Cultural conditioning of the interpersonal communication.

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Abstract. Cultural differences constitute one of basic inducers of the disruption communications. Improper intercultural communication can result in the sequence of misunderstandings, as well as, as regards the business communication, with the failure in negotiations or even breaking off the talks. An awareness of appearing of cultural differences and communications barriers resulting from them is the most important feature in the intercultural business. In every case one should get to know the culture and the tradition of the country or the place from which our interviewed person comes better in order appropriately to prepare the effective game plan.

1. Introduction

Cultural differences constitute one of basic inducers of the disruption communications. Cultural differences are interpreted as such variables as: tongue, different perceiving the time, of physics distance, differences in the verbal communication and non-verbal, the expressiveness, styles of the communication and the series of other variables appearing in determined cultural dimensions. These differences manifest itself in confessed values, opinions, attitudes and behaviours, determining determined lifestyles (Szwajca, 2009). Incompetent intercultural communication can result in the sequence of misunderstandings, as well as, as regards the business communication, with the failure in negotiations or even breaking off the talks. Therefore one should pay special attention to this aspect of business interaction. A purpose of the article is a problem analysis which appear while establishing business contacts by representatives of different cultural ranges.

2. Scales of distance in communication

The statistical man thinks, that it, what typical of his culture, should be typical of everyone for other people in the world. While assessing other so criteria typical of native cultural circles are applicable. It is an improper attempt, since evaluations and formulated motions in this way are incorrect. Such proceedings are called the cultural ethnocentrism. Adopting the principle of the cultural relativism is an opposite of the ethnocentrism. A relativism is such a cognitive posture which assumes getting to know and understanding other cultures according to their own categories and values. Based on the category of the ethnocentrism and the cultural relativism it is possible to mention scales of distance of communication (Szopski, 2005):

1. **Distance of the hostility**: it is a relation in which groups are competing between themselves for the same stores e.g. territory. In ways of communication they are using forms of the word pejorative towards the strange group. The level of the ethnocentrism recorded at distance of communication is very high, and of cultural relativism - very low.

2. **Distance of avoiding**: it is a strategy of communicating, in which saying statements are using the forms characteristic of the own group. These forms are usually difficult or incomprehensible to the strange group. This strategy is aimed at avoiding or limiting the contact with the strange group. The level of the ethnocentrism is high, and low cultural relativism.

3. **Distance of the indifference**: is characterized by a restrained level of the ethnocentrism and the cultural relativism. He is communication tying to the own cultural tradition without creating the concession for the strange group. The manner of the communication is expressing also distance by using simplifications and the ungrammatical tongue and during the conversation with the representative of other culture using the free and louder manner of articulation what causes the impression of talking to the children or persons of announcements weak-minded, having difficulty in the understanding.

4. **Distance of the sensitivity**: is characterized by a low level of the ethnocentrism and the highest level of the cultural relativism. This distance is expressing the sensitivity made aware to the existence of differences between groups. A mode of expression is characterized by will of reducing distance of communication from group strange by using such linguistic treatments as: using expressions and preferred words by the strange group.

5. **Distance of the equality**: is characterized by a very high level of the cultural relativism and a very low level of the ethnocentrism. He is reflecting desire for carrying distance between the recipient, but the sender. In the strategy of communication a tongue and behaviours are being interpreted in other categories, than the ones represented by the native group, avoiding expressions about assessing character or so which would appoint to the inequality of the status.

