

## STUDY OF COMPARATIVE CHARACTERISTICS OF CULTURES IN INTERNATIONAL TOURISM

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**Abstract.** The study of the comparative characteristics of cultures in international tourism is an issue of significant importance in today's globalizing world. International tourism is becoming more and more popular, and travel is accessible to more people than ever before. As different cultures come into contact around the world, understanding and respecting cultural differences become key aspects of successful travel. The purpose of this article is to look at the importance of comparative research in the context of international tourism and to discuss why understanding cultural differences is important for travelers and local communities. In addition, this article will explore the tools and methods used in comparative culture research in tourism, as well as provide examples of what conclusions can be drawn from such research. *The purpose* of this article is to understand the importance of comparative cultural research in the context of international tourism and to present the tools, methods and benefits associated with this research area. The article aims to highlight why understanding cultural differences is important for travelers and for the development of tourism, as well as promoting the idea of culturally sensitive international tourism.

*Methodology.* In comparative studies on the characteristics of cultures in international tourism, qualitative methodology was mainly used. This methodology includes literature analysis, interviewing, field observations, and document analysis. Field research allowed us to obtain direct knowledge about the cultures of different regions and their influence on tourist behavior. The analysis of the literature allowed us to explore the existing knowledge about cultures and their impact on tourism.

The qualitative methodology allowed for a more subjective view of the issue and understanding of cultural nuances. This research has helped

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identify differences and similarities between cultures and influenced the development of culturally sensitive strategies in international tourism. Culture plays a key role in the tourism experience. Customs, values, language and traditions vary greatly between different countries and regions. Understanding these differences can help travelers avoid misunderstandings and integrate into local communities in a way that respects their culture. Comparative cultural studies in tourism can identify similarities and differences between different groups of people and understand what factors influence tourist behavior. They can also help develop marketing strategies and tourism development plans that are tailored to the needs of different cultural groups.

*Results.* This article will present examples of specific comparative research in the field of international tourism that provide valuable tips for travelers and tourism industry professionals. The conclusions from this research can contribute to the creation of a more open and tolerant world in which traveling becomes not only an adventure, but also a way to bring different cultures and people together. The rest of the article will discuss various aspects of comparative research in international tourism, including are research methods, challenges and benefits. Ultimately, this article aims to highlight that cultural comparative research is essential for the promotion of sustainable and culturally sensitive international tourism.

*Practical implications.* The practical importance of this topic for international tourism is enormous. A comparative study of the characteristics of cultures in international tourism allows for a better understanding of cultural differences and expectations of tourists from different regions. This, in turn, makes it possible to adapt the tourist offer to the needs and preferences of different groups of tourists. Introducing culturally sensitive strategies in international tourism can help avoid cultural conflicts and improve the quality of tourism experiences. For example, understanding cultural differences can help to appropriately adapt the gastronomic offer, customs and rituals, and communication with tourists. Moreover, this research allows for the identification of trends and cultural changes, which is important for the tourism industry. They can help develop new tourism products and reach new markets. It is also worth emphasizing that an international tourist who feels understood and accepted in the place he visits has a greater chance of leaving a positive mark and returning in the

future. Therefore, research on cultures in international tourism is extremely important for the long-term and sustainable development of this industry.

*Value/originality.* The importance and originality of this topic in scientific research and the practice of international tourism cannot be overestimated. A comparative study of cultural characteristics in international tourism is important for many reasons. First, it represents a novel approach to analyzing interactions between tourists of different nationalities and destination cultures. The originality lies in the possibility of comparing different cultures during travel and examining the impact of these interactions on tourist experiences and intercultural relations. Secondly, this topic is of great practical importance. In international tourism, which is constantly developing and evolving, understanding cultural differences and tourists' expectations becomes crucial. This study can provide tools and guidance for the tourism industry on how to better tailor its offerings to the needs of tourists from different parts of the world. Third, analyzing the cultural aspects of travel can contribute to promoting sustainable tourism. Understanding and respecting the culture of destinations and minimizing the environmental impact of tourism are key to today's travel challenges.

## 1. Introduction

Ukraine's entry into the world community is accompanied by increased attention to intercultural management. Interest in studies on intercultural management in our country appeared primarily among international companies. With the entry into the foreign market, interest in intercultural management is growing, also in the largest Ukrainian companies. In Western countries, individualistic managers are not guided by the common good, but only by personal benefits. Eastern managers have been dealing with coordination procedures (Japanese ringi system) for a long time. Motivation depends on loyalty to the company. Ukraine, located between the West and the East, occupies an intermediate position on the individualism-collectivism scale. That is why domestic managers behave inappropriately: in the East they show features of individualism, and in Western individualists they behave like collectivists. The study of cultural characteristics in international tourism is a topic of increasing importance and relevance in the contemporary globalized world. This research aims to shed light on the diverse cultural contexts within which international

tourism operates, emphasizing the significant differences between Eastern and Western cultural orientations. The novelty of this research lies in its comprehensive examination of how culture influences various aspects of the tourism industry, from business practices to communication strategies and rules. The significance and relevance of this research are underscored by the fact that the international tourism sector is one of the fastest-growing industries globally, contributing substantially to the economies of many nations. With the increasing globalization of travel and the intermingling of diverse cultures, understanding the cultural underpinnings of tourism becomes paramount. This knowledge can help stakeholders in the tourism sector, including governments, tour operators, and hospitality providers, tailor their services to meet the needs and expectations of culturally diverse tourists.

**Research Objectives.** To analyze the influence of cultural context on business practices in international tourism, including customer pressure, sales cycles, and stakeholder relationships. To examine the role of cultural differences in shaping communication strategies in international tourism, focusing on directness, listener expectations, and content relevance. To investigate the impact of cultural diversity on rules and regulations governing international tourism, considering their comprehensiveness and potential for varied interpretations.

**Methodology.** This research employs a mixed-methods approach, combining qualitative and quantitative data collection and analysis techniques. Qualitative methods, such as in-depth interviews and content analysis, will be used to gather insights into cultural influences on business practices and communication strategies. Quantitative surveys will be administered to collect data on tourist preferences and perceptions related to cultural aspects in international tourism. The research will follow a logical sequence, beginning with a review of relevant literature and theoretical frameworks related to culture and tourism. Data collection will involve conducting interviews and surveys among tourists, tourism industry professionals, and experts in cultural studies. The collected data will be systematically analyzed, and patterns and correlations will be identified to address the research objectives. In conclusion, this study's innovative approach to understanding the comparative characteristics of cultures in international tourism is of great significance in today's global tourism landscape. By elucidating the ways in which culture impacts various facets of the tourism sector, this research aims to provide valuable insights for

industry stakeholders, policymakers, and researchers, ultimately contributing to the enhancement of cross-cultural experiences for tourists worldwide.

