

Successful Intercultural Communication in Local Organization

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Abstract

Labour force differences in most of countries will continue to be increased, as the baby-boom generation gets older, the median age of the labour force will rise to record levels. In a work sitting, we now experience differences in terms of gender, nationalities, cultures, sexual orientation, age, at the individual level, collectivistic level. Also, the differences has been increasing at the organizational level, business units, and regions and even operating simultaneously in different countries or cultures. With this rapid expansion and growth, managing diversity and intercultural issues are not only important, but necessary for co-workers and managers. Therefore, effective communication plays an important role in an organization. Communication has been recognized as a fundamental tool of sharing information, thoughts, ideas, and feelings.

The purpose of this study is to discuss the most relevant and effective ways of communication in order to improve intercultural management. It will help to treat all employees' equality and create a healthy environment, which will not only increase job satisfaction; it will also improve overall performance of an organization. At the end of this paper, the researcher has discussed the effects of individualistic and collectivistic cultures on intercultural communication in organization, and the key factors that support intercultural communication.

Keywords: Intercultural communication; Organization; Collectivism and individualism

Introduction

Intercultural communication takes place when individuals influenced by cultural communities negotiate shared meanings in interaction [1]. What counts as an intercultural communication depends on what one considers as a culture itself is quite contestable [2]. Some scholars described intercultural communication is refer only to communication among individuals from different nationalities [3].

Intercultural Communication in organizations is identified as a foundational concept for communicating between cultures and a framework for understanding any culture, including your own. Understanding and applying the concepts presented here will help you to enhance your intercultural competence, critical to success as do local dealing even international dealing in our borderless world and organization. Although communicating across cultures has become an important skills in the 21st century, because it will increase your effectiveness whether you are working with international co-workers and clients, undertaking international development projects in the field, managing diverse teams or implementing inclusive practices in your community or organization [4].

Everywhere, everyone likes to aware about their cultural backgrounds, verbal and nonverbal communication and cultural perceptions, this gives rise to a common ground to understand each other well, and your relationship will be very close with them, because working in local and international organizations always faced to different culture people, even own office members have different cultures than you, therefore it is necessary to know differences between cultures, and you should use your verbal and nonverbal communication knowledge in suitable time and suitable places [5]. This paper will argue intercultural communication in local and international organization for every kind of works, which is practicing globally, and this paper will answer to this question, how can international teammate communicating with co-workers and their clients everywhere with different cultures.

Literature Review

For the proper name of the field "Intercultural Communication" credit is often given to American anthropologist Edward T. Hall, who used it for the first time in his book *The Silent Language* in 1959. The book is sometimes called "the field's founding document" [6].

Intercultural communication in organization actually new beginning with technology in 21st, but the founders of intercultural communication were early, Hall in 1959, Hofstede in 1980 and Trompenaars in 1994 among others, created a structure for approaching distinguished cultures, and developed concepts such as individualism-collectivism and high and low context cultures [7].

However Barnett and Lee in 2003 argued that, acknowledge intercultural communication as a face to face interaction; as regards face to face interaction is not the only means of intercultural communication. The mass media and international organizations are also part of intercultural communication, such as United Nation or World Bank help promote intercultural understanding [8].

In 2012 Simon Dolan and Tony Lingham described in their book (*Fundamentals of International Organizational Behaviour*) diversity among employee has an impact on organizational behaviour, because employees who have different cultural backgrounds and characteristics have varied values and needs. The behaviours of a diverse working staff are more varied and hence less predictable than in earlier times, when most organization members and co-workers were similar [9].

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Recently, a large group of researchers from 62 countries came together to form a project group called Global Leadership and Organizational Behaviour Effectiveness or GLOBE. Also which were explained intercultural behaviours in organization; this group is one of the first to examine leadership differences around the world. Their results were encouraging, because, in addition to identifying differences, they found similarities in organization behaviours as well [10].

Intercultural Understanding in an Organization

Intercultural understanding increases both sending and receiving capability, communication between different people, different linguistic and cultural backgrounds as beneficial as possible, with vast experience, the care and concern you demonstrate will not just nourish intercultural communication but will encourage further communication efforts as well [11].

The particular portion of organizations are easy and better communication to do faster work as well, although better office activities and the success depends on the effectiveness of communication with other cultures. A portion from the language diversity, they should be focus on social properties, behaviours and other facts from different cultures [12]. Intercultural communication is not just language, even though about managing a diversity language. Usage of native-language slang and style in office, which organization has foreign members, co-workers and foreign clients with different cultures is not recommended, because it will confuse them and the process of successful communication will be conflict. Energetic and active communication in office, unless everywhere to uses things simple words, people shouldn't judge the treatments of other based on their own culture, such as people from diversity cultures around the world have own style and methods of greetings and would understand different attitudes for useful intercultural communication.

Some scholars of communication argued about obstacles of better communication in organization are "problems with meaning are especially important in cross cultural communication. What you mean when you say something is not necessarily what the other side hears. Messages derive a large part of their meaning from their cultural context. In cross cultural communication, messages are composed or coded in one context, sent, and then received or decoded in another cultural context [13]. Although successful communication and organizational behaviours among co-workers can be gain critical levels, it can help you become a more engaged organizational member, getting along with others, getting a great job, lowering your stress level, making more effective decisions, and working effectively within a team.