3. Barriers in the intercultural communication

So that the announcement well is understood, must be brightly identifiable and should fit created categories, as well as for the culture an interviewed person is coming from which. The misuse of symbols and words can cause, that the recipient can hear and understands something else than a sender wants to hand over to him (M. Davis, P. Fanning, M. MeKay, 2007). The special significance of the culture in communication is underlining the social-cultural model A. Tudor, assigning the role of the factor determining the tongue of transmitter to the culture.
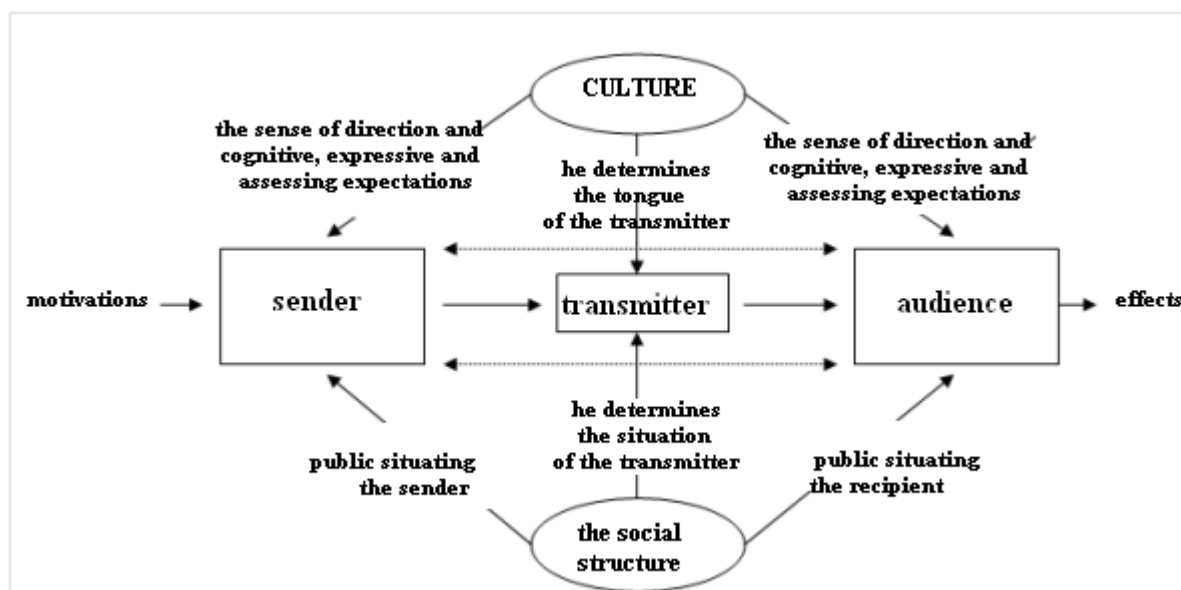
Fig. 1. Social - cultural communication model

Source: T. Goban-Klas, Modele procesu. Przegląd i analiza, (w:) „Przekazy i opinie" 10-12 1976, zeszyt 4, s. 19 (za:) Karcz (2004).

Presented in Figure 1 model is describing the culture as significant, provided not a crucial element influencing the quality and the course of interaction. The culture is having an influence on every of elements of the process of the communication - to the sender, the channel and the recipient, from it as a result an effect of the whole process depends. In case of meeting persons from various cultures, it is harder for interviewed persons to concentrate on the meaning of sent and received announcements, since at the encryption and decoding these announcements they apply different cultural codes. As a result of it the transport won't run smoothly and misunderstandings and mutual negative assessments of participants in the conversation can appear.

L. M. Barna is describing the most important obstacles which are hampering the communication of persons from various cultures (1996, from: Matsumoto, Juang, 2007). These are:

1. **Established resemblance** - participants in interaction assume that everyone for the interviewed person will be using the same cultural code. However one should remember that the communication is a product of the culture and for her rules differ, depending on the cultural circle.

2. **Linguistic differences** - a tongue, in which conversations are being carried on between participants in interaction is an inherent element of the communication. He is very important so that both sides use fluently in language intelligible to every of persons participating in the conversation and so that the same read out and interpreted statements. In the event that interviewed persons are using a foreign language for both sides, is particularly important in order to agree and to specify what in fact was announced in order to avoid any misunderstanding, since the degree of dissimilarities of meanings assigned to words can be big (Szopski, 2005). Not always the communication between cultures must denote the

communication in different languages. The intercommunication of Englishmen with Americans also understands one another as the intercultural communication. In spite of theoretically of common language, a culture gap between these two countries is very big, and English isn't used the same.

3. **Misinterpretations of non-verbal signals** - if it is already known, the non-verbal communication constitutes the straight majority of the transmission, and all gestures, the facial expression and other elements of the communication of this type differ depending on the culture. Therefore it is possible to commit the interpretative severe error, interpreting gestures and too natural behaviours, when are conditioned culturally.