Intercultural problems in international business are contradictions arising when working in new social and cultural conditions, related to differences in employee stereotypes of thinking. The formation of thinking takes place under the influence of knowledge, religion, art, morality, laws, customs and all other abilities and habits acquired by society in the process of its development. scientific foundations of cultural anthropology: the relationship between individual behavior and the culture created (F. Boas, D. Murdoch, M. Mead, R. Naroll, K. Oberg, H. Plesner, E. Hall); philosophy and history: peculiarities of the dialogue of cultures in a multicultural society (M. Bakhtin, V. Bibler, S. Lur'e, O. Chuchin-Rusov); psychology: improving the individual psychological characteristics of the subject in the process of observing social and cultural development (I. Zimnya, O. Leontiev, A. Markova, V. Merlin, L. Pochebut, S. Rubinshtein, T. Stefanenko, G. Triandis); linguistics: statutory aspect of language learning (L. Weisgerber, O. Potebnya, E. Sepir, V. Teliya, B. Whorf, L. Shcherba); linguistics: development of methodology for teaching Ukrainian as a foreign language (Z. Bakum, O. Goroshkina, G. Diduk-Stupyak, V. Doroz, S. Karaman, O. Kopus, M. Pentylyuk, K. Taranik-Tkachuk); Basics of intercultural communication: achieving mutual understanding between representatives of different cultures in the hour of communication (F. Batsevich, M. Bergelson, T. Hrushevytska, G. Elizarova, O. Malikhin, O. Sadokhin, S. Ter-Minasova). Theoretical and practical research in the field of intercultural management can be observed in the works of such out-of-band and domestic scientists as G. Vizhletsov, R. Gesteland, O. Kirichenko, S. Pivovarova, L. Simonova, F. Strodtbek, J. Rohrbarch, F. Trompenaars, R. Waterman, S. Handi, P. Harris, G. Hofstede, F. Hempden-Turner et al. The method of this study is to analyze the specificity of communication processes with representatives of Ukrainian business culture in the context of intercultural management. According to [1, p. 110], culture is the preservation of the unity of the nation, powers and empires, the fragments of winnings are determined by the degree of development of values and their implementation in all spheres of human life resources. This makes the culture of the skin region most important for the economy, politics, law and morality [2, p. 175].

## 2. Creation of Cultural Constants

Initially, madly, it meant the geographical, natural and climatic features of the areas of compact residence of national communities, and the peculiarities are gaining important importance to this day: national features of the representatives of Pivdnyi and Pivnoch, especially the behavior of society. But under the influence of political, economic, religious, social and other processes, the historical development of other nations, the emergence and evolution of national powers, and cultural constants were constantly changing. The results of interethnic interactions feed into this dynamic at their own pace: there has been an interpenetration of cultures, especially of peaceful nations living in the same region [3, p. 104]. The skin of the national culture is in vidpovidaevna, only the pritamanna value system. A new generation of skin, changing values and changing the past, confirming the cultural decay of their country. In this case, not only behavioral stereotypes are transmitted, but also management methods and models that strengthen one country in another. Just behind these signs, another model of the region's business culture can be identified [4]. Based on the results of cross-cultural research conducted with multinational corporations, a small number of methods and typologies of light business cultures have been proposed. The most famous method is G. Hofstede's method [5, p. 196; 6, p. 255], which classifies culture according to five main variables (dominance) that influence the management style:

- power distance (PDI);
- individualism-collectivism (IDV);
- masculinity-femininity (MAS);
- the practice of fading away from irrelevance (UAI);
- persistence of orientation (LTO).

In order to identify the locality and specificity of Ukrainian business culture in the global system of international economic investments, a parallel analysis of the country's culture with the cultures of other countries was carried out using this method. The index of Ukrainian and other culture in balls, determining the degree of manifestation of this other world, on a scale from 0 to 100, is given in the Table 1 [7 p. 81; 8, p. 200]. Table 1 presents cross-cultural models built for Western, Eastern and Ukrainian cultures, taking into account all the above classification criteria.

**Cross-cultural models based on the examples  
of Western, Eastern and Ukrainian cultures**

<b>Characteristic Name</b>	<b>Western Countries</b>	<b>Eastern Countries</b>	<b>Ukraine</b>
Cultural Changes	Individualism	Collectivism	Combination
Cultural Context	Low	High	Mixed
Power Distance	Low Value	Medium Value	Very High Value
Management Style	Democracy, Autocracy	Authoritarian	Authoritarian
Masculinity	Medium	Very High	High
Uncertainty	Low	High	High
Achievement Orientation	Aggressive Approach	Non-aggressive Approach	Mixed Approach
Dominant Values	Materialistic	Spiritual	Mixed
Age Respect	No Clear Signs	Very Strong Respect for Elders	Respect for Elders
Experience Significance	Weak Sign	Very Strong Sign	Strong Sign
Information Perception	Text	Image	Image
Time Respect	Very High	Low	Low
Uncertainty Avoidance	Low	High	High
Achievement Orientation	Aggressive Approach	Non-aggressive Approach	Mixed Approach
Decision-Making Process	Concrete, Without Personal Reflections and Judgments	Extended Period of Reflection and Discussion	Mixed Approach

According to the concept of the five worlds of culture by G. Hofstede, in our opinion, the theory of F. Trompenaars and F. Hampden-Turner [7, p. 90] also deserves respect, in which it is postulated to see three features of business culture:

- stages of centralization of power;
- stages of formalization of power;
- subject, in what direction of management.

Cultural diversity plays a pivotal role in shaping the international tourism landscape. Travelers from various cultural backgrounds embark on journeys seeking unique experiences, and their encounters with different

cultures often define the richness of their trips. This brief overview delves into the significance of cultural comparisons in international tourism, highlighting how cultural awareness impacts various aspects of the industry. International tourism is a meeting point for cultures, where tourists encounter customs, traditions, and behaviors distinct from their own. Understanding these cultural variations is essential for tourism professionals, as it can significantly influence the quality of tourists' experiences.

