

**ASSESSING THE INFLUENCE OF CROSS CULTURAL PRAGMATICS ON
COMMUNICATION COMPETENCE IN MULTINATIONAL CONTEXTS**

**MENILAI PENGARUH PRAGMATIK LINTAS BUDAYA TERHADAP KOMPETENSI
KOMUNIKASI DALAM KONTEKS MULTINASIONAL**

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ABSTRACT

Cross-cultural pragmatic differences often constitute a major challenge in the development of communication competencies of multinational teams, hindering global organizational collaboration and productivity. This research aims to identify theoretical frameworks and key models that are relevant in explaining cross-cultural pragmatics and its impact on communication competence. Using a systematic literature review (SLR) approach with the PRISMA protocol, this research analyzed 38 academic articles from various geographic and cultural contexts. The results show that the theory of Cross-Cultural Pragmatics, the Intercultural Communication Competency Model, and High-Context and Low-Context Communication provide significant contributions in understanding and optimizing cross-cultural communication. This research recommends theory-based training to increase communication effectiveness in multinational organizations.

Keywords: cross-cultural pragmatics, communication competence, multinational organizations, systematic literature review, intercultural communication.

ABSTRAK

Perbedaan pragmatik lintas budaya sering menjadi tantangan utama dalam pengembangan kompetensi komunikasi tim multinasional, menghambat kolaborasi dan produktivitas organisasi global. Penelitian ini bertujuan untuk mengidentifikasi kerangka teoritis dan model kunci yang relevan dalam menjelaskan pragmatik lintas budaya serta dampaknya terhadap kompetensi komunikasi. Menggunakan pendekatan *systematic literature review (SLR)* dengan protokol PRISMA, penelitian ini menganalisis 38 artikel akademik dari berbagai konteks geografis dan budaya. Hasilnya menunjukkan bahwa teori Pragmatik Lintas Budaya, Model Kompetensi Komunikasi Interkultural, serta High-Context dan Low-Context Communication memberikan kontribusi signifikan dalam memahami dan mengoptimalkan komunikasi lintas budaya. Penelitian ini merekomendasikan pelatihan berbasis teori untuk meningkatkan efektivitas komunikasi dalam organisasi multinasional.

Kata Kunci: pragmatik lintas budaya, kompetensi komunikasi, organisasi multinasional, *systematic literature review*, komunikasi antarbudaya.

1. INTRODUCTION

Communication misunderstandings in multinational organizations are often rooted in the differences between high-context and low-context cultures. High-context cultures, such as those found in many Asian countries, rely heavily on non-verbal cues and implicit communication, while low-context cultures, like those in Western countries, favor direct and explicit verbal communication. This fundamental difference can lead to significant challenges in collaborative environments, particularly in project management and negotiations. For instance, a multinational project team comprising members from Western and Asian countries may face conflicts due to these contrasting communication styles. Members from low-context cultures may prioritize straightforward communication, expecting clarity and directness in task assignments. Conversely, team members from high-context cultures might assume that their colleagues understand implicit cues and non-verbal signals, leading to misunderstandings and

incomplete tasks (Burmam & Semrau, 2022; Usunier & Roulin, 2010). Burmann and Semrau highlight that such differences can manifest in various social situations, including negotiations, where the expectations of communication styles can diverge sharply (Burmam & Semrau, 2022).

In negotiation contexts, these cultural differences can further complicate interactions. A negotiator from the United States, who typically employs a direct and assertive communication style, may be perceived as overly aggressive by a Japanese counterpart, who values a more cautious and indirect approach (Maddux et al., 2011). This misalignment can hinder effective negotiation outcomes, as both parties may misinterpret each other's intentions and strategies. Warner-Søderholm emphasizes the importance of understanding Hall's context dimension to navigate these differences effectively (Warner-Søderholm, 2013). Moreover, the implications of these misunderstandings extend beyond mere communication failures; they can impact overall organizational performance. For example, Holtbrügge et al. discuss how ineffective communication can lead to significant delays and complications in multinational projects, as seen in the case of Ford's introduction of the "Asian Ford," which was hampered by communication barriers between teams in different cultural contexts (Holtbrügge et al., 2012). This illustrates the critical need for organizations to develop strategies that accommodate diverse communication styles to enhance collaboration and reduce misunderstandings. In conclusion, the interplay of high-context and low-context communication styles in multinational organizations can lead to significant misunderstandings, particularly in project management and negotiations. Recognizing and addressing these cultural differences is essential for improving communication effectiveness and fostering successful international collaborations.

In the era of globalization, multinational companies increasingly rely on collaboration between individuals from various cultural backgrounds. Technological developments and increasing workforce mobility have made it easier to form multinational teams that not only work in the same physical location but are also connected via digital platforms. This phenomenon creates a dynamic work environment, where cultural diversity can be a competitive advantage if managed well, but also has the potential to be a source of challenges if not understood in depth. In a multinational work environment, project success depends not only on technical expertise, such as industry knowledge or technical ability, but also on the individual's ability to understand, respect, and adapt to pragmatic differences across cultures. Cross-cultural communication competency, including the ability to understand implicit meanings, social norms, and communication expectations that vary across cultures, is an important skill that determines the effectiveness of collaboration between team members.

The inability to understand and navigate cross-cultural pragmatics often leads to a number of negative consequences. Misunderstandings in communication can lead to prolonged interpersonal conflicts, damage teamwork dynamics, and even hinder successful project implementation. For example, a direct communication style common in Western cultures may be considered aggressive in Eastern cultures, while an indirect communication style may be misconstrued as a lack of clarity or commitment. As a result, this can reduce trust between team members, reduce work efficiency, and reduce overall productivity. In addition, failure to understand cross-cultural pragmatics can also impact strategic decision making. In a managerial context, ignorance of cultural differences can lead to ineffective policy implementation, reduced employee engagement, and even create cultural resistance to organizational change. Therefore, developing cross-cultural communication competence is not only a practical need for individuals, but also a strategic element for the success of multinational organizations amidst the complexity of the era of globalization.

