverse backgrounds. As noted by Jenifer and Raman (2015), stereotypes, ethnocentrism, and cultural shock can also affect communication in multicultural organisations. Therefore, it is important to promote cultural awareness and sensitivity in organisations to reduce misunderstandings and conflicts. In addition, organisations should encourage open communication and conflict resolution strategies that are acceptable to all parties involved, while also being mindful of individual differences in orientation towards conflict resolution and task completion. By promoting cultural competence and effective communication strategies, multicultural organisations can create a more inclusive and productive workplace culture.

5.4 Strategies for fostering multicultural communication in business organisations.

The study revealed the importance of cross-cultural competencies in improving multicultural communication in organizations. Jenifer and Raman (2015) identify cross-cultural sensitivity, cross-cultural awareness, and cross-cultural ability as the three pillars of cross-cultural competencies. They suggested that the strategies; cross-cultural knowledge training, language training, and enforcement of mutual benefit policy, foster cross-cultural communication in organizations. Verwey and du Plooy-Cilliers (2003) in Emuze and James (2013), also emphasize the importance of direct interaction and open discussions to improve cross-cultural communication. Managers should, therefore, encourage employees to share their cultural perspectives and correct any misconceptions to promote cultural awareness and sensitivity.

Therefore, these findings suggest that promoting cross-cultural competencies and direct interaction among employees can be effective in improving multicultural communication in organizations. By providing training and opportunities for cultural exchange, organizations can foster a more inclusive and productive workplace culture. Moreover, encouraging open discussions and mutual understanding can help employees overcome cultural barriers and build positive relationships with colleagues from diverse backgrounds.

Cross-cultural knowledge training helps employees to appreciate that cultural differences exist; these include different perceptions, beliefs, and value systems among people of different cultures. Language training helps to eliminate the language barrier when meeting foreigners or when communicating with employees who speak a different language. Enforcing a mutual benefit policy ensures that there is equal treatment of all employees regardless of colour, race, or creed. Intercultural communication is enhanced if all employees know that they are entitled to the same benefits and opportunities in their career advancement path.

6.0 Implications of the study

Multicultural communication has been defined in the context of multiculturalism which refers to diversity in terms of ethnicity, gender, religion, and social belonging. This diversity is a source of various challenges which requires a careful approach by management to solve the problems.

The reviewed theories, the Face Negotiation Theory (FNT), Conversational Constraint Theory (CCT), and the Expectancy Violation Theory (EVT) all help to understand the attitudes, perceptions, and reactions of people communicating with each other. The theories also help in understanding the impact of such attitudes and perceptions on organisational performance. This means that there is an expected behaviour of every member of the organisation depending on their role in the organisation or their status in society. This exposes various stereotypes in the form of expectations or perceptions which affect people's communication.

Various problems of multicultural communication have been discussed in the review. Generally, the problems like language barriers, stereotyping, culture shock, ethnocentrism, and lack of conflict resolution skills, are higher-order problems that cause organisational inefficiencies. The lower-order problems include poor decisions across managerial levels, resistance to change, and disorientation towards task completion. The individualist orientation to task completion may spur feelings of neglect, marginalisation, or segregation. On a personal level, multicultural problems

experienced in organisations discussed in this review include gender discrimination, marginalisation, disrespect to personal privacy, lack of trust, and misinterpretation of non-verbal language which affect the decoding of messages and cause general inefficiencies. The study also established that language affects the operational efficiencies of employees in business organisations.

Multicultural communication problems may appear subtle, but they can impact the organisation immensely through gradual losses emanating from inefficiencies, high employee turnover, low employee motivation, and poor organisational performance. On a positive note, multicultural communication if managed effectively, helps to gain an advantage for free trade engagements, talent retention, a healthy working environment, international business opportunities, customer loyalty, improved industrial relations, and general business growth.