Cultural differences are particularly pronounced in business practices within the tourism sector. Western cultures often prioritize efficiency, customer satisfaction, and convenience. In contrast, Eastern cultures may emphasize relationship-building, group harmony, and loyalty. These disparities necessitate tailored approaches in marketing, sales, and customer service to accommodate diverse cultural expectations.

Effective communication is vital in international tourism. Tour guides, interpreters, and hospitality staff must navigate the nuances of cross-cultural communication. Western communication tends to be direct and explicit, while Eastern communication often relies on context and non-verbal cues. Tourism professionals must adapt their communication styles to ensure that messages are understood and appreciated by tourists from various cultural backgrounds.

Rules and regulations governing international tourism can differ significantly based on cultural contexts. Western societies may favor clear, standardized rules, while Eastern societies may rely more on personal relationships and trust in dealing with regulatory matters. Businesses operating in international tourism must be well-versed in local regulations and adapt to cultural expectations when addressing compliance issues. Cultural sensitivity is integral to the success of international tourism businesses. Embracing cultural diversity and respecting cultural norms can lead to more authentic and enriching experiences for tourists. Tourism professionals should invest in cultural training for their staff to ensure that they can provide a welcoming and culturally sensitive environment for visitors.

In the world of international tourism, cultural diversity is both a challenge and an opportunity. Tourism professionals who prioritize cultural awareness and adapt their practices accordingly are better equipped to meet the needs and expectations of travelers from around the globe. By understanding and embracing cultural differences, the tourism industry



can offer more meaningful and memorable experiences to tourists while fostering cross-cultural understanding and appreciation.

The management characteristics allow us to classify management cultures for such models: "Incubator"; "Kerovan's Rocket"; "Eiffel Tower" and "Sim'ya". The "Sim'ya" type is oriented towards the number of sets that need to be burned, and the structure is completely hierarchical. The system of government as a whole is based on paternalistic principles in such a way that initiatives supporting treatment can be supported. The Eiffel Tower model may have a clear role orientation; It shows in detail a skin specialist's functional bandage on a wet riser skin plate. The "Sim'ya" type model is the lands of Asia, Latin America, Pivdenno-Zakhidnoy Ceurope and the SND countries, i.e. Ukraine, and the "Eiffel Tower" type model is Nemekhchina and the lands of Central Europe [7 p. 85; 8 p. 190]. One of the most complex problems of cultural interactions in the international management system is the lack of intercultural communication. In work [9, p. 20] there were observed 40 models of wasp behavior during the negotiation hour, as stated in the group for advanced classification parameters:

- orientation towards surgery or blue;
- formality of business cultures (formal and informal culture);
- non-verbal behaviors (expressive or streaming).

As a result, the matrix was omitted, which allowed the classification of business culture into the following groups:

- India, Bangladesh, Vietnam, Taiwan, Malaysia, Indonesia, Philippines, Japan, China, Korea, Singapore, Ukraine, Poland, Romania, Slovak region;
- Baltic countries, England, Ireland, Denmark, Norway, Sweden, Finland, Nimechchina, Netherlands, Czech Republic;
- United Arab Emirates, Egypt, Turkey, Greece, Brazil, Mexico;
- Australia, Canada, USA;
- France, Belgium, Italy, Spain, Ukraine. Based on research conducted on the specificity of Ukrainian business culture and R. Gesteland's theory, an intercultural communication matrix for Ukraine was proposed.

Research in the field of intercultural management reveals the "explanatory power" of culture in relation to other factors, both external (socio-economic, political, institutional) and the internal environment of the organization (organizational and legal form and size of the organization). enterprise, structure and type of ownership, industry affiliation, qualified staff). The

intercultural approach is an integral area of work of top management staff and includes comparisons aimed primarily at examining the socio-cultural context in the effective management of the company's key resource – multinational staff.

When examining intercultural differences, the following problems arise: what potential and knowledge should a foreign manager have to work effectively in Ukraine? What training, special combination of skills, knowledge and experience of managers contribute to the effective implementation of international projects? You can answer these questions by solving the following tasks:

- Determine the level of competence of top managers to work in Ukraine;
- Carry out a comparative analysis of Western and Eastern cultures with the characteristics of Ukrainian culture;
- Consider the impact of three levels of managerial competencies on the effective management of an international company;
- Offer an adaptive intercultural training program for international companies operating on the Ukrainian market;
- Recommend tools to reduce "intercultural shock".

The main factors influencing the development of intercultural professional competences are:

- Equivalence of Cultures Culture is the collective programming of consciousness that distinguishes members of one group or category from another. At the same time, there are no good and bad cultures, but there are different cultures;
- Cultural distance Determined by the proximity or distance of cultures. The greater the similarity of cultural features, attitudes, codes, and the smaller the cultural distance, the easier it is to adapt in the process of interaction with a partner;
- Context Includes the historical, political and economic conditions surrounding intercultural interactions;
- Cultural management standards This is a set of attitudes, ideas, values and norms of conduct that are characteristic of the management system of a given organization;
- Stereotypes The concept of national stereotype reflects the difference of a given culture from others, characterizing the way of acting in a given cultural space. Stereotypes can facilitate or hinder effective communication;

– Intercultural experience Intercultural experience is the experience of interacting with a foreign partner, including: experience of interpersonal communication; experience of socialization in another culture; experience in professional contacts.

A Euromanager (global manager) is a manager with a true understanding of multinational and multicultural issues. The ideal Euromanager profile includes characteristics such as: ability to engage people: critical thinking; communication skills, ability to work in a team; ability to coordinate and motivate people's actions; international skills: international experience; linguistic competence; geographical mobility; global thinking; change management skills; tendency to manage diversity; tolerance for ambiguity and uncertainty; learning ability; intuition and broad vision: creativity, ability to innovate; a tendency to take a broad view of the situation; deep understanding (sociological, philosophical, ethical).

The development of intercultural competences and the ability to communicate with representatives of different cultures is important both for international activities in general and for modern business in particular. Thanks to this competence, a manager can recognize the specifics of foreign markets, establish contacts with partners and officials of any rank, quickly acquire the necessary adaptive skills, learn to always be aware of the affairs of his company, thereby increasing his prestige in the eyes of his top leaders. A significant part of international business is conducted by global, stateless multinational corporations.