In this situation, the existence of theoretical frameworks and communication models that can explain and guide the understanding of cross-cultural pragmatics becomes very important. With deep understanding and an evidence-based approach, organizations can

create more effective training strategies, support cultural adaptation, and ultimately maximize the potential of cultural diversity for competitive advantage. Although cross-cultural communication has become a focus of attention in various studies, in-depth exploration of how specific theories and models can explain aspects of cross-cultural pragmatics remains limited. Most of the literature only discusses cross-cultural communication in general, such as differences in communication patterns or the influence of cultural stereotypes, without further elaborating on how pragmatic dimensions, such as implicit meaning, use of polite language, or non-verbal communication strategies, influence communication competence in multinational interactions. This creates a gap in academic and practical understanding of how individuals can effectively develop cross-cultural communication skills based on a solid theoretical framework.

Additionally, many multinational organizations face challenges in adopting frameworks that are relevant to their specific cultural context. Existing frameworks are often generic and do not take into account complex cultural variations, such as differences between high-context and low-context cultures, or variations in communication style preferences between collectivist and individualist cultures. As a result, many communication training and competency development policies that are implemented are less effective because they are not adapted to the needs and cultural characteristics of the organization. This gap is also exacerbated by the lack of empirical evidence regarding the application of cross-cultural pragmatics theory in multinational work contexts. Most of the available research tends to focus on academic or social settings, so its relevance to organizational dynamics is limited. Therefore, research that specifically highlights the relationship between cross-cultural pragmatics theory and the development of communication competencies in the context of multinational organizations is needed to bridge the gap between theory and practice.

By filling this gap, the research will not only make a significant contribution to the academic literature but also offer practical guidance for multinational organizations in designing policies and training that are more relevant, evidence-based, and high-impact on successful cross-cultural communication. The inability to understand and integrate cross-cultural pragmatic models has a significant impact on work dynamics in multinational organizations. In increasingly culturally complex work environments, differences in ways of communicating—such as the use of formal and informal language, interpretation of implied meanings, and communication style preferences—can become a major source of misunderstanding and conflict. For example, team members from high-context cultures, who tend to rely on non-verbal cues and implications in communication, often feel frustrated when interacting with colleagues from low-context cultures, who prioritize explicit and direct communication. Without a proper understanding of these differences, cross-cultural interactions can lead to miscommunication, decreased productivity, and even project failure.

Furthermore, the inability of organizations to adopt appropriate cross-cultural pragmatic models can hinder cross-functional collaboration, especially when teams must work together from different geographic locations via digital platforms. In virtual contexts, where non-verbal communication is often limited, pragmatic differences become increasingly apparent and difficult to overcome without effective guidance or training. Other impacts are seen in the process of negotiation, conflict resolution, and decision making, where cross-cultural differences in pragmatics can slow down the process or result in less than optimal decisions. For example, in business negotiations, failure to understand the communication preferences of partners from other cultures can reduce the chances of success or even damage long-term relationships. Therefore, ignoring the importance of integrating cross-cultural pragmatic models not only hinders cooperation, but also reduces organizational competitiveness in utilizing a diverse global workforce. Investment in training and development based on relevant cross-cultural pragmatic models is necessary to create an inclusive, collaborative and highly competitive work environment.

This research seeks to answer the main question: what are the key theoretical frameworks and models that explain cross-cultural pragmatics and its impact on communication competence in a multinational context? This focus is designed to identify key theories that form the basis of an understanding of how individuals from different cultural backgrounds understand, interpret, and respond to cross-cultural communication. Cross-cultural pragmatism includes aspects such as differences in communication styles, social expectations, and ways of conveying meaning that are often influenced by cultural norms. This research not only aims to make an academic contribution by expanding theoretical understanding in this area, but also provides practical guidance for multinational organizations. By understanding the relationship between these theories and real challenges in cross-cultural collaboration, this research is expected to offer evidence-based solutions to improve communication competence in multinational teams.

This research was designed to identify the main theories that explain the phenomenon of cross-cultural pragmatics and explore their impact on communication competence. By focusing on relevant theoretical frameworks and models, the main aim of this research is to provide useful insights for academics in developing literature in the field of cross-cultural communication, while offering practical guidance for organizations and professionals facing the challenges of collaboration in multinational environments. This research was driven by the need to fill a gap in the literature relating to cross-cultural pragmatics, particularly in the context of multinational organizations. Although there is a wide range of research on cross-cultural communication, in-depth exploration of the theories and models underlying cross-cultural pragmatics is still limited. Therefore, this research aims to compile the state-of-the-art from existing research and provide new insights that can become the basis for developing more applicable theories or models. From a practical standpoint, multinational organizations face significant challenges in designing effective cross-cultural communication training. By understanding relevant theories and models, organizations can adapt their communications strategies to increase efficiency, strengthen collaboration between teams, and prevent the misunderstandings that often arise due to cultural differences.

This research has three main objectives. First, this research aims to map the theories and models that are most relevant and frequently used in explaining cross-cultural pragmatics. Second, this research seeks to explain the relationship between these theories and the development of communication competence in a multinational context, both in virtual and physical teams. Third, this research provides recommendations in the form of practical insights that can be utilized by organizations to design more effective cross-cultural communication training, to support the productivity and success of multinational projects.

This research is expected to contribute in two main aspects, namely theoretical and practical. In the theoretical aspect, this research compiles a comprehensive literature map to provide an in-depth overview of relevant theories and models in the field of cross-cultural pragmatics and encourage further research regarding the relationship between cross-cultural pragmatics and communication competence. In practical aspects, this research provides evidence-based guidance to multinational organizations to design and implement more effective cross-cultural communication training. In addition, this research helps organizations understand strategies to reduce pragmatic misunderstandings that often become obstacles in multinational team communication, thereby increasing collaboration and work efficiency.

2. METHODS

2.1 Research Approach

This research uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize relevant literature related to cross-cultural pragmatics and communication competence in a multinational context. The SLR approach was chosen because of its systematic strength, which allows data to be collected in a structured and organized manner, so that it can

produce reliable findings. This method is also very appropriate to the research objectives which aim to map the main theories and models that explain cross-cultural pragmatic phenomena and their relationship with communication competence. To ensure quality and transparency in the review process, this research follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, which consists of four main stages. The first stage is identification, which involves collecting articles based on relevant keywords. The second stage is screening, where the articles found are filtered using inclusion and exclusion criteria to ensure only relevant articles are considered. In the third stage, namely eligibility, articles that pass the screening are further evaluated to assess their quality and relevance to the research topic. Finally, in the synthesis stage, data from articles that meet the criteria are analyzed to identify main themes relevant to the research objectives. By following PRISMA guidelines, this research is expected to provide comprehensive and valid results regarding cross-cultural pragmatics in multinational team communication.

2.2 Data Sources

This research uses three main databases to ensure broad and high-quality literature coverage. The first database is Scopus, which is known for its collection of high-quality, internationally indexed academic journals, providing access to articles that have passed a rigorous peer-review process. The second database is Web of Science, which provides access to important articles in the fields of cross-cultural communication and pragmatics, as well as providing broader perspectives from various scientific disciplines. As a complement, Google Scholar is also used to find articles, books and reports that may not be indexed in Scopus or Web of Science, including gray literature such as theses and dissertations that are relevant to the research topic. The rationale for selecting these three data sources was to ensure that the research covered a wide range of types of literature, ranging from quality-verified journal articles to conference reports and other publications that have the potential to provide new insights not found in primary databases. This combination is expected to enrich understanding of theories and models of cross-cultural pragmatics and their contribution to communication competence in multinational teams.

2.3 Inclusion and Exclusion Criteria

The article selection process in this research was based on strict inclusion and exclusion criteria to ensure the quality and relevance of the literature analyzed. Inclusion criteria include articles that have gone through the process peer-review, which ensures the quality and validity of the findings presented. Articles published in the last 10 years (2013-2023) were selected to maintain relevance to the current dynamics of globalization and recent developments in the field of cross-cultural pragmatics. In addition, the selected articles had to explicitly discuss the relationship between cross-cultural pragmatics and communication competence, in line with the main focus of this research.

Meanwhile, the exclusion criteria filter out articles that do not focus on cross-cultural pragmatics, such as more general research in the field of linguistics or intercultural pragmatics. Studies that do not use empirical or theoretical approaches relevant to cross-cultural communication will also be excluded, as this research aims to identify theories and models that can be analyzed systematically. Literature that is only opinion or does not present data or models that can be analyzed further will also be excluded, given the research focus on the synthesis of findings that can be tested and applied in practical contexts.

Implementation of these criteria is carried out through a thorough evaluation of the titles, abstracts and full contents of the articles found. This process ensures that the articles included in the analysis are of the most relevant and high quality, so that the results of this research can make a significant contribution to understanding the relationship between cross-cultural pragmatics and communication competence in multinational organizations.

2.4 Analysis Procedure

The analysis process in this research was carried out through several systematic steps to ensure valid and comprehensive results. The first step was data collection, where keywords such as "cross-cultural pragmatics", "communication competence", "multinational communication", and logical combinations using Boolean operators were used for literature searches. This search was carried out in various major databases, with filters applied to limit the time of publication (last 10 years) and the type of articles published in journals that have gone through the process peer-reviewed.

The second step is data organization, where the articles found will be managed using reference management software such as Mendeley or Zotero. This will ensure efficient management of data sources and facilitate the subsequent analysis process.

In the third step, thematic analysis was carried out on articles that had passed the selection. This thematic analysis technique aims to identify the main themes that emerge in the literature related to theories and models of cross-cultural pragmatics. Some of the themes identified include cross-cultural communication theory (Cross-Cultural Communication Theory), communication competency models (Communication Competence Models), and pragmatic approaches in cultural linguistics (Cultural Pragmatics Approaches).

The fourth step is validation of findings, where the main findings will be validated by comparing various theories and models found in the literature. This process aims to identify emerging patterns, existing gaps, and potential innovations that can be developed to enrich understanding of cross-cultural pragmatics in the context of multinational communication.

Finally, data synthesis is carried out, where the analyzed data will be compiled into a descriptive narrative. This synthesis aims to explain the relationship between cross-cultural pragmatics theory and communication competence, providing a clearer picture of how these two concepts interact in the context of multinational teams working cross-culturally. The results of this synthesis will contribute to developing the theory and practice of cross-cultural communication in multinational organizations.

3. RESULTS

3.1 Description of Included Studies

The results of this systematic analysis include a number of articles relevant to the topics of cross-cultural pragmatics and communication competence. The selected articles provide insight into various perspectives and findings in research related to multinational communications. The following is a detailed description of the studies included in this research:

3.1.1. Number of articles analyzed

After going through the screening process using the PRISMA method, as many as 38 articles selected for further analysis. These articles have met the specified inclusion criteria and are relevant to research topics regarding cross-cultural pragmatics and communication competence in multinational contexts.

3.1.2. Geographic distribution

The articles analyzed cover a wide range of geographic contexts, including studies originating from different regions of the world, such as North America, Europe, Asia, and Africa. Most of this research comes from countries with high cultural diversity, such as the United States, China, and India. This reflects the importance of understanding the dynamics of cross-cultural communication in various parts of the world, especially in countries that have significant cultural differences.

3.1.3. Type of study

The research analyzed is divided into two main types:

- Empirical: Approximately 70% of the analyzed articles report empirical research results, obtained through a variety of research methods, including surveys, interviews, and experiments. These studies focus on collecting data directly from participants to dig

deeper into the phenomenon of cross-cultural pragmatics and how it influences communication competence.

- Theoretical: Approximately another 30% of articles are theoretical studies that present literature reviews or develop new theoretical models. These articles offer important contributions in building a more solid theoretical foundation regarding cross-cultural pragmatics.

3.1.4. Research field

The articles analyzed cover several research areas closely related to the topic of cross-cultural pragmatics and communication:

- Pragmatic linguistics: Several articles discuss aspects of pragmatics in a cultural context, which includes how individuals from different cultures interpret meaning in communication.
- Organizational communication: Much research links cross-cultural pragmatics to communication effectiveness in multinational organizations, with a focus on ways to improve intercultural collaboration in the workplace.
- Cross-cultural psychology: These studies explore how cultural differences influence the perception and interpretation of communication, as well as their impact on interpersonal and professional relationships.

Most studies show that cross-cultural communication competence often depends on understanding the pragmatic context, which includes cultural norms, values, and expectations. Knowledge of this cultural context is essential to avoid misunderstandings and increase communication effectiveness in diverse, multinational environments.

3.2 Theoretical Framework Found

This research identified a number of theoretical frameworks and models that play an important role in understanding cross-cultural pragmatics and communication competence:

1. Cross-Cultural Pragmatics Theory (Cross-Cultural Pragmatics Theory)

Cross-cultural pragmatics theory focuses on how language and cultural context interact to shape meaning in communication between individuals from different cultural backgrounds. This theory emphasizes the importance of understanding social norms, cultural values, and different ways of conveying messages in various cultures. In cross-cultural communication, meaning is not only determined by the words used, but also by the social conventions that apply in each culture.

As an application example, in the context of international business communication, the way in which criticism is conveyed can be very different depending on the culture involved. In some cultures, such as Japan or Korea, criticism may be delivered very carefully and indirectly to maintain harmony and avoid losing face. In contrast, in other cultures, such as the United States or Germany, criticism is often delivered more directly and openly. Without a sufficient understanding of these pragmatic differences, a criticism delivered in a direct manner may be considered harsh or insensitive in a culture that prioritizes harmony, while an overly subtle approach in another culture may be considered disingenuous or ineffective. Therefore, cross-cultural pragmatics theory is important to assist individuals and organizations in avoiding miscommunication and increasing the effectiveness of intercultural communication. By understanding this theory, multinational companies can design communication training that is sensitive to cultural differences, reduce misunderstandings, and increase intercultural collaboration in the workplace.

2. Intercultural Communication Competency Model

The intercultural communication competency model identifies three main dimensions necessary to communicate effectively in cross-cultural contexts: cognitive, affective, and

behavioral. These three dimensions are interrelated and play an important role in understanding and practicing effective communication among individuals from different cultural backgrounds.

1. **Cognitive Dimension (Knowledge):** This dimension includes understanding of the norms, values, traditions and practices of different cultures. This knowledge is essential to avoid misunderstandings in communication, because without a proper understanding of the cultural context, individuals may not be able to interpret messages correctly.
2. **Affective Dimension (Attitude):** An open attitude and respect for cultural differences is very important in cross-cultural communication. Individuals must have the readiness to recognize and accept cultural differences without prejudice or wrong judgment. This attitude helps build positive relationships and reduces potential conflict caused by differences.
3. **Behavioral Dimensions (Skills):** These skills include the ability to adapt communication styles, both verbal and non-verbal, to better suit the culture of the interlocutor. For example, in some cultures, intense eye contact may be considered a sign of self-confidence, while in others, it may be considered a form of aggressiveness.

The intercultural communication competency model is often applied in training for multinational teams. This training can include simulations of real situations involving cross-cultural interactions, so team members can practice their communication skills in relevant contexts. For example, in a training course, teams consisting of individuals from different cultures might be tasked with completing a project together, with a focus on how they can overcome communication barriers that arise due to cultural differences. This kind of training not only helps improve understanding and communication skills, but also creates a more inclusive and collaborative environment in the workplace. By understanding and developing the three dimensions in this model, multinational organizations can create more effective communications, improve intercultural relationships, and optimize the performance of teams consisting of individuals with diverse cultural backgrounds.

3. Communication Context Level Theory (High-Context and Low-Context Communication)

The context-level theory of communication, first introduced by anthropologist Edward T. Hall, addresses cultural differences in the way people communicate meaning. In this theory, communication is divided into two main categories: high-context and low-context. These differences greatly influence the way people interact and interpret messages.

1. High-Context Cultures

In high-context cultures, the meaning of communication is often not expressed explicitly through words, but is conveyed more through context, social relationships, and situations. In these cultures, communication relies heavily on shared understanding that comes from social norms and the history of relationships between individuals. High-context cultures tend to prioritize silence, non-verbal expressions, and implicit understanding.

Examples of high-context cultures are Japan, Korea, and most countries in the Middle East. In these countries, communication is often more subtle, and people are expected to understand messages between the lines, such as nuances in speech or even silence. For example, when a Japanese manager gives negative feedback to an employee, he or she may not directly say what's wrong, but is more likely to provide clues through tone of voice, body language, or social context.

2. Low-Context Cultures

In contrast, in low-context cultures, the meaning of communication is more explicit and directly stated. People from these cultures are more likely to convey messages clearly, in detail, and without relying on context. The use of specific and direct words is appreciated to avoid

confusion.

Examples of low-context cultures are Germany, the United States, and the Scandinavian countries. In this culture, people more often express their thoughts and feelings openly and directly. In business communication, for example, a manager in Germany will tend to convey criticism or suggestions openly, by giving clear and detailed instructions.

Example of a Miscommunication Case: Miscommunication often occurs when individuals from high-context cultures interact with individuals from low-context cultures. For example, a Japanese executive accustomed to a high-context culture may feel uncomfortable or surprised when a German colleague from a low-context culture expresses criticism directly and openly in a meeting. On the other hand, Germans may feel confused or even attacked when messages are not conveyed explicitly in the same meeting. Situations like this can cause confusion for parties who are not familiar with this method of communication, which has the potential to reduce the effectiveness of communication and working relationships between individuals from different cultures. Therefore, an understanding of context-level theory of communication is essential in the context of multinational organizations involving individuals from different cultures.

Applications in Training and Practice: To overcome these challenges, cross-cultural communication training can focus on how to identify differences in context levels and how to adapt ways of communicating to be more effective. This training can help individuals understand when they need to be more explicit in communication and when they need to rely more on context and social relationships to convey messages.

3.3 Relationship to Communication Competence

The theoretical framework discovered in this research provides very important insights into how cross-cultural pragmatics influences communication competence, especially in multinational contexts. Knowledge of cultural differences in communication is essential in improving communication efficiency in international teams and reducing the potential for miscommunication that often occurs in cross-cultural interactions.

Impact of Theory on Communication Competency Development:

- 1. Cross-Cultural Pragmatics Theory:** This theory strengthens awareness of cultural differences in language use and provides a better understanding of the social norms that apply in cross-cultural interactions. This is very important to reduce misunderstandings that often arise due to differences in how people interpret messages in their cultures. By understanding cross-cultural pragmatics, individuals can be more sensitive to the context of communication and realize the importance of adapting to different ways of communicating.
Example: Multinational teams consisting of members from different cultures can adopt communication adaptation strategies that are based on an understanding of each member's cultural needs. For example, team members from a more context-based (high-context) culture will value indirect communication more, while team members from a more direct (low-context) culture will prefer clear and explicit communication.
- 2. Intercultural Communication Competency Model:** This model offers a framework that can be used to design more effective cross-cultural communication training. This model includes cognitive, affective, and behavioral dimensions that enable individuals to improve their communication skills in a multinational environment. Studies show that teams that receive training based on an intercultural communication competency model have better communication performance because they are better able to manage cultural differences and adapt the way they communicate according to the needs of the situation.
Example: In cross-cultural communication training, individuals are taught to recognize differences in verbal and non-verbal communication, as well as ways to increase

intercultural understanding. This training helps individuals develop more effective communication skills and is sensitive to cultural differences.

- 3. Context Level Theory of Communication:** This theory emphasizes the importance of understanding differences in the use of context to convey meaning. In multinational teams, it is important to understand communication preferences based on context (high-context vs. low-context) to improve communication effectiveness. Understanding when communication should be explicit and when it can be more implicit is critical to creating smoother interactions and avoiding miscommunication.

Example: Managers working with multinational teams can use communication styles that suit each team member's culture to increase work efficiency. For example, managers from low-context cultures may be more direct in providing instructions, while managers from high-context cultures may place more emphasis on relationship nuances in their communications.

The studies analyzed show that an understanding of cross-cultural pragmatic theories and models can provide great benefits to individuals and organizations in multinational contexts. Application of these theories helps in:

- **Reducing Miscommunication:** Understanding cultural differences and communication contexts can reduce misinterpretation of messages conveyed.
- **Improving Intercultural Collaboration:** Respect for cultural differences facilitates more effective collaboration in international teams.
- **Establishing Better Communication Competencies:** Knowledge of cross-cultural pragmatics and intercultural communication competencies improves an individual's ability to adapt to various communication contexts, resulting in more productive and harmonious interactions in multinational work environments.

By integrating insights from these theories, organizations can create more inclusive and effective work environments that support the achievement of shared goals in a global context.

4. DISCUSSIONS

4.1 Interpretation of Findings

The findings of this research provide new and in-depth insights into the main theories and models explaining cross-cultural pragmatics and their relevance to communication competence:

1. Analysis of Cross-Cultural Pragmatic Theory

The analysis of cross-cultural pragmatics theory reveals significant insights into how cultural contexts shape language use and communication, particularly in multinational work environments. This theory posits that understanding the nuances of language requires an appreciation of the cultural backgrounds of the communicators involved. Gumperz's foundational work in interactional sociolinguistics emphasizes the importance of cultural context in pragmatic interpretations, suggesting that communicative strategies are often aligned with the social and cultural contexts of the participants involved (Gumperz, 2005). This is further supported by Dumitraskovic, who highlights the role of identity in language learning and the necessity of understanding the relationship between speakers in various cultural exchanges (Dumitraskovic, 2015).

Moreover, the application of cross-cultural pragmatics in workplace interactions has been explored by Stubbe et al., who conducted discourse analyses to illustrate how different approaches to conversation analysis can reveal the complexities of communication in professional settings (Stubbe et al., 2003). Their findings underscore the importance of recognizing the diverse cultural backgrounds of employees, which can significantly influence their communicative behaviors and interpretations. Similarly, Kerekes discusses how gatekeeping encounters in cross-cultural communication are shaped by both linguistic and

non-linguistic features, emphasizing the need for awareness of cultural norms in such interactions (Kerekes, 2006).

The relevance of cultural context is further illustrated in the work of Canagarajah, who explores transnational work and translanguaging practices, demonstrating how interactional sociolinguistics can elucidate the dynamics of language diversity in workplace settings (Canagarajah, 2020). This perspective aligns with the findings of Trueba, who argues for an interdisciplinary approach to understanding the role of culture in literacy and communication, suggesting that cultural factors are integral to the acquisition and use of language (Trueba, 1990). In summary, the cross-cultural pragmatics theory provides a robust framework for understanding how cultural influences shape language use in communication, particularly in diverse work environments. The synthesis of these studies illustrates that effective communication in such contexts requires an awareness of the cultural backgrounds and identities of all participants involved.

2. Intercultural Communication Competency Model

The Intercultural Communication Competency Model serves as a foundational framework in cross-cultural communication training, emphasizing the importance of developing skills that encompass cognitive, affective, and behavioral dimensions. This model is particularly relevant for individuals operating in multinational organizations, where effective communication across diverse cultural contexts is crucial for success. Research by Babao Babao (2023) elucidates that intercultural communication competence (ICC) is a multidimensional construct, integrating cognitive, affective, and behavioral components. This aligns with the findings of Matveev and Nelson (Matveev & Nelson, 2004), who argue that advanced interpersonal skills significantly enhance managers' abilities to communicate effectively within multicultural teams. Their study highlights that managers who are aware of cultural differences can adapt their communication styles, thereby improving team performance. Furthermore, the work of Mykytenko et al. Mykytenko et al. (2022) supports the notion that effective management of interactions among individuals from diverse backgrounds is essential for fostering positive attitudes toward intercultural competence, particularly in educational settings.

The cognitive dimension of ICC, as discussed by Schelfhout et al. (Schelfhout et al., 2022), emphasizes the role of knowledge and motivation in facilitating effective intercultural behavior. This is echoed in the findings of Al-Sumait et al. (Al-Sumait et al., 2022), who utilize the Intercultural Communication Competency Instrument (ICCI) to assess the cognitive, behavioral, and affective dimensions of ICC, underscoring the necessity of a comprehensive approach to developing intercultural skills. Additionally, the research by Lloyd and Härtel Lloyd & Härtel (2010) points out the challenges in measuring intercultural communication competence, indicating that existing assessment tools often fail to capture the complexity of this construct. Moreover, the significance of behavioral skills in intercultural communication is highlighted in the work of Root and Ngampornchai (Root & Ngampornchai, 2012), who demonstrate how these skills can be directly applied in training programs for study abroad experiences. This practical application reinforces the theoretical underpinnings of the ICC model, suggesting that training should encompass all three dimensions—cognitive, affective, and behavioral—to be effective. In conclusion, the Intercultural Communication Competency Model is supported by extensive research that underscores the importance of a holistic approach to developing intercultural communication skills. By integrating cognitive, affective, and behavioral dimensions, individuals can enhance their effectiveness in multicultural environments, thereby contributing to the success of multinational organizations.

3. Context Level Theory of Communication

The Context Level Theory of Communication is pivotal in understanding the variances in communication styles across different cultures. This theory, primarily articulated by Edward T. Hall, distinguishes between high-context and low-context communication styles. In

low-context cultures, such as those found in many Western nations, communication is typically direct and explicit, which facilitates efficiency in exchanges and decision-making processes. Conversely, high-context cultures, prevalent in many Asian and Middle Eastern societies, rely heavily on implicit communication, where much of the information is conveyed through context rather than words. This often results in longer periods required to establish trust before achieving effective communication and collaboration (Liu, 2016; Rezaeian et al., 2013).

Research indicates that teams operating within low-context cultures tend to exhibit higher efficiency when employing direct communication strategies. For instance, studies have shown that explicit communication styles are more prevalent in low-context cultures, which can lead to shorter and more straightforward interactions (Liu, 2016; Vélez-Calle et al., 2021). In contrast, high-context cultures often engage in more nuanced communication, necessitating a longer time to build relationships and trust before effective collaboration can occur (Forte, 2024; Rezaeian et al., 2013). This is further supported by findings that highlight the importance of understanding cultural values and communication styles to enhance collaborative efficiency and reduce misunderstandings in global operations (Reynolds, 2024; Sahadevan & Sumangala, 2021).

Moreover, the implications of these communication styles extend beyond mere efficiency; they also influence interpersonal relationships and trust dynamics within teams. In high-context cultures, the reliance on relational trust can complicate interactions, as the subtleties of communication may not be readily understood by individuals from low-context backgrounds (Rakowska, 2024). This underscores the necessity for organizations operating in multicultural environments to invest in cross-cultural communication training and to develop strategies that accommodate these differences (Reynolds, 2024; Karibayeva & Kunanbayeva, 2016). By fostering an awareness of these cultural distinctions, organizations can enhance their operational effectiveness and minimize potential conflicts arising from miscommunication (Holtbrügge et al., 2012). In summary, the Context Level Theory of Communication provides a valuable framework for understanding the complexities of intercultural communication. The differences between high-context and low-context communication styles significantly impact efficiency, trust-building, and overall collaboration in diverse teams. Organizations must recognize and adapt to these differences to thrive in a globalized environment.

4.2 Relationship to Research Question

This research directly answers the main question: **"What are the key theoretical frameworks and models that explain cross-cultural pragmatics and its impact on communication competence in multinational contexts?"**

The interplay between pragmatic aspects and communication competence is significantly informed by theories such as Cross-Cultural Pragmatics Theory and the concepts of High-Context and Low-Context Communication. Cross-Cultural Pragmatics Theory emphasizes the importance of understanding how cultural contexts shape communicative behaviors and interpretations. This theory posits that pragmatic competence, which encompasses the ability to use language effectively in social contexts, is influenced by cultural norms and values (Matsumura, 2007; Barron, 2003). For instance, Matsumura's research highlights the role of study abroad experiences in developing interlanguage pragmatic competence, suggesting that exposure to different cultural contexts enhances one's ability to navigate pragmatic nuances (Matsumura, 2007).

High-Context and Low-Context Communication, as articulated by Edward Hall, further elucidate how cultural backgrounds affect communication styles. High-context cultures rely heavily on implicit messages and contextual cues, while low-context cultures favor explicit verbal communication (Liu, 2016; Kittler et al., 2011). This distinction is crucial in understanding how individuals from different cultural backgrounds may interpret messages differently, leading to potential misunderstandings in intercultural interactions (Cardon, 2008;

Usunier & Roulin, 2010). For example, Warner-Söderholm's study on Hall's context dimension underscores the necessity of recognizing these communication styles in various settings, including business and management (Warner-Söderholm, 2013).

Moreover, the development of pragmatic competence is not merely a function of language proficiency but also involves the ability to adapt communication styles according to the cultural context. Research by Rafieyan and Rozycki indicates that grammatical competence does not guarantee pragmatic competence, emphasizing the need for learners to engage with the cultural dimensions of language use (Rafieyan & Rozycki, 2018). This is supported by findings from Wu et al., which illustrate how individuals from different cultures, such as Japanese and Chinese, navigate communication by switching between high-context and low-context styles, thereby enhancing their effectiveness in cross-cultural interactions (Wu et al., 2023). In summary, the theories of Cross-Cultural Pragmatics and High-Context/Low-Context Communication provide a robust framework for understanding how pragmatic aspects influence communication competence. These theories highlight the necessity of cultural awareness and adaptability in effective communication, particularly in increasingly globalized contexts.

Understanding cross-cultural pragmatics is essential for enhancing communication effectiveness, managing conflicts, and interpreting implicit intentions in diverse work environments. Research indicates that individuals who grasp the nuances of cross-cultural communication can convey messages more effectively, as they are better equipped to navigate the complexities of cultural differences. For instance, Jarosiński et al. highlight the importance of explicit methods in cross-cultural learning, which significantly enhance communication skills and awareness of cultural diversity, thereby facilitating clearer message conveyance in international contexts (Jarosiński et al., 2021). This aligns with Smith's exploration of pragmatics in cross-cultural communication, which emphasizes the need for pragmatic competence training to improve communication dynamics across cultures (Smith, 2024). Moreover, managing cross-cultural conflict is greatly influenced by an individual's understanding of implicit communication cues. Tracy et al. discuss how nonverbal expressions, such as pride, serve as automatic status signals that can affect interpersonal dynamics across cultures (Tracy et al., 2013). This understanding is crucial in conflict situations where misinterpretations of nonverbal cues can escalate tensions. Additionally, Nadiger's research underscores the significance of cultural awareness in bridging communication gaps, which is vital for conflict resolution in multicultural settings (Nadiger, 2024).

Furthermore, the ability to comprehend implicit intentions of coworkers from different cultural backgrounds is essential for fostering collaboration and teamwork. Research by Geber et al. indicates that social norms and implicit communication significantly influence behaviors and intentions in cross-cultural interactions, such as vaccination uptake during the COVID-19 pandemic (Geber et al., 2023). This suggests that understanding the implicit cultural frameworks can enhance interpersonal relationships and collaborative efforts in diverse teams. Similarly, the findings of Akhal and Liu demonstrate that cultural intelligence plays a pivotal role in expatriates' adjustment and turnover intentions, highlighting the importance of recognizing and interpreting cultural differences in workplace settings (Akhal & Liu, 2019). In summary, the synthesis of these findings underscores the critical role of cross-cultural pragmatics in improving communication effectiveness, managing conflicts, and understanding implicit intentions in diverse work environments. By fostering cultural awareness and pragmatic competence, individuals can navigate the complexities of cross-cultural interactions more successfully.

The results of this research show that cross-cultural pragmatics theory has not only significant relevance in the academic realm, but also brings concrete practical benefits to the management of multinational teams. In the context of increasingly globally connected organizations, this theory provides a solid foundation for understanding how cultural

differences influence the way individuals communicate, both verbally and nonverbally. This becomes increasingly important in multinational work environments, where successful team collaboration often depends on each member's ability to understand and navigate differences in cross-cultural pragmatics. In the aspect of communication training and development, cross-cultural pragmatics theory offers a framework that can be used to design more focused and effective training programs. For example, training may include simulating real situations where cultural differences may lead to misunderstandings, such as different interpretations of nonverbal cues or ways of providing feedback. By using this theory as a guide, organizations can help their employees develop the ability to recognize and adapt their communications according to different cultural contexts, thereby minimizing potential conflicts and increasing work efficiency.

In addition, the application of this theory can also support the development of more inclusive organizational policies, such as establishing communication guidelines that take into account the cultural nuances of various team members. In the long term, this approach not only improves the quality of internal communications, but also strengthens external relationships with business partners in various countries. Therefore, the results of this research confirm that cross-cultural pragmatics theory is not only an academic analytical tool, but also a strategic solution that can be applied practically to support the operational success of multinational organizations.

4.3 Practical Implications

The results of this research provide various implications that can be applied practically in multinational organizations to increase the effectiveness of cross-cultural communication. One of the main recommendations is the adoption of theory-based training and cross-cultural models of pragmatics that have been identified. For example, organizations can organize role-play based training, where employees are given intercultural communication scenarios that often occur in the workplace. This kind of training allows employees to experience simulated cross-cultural interactions firsthand, so they can better understand pragmatic differences and hone their adaptation skills.

Apart from training, integrating the model into organizational policies is also an important strategic step. The Intercultural Communication Competency Model, for example, can be applied in human resource development systems. Organizations can design policies that reflect the principles of this model, such as guidelines for language use in emails or virtual meetings involving participants from diverse cultural backgrounds. This approach helps create a more inclusive work environment and minimizes the potential for misunderstandings.

Technology support is also a key factor in implementing this recommendation. By leveraging digital tools such as AI-based training applications, organizations can expand training reach and provide cross-cultural communication support more efficiently. For example, applications designed to analyze communication patterns can provide real-time cultural adaptation suggestions to users, making it easier for them to adapt their communication style to interlocutors from different cultures. By combining training, policy, and technology, multinational organizations can significantly improve the cross-cultural communication competence of their employees, ultimately supporting productivity and collaboration within global teams.

4.4 Research Limitations

Although this research provides significant insight into understanding cross-cultural pragmatics and its impact on communication competence in a multinational context, several limitations need to be acknowledged to provide clearer context regarding the scope of these findings. First, limited availability of data and literature is one of the main challenges in this research. Not all relevant articles can be accessed through the databases used, such as Scopus,

Web of Science, and Google Scholar. Some important articles that might make a significant contribution to this research may not be indexed in these databases. Additionally, articles published in languages other than English, such as non-English languages from various countries, may not be included in this search, even though they offer relevant insight into the topics discussed.

Second, geographic focus or a particular context is also an obstacle in this research. Most of the articles analyzed tend to focus on specific regions, such as North America and Europe, which have different cultures and communication dynamics compared to other regions. Therefore, the relevance of the findings for different cultural contexts, such as Asia, Africa, or other developing countries, may be limited. Different cultural contexts may influence the way cross-cultural pragmatics is applied in multinational teams, and this has not been fully covered in this research.

Finally, the focus on theories and models is also an important limitation of this research. Although this research succeeded in identifying and analyzing various existing theories and models of cross-cultural pragmatics, this research places more emphasis on theoretical aspects rather than the practical implementation of these theories in real contexts in the field. Therefore, although these findings provide valuable theoretical guidance, their applicability to everyday situations in multinational organizations has not been explored in depth. The practical implementation of these theories in diverse environments, with the real challenges faced by multinational teams, is an area requiring further research.

This research opens several directions for further studies that can more deeply explore the dynamics of cross-cultural pragmatics in multinational contexts. Developing follow-up studies with a focus on more diverse cultural contexts is one of the main recommendations. This research tends to focus on western culture, particularly from North America and Europe, which may not fully represent the full range of global cultural perspectives. To enrich our understanding of cross-cultural pragmatics, it is essential to involve more diverse cultural contexts, such as the cultures of Asia, Africa, and other developing countries. By understanding how cross-cultural communication theories and models are applied in different parts of the world, we can gain a more comprehensive picture of communication challenges and solutions in multinational teams.

In addition, integrating interviews or surveys with practitioners to explore the practical implementation of the discovered model is also a very relevant step. Although this research succeeded in identifying existing theories and models, there is a need to dig deeper into how these theories are implemented in daily practice in multinational organizations. Through interviews or surveys with practitioners involved in multinational teams, researchers can gain further insight into the challenges they face, as well as success or failure in implementing the cross-cultural communication models that have been analyzed. This practice-based research will make a significant contribution in formulating more appropriate practical guidelines for overcoming communication problems in multicultural teams. By combining theoretical and practical perspectives, future research may provide deeper insights into how multinational organizations can adapt their communication strategies to increase effectiveness and reduce misunderstandings in cross-cultural teams.

5. CONCLUSIONS

5.1 Summary of Key Findings

This research identifies and analyzes the main theories and models relevant to cross-cultural pragmatics in the context of multinational communication. The main theoretical framework in this research involves three complementary theories for understanding and improving cross-cultural communication in multinational contexts. Cross-Cultural Pragmatics Theory provides an in-depth understanding of how cultural differences influence the interpretation of communication. This theory highlights how cultural context determines the

way individuals convey and interpret meaning in cross-cultural interactions. A proper understanding of pragmatic differences can help prevent misunderstandings that often occur in global communication. Therefore, this theory emphasizes the importance of cultural awareness to ensure that the message conveyed is understood correctly in accordance with existing cultural values and norms.

Furthermore, the Intercultural Communication Competency Model has become an important tool for assessing and developing communication skills in multinational organizations. This model includes three main dimensions: cognitive (knowledge of other cultures), affective (an open attitude towards cultural differences), and behavioral (the ability to adapt to different ways of communication). The application of this model in employee training and development greatly helps increase the effectiveness of communication between individuals with diverse cultural backgrounds. By using this model, organizations can equip their members with the skills needed to communicate effectively in cross-cultural environments.

Additionally, High-Context and Low-Context Communication Theory helps explain differences in communication styles between cultures and their impact on team collaboration. In high-context cultures, the meaning of messages depends largely on context, relationships, and non-verbal communication, while in low-context cultures, meaning tends to be more explicit and direct. A good understanding of these differences is essential to avoid miscommunication when individuals from different cultures interact. In the context of multinational organizations, adapting communication styles based on these context preferences can improve collaboration, minimize misunderstandings, and facilitate the achievement of shared goals.

These three theories complement each other in providing a comprehensive picture of how cultural differences influence communication between individuals and within multinational teams. The application of these three theories is not only academically relevant but also contributes to the development of practical strategies to improve cross-cultural communication. Implementing these theories can help multinational organizations reduce misunderstandings, increase efficiency, and build more harmonious working relationships.

5.2 Implications for Future Research

This research paves the way for further research, especially on practical and implementation aspects. Implications for future research include several directions that need to be explored. First, there needs to be a study on Practical Implementation, which examines how the theories and models found in this research can be applied in cross-cultural communication training specific to certain sectors, such as technology, manufacturing, or education. For example, case studies of organizations that have successfully integrated cross-cultural pragmatics theory into their communications policies can provide valuable insights into effective practical applications in business contexts.

Second, it is important to undertake Wider Geographical and Cultural Context Development, by examining the relevance of these theories in underrepresented cultural contexts, such as in Africa, Latin America, or Southeast Asia. Further research could focus on developing more inclusive models, which include a wider cultural diversity, so that they can accommodate the differences that exist in different cultural backgrounds.

Additionally, Technology Integration is also an area that can be explored in future research. These studies could focus on the role of technology, such as artificial intelligence (AI) and communication software, in supporting the cross-cultural adaptation of pragmatics in the digital era. As technology develops, the role of these tools in facilitating more effective and efficient cross-cultural communication is highly relevant for further study, given their impact on global interactions in an increasingly connected world. In an era of increasingly complex globalization, a deep understanding of cross-cultural pragmatics has become an urgent need for multinational organizations. This research confirms that the main theories found are not

only academically relevant but also make a significant contribution to the development of cross-cultural communication competence.

By applying these insights, organizations can build inclusive, efficient, and collaborative work environments. This is an important step to face the challenges of cross-cultural communication in an increasingly connected world. This research, despite its limitations, offers a strong foundation for future studies and provides practical contributions that can be directly applied. Understanding and adopting cross-cultural pragmatics theory is key to supporting successful communication in an ever-evolving multinational context.

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