



UDK 338.13

**CROSS-CULTURAL FEATURES OF INTERNATIONAL TOURISM****Bagorka M.O.,***d.e.s., prof.*

ORCID: 0000-0002-7146-3788

**Kvasova L.S.,***k.t.s., doc.*

ORCID: 0000-0002-8500-0362

*Dniprovsky State Agrarian and Economic University, Dnipro, S. Efremova, 25*

**Abstract** *The article deals with the problems of "cross-cultural shock" that arise in any international company. In particular, the work offers an analysis of cross-cultural differences of Western and Eastern cultures in comparison with Ukrainian national peculiarities. The matrix of features of personnel management in different cultures and three models of the international manager's competence are considered. An adaptive cross-cultural training scheme for multinational companies operating in the Ukrainian market has been created and tools are proposed for active use, allowing to reduce the level of cultural contradictions.*

**Keywords:** *cross-cultural models, cultural contradictions, international management, management*

**Introduction**

Ukraine's entry into the international community is accompanied by increased attention to cross-cultural management. Interest in the study of cross-cultural management in our country arose primarily from international companies. In the process of entering the foreign market, the interest in cross-cultural management is also increasing in the largest Ukrainian companies. In Western individualistic countries, managers are motivated not by considerations of the common good, but exclusively by personal gain. For a long time, eastern managers are occupied with coordination procedures (the Japanese system of "rings"). Motivation is determined by loyalty to the company. Ukraine, which is located between the West and the East, occupies an intermediate position on the scale of individualism and collectivism. Therefore, domestic managers behave inappropriately: in the East they show traits of individualism, and with Western individualists they behave as collectivists.

**Main text**

Cross-cultural problems in international business are contradictions that arise when working in new social and cultural conditions, associated with differences in the stereotypes of personnel thinking. The formation of thinking occurs under the influence of knowledge, religion, art, morality, laws, customs and any other abilities and habits acquired by society in the process of its development.

Research in the field of cross-cultural management reveals the "explanatory power" of culture in relation to other factors, both external (socio-economic, political, institutional) and internal environment of the organization (organizational and legal form and size of the enterprise, structure and type of ownership, industry affiliation, quality personnel). The cross-cultural approach is an integral part of the work of top management and involves comparisons aimed primarily at studying the sociocultural context in the effective management of the company's key resource - multinational personnel.



When studying cross-cultural differences, the following problems arise: what potential and knowledge should a foreign manager have for effective work in Ukraine? What preparation, special list of skills, knowledge and experience of managers contributes to the effective implementation of international projects? You can answer these questions by solving the following tasks:

1. Determine the levels of competence of top managers for work in Ukraine;
2. Conduct a comparative analysis of Western and Eastern cultures with Ukrainian cultural features;
3. Consider the influence of three levels of competence of managers for successful management of an international company;
4. To propose an adaptive cross-cultural training scheme for multinational companies operating in the Ukrainian market;
5. Recommend tools to reduce "cross-cultural shock".

### **Main results.**

Ukrainian companies now and then have to negotiate with foreign partners. Due to this, they have not only language difficulties, but also problems related to so-called cross-cultural differences, i.e. with behavioral tone-bones and stereotypes distinguishing representatives of different nations. All the diversity of cultures is easily fit into a simple classification, which should be remembered when conducting negotiations. Let's consider these signs in more detail. Depending on what is in the center of attention, two types of cultures are distinguished. The first type includes cultures in which attention is focused on action (in the case of business - on a transaction), the second - on human relationships. Cultures of the first type are widespread in the USA, Germany, the countries of Northern Europe, the second - in India, China, Japan, etc. Representatives of cultures oriented to the deal believe that their opponents lack clarity and concreteness. On the contrary, those oriented to the culture of the second type consider "actors" assertive, aggressive, rude and dull.

The main difference between cultures oriented towards relationships is the personal way of establishing contacts. That is, businessmen prefer to do business with persons or companies they know well and can trust. In contrast to them, representatives of companies from the USA, Canada, Northern Europe or Australia can respond to an offer that is interesting to them, received by regular mail or e-mail.

How to establish relationships with partners if you do not know each other? The most reliable and productive way to find a counterparty in the countries of Asia, Africa, Latin America or the Arab world, according to experts, is the mediation of a familiar high-ranking official or a friendly organization from the country of interest. In a world oriented towards relationships, everything is done with the help of relatives, friends and connections.

Highly informal cultures are Australia, Denmark, Holland, USA, Canada, Norway, Iceland, New Zealand. Formal cultures are the majority of countries in Europe and Asia, the countries of the Mediterranean, the Arab world, and Latin America. Formal cultures always presuppose a strict hierarchy based on status and power. In informal, or egalitarian, cultures, everyone is equal, the difference in status is insignificant and is based on personal achievements. Businessmen from countries with hierarchical cultures often perceive "informal" colleagues as rude and familiar. In turn,



representatives of egalitarian cultures sometimes consider their "formal" counterparts boring, pompous and complex.

In formal cultures, emphatic respect for status is a sign of good manners. A representative of Australia or Holland (egalitarian countries) can surprise a stranger with an informal address.

Time flows differently in different countries. It's not about time zones, but about time and planning. In some countries, time is considered an almost tangible resource that can be saved. Punctuality plays a decisive role here, and the schedule of meetings changes extremely rarely. Countries where everyone knows that "accuracy is the courtesy of kings" are called monochronic.

There are also polychronic cultures in which punctuality is not paid too much attention, free schedules and business meetings are valued, where several issues are resolved at once. According to the comments, foreign contractors Ukrainians are very unpunctual. Meetings in Ukraine usually start at 15-20 minutes later, and 10-minute coffee breaks at conferences are extended by at least half an hour. This indicates a lack of discipline, as well as a disrespectful attitude towards the partner.