According to management methods, there are four types of corporations: ethnocentric, polycentric, regionalcentric and geocentric. Ethnocentric corporations are oriented towards the home country. The top managers of these corporations believe that their fellow citizens are more educated, reliable and trustworthy than foreigners. All management of the corporation is carried out from a center located in the home territory. Compatriots hold key management positions and work in corporate representative offices abroad. The development of the ethnocentric approach is favored by many external and internal reasons. The actions of top management staff are influenced by the prejudices of company owners and shareholders, as well as trade unions fighting to use local labor. The government's internal policy is focused on the development of the local market. Polycentric corporations are oriented towards the host country (the country in which the company operates).

The company's management conducts international operations based on the principle that local managers "do everything their own way". They know what is best for them. A polycentric company is a rather loose combination of semi-independent branches and structural units. The company's headquarters are represented by national managers, while local managers hold local management positions, maintaining full independence in conducting business in a specific branch of the company. The headquarters has no directives and all control levers are limited to financial channels. The formation of such polycentric multinational corporations is often due to external reasons, such as the complexity of the legislative system in another country, which requires the participation of local managers. In this way, branches and subsidiaries of Swiss multinational companies, which have a high degree of independence from their headquarters, adapt to the conditions of their home countries, cultivating the management style adopted in the host country. Regiocentric enterprises operate on the principle of increasing the potential for synergy by creating a unified regional system. The leaders of such companies are convinced that only a representative of this region can effectively coordinate their activities in a given region.

Regiocentric corporations are characterized by high interdependence at the regional level. The regional management headquarters coordinates cooperation between local branches, being responsible for the development of the region, introducing new products to the market and training local staff. The central (international) headquarters is responsible for the company's strategy at the global level, long-term planning and financing, selection and training of senior management, and creation and maintenance of corporate culture. Geocentric corporations focus on the entire world and have as their ultimate goal the creation of one international, integrated system. They are characterized by the highest degree of interdependence. Branches do not play an independent role, and the corporation's activities focus on both global and local tasks. Geocentrism requires cooperation between headquarters and branches to create universal standards with acceptable local differences. Geographical boundaries are blurring and functional and production structures are emerging on a global scale. Different regions share an international, systemic approach to decision-making. New ideas, regardless of where they come from, travel freely from country to

country. Geocentric corporations transcend political barriers by turning affiliate employees into loyal citizens of the host country.

Ukrainian companies have to negotiate with foreign partners from time to time. In this respect, they encounter not only language difficulties, but also problems related to the so-called intercultural differences, i.e., among others with behavioral subtleties and stereotypes that distinguish representatives of different nations. All the diversity of cultures can easily fit into a simple classification that is worth keeping in mind when negotiating.

The United States is a classic example of a low-context culture. A person is judged here almost exclusively on the basis of his or her own actions and achievements. The statement "this is self-made" is the highest praise. Most people consider inaction to be shameful. Noble "roots" or belonging to a senator's (governor's) family do not provide any significant help in one's career. In other words, status in society is determined by actions. Respect does not come from age, gender, origin or connections, but from skills and diligence. In addition to the United States, countries with a low-context culture include the Scandinavian countries, the Netherlands and Germany. In a high-context culture, the situation is quite the opposite. Belonging to an oligarchic group of society, origin, caste, age, gender often mean much more than personal qualities and willingness to work. Things are often not called by name and direct answers to the question are avoided. One and the same comment, depending on the context, may have exactly the opposite meaning. High context cultures include Southwestern Europe, France, Eastern countries, Latin America; England, Austria, Belgium and Switzerland occupy an intermediate position [10, p. 5; 11, p. 16].

Monolithic cultures are homogeneous, consisting of one national culture. Because the company does not recognize the right of representatives of other cultures to hold managerial positions, discrimination against cultural minorities occurs. When such a company first appears on the international market, it represents the culture of its country. Pluralistic cultures are transformed from monolithic ones when representatives of other cultures appear in the company and conditions are created for incorporating their cultural norms and values into the company's corporate culture. Local staff are recruited and their presence extends to various levels of management. Carriers of native culture hold managerial positions, and there are elements of discrimination of local culture. As in monolithic organizations, employees

are expected to adopt the norms and values of the corporate culture, which largely reflect the national values of the company's native culture. These are, for example, Ford, AppleComputer. Multicultural cultures, like pluralistic ones, are culturally heterogeneous, although unlike the latter, they highly value their cultural diversity, recognizing its potential significance.

Active involvement of local staff in work at all levels is typical, and there is virtually no discrimination. All cultures merge into one synergistic whole, cultural diversity is valued. The Klukon-Strodbeck Model The model identifies six main indicators by which different crops are evaluated.

Attitude to the environment can be considered in the following aspects: whether people are subordinated to the environment; whether they are in harmony with him; whether they dominate the environment. In many Middle Eastern countries, life is considered determined and dependent on the environment. In contrast, Americans and Canadians believe they can control the external environment. An intermediate position is occupied by a position in harmony with the environment, typical of the Far Eastern countries. These three approaches differ significantly, for example in terms of goal setting. Goals are rarely set subordinated to the environment because it is assumed that little can be done to achieve them. The middle approach harmonizes goals with the environment, and correcting goals or failing to meet them is quite common and not punishable. The dominant position involves setting goals, expecting their achievement and punishing failures.

Attitude to time Different societies also have different attitudes to time. In some societies, what has been achieved in the past is irrelevant. It is more important to know what you plan to do in the future. In other societies, what has been achieved in the past is more impressive than what is happening today. What is the focus of culture – past, present or future? Western cultures view time as a limited resource. Time is money and should be used effectively. Americans focus on the present and the immediate future. This is clearly visible in the assessment of business features. Most American companies are certified every six months or a year. The Japanese tend to take the long view. Japanese workers can wait ten years to have their work evaluated. Some cultures focus on the past. Therefore, Italians highly value traditions and try to preserve their historical practice. Assessment of this parameter allows you to assess how important deadlines and long-term planning are in a given country. the approach assumes linear time and

the focus of culture on the future, but such an approach does not assume rational use of current time. Hence, irregularities in schedules and failure to meet deadlines [12, p. 110].

The Nature of Man Does culture view man as good, bad, or a mixture? In most developed countries, a person is considered fundamentally good and trustworthy. Depending on the approach, the control method is selected. The trust-based approach is expressed in the widespread use of collective decision-making and a trust management style. The opposite approach manifests itself in an autocratic leadership style. The intermediate option assumes a high level of independence, but rather tight control over the results of activities.

Action orientation in different cultures, activity may be oriented: towards action, towards being (experiencing the moment), towards control. North Americans live in an action-oriented society. They work hard and expect to be rewarded in the form of promotions, promotions, or other forms of recognition. Mexicans, on the other hand, are knowledgeable. An afternoon siesta where you can enjoy a quiet life reflects this characteristic well. The French focus on control and highly value logic and rationality in life.