7.1 Recommendations of the study

- Managers should design training programmes starting with orientation for new employees to include language training for foreign nationals or expatriates. Training for intercultural awareness will help employees to appreciate their cultural differences and learn to work together on common tasks. This will also help employees to be able to respect personal preferences and opinions without prejudicing others based on gender, ethnicity, race or language differences.
- Team building activities in which all employees are encouraged to participate can also be used to foster cooperation among the employees. This will solve all problems with task completion and bring employees to share responsibilities and collective efforts towards business tasks.
- Managers should implement effective and efficient communication systems, tools and technologies that help in the following; performance management, grievance

handling, surveys and general observations. These mechanisms can be used for training needs assessment in preparation for future training programmes.

- Managers should also monitor their communication protocols at all levels and create an enabling environment where everyone can express themselves without fear or prejudice. The communication systems in place should foster cooperation, equality and mutual respect of all persons regardless of nationality, race, ethnicity, gender or language.

- When the organisation is experiencing problems, management should take positive measures to address the problems and when communications are improving, management should maintain the status through rewards, regular training of employees and team-building activities.

- Managers should also implement regular training programmes for employees. The training should include training for cross-cultural competencies, cross-cultural knowledge training, language training, and enforcement of mutual benefit policies.

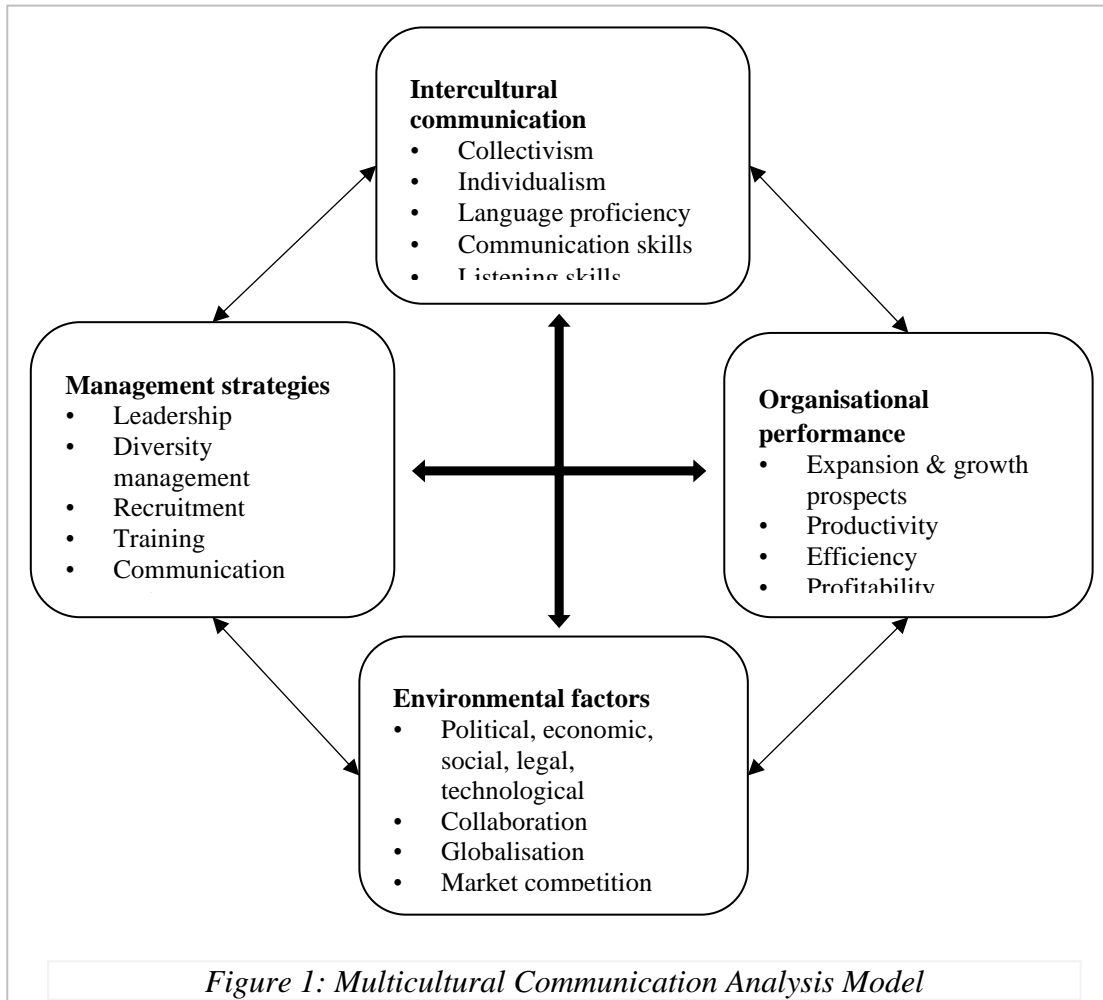
- Managers should take positive steps towards maintaining employee satisfaction. Employee satisfaction is crucial in the production equation and goes a long way to solving intercultural communication problems in the organisation.