4. **Stereotypes and prejudice** - stereotypes constitute the intellectual tool letting the man in organising information about world. Stereotypes are playing an important role in the process of the communication. Easily they are becoming established and are shaping expectations. More easily we remember the behaviours in accordance with the stereotype, and we are ignoring the ones which are diverging from the stereotype in order not to disturb the had vision tidied up of world. And everything is a history oneself as a rule automatically and without the participation of the awareness. Exaggerated relying on stereotypes is making impossible objective picking up sent announcements by other people what causes numerous mistakes in the communication or conflicts.

5. **Tendency to formulating value judgments** - the dissimilarity of confessed values can induce for formulating unflattering judgements about persons from other cultures, according to the unwritten rule permanently written down into the human subconscious, that "other" means "worse".

6. **The highest level of fear or tensions** - establishing contact with persons from outside the native culture is connected with a high level of stress and of fear than in case of interaction with persons within the own cultural circle. The optimal level of fear or the tension allows theoretically for achieving appropriate results in many fields (also in intercultural interactions), but when he is too high, causes the dysfunction of cognitive processes and warping behaviours. Fear and the stress can be in exaggerating other problems and tighter holding favour oneself of stereotypes what is leading to unflattering assessments of other people. With crucial factor, letting avoid and eliminate these obstacles, there is a due selection of channels and means of communication. This selection should take cultural differences into account in frames of individual groups of stakeholders (Szwajca, Gorczyńska, 2013).

4. Dimensions of cultures according to G. Hofstede

Every cultural circle has a team of characteristic features which are distinguishing this community than other. It is possible to compare cultures under different considerations, taking certain patterns of the thinking, feeling and the behaviour for a point of reference shared to a large extent for members of one culture and distinguishing them from members of the other organisation. It is worthwhile getting to know these features characteristic of individual communities before establishing serious interaction in order to know, what it is possible to expect after the representative of the given country or in order better to understand some his behaviours or decisions. Geert Hofstede (2000), based on one's examinations conducted on employees of the concern IBM from a dozen or so countries in the world, distinguished 4 vital

statistics of national cultures. It is possible to characterize every of cultural circles determining average straining the feature from the given dimension in the given community. The researcher distinguished the following dimensions (Hofstede, 2000):

Power Distance Index - PDI (differently determined as the **Hierarchization**) is pointing at relations ruling between subordinates and superiors, or generally between persons being on different ranks in the hierarchy. Also an attitude of the given community to the problem is showing this indicator of social inequalities and for the uneven division of the power. About the low result on this scale a view that irregularities between people should be reduced but an administration are ruling in societies should legally be sanctioned. Relations between children and parents and between superiors and employees are rather partner. We are ranking Western European countries, Scandinavian countries, Australia, New Zealand and the USA among others among countries being characterized by a low hierarchization. Countries about the high hierarchization these are the ones, in which irregularities between people are regarded justified, not to say too desirable. We are ranking China among others among such countries, Arab countries (Egypt, Iraq, Saudi Arabia, ZEA and aka), countries of Middle America (Mexico, Guatemala, Ecuador) and Russia.

Indvidualism – IDV- determines the degree, in which the individual is identifying itself with the community to which he belongs and to what extent a good of the group is important for her compared with the good of the individual. Collectivist societies, of which there is a majority in the world, it so, which the good of the group is preferred to the good of the individual in order to hold the concertina and to not-trigger conflicts in. Publicly only such opinions which are socially competent and accepted are being expressed. In such a society the value of the individual is determined through her membership in the group. Every group is supporting its members, but in exchange expects the loyalty what as a result is leading to the conformism. Countries about the highest indicators of the collectivism these are countries of Eastern Asia and the Pacific Ocean (China, Indonesia, Hong Kong, Taiwan and aka), some countries of South America and Centre and African countries. In countries being characterized by a high individualism the individual is being judged through the prism of own exceptional attributes. The good of the individual and the own opinion are being thought highly, and the conformism is a sign of weaknesses. Expressing personal opinions and views is the done thing, even if are diverging from socially adopted norms, and high self-esteem and uniquenesses are the source of a sense of well-being. At most valued values are a freedom and an autonomy. Countries concentrating the substantial amount of individualists are above all a USA and Australia, as well as New Zealand, Canada, Great Britain, Germany, Hungary and Sweden.