The most free handling of time is demonstrated by the countries of the Arab world, where planning is often generally considered a reprehensible occupation, since the Koran forbids predetermining the future.

Therefore, when planning meetings with representatives of polychronic cultures, you should adhere to the following rules:

- no more than two appointments per day (one in the morning, the other after lunch);
- when stipulating the terms of deliveries or performance of works, they leave a time gap (most likely, the work will not be performed on time anyway);
- before the final delivery date approaches, they often remind themselves. As a rule, personal contacts help speed up the process.

In working with counterparties from monochronic countries, there is only one rule - punctuality. Psychologists single out three characteristics, differences in which can cause the biggest problems during negotiations. This is proxemics (so-called personal space, distance between interlocutors); haptic (touch behavior); ophthalmology (eye contact). Each person has their own ideas about the distance most convenient for communication. Close people are probably called close because we let them approach us almost intimately and do not experience discomfort at the same time.

Different peoples also have different reactions to touch. The most common form of contact among businessmen in the whole world is a handshake. In addition to the psychological characteristics of a person, the duration and strength of this gesture also depend on cultural habits. Europeans shake hands every time they meet and say goodbye, Americans shake hands less often than Europeans, but more often than Asians. It is especially worth noting that in Asian countries it is not customary to shake hands with women.

Eye contact is no less important than a handshake, but much more subtle. Not all peoples appreciate a straight look. For example, Asians consider this extremely impolite and view it as hostile behavior.



The Ukrainian model of human resources management confirmed the previously expressed assumption that Ukrainian managers use something intermediate between "collectivism and individualism" in management. In addition, it should be noted that managers of international companies in Ukraine should not use a "pure" Western or Eastern cultural model. For successful management in an intercultural environment, it is necessary to increase the comprehensive competence of managers.

The basis of successful personnel management of an international corporation is the understanding of three levels of competence:

1. Communicative competence;
2. Linguistic competence;
3. Intercultural competence.

Thus, communicative competence, in a cross-cultural environment of the organization, requires managers to know and respect cultural differences; build a system of values jointly shared with local staff; use the English language as an instrument of professional and entrepreneurial activity (linguistic features); use telecommunication technologies (Internet) to overcome spatial and temporal limitations [1]. The main task of foreign managers at the regional level is to convey the organization's mission to regional employees, to form progressive values among colleagues to increase work efficiency. In this situation, the foreign manager acts as the main communicator-translator and at the same time is the "carrier" of the culture and values of the partner country. [2]. To achieve the company's goals, managers must have culturally determined communicative competence — the ability to interact with others based on experience or training, knowledge of communicative attitudes in different cultures [3].

Linguistic competence is the ability to communicate in an intercultural environment. Many Western managers in Ukraine are fluent in Russian or Ukrainian, which significantly improves cross-cultural communication. Most local employees who work in international companies speak English fluently. Most of the documentation is in English, and the official language of office meetings and meetings is English. However, the level of perception in the native language is much higher. Linguistic mistakes can lead to misunderstanding and conflict, and the language barrier remains an obstacle in communication. On the other hand, partners in the regions do not know English and perceive the company because of the personality of the boss, a Western manager. Knowledge of the regional language (Russian and Ukrainian) commands respect from regional partners and employees, and also forms a high level of trust, which is extremely important for the implementation of projects. Professionals with linguistic training realize the role of language not only as a tool for transmitting information, but also as an additional means of studying the mentality of a partner country.

Intercultural competence is a complex of analytical and strategic abilities that expands the interpretive spectrum of a Western manager in the process of interaction with representatives of another culture. This is also a positive attitude towards another culture and its values, overcoming ethnic and cultural centrism. Ideally, a Western manager possessing the third competence initially has a positive attitude to the presence of various ethno-cultural groups in society and demonstrates the ability to



communicate effectively with representatives of any of them. Intercultural competence can be mastered by means of knowledge obtained in the process of intercultural communication [4].

### Summary and conclusions

In this regard, culture can be characterized by four criteria: "the length of the hierarchical ladder" characterizes the perception of equality between people in society, in the organization. The greater the gap between the top and the bottom, the longer the hierarchical ladder; "the image of the state of uncertainty" refers to the attitude of people to their future and to their attempts to take fate into their own hands.

The degree of uncertainty is higher, the more attempts are made to plan and control one's life; "individualism" expresses the desire of people to act independently or to give preference to group choice.

### References:

1. Mariia Bahorka, Larysa Kurbatska, Liudmila Kvasova Marketing reserves to increase the competitiveness of the enterprise in modern conditions. *Green, Blue & Digital Economy Journal*. Volume 3 Number 1. Riga, Latvia: "Baltija Publishing", 2022, pp. 1-7. <https://doi.org/10.30525/2661-5169/2022-1-1>

2. Mariia Bahorka, Liudmila Kvasova (2022). Marketing reserves to increase the competitiveness of the enterprise in modern conditions. Transformation of economy, finance and management in modern conditions: Scientific monograph (Kielce, Poland). Riga, Latvia: Baltija Publishing, 2022. 664 p. (pp. 257-266). DOI: <https://doi.org/10.30525/978-9934-26-220-3-15>  
<http://www.baltijapublishing.lv/omp/index.php/bp/catalog/book/238>  
<http://www.baltijapublishing.lv/omp/index.php/bp/catalog/view/238/6463/13516-1>

3. Ukraine's Medical Tourism Boom. URL: <https://heart.kyiv.ua/en/smi/makeover-or-internal-overhaul-ukraine-s-medical-tourism-boom-3/>.

4. Державне агентство розвитку туризму. URL: <https://www.tourism.gov.ua/>.

Article sent: 20.05.2023

© Kvasova L.S.