Around the world workforce and organizations are becoming increasingly multicultural; in 2013 Saylor Academy described that, in the United State 16% of all employees being born outside the country with different culture [14]. The world is going through a transformation in which China, United State and some other countries are emerging and specific members in world economics. All organizations are realizing that doing international business provides access to raw materials, resources and a wider customer base. As well as the result of these desires enough knowledge about different cultures and intercultural communication for organization behaviours may provide members with competitive benefits in their career [15].

Collectivism and Individualism

Collectivism and individualism of cultures are very importance aspects for managers and co-workers to know about it and acting according these differences well, collectivistic culture people recognize

themselves as part of a group, when you asked a question from collectivists' people, such as, who are you? Or tell me about yourself, they are much likely to talk about themselves in relation to others, like I am Afghan or I am the son of a teacher and I have three brothers etc... Self-identity is shaped to stronger extent by group memberships.

But individualistic cultures people recognize themselves as an individual, this culture owners are feeling more autonomic and self-confidence with creativity, when you asked the same questions they would be more likely talk about their likes and dislikes, personal goals, or accomplishments [16].

Adrian Holliday mentioned that, United State, United Kingdom and Australia these category countries have individualistic culture and Asian countries like China, Japan, Latin America, Afghanistan and more Asian countries have collectivistic culture. In addition collectivists are too much attached to their groups and more permanent attachment to these groups, unless always individualists are trying to change groups and have weaker bands to them. As well as how managers build good relationships or act supportively is culturally determined. In collectivistic cultures such as Afghanistan, Turkey or some another countries, which they have collectivistic cultures, a manager is expected to show personal interest in employees lives [17].

Individualistic and collectivistic family cultural understanding is important for the starting point of intercultural communication as in organization, which has direct effect to outcomes and developments of organization. Finally whit the increasingly diverse workforce of current condition, managers and co-workers in today multicultural organizations will need skills to have enough knowledge of both domestic work teams and cross border alliances. The capability to progress effective transnational teams is necessary in light of the on-going increase of foreign subsidiaries, joint venture and other transnational unions [12].

Multicultural teams combination of several countries that must rely on group collaboration if each member is to experience the optimum of success and goals achievement. To gain the collective and individual aims of the team organs, international teams must prepare the means to communicate the corporate culture, progress a global perception, coordinate and integrate the global enterprise, and be responsive to the local market needs.

The last part of the paper discusses the most successful intercultural communication factors in local Organizations.

Supporting employees' interaction

Establishing a strong relationship among employees is considered the primary factor of achieving organizations objectives. In order to accomplish this, an organization is highly recommended to encourage employees and managers interactions. It is argued that some employees may have the capability of communication, but some may not have enough confidence to interact with other employees. Therefore, organizations are highly responsible to develop employees social and interaction skills. It will not only create a stable environment for all employees to build a strong relationship, it will also improve the overall performance of an organization.

Offering induction programs

For new comers, usually organizations arrange induction program. Many authors argue that it is very critical to provide an induction program, because the organizational culture can be discussed,

organizational policies, strategies, and responsibilities of employees for the Company. In addition, equality and justice can be discussed to discourage racism and discrimination. The most relevant and effective approach of supporting healthy intercultural communication is to discourage racism and discrimination. It will help to avoid any embarrassing situations, which can lead to a serious problem.

Create job satisfaction

Previous researchers have found that those organizations, which support an open communication between senior managers and subordinates, it decreases employees' turnover, and enhance job satisfaction. In addition, when an organization encourages employees to discuss and share their ideas with their managers, it helps employees to feel valued and it increase their output. Also, open communication in the workplace helps to establish trust, which eventually attributes to greater job satisfaction.

Improve productivity

Effective communication has been recognised as a core factor for the success and failure of an organization. Every organization has their goals, policies, strategies, objectives. However, managers are responsible to clearly share these goals, policies, strategies, and objectives; it will ensure that all members of an organization will work on the same objectives. In this case, communication skill is very important, if the top members of an organization are clear in their communication, employees will know exactly what the organisation wants. Thus, effective communication can improve productivity, and understanding among all staff.

Conclusion

The staffing strategy for local and international assignment of managers is in puzzle. Companies don't know how to select their assigned manager's with the probability that the later will succeed in a different countries and cultures. These organizations, which have driven globally or not globally, but these organizations have foreign co-workers and foreign clients with different cultures, on that time the international assignment requires a significant investment by their organizations and much of their organization's growth hinges on their success.

The researcher discussed the principle of better communication in organizations even for different culture co-workers. If managers were to focusing just managerial decision and could be enough emphasis as a success for it adoption and execution they are unbelievable without a better communication between management organ and among them and the rest of employees. Management comprise above all in making

using communication, interpersonal influence a process practiced in a significant condition and lead toward achieving or achievement of objectives. Many scholars described that success of organization, development of organization and achieving goals of organization is understanding differences between cultures and doing respect to every cultures in organization, if co-workers and managers have enough knowledge about other cultures, they can be communicate perfectly, when they communicate perfectly they achieve their goals on time and increase organization as well. Whenever communication was destroy in an organization, we cannot increase our organization, on that time managers should be introduce co-workers in a communications courses to know about each other cultures, expectation, age, nationalities, behaviours and profession, finally culturally knowledgeable co-workers the means the prosperity of organization.

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