Masculinity - of Mass - it is a dimension pointing at the diversified attempt in determining individual social roles of the sex. Depending on, whether male and feminine roles are clearly defined and whether the permeation is welcome oneself of roles and erasing differences between what is appropriate for women and what for men, it is possible to divide societies on women's and male. Male cultures it so, which social roles of women and men are clearly defined in and aren't interpenetrating. Here a domesticity is usually being demarcated and family - women are responsible for the house, children and the emotional sphere, are more emotional and can without limitation show emotions. However men have the task of providing the existence for the family from the material side and they expect the courage, power and the circumspection from them in showing emotion. In such a community a justice

is important, competition in the work and of the achievement. We are ranking Japan, Italy, Slovakia, Hungary, Mexico, Venezuela, as well as Germany and Great Britain among male countries. In women's cultures both women and men are caring for living matters of the family and earning to the house. The most such values matter as the equality and the solidarity. Behaviours both of sex they are similar, but more will resemble to the women's pole what it is marking, that women, but also men are not only responsible for a child-rearing as well as aren't shunning from showing emotion. Women in women's cultures are oriented on making a career more than in the ones in male cultures, are more assertive and go-getting. At the lead of women's countries Scandinavian countries, Netherlands, Denmark, Estonia and Chile and Costa Rica are.

Uncertainty Avoidance Index - UAI - he determines, what step the new, unknown situation is creating feeling the threat and uncertainties at the individual in, and to what extent is perceived as the challenge. The unawareness of what the future will bring and the unpredictability of social relations can cause anxiety and the malaise in societies about high results on the scale of avoiding the Uncertainty. In these cultural ranges new and other things are noticed as dangerous, therefore one should avoid them. A peace should rule in the society, order, everything it should be taken hold into frames of laws and provisions, and civil protests should be suppressed. Such attitudes the most are visible in South America and Centre, in countries of Centre-eastern Europe (Poland, the Czech Republic, Hungary, Bulgaria, Romania). On this scale Greece achieved the highest result. In societies, in which avoiding the Uncertainty is poor, new phenomena are triggering rather an interest than fear. A view that the number of provisions should be limited is ruling so that individuals have a free hand in action. Civil protests are being accepted, an inflectedness is being tolerated, and in philosophy and the learning high an empirical knowledge and a relativism are valued. Countries with the lowest results on the UAI scale it: Ireland, Great Britain, Sweden, Denmark and countries of eastern Asia - China, Singapore, Hong Kong.

5. Business conflicts on the cultural plain in the most characteristic countries of the world

The cultural differences in the sphere of communication are reflected in contacts and business relationships (Caputa, 2010, pp. 131-151). Very often, acquire new customers, and the effectiveness of cooperation with partners representing different cultural area, depends on the ability to use gestures and symbols specific to the area. Elements of organizational culture are in fact an essential element of the intellectual capital of modern enterprises (Caputa, 2008 s.6-9).

Tables 1-3 are presenting cultural differences in ways of communicating on the example of most expressive and characteristic countries in the world (M. Rydel, 2001, D. Leathers, 2007).

Table 1. Japan and Saudi Arabia

Japan	Saudi Arabia
Greeting by the bow and a delicate handshake, avoiding looking in the eyes.	Delicate handshake by way of greeting, intensive looking straight into eyes.
Holding giving the visiting card in both hands between the thumb and the index finger absolutely with side with the Japanese imprint up.	Giving the visiting card absolutely with right, clean hand.
Need for the exchange of gifts. One isn't allowed to unpack gifts by the giving person.	Welcome but not expected gifts, one should avoid giving alcohol and other things forbidden in Islamic world.
Great significance of shared meals, custom of drinking a lot of alcohol with the business partner.	Great significance of shared meals, custom of consuming a lot of meals excessively in order not to hurt hosts. Alcohol isn't being drunk.
Punctuality	Free attempt at the punctuality
Circumspection in showing emotion. Avoiding the touch and eye contact.	The expressiveness and the frequent gesticulation. The close physical contact and intense eye contact.

Table 2. The USA and Venezuela

USA	Venezuela
Setting the pro transaction - readiness to establish businesses with the person newly get to know.	Setting the pro partner - getting to know and making friends with the contracting party is required.
The punctuality and expecting the punctuality from the contracting party.	The late-coming for the meeting straight out is required.
The femininity and the egalitarianism - fair treatment of all people, lack of the sexual or social discrimination.	The maleness and the hierarchization - social roles assigned to the sex and the social status.
Not stopping the statement other.	Frequent interrupting interviewed persons.
Keeping spatial distance during business talks.	Small spatial distance. More frequent tactile contacts.