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International tourism is a vibrant and growing industry that brings together people from diverse cultural backgrounds. As travelers venture across borders to explore new destinations, they encounter a rich tapestry of customs, traditions, and behaviors. These cultural variations play a fundamental role in shaping their travel experiences. In this exploration, we delve into the significance of understanding and appreciating cultural differences in international tourism.

Cultural variations encompass a wide range of elements, including language, religion, social norms, etiquette, and values. These variations



give rise to unique identities, creating distinct cultural landscapes across the globe. Recognizing and appreciating these differences is pivotal for anyone involved in international tourism, from tour operators to hospitality staff, as it directly impacts the quality of tourists' experiences.

One of the most palpable impacts of cultural variations in international tourism is observed in business practices. The preferences and expectations of tourists from different cultural backgrounds can greatly influence how businesses operate. For instance, Western tourists often prioritize efficiency, convenience, and personalized services. In contrast, Eastern tourists may value relationship-building, group harmony, and loyalty. Tourism professionals must tailor their marketing strategies, sales techniques, and customer service approaches to meet the diverse needs and desires of their clientele.

Communication is the lifeblood of the tourism industry, and effective cross-cultural communication is paramount. Western communication tends to be direct and explicit, relying heavily on spoken or written words. Eastern communication, on the other hand, often places a strong emphasis on context, non-verbal cues, and indirect expressions. Tourism professionals must be adept at adjusting their communication styles to ensure that messages are accurately conveyed and well-received by tourists from various cultural backgrounds.

Rules and regulations governing international tourism can vary significantly based on cultural contexts. Western societies often prefer standardized, formalized rules and procedures to ensure consistency and fairness. In contrast, Eastern societies may place a greater emphasis on personal relationships, trust, and flexibility in dealing with regulatory matters. Tourism businesses operating across borders must be well-versed in local regulations and be prepared to adapt to cultural expectations when navigating compliance issues.

Cultural sensitivity is a cornerstone of success in the international tourism industry. Embracing cultural diversity and showing respect for cultural norms can lead to more authentic and enriching experiences for tourists. Tourism professionals should invest in cultural training for their staff to ensure that they can provide a warm, welcoming, and culturally sensitive environment for visitors.

In the dynamic world of international tourism, cultural diversity is both a challenge and an opportunity. Tourism professionals who prioritize

cultural awareness and adapt their practices accordingly are better equipped to meet the needs and expectations of travelers from around the world. By understanding and embracing cultural differences, the tourism industry can offer more meaningful and memorable experiences to tourists while fostering cross-cultural understanding and appreciation – a win-win for all involved.

### 3. Effective Communication Across Cultures

Broadly speaking, cross-cultural models are based on the classification of behavior according to four characteristics:

- the emphasis is on the transaction/relationship;
- formal (hierarchical)/informal (egalitarian) culture of the country;
- rigid/flexible time frames;
- the country's emotionally expressive/reserved culture.

Let us consider these signs in more detail. Depending on what is in focus, two types of cultures are distinguished. The first type includes cultures in which the attention is focused on action (in the case of business – on the transaction), the second – on interpersonal relationships. Cultures of the first type are common in the USA, Germany, Northern European countries, the second type in India, China, Japan, etc. Representatives of communication-oriented cultures believe that their opponents lack clarity and specificity. On the other hand, people oriented to cultures of the second type consider "performers" as assertive, aggressive, rude and stupid.

The main difference between relationship-oriented cultures is the personal way of connecting. This means that entrepreneurs prefer to do business with people or companies they know well and can trust. Representatives of companies from the United States, Canada, Northern Europe or Australia can respond to an offer they are interested in by mail or e-mail.

How to build relationships with partners if you don't know each other? According to experts, the most reliable and productive way to find a contractor in Asia, Africa, Latin America or the Arab world is through the intermediation of a well-known high-level official or a friendly organization from the interested country. In a relationship-oriented world, everything is done with the help of relatives, friends and contacts.

Highly informal cultures – Australia, Denmark, the Netherlands, USA, Canada, Norway, Iceland, New Zealand. Formal cultures – most of Europe and Asia, Mediterranean countries, Arab world, Latin America.

Formal cultures always adopt a strict hierarchy based on status and power. In informal, or egalitarian, cultures, everyone is equal, the difference in status is small and based on personal achievements.

Businessmen from countries with a hierarchical culture often perceive informal colleagues as rude and familiar. In turn, representatives of egalitarian cultures sometimes find their "formal" contractors boring, pompous and notorious.

In formal cultures, emphasizing respect for status is a sign of good taste. A representative of Australia or the Netherlands (egalitarian countries) may surprise a stranger with an informal address.

Time passes differently in different countries. It's not about time zones, it's 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 meeting schedule rarely changes. Countries where everyone knows that "accuracy comes from kings" are called monochronic.

There are also polychronic cultures that do not attach much importance to punctuality, value-free schedules and business meetings during which several issues are dealt with at once. Comments from foreign contractors show that Ukrainians are very unpunctual. Meetings in Ukraine usually start after 15-20 minutes. later, and 10-minute coffee breaks at conferences are delayed by at least half an hour. This indicates a lack of discipline as well as a lack of respect for your partner.

The countries in the Arab world that manage their time the most freely are those in the Arab world, where planning is widely considered a reprehensible activity, as the Koran forbids predicting the future.

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

- do not make more than two appointments a day (morning and afternoon);
  - when determining the terms of delivery or performance of work, a time gap must be left (most likely the work will not be completed on time anyway);
  - as you approach your delivery deadline, remind yourself of this often.
- As a rule, personal contacts help speed up the process.

When cooperating with contractors from monochronic countries, there is only one rule – punctuality.

## Chapter «Economic sciences»

Psychologists identify three characteristics whose differences can cause the greatest problems during negotiations. This is proxemics (so-called personal space, distance between interlocutors); haptica (touch behavior); ophthalmologist (eye contact).

Each person has their own ideas about the most convenient distance for communication. Close people are probably called close ones because we allow them to get almost close to us without feeling any discomfort.

Different cultures also have different responses to touch. The most popular form of touch among businessmen around the world is a handshake. In addition to a person's psychological characteristics, the duration and strength of this gesture also depend on cultural habits. Europeans shake hands at every meeting and farewell, Americans – 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.