- Other strategies include fostering the mutual sharing of cultural knowledge by employees through fostering good communication and listening skills.

- There is a need for continuous research in business organisations to continually assess the impact of multicultural communications following business trends in international, regional and local trade. Such research would yield data useful about industry or company demographics or cultural representations. This data can be used for strategic planning concerning training and marketing logistics.

In that regard the researchers proposed a model; the Multicultural Communication Analysis Model illustrated in Figure 1, for studying multicultural communication elements in an organisation.

7.1.2 The Intercultural Communication Analysis Model (ICAM)



Based on the findings of this study a model for analysing multicultural communication in business organisations can be proposed. The model consists of four components: intercultural communication, organisational performance, environmental factors and management strategies.

7.1.2 Intercultural communication

Intercultural communication refers to the communication between people from different cultural backgrounds in the workplace. This includes language barriers, cultural differences, and communication styles. The effectiveness of intercultural communication has an impact on organisational performance.

7.1.2 Organisational performance

Organisational performance includes productivity, efficiency, and profitability. Intercultural communication can impact business operations in various ways, such as affecting decision-making, teamwork, and customer relations.

7.1.3 Management strategies

Management strategies are used to foster multicultural communication and improve operational efficiencies in business organisations. This includes training employees on cultural awareness and sensitivity, implementing communication tools and technologies that support cross-cultural communication, and creating a culture of inclusion and diversity. Effective management strategies can enhance intercultural communication, which can lead to improved organisational performance.

7.1.4 Environmental factors

Environmental factors refer to external and internal factors that can impact multicultural communication and the overall performance of an organisation. These factors may include political, economic, social, and technological factors that affect the organisation's operations. For example, political factors such as government policies and regulations can impact the recruitment and retention of employees from diverse backgrounds. Economic factors such as globalisation and market competition can influence the organisation's decision to expand and operate in different countries, leading to increased multicultural communication challenges. Technological factors such as advancements in communication technologies can facilitate cross-cultural communication and improve operational efficiencies. Environmental factors can have

both positive and negative effects on multicultural communication and organisational performance. Therefore, management strategies need to be adaptive and responsive to environmental changes.

The proposed model can be used to analyse the impact of multicultural communication in business organisations and to identify management strategies that can improve operational efficiencies. By understanding the interconnection between intercultural communication, organisational performance, environmental factors and management strategies, organisations can create a more inclusive and productive workplace culture that promotes cross-cultural competencies and fosters effective communication among employees from diverse backgrounds.

8.0 Conclusion

The study was conducted to explore the problems of intercultural communication affecting business organisations, analyse the impact of intercultural communication on business operations, and determine intercultural communication strategies to improve organisational efficiencies. The study was an Integrative Literature Review conducted following Onwuegbuzie and Frels's (2016) Seven-Step Model for Critical Literature Review. The findings point to theoretical and practical implications for multicultural communication in business organisations. Various problems have been unravelled and from the study findings, it was clear that multicultural communication is a vital cog in business. We, therefore, proposed a four components model; Intercultural communication, Organisational performance, Environmental factors and Management strategies, as presented in Figure 1. Multicultural Communication Analysis Model in to be used as a framework for monitoring and analysing multicultural communication in business organisations.

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