Table 3. Germany and Saudi Arabia

Germany	Saudi Arabia
Setting the pro transactions, direct.	Setting the pro partner, greater role of intermediaries.
Required document attesting to the credibility of the financial company.	A need to present is lacking financial references.
Relationship until very essential. The delay is attesting to the negligence.	Free attempt at the punctuality.
Circumspection, not showing emotions publicly, avoiding wide gestures, of expressive facial expression.	The expressiveness and the frequent gesticulation.
Reluctant showing the touch. Keeping great spatial distance.	The close physical contact and intense eye contact.
Lack of the custom of giving to contracting parties gifts - it can evoke embarrassment.	Welcome but not expected gifts, one should avoid giving alcohol and other things forbidden in Islamic world.
The lack of the custom of inviting the business partner to dinner or the supper.	Greater role of shared meals, during which business matters are being settled.
Respect to women - of partners.	The woman doesn't participate in negotiations.

Examples of misunderstandings in the intercultural business resulting from mentioned above differences (Gesteland, 2000):

1. **Expressiveness**: Italy - high expressiveness, frequent and expressive gesticulation, loud tone of saying. Thailand - circumspection, making shy towards strangers and persons on the seniority. During an interview - problem with finding the employee to the Thai branch of the European company. Thais got back the gesticulation and the loud tone of the vote for a manifestation of anger, dissatisfactions and of beams to say about oneself during the recruitment oneself.

2. **Punctuality**: USA - punctual arriving at meetings, following schedules of meetings, planning well in advance. Malaysia - a punctuality is lacking concerning firm rules, be slow is allowed, tolerating even a delay of several hours. Not accepting the late contracting party from Malaysia by American businessmen because of classes other, planned already earlier; not paying heed to the fact that the guest arrived specially at this one meeting from so distant; in consequence - regarding Americans as rude, impolite and oversensitive people, not establishing trade relations.

3. **Meaning of the social status, ceremony**: Denmark - turning to business partners per you, titling, the great respect to contracting parties. Mexico - establishing the friendship with contracting parties, fast going to the closer acquaintance, calling by first name. Constant returning the Dane to the Mexican contracting party into the formal way, in spite of a few held meetings, was caused resignation from the exchange of contracts.

4. **Expressing the own sentence**: Canada - talking directly about one's needs, observations and remarks; bright, clear and intelligible statement. China - not expressing one's

stipulations straight from anxiety of disturbing the harmony; agreeing with everything, at least it is known that they won't be in the state to fulfil promises. False feeling the matter was settled, at least in fact one of contracting parties was afraid to admit directly that he isn't able to fulfil the requirements ordering. As a result - non-compliance oneself from the agreement.

5. **Directness:** USA - arranging to meet with potential contracting parties over the phone, seeing to some business during the first meeting. Japan - greater role of the acquaintance, distrust for strangers; long-term establishing the acquaintance before the proceeding to business. The American directness can scare Japanese contracting parties and discourage them from common interests.

6. Conclusions

In the area of research we distinguish a few or a dozen or so bigger cultural ranges which differ between themselves under the angle of the sequence of factors, so as behaviour, tongue, body language, relationship until, of the power and other people. But we are dealing with cultural differences even within one country, not to say the city.

The awareness of appearing of cultural differences and communications barriers resulting from them is unusually significant in the intercultural business. In every case one should get to know the culture and the tradition of the country or the place from which our interviewed person comes in order appropriately to prepare the game plan. An openness of concertinas for adapting its behaviour to the value confessed in other culture in order to achieve of the interpersonal and favourable cooperation is a feature desired in the business. An understanding is also very important towards contracting parties from other country which have problems with accommodating themselves to the cultural reality of our country. When we know that the person comes from the different culture, in the event that is late for meeting, we will disregard it for the affront, but by something typical of people from the given culture. So we won't adopt a negative attitude towards this person at the very beginning. Similarly he is in case of every other indicator, within which countries differ between themselves. In this case an acquaintance of the body language which lets for recognizing real intentions of the partner is particularly important of interaction.

A technical good training to the contact with the strange culture and her representatives is bearing fruit in establishing business contacts and as a result as a result is leading for entering beneficial agreements into.

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