Just as important as a handshake, although much more subtle, is eye contact. Not all people appreciate a direct look. For example, Asians find it extremely rude and consider it hostile behavior.

Between the extreme manifestations of "high and low context" cultures lie the rest of most countries, which manifest themselves in various combinations of features of both types of cultures (Table 2).

Table 2

### Comparative characteristics of high- and low-context cultures

Characteristic Name	Cultural Context	
	High (East)	Low (West)
Customer influence	Weak customer pressure; long sales cycle; significant employee and customer influence; desire to avoid conflicts	Strong customer pressure; short sales cycle; weak employee and customer involvement; "us" versus "them"; black-and-white contrasts
Communications	Indirect; economic; high listener expectations; importance of form; slow to change	Direct; explanatory; low listener expectations; importance of content; lack of standardization; easily changed
Rules	comprehensive; unambiguously interpreted	must stand one's ground; allowing various interpretations

**Matrix of customized management features human resources  
in some countries**

Instruments	Japan	Germany	Ukraine	China
1	2	3	4	5
Recruitment & Selection	Preparation for a long process; Firm commitment to the slogan "stay here forever"; Development of trusting relationships with newcomers	Attracting experienced employees who have undergone state educational programs	Cautious use of expatriates; Recruitment of Ukrainians – graduates of colleges in the USA and Europe, preference for individuals with multiple higher educations	The latest state policy to support the use of thorough selection procedures
Training	Serious investment in training; Use of general and cross-cultural training; Training as everyone's responsibility	Use of apprentice programs; Use of bilingual trainers; Conducting team training	Careful study of existing training programs	Use of technical training as a reward; Recognition of equal values; Caution against using the "more work – more pay" principle
Compensation	Application of recognition and bonuses as motivators; Recognition of high labor costs in production	Consideration of all aspects of labor costs	Use of technical training as a reward; Recognition of equal values; Caution against using the "more work – more pay" principle	Technical training and gradation; rational recognition of natural values; a cautionary note regarding the use of the "more work, more pay" principle

(End of Table 3)

1	2	3	4	5
Labor Relations	Relations with professional unions as partners; Allow time for negotiations	Willingness to pay high wages and have a short working week; Expectation of high productivity from workers united by unions	Preparation for the growth of workers' unity	Formation of cities with large labor markets; Uncertain labor legislation gradually becomes stricter
Job Design	Corporate goal-setting groups; Creating autonomous work teams; Use of uniforms, formal approaches; Support for group efforts; Strengthening decision-making teams	Use of works councils to improve the quality of worker involvement in management	Caution against local managers' involvement in management	Determining employees' motivation to participate in management

Source: Hodgetts R., Luthans F., 1997, p. 10; [7, p. 10]

In this respect, culture can be characterized by four criteria: "length of the hierarchical ladder" characterizes the perception of equality of people in society, in an organization.

It is important to understand the specifics of using human resources management tools in different countries. In the Table 3 shows these characteristics for some countries, including Ukraine.

The greater the gap between top and bottom, the longer the hierarchical ladder; "showing the state of uncertainty" concerns people's attitudes towards their own future and attempts to take their fate into their own hands. The degree of uncertainty is greater the more attempts are made to plan and control one's life; "individualism" expresses people's willingness to act independently or prefer group choice. The greater the focus on personal freedom and personal responsibility, the higher the degree of individualism;

"masculinism" characterizes the manner of behavior and preference for masculine and feminine values accepted in society. Taking into account the adjusted information contained in Table 3, attention should be paid to the three main models of human resources management used by international corporations: personnel, labor market and loyalty to the organization. The characteristics of these models are given in the Table 4. Therefore, communication competences in an intercultural organizational environment require managers to be aware of and respect cultural differences; build a system of values shared with local staff; use English as a tool for professional and entrepreneurial activity (linguistic features); use telecommunications technologies (Internet) to overcome space-time constraints.

Table 4

**Human resources management models**

<b>Approach</b>	<b>Characteristics</b>	<b>American Organizations</b>	<b>Japanese Organizations</b>	<b>Ukrainian Organizations</b>
Personnel	Education Expenses	Small Investments	Large Investments	Small Investments
	Education Skills	Specific Skill Training	General Education	General Education
	Performance Assessment	Formalized	Non-formalized	Formalized
Labor Market	Priorities	External Factors	Internal Factors	External Factors
	Hiring Nature	Short-Term	Long-Term	Mixed
	Promotion Methods	Specialized Promotion	Non-specialized Promotion	Mixed
Organizational Loyalty	Loyalty Contracts	Direct Employment Contracts	Psychological Contracts	Direct Employment Contracts
	Incentives	External	Internal	Mixed
	Work Assignments	Individual Tasks	Group-Oriented	Mixed

As Table 4 shows, the Ukrainian model of human resources management confirmed the previously formulated assumption that Ukrainian managers use something between "collectivism and individualism" in management. Moreover, it should be noted that in Ukraine, managers of international

companies should not use a "pure" Western or Eastern cultural model. In order to manage effectively in an intercultural environment, it is necessary to improve the comprehensive competences of managers.

The basis for effective personnel management in an international corporation is understanding three levels of competence:

1. Communication competence.
2. Language competence.
3. Intercultural competences.

The main task of foreign managers at the regional level is to convey the organization's mission to regional employees and to shape progressive values among colleagues in order to increase work efficiency. In this situation, the foreign manager plays the role of the main communicator-translator, and at the same time is a "carrier" of the culture and values of the partner country [2, p. 180].

To achieve company goals, managers must have culturally determined communication competences – the ability to interact with others based on experience or training, knowledge of communication settings in different cultures [3, p. 58].

Language competence is the ability to communicate in an intercultural environment. Most local employees working for international companies speak English fluently. Most documentation is kept 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. Language errors can lead to misunderstandings and conflicts, and the language barrier remains an obstacle to communication. On the other hand, partners in the regions do not speak English and perceive the company through the personality of the boss – a Western manager. Knowledge of the regional language earns the respect of regional partners and employees and develops a high level of trust, which is extremely important when implementing projects. Specialists with linguistic education are aware of the role of language not only as a tool for transmitting information, but also as an additional means of examining the mentality of the partner country.

Intercultural competences are a set of analytical and strategic skills that broaden the interpretative spectrum of a Western manager in the process of interacting with representatives of another culture. It is also a positive attitude towards another culture and its values, overcoming ethnic and



cultural centrism. Ideally, a Western manager with the third competency will initially have a positive attitude towards the presence of different ethnic and cultural groups in society and demonstrate the ability to communicate effectively with representatives of each of them. Intercultural competences can be improved through knowledge acquired in the process of intercultural communication [3, p. 103].

An effective strategy for achieving intercultural competence is to maintain one's own cultural identity along with the development of another culture, i.e. to increase intercultural skills/openness. Its main features are tolerance for other views, customs, and the ability to perceive the features of one's own culture in the context of the cultures of other nations and world culture as a whole.

To eliminate "gaps" in cultural competences, the following methods of teaching intercultural management can be recommended: education, orientation and training.

– Intercultural education is acquiring knowledge by reading books, watching films, listening to academic courses. Often, the knowledge acquired in this way cannot alleviate the culture shock. They are difficult to apply in practice.

– Intercultural orientation is carried out with the help of cultural assimilators.

– Intercultural training is a method of active developmental learning that is most consistent with the goals of real business.

Intercultural training can be implemented according to the adaptive intercultural scheme presented in Table 5.

Table 5

**Stages of presentation of environmental adaptation variables**

<b>Adaptive Cross-Cultur</b>	<b>Information</b>
Politics and Rules	Basic laws and regulations related
Religion	Basic religious groups, church
Language, Values	The core values chain
Social Organization	Descriptive characteristics of society
Education and Technology	Basic educational process paradigms
Geography and Arts	Geographical location of the country

It should be noted that the dynamics of adaptation to a foreign culture is reflected in a U-shaped curve and includes 3 stages. The first stage is characterized by enthusiasm and good humor. In the second stage, frustration, depression and disorientation appear, which in the third stage slowly give way to self-confidence and satisfaction. If an employee adapted to a new culture and then returned to his original one, he must go through all the stages again. Therefore, the readaptation curve has the shape of the letter W. The use of intercultural training or cycles of training and seminars will allow an international company to quickly adapt its multinational staff to work in the new market with maximum efficiency for the corporation. Culture shapes the way individuals perceive the world, express themselves, and interact with others. It encompasses various aspects, including language, communication styles, customs, traditions, values, and norms. When engaging in cross-cultural communication, it is essential to recognize that individuals from different cultural backgrounds may view the same situation through distinct cultural lenses. This understanding forms the basis for effective intercultural communication. Challenges in Cross-Cultural Communication include:

- Language Barriers: Language differences are perhaps the most evident challenge in cross-cultural communication. Even when individuals speak a common language like English, nuances in vocabulary, pronunciation, and idiomatic expressions can lead to misinterpretation.

- Non-Verbal Communication: Non-verbal cues such as body language, facial expressions, and gestures play a crucial role in communication. However, the interpretation of these cues varies across cultures. For instance, a gesture considered polite in one culture might be offensive in another.

- High- and Low-Context Cultures: Some cultures are considered high-context, relying on contextual cues and shared experiences for understanding, while others are low-context, emphasizing explicit verbal communication. This distinction can lead to misunderstandings.

- Communication Styles: Different cultures have varying communication styles. Some value direct, explicit communication, while others prefer indirect, nuanced communication. Recognizing these styles is vital for effective communication.

- Cultural Norms and Values: Cultural norms dictate what is considered appropriate behavior, including communication etiquette. Violating these norms can lead to misunderstandings or offense.

Developing cultural sensitivity is the foundation for effective communication. This involves acknowledging and respecting cultural differences, showing empathy, and avoiding ethnocentrism. Active listening is a universal skill but becomes even more critical in cross-cultural contexts. It involves giving full attention to the speaker, asking clarifying questions, and paraphrasing to ensure mutual understanding. Invest time in learning about the culture of your counterparts. Understand their customs, values, and communication styles. This knowledge will guide your interactions. Flexibility in communication style is essential. Cultural sensitivity refers to the awareness, knowledge, and respect of cultural differences and the ability to effectively interact and communicate with people from diverse cultural backgrounds. It involves being aware of one's own cultural biases and recognizing that people from different cultures may have different beliefs, values, customs, and communication styles. Key aspects of cultural sensitivity include:

- Awareness of Cultural Differences: Cultural sensitivity starts with an awareness of the existence of different cultures and the understanding that these cultures may have distinct norms and practices.

- Respect for Differences: It involves respecting and valuing the differences in culture rather than making judgments based on one's own cultural perspective.

- Effective Communication: Being culturally sensitive means adapting communication styles to accommodate the cultural preferences of others.

This includes being aware of differences in non-verbal communication, such as body language and gestures.

- Avoiding Stereotypes: Cultural sensitivity requires avoiding generalizations and stereotypes about people from a particular culture. Each individual is unique, and assumptions based on culture can lead to misunderstandings.

- Cultural Competence: Developing cultural competence involves acquiring knowledge about different cultures, including their history, traditions, and customs. This knowledge helps individuals interact more effectively with people from diverse backgrounds.

- Empathy and Open-Mindedness: Cultural sensitivity involves being empathetic and open-minded, trying to understand the world from another person's perspective, and being willing to learn from others.

– Conflict Resolution: It includes the ability to navigate and resolve conflicts that may arise due to cultural differences without causing offense or escalating tensions.

Cultural sensitivity is essential in various contexts, including workplaces, healthcare, education, and international relations. It promotes inclusivity and fosters positive relationships among individuals and groups with diverse cultural backgrounds. It also contributes to effective collaboration and problem-solving in multicultural settings.

Overall, cultural sensitivity is a vital skill in today's interconnected world, promoting understanding, harmony, and mutual respect among people of different cultures.

In a globalized job market, workplaces often consist of employees from diverse cultural backgrounds. Cultural sensitivity plays a pivotal role in promoting a harmonious work environment. It can lead to increased employee morale, better teamwork, and enhanced productivity. Companies that prioritize cultural sensitivity tend to attract a more diverse talent pool and are better equipped to serve a global customer base.

Cultural sensitivity is crucial in healthcare settings, where doctors, nurses, and other healthcare providers interact with patients from various cultural backgrounds. Understanding a patient's cultural beliefs and practices can significantly impact their healthcare experience. It helps in building trust, ensuring accurate diagnoses, and providing appropriate treatment plans. Teachers and educators must be culturally sensitive to create an inclusive and effective learning environment. Students from diverse backgrounds bring unique perspectives and experiences to the classroom. Culturally sensitive teaching methods can engage students better, improve their academic performance, and foster an appreciation for different cultures.

The tourism industry relies heavily on cultural sensitivity. Travelers visit destinations with different cultural norms, languages, and traditions. Being culturally sensitive enhances the travel experience by reducing misunderstandings and ensuring that tourists respect local customs and traditions.

Diplomats and policymakers must navigate complex international relationships and negotiations. Cultural sensitivity is vital in diplomacy to avoid cultural faux pas and build trust with counterparts from other countries. Professionals working in community and social services often

interact with individuals and families from diverse cultural backgrounds. Understanding and respecting cultural differences is essential in providing effective support and assistance. In today's globalized media landscape, content creators must be culturally sensitive to reach a broad audience. Misrepresenting or stereotyping cultures in media can lead to backlash and damage a brand's reputation.

On a broader societal level, cultural sensitivity fosters social harmony by promoting tolerance, reducing prejudice, and mitigating conflicts based on cultural differences. To achieve cultural sensitivity, individuals and organizations can engage in cross-cultural training, diversity and inclusion programs, and continuous learning about different cultures. It's a dynamic process that requires ongoing effort and a commitment to valuing diversity.

Cultural sensitivity is not just a desirable trait; it's a necessity in today's interconnected world. It promotes understanding, collaboration, and respect among people of diverse cultural backgrounds and contributes to the well-being of individuals and the prosperity of societies.

Be prepared to adjust your approach based on the preferences and expectations of the other party. When in doubt, opt for plain and straightforward language to minimize misunderstandings. Avoid jargon or idiomatic expressions that may not translate well. Encourage feedback from your counterparts to ensure that messages are received as intended. This promotes a two-way exchange of information. Intercultural competence involves developing the skills and attitudes necessary for effective cross-cultural interactions. This includes open-mindedness, tolerance for ambiguity, and curiosity about other cultures. Developing intercultural competence is essential in our increasingly diverse and interconnected world. It's a multifaceted skill set that encompasses knowledge, attitudes, and behaviors that enable effective and respectful interaction with people from diverse cultural backgrounds.

To embark on this journey, start with self-awareness. Understand your own cultural biases, values, and perspectives. Recognizing how your background shapes your worldview is the foundation for appreciating others' cultures.

Next, engage in cultural learning. Dive into books, documentaries, and cultural events to expand your knowledge of different cultures, their histories, customs, and traditions.

Communication skills play a pivotal role. Hone your ability to communicate both verbally and non-verbally. Practice active listening and ask open-ended questions to foster meaningful conversations.

Empathy and perspective-taking are crucial. Empathize with people from different backgrounds by trying to see the world through their eyes. This fosters a deeper understanding of cultural differences. If possible, learn the language of the culture you're interacting with. Language skills, even at a basic level, can bridge significant cultural gaps.

Cultural sensitivity is essential. Familiarize yourself with cultural norms, values, and taboos, and avoid making assumptions based on your own cultural perspective. Immersive experiences, like traveling or living abroad, can be transformative. They expose you to different cultures and broaden your horizons.

Interacting with diverse groups in your local community or workplace provides opportunities to put your intercultural skills into practice. Challenge stereotypes and prejudices. Consciously work to break down biases through education and exposure to diverse perspectives. Equip yourself with conflict resolution skills. Cultural misunderstandings can lead to conflicts, and knowing how to address them constructively is vital. Be flexible in adapting your behavior and communication style based on the cultural context. What's appropriate in one culture may not be in another. Remember that intercultural competence is an ongoing journey. Stay open to continuous learning, and seek cultural sensitivity training or mentorship. Reflect on your intercultural experiences and debrief to reinforce your learning. In our globalized world, individuals and organizations that prioritize intercultural competence are better positioned to navigate the complexities of our multicultural society. It's a journey that enriches personal growth, fosters better relationships, and promotes effective global citizenship.

### 4. Conclusions

To sum up, it is impossible not to mention the phenomena that occur during the interaction of cultures. When combining companies from different countries, experts seem to calculate all the consequences: financial, administrative, marketing. However, many failures are due to cross-cultural differences. Managers experience the so-called "culture shock" when they come into contact with a foreign business culture. It is accompanied by

anxiety, tension, a sense of loss and rejection, and failure to meet role expectations. Culture shock can, in some cases, lead to mental disorders. The degree of culture shock depends on the magnitude of intercultural differences, expressed as an index of cultural distance. Communication, linguistic and intercultural competences are the basis of a manager's work, because it is this that allows for a more free perception of other cultures, adequate implementation of the specific basis of the company's values (mission) and achieving results.

Effective global citizenship refers to the concept of individuals and communities actively participating in and taking responsibility for addressing global challenges, promoting social justice, and contributing to the well-being of the planet and its diverse inhabitants. It involves recognizing the interconnectedness of the world and understanding that actions and decisions in one part of the globe can have far-reaching consequences elsewhere. Key characteristics of effective global citizenship include:

- Awareness and Understanding: Effective global citizens are well-informed about global issues, including social, environmental, political, and economic challenges. They seek to understand different perspectives and appreciate cultural diversity.

- Empathy and Compassion: They empathize with the struggles and challenges faced by people from different backgrounds and actively work to alleviate suffering and promote equality and justice.

- Sustainability: Effective global citizens are committed to sustainable practices and advocate for responsible consumption, environmental conservation, and reducing their carbon footprint.

- Social Responsibility: They take responsibility for their actions and their impact on others, both locally and globally. They actively engage in volunteer work, advocacy, and community-building efforts.

- Global Advocacy: They use their voices and influence to advocate for positive change on a global scale. This may involve supporting international organizations, participating in global movements, or lobbying for policy changes.

- Cultural Competence: Effective global citizens respect and appreciate different cultures, languages, and traditions. They engage in intercultural dialogue and promote tolerance and inclusion.

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– Critical Thinking: They critically analyze information and media to discern truth from misinformation and are willing to question the status quo.

– Conflict Resolution: They actively seek peaceful solutions to conflicts, both on a personal and global level, and promote dialogue and understanding as pathways to resolution.

– Education: Effective global citizens believe in the power of education to uplift communities and societies. They often support educational initiatives, especially in underserved areas.

– Collaboration: They recognize that many global challenges require collaborative efforts and partnerships. They are willing to work with others, across borders and backgrounds, to achieve common goals.

In an increasingly interconnected world, effective global citizenship is seen as essential for addressing pressing global issues such as climate change, poverty, inequality, and conflicts. It involves a sense of shared responsibility for the well-being of humanity and the planet, transcending national boundaries, and working together for a sustainable world.

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