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ВПЛИВ ЕФЕКТИВНОСТІ КРОС-КУЛЬТУРНОЇ КОМУНІКАЦІЇ НА РОЗВИТОК ІНДУСТРІЇ ТУРИЗМУ

THE INFLUENCE OF THE EFFECTIVENESS OF INTERCULTURAL COMMUNICATION ON THE DEVELOPMENT OF THE TOURISM INDUSTRY

Близнюк Т. П., Наумов О. Б., Шепелева О. В. Вплив ефективності крос-культурної комунікації на розвиток індустрії туризму. *Український журнал прикладної економіки та техніки*. 2024. Том 9. № 4. С. 36 – 40.

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Communication is a crucial element of cross-cultural management because culture is transmitted and reproduced through communication in one form of interaction or another. In general, any act of communication is determined in one way or another by the cultural differences of its participants. Cross-cultural communication occurs when an individual belonging to one culture sends a message to an individual belonging to another culture. Mistakes in cross-cultural communication occur when a representative of another culture needs to receive the message in the meaning that the sender attached. The survey aims to study the problem of increasing the effectiveness of cross-cultural communication as a critical factor in the development of the tourism industry and to develop practical recommendations for improving the effectiveness of cross-cultural communication. Perception, stereotypes, and ethnocentrism are leading causes of cross-cultural communication violations. Perception relies on established stereotypes and interprets events based on familiar experiences gained in another environment and another social, everyday context. Stereotypes are relatively narrow views of a specific situation's average statistical behavior style. Ethnocentrism is related to the stereotypical perception of other cultures. The tourism industry has constant cross-cultural interaction, especially in international tourism with long-term trips. Therefore, to determine the need for preliminary training of the tourists for cross-cultural communication, which would be effective and pleasant for all its participants, we suggest pre-determining the possibility (presence) of a significant cultural distance using one of the classifications of cultures (proposed by E. Hall or R. Lewis according to the combination of cultures). Suppose there is a significant cultural difference between cultures, and the period of stay of an international tourist in the conditions of another culture exceeds a month. In that case, it is necessary to conduct a preliminary briefing on the peculiarities of the national culture and communications with its representatives and provide a written reminder.

Keywords: cross-cultural communication, communication, communication effectiveness, cross-cultural management, perception, stereotypes, ethnocentrism, verbal communication, international tourism, development of tourism industry, tourism industry.

Комунікація є ключовим елементом кроскультурного менеджменту, оскільки культура передається і відтворюється через спілкування в тій чи іншій формі взаємодії. Загалом будь-який акт спілкування так чи інакше визначається культурними відмінностями його учасників. Кроскультурна комунікація виникає, коли представник однієї культури посилає повідомлення представнику іншої культури. Помилки в кроскультурній комунікації виникають, коли представник іншої культури не отримує повідомлення в тому значенні, яке вкладає відправник. Метою цієї статті є дослідження проблеми підвищення ефективності кроскультурної комунікації як критичного чинника розвитку індустрії туризму та розробка практичних рекомендацій щодо підвищення ефективності кроскультурної комунікації. Сприйняття, стереотипи та етноцентризм є основними причинами порушень кроскультурної комунікації. Сприйняття спирається на усталені стереотипи та інтерпретує події на основі знайомого досвіду, отриманого в іншому середовищі та іншому соціальному, повсякденному контексті. Стереотипи – це відносно вузькі погляди на середньостатистичний стиль поведінки в конкретній ситуації. А етноцентризм пов'язаний зі стереотипним сприйняттям інших культур. Індустрія туризму пов'язана з постійними кроскультурними взаємодіями (особливо в міжнародному туризмі) довготривалими подорожами. Тому для визначення необхідності попередньої підготовки туриста до кроскультурної комунікації, яка була б ефективною та

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приємною для всіх її учасників, запропоновано попередньо визначити можливість (наявність) значної культурної дистанції за допомогою однієї з класифікацій культури (Е. Холла або Р. Льюїса) відповідно до комбінації культур. Якщо існує значна культурна дистанція між культурами і термін перебування міжнародного туриста в умовах іншої культури перевищує місяць, то необхідно провести попередній інструктаж про особливості національної культури та спілкування з її представниками, а також надати письмове нагадування.

Ключові слова: кроскультурна комунікація, комунікація, ефективність комунікації, кроскультурний менеджмент, сприйняття, стереотипи, етноцентризм, вербальна комунікація, міжнародний туризм, розвиток індустрії туризму, індустрія туризму.

Statement of the problem

As a branch of the world economy, the tourism industry is actively developing in the conditions of globalization despite wars, aggravation of conflicts, and pandemics. International tourism has already become one of the critical areas of cross-cultural activity, creating a significant basis for further international business development. Countries worldwide have opened and continue to open their borders to travelers to allow them to participate in recreational, health, or educational tours. During such tours, cross-cultural communication arises as a process of interaction and exchange of information between people from different cultures, including verbal and non-verbal communication.

Cross-cultural communication mainly occurs when people from different cultures meet, interact, and cooperate. One of the critical problems of cross-cultural communication is mutual understanding between people from different cultures. Various cultures have norms and values that may differ from those of other cultures, affecting behavior during communication. Cross-cultural communication includes many factors that can affect communication between people from different cultures, one of the critical factors being respect and tolerance for representatives of other cultures. Intercultural communication can be challenging, especially between representatives of culturally distant cultures.

The analysis of recent research and publications. The study of cross-cultural communication began in 1954 when the term was first proposed by scientists E. Hall and G. Trager [11]. E. Hall [7] was the first to propose making the problem of cross-cultural communication a subject of scientific research and an independent academic discipline. In addition, the research results of R. Lewis [10] on the peculiarities of cross-cultural communication of representatives of different cultures are the basis for developing cross-cultural communication as a discipline.

Hofstede G., Hofstede G. J., Minkov M. [9], Trompenaars F., and Hampden-Turner Ch. [12] paid considerable attention to the peculiarities of cross-cultural communications in their cross-cultural research. Among Ukrainian scientists, it is possible to note the research on cross-cultural communication by T. Blyznyuk, N. Todorova, I. Kovalynska, M. Tarnavskiy, and others. The study of the peculiarities of cross-cultural communication in the tourism industry is devoted to the works of V. Voronkova, O. Lyakhovich, Y Lyubivyygo, D. Musienko, S. Solyanyk, and others. However, some aspects of increasing the effectiveness of cross-cultural communication as one of the factors in the development of the tourism industry require more detailed investigation.

The purpose of the research

The article aims to study the problem of increasing the effectiveness of cross-cultural communication as a critical factor in the development of the tourism industry and to develop practical recommendations for improving the effectiveness of cross-cultural communication.

Presentation of the main research material

Cross-cultural communication occurs when an individual belonging to one culture sends a message to an individual belonging to another culture. Increasing the effectiveness of such communication consists precisely in avoiding (or reducing) errors during such interaction. Mistakes in cross-cultural communication occur when a representative of another culture needs to receive the message in the meaning that the sender attached. The significant the difference in the sender's and receiver's cultures, the greater the chance of error and, accordingly, the reduced effectiveness in this cross-cultural communication.

The study [9] found a significant influence of national culture on the behavior and relations of multinational company employees. According to the results, national culture explains 50% of the differences in the relations and behavior of representatives of different national cultures.

The translation of meanings into words and behavior (i.e., into symbols) and back into meaning is determined by the individual's cultural background and environment. It is different for representatives of other cultures. The more significant the difference in the cultural origin (cultural distance) of the sender and receiver, the more significant the difference in the meanings they attach to certain words and manners of behavior [2].

Even between people from the same culture, verbal communication can go wrong. The possibility of communication problems increases significantly when communication occurs between people representing different cultural groups because the message's source encodes it using his cultural filter, and the receiver decodes the same message using his filter. Because of the use of various cultural filters in many cases, as noted by scientists [13], there needs to be a better understanding of the content of the message.

Interpretation occurs when a person assigns meaning to observations and their relationships; it is the process of extracting content from sensations. Interpretation organizes our experience so that it guides our behavior. Based on our experience, we make assumptions about our feelings, so we do not have to re-discover meaning when faced with similar situations.

Cross-cultural communication and interaction constantly cause misinterpretation, which is caused by perception, interpretation, and evaluation errors. When the message's sender is from one culture, and the receiver is from another, the chances of an accurate message being conveyed are slim.

The leading causes of cross-cultural communication violations are primarily related to perception, stereotypes, and ethnocentrism.

In a cross-cultural environment, perception relies on established stereotypes and interprets events based on familiar experiences gained in another environment and another social, everyday context. At the same time, the objectivity of the conclusions obtained based on our interpretation is sharply reduced. As noted in the work [4], a person with a narrow perspective does not recognize the existence of other people's approaches to life and work that differ from his own, nor the fact that these differences can have severe consequences since people in all cultures are limited to some extent.

At the same time, it is worth remembering the significant influence of stereotypes inherent in each national culture. Stereotyping is a form of categorization that organizes our experience and determines our behavior within ethnic and national groups [3].

As noted in the survey [12], there is as much originality as there are people in any national culture. Cultures within which norms of behavior vary greatly tend to characterize others based on extremes. This is because a person notices the differences in other people first and only then the similarities. Stereotypes are formed by characterizing different people's behavior based on extremes since people mainly remember differences (surprise), not similarities.

Stereotypes never describe individual behavior; instead, they describe a behavioral norm for members of a particular group [2]. The stereotype is a relatively narrow view of a specific situation's average statistical behavior style. In the context of cross-cultural management, it is a perception of a foreign culture with an exaggeration of its (usually negative) features since people often equate an unknown phenomenon with something wrong. Since the basis of stereotypes is a simplification, the stereotypical conclusion often compensates for the lack of knowledge, which is a significant problem during cross-cultural interaction and communication.

Another reason for violations of cross-cultural communications is ethnocentrism, which is associated with the feeling of superiority that representatives of one culture feel about others. Ethnocentrism is directly related to the stereotypical perception of other cultures. As noted in the work [4], ethnocentrism can lead to complacency and complacency: considering one's own culture to be the best and correct, a person may not try to try to see what lies beyond it because he believes it unimportant to understand other cultures. Because there is a feeling that the closer another culture is to one's own, the more correct it seems, and vice versa, when there are significant differences between cultures, the danger of the other culture is felt. Quite often, such a feeling of aggression arises based on psychological depression, a subconscious sense of inferiority, that is, symptoms characterizing culture shock.

In cross-cultural situations, it is necessary to constantly assume the presence of differences in cross-cultural interaction (significant cultural distance) until the similarity of cultures is proven. The tourism industry has constant cross-cultural interaction, especially in international tourism [1; 5]. Tourists who plan long-term trips and plan to interact directly with representatives of the local population need special attention.

Therefore, to determine the need for preliminary training of the tourist for cross-cultural communication, which would be effective and pleasant for all its participants, we suggest pre-determining the possibility (presence) of a significant cultural distance using one of the classifications of cultures proposed by E. Hall or R. Lewis.

These classifications are grouped precisely by analyzing the communications features in different countries.

Thus, according to E. Hall's classification [8], two types of cultures are distinguished, which differ in the ratio of information saturation of the message and context: high and low context.

The context in which the communicative act takes place plays no less important role than the spoken words, and knowledge of the cultural context is of great importance for understanding the subject of the communicative act [13].

High-context cultures are characterized by the density of social ties (status and reputation extend to all spheres of life); personal life is not separated from professional life. Such societies are characterized by the wide use of coded language when things are not called by their names: the meaning of "yes" can vary from an absolute "yes" to almost "no"; "no," as a rule, is not accepted to say.

For cultures with a high context, it is of particular importance how a person is dressed, what kind of car he uses, what education he received, whether he works in power structures, etc.

Countries with a high cultural context include France, Spain, Italy, countries in the Middle East and Latin America, Ukraine, and Japan. Great Britain, Austria, Germany, Belgium, and Switzerland occupy an intermediate position.

In low-context cultures, the responsibility for communication success is primarily borne by the one who transmits information. He must possess the skill of accurate and detailed description. It is customary to call things by their names; the situation is described as precisely and in detail as possible. The recipient can handle special knowledge about how the described process arose and developed or what relationships are essential. People are assumed to negotiate among themselves freely, and external constraints are very general. The cultural

prerequisite of this type of communication is a high degree of individualism, freedom, and mobility. Information is transmitted between interlocutors in an explicit, open form. Representatives of the low-context culture do not simply divide private and public life but also consider each sector of their life separately.

Countries with a low-context business culture include the USA, Canada, Holland, Germany, Scandinavian countries, and the Netherlands.

The classification of R. Lewis is most appropriate if cross-cultural interaction with representatives of Western and Eastern cultures is expected. According to the classification of R. Lewis, cultures are divided into three groups of cultures [6]:

- 1) mono-active (linear-active) – task-oriented;
- 2) multi-active – people-oriented;
- 3) reactive (respect-oriented listeners).

In mono-active cultures, time is perceived linearly, and there is a desire for its efficient use. There is strict linearity and consistency in planning and carrying out their affairs; they prefer to do one thing rather than perform several tasks in parallel. According to the degree of openness, mono-active cultures are introverts; that is, they like solitude, are not afraid of work, but prefer not to be responsible for the result in front of the examiner; they focus mainly on their inner self, they are characterized by introspection, isolation, and constant reflection. Representatives of mono-active cultures are Swedes, Swiss, Danes, Germans, English, Americans, Australians, New Zealanders, and Scandinavians (except Finns) [6].

For multi-active cultures, time is a subjective quantity that can be disposed of according to one's plans and intentions. It is believed that the more things are done simultaneously, the better. In planning time, first, the relative importance of each meeting is considered. Time should be measured not only by value (in monetary terms) but also by the interest and importance of the planned event. According to the degree of openness, multi-active cultures are bright extroverts. They can conduct several projects simultaneously, have a positive attitude to rumors and gossip and use them as an additional information channel, strive to establish interpersonal relationships and realize family and informal relationships – typical representatives of multi-active cultures: Italians, Spaniards, Latin Americans, and Arabs [6].

Reactive cultures are interaction-oriented cultures that place the highest importance on politeness and respect. The business communication style is distinguished by diplomacy, caution, and restraint. According to the degree of openness, representatives of reactive cultures are introverts. It is essential for them not to interrupt the interlocutor during a conversation but to be able to listen and hear him in conflict situations to avoid scandals, as it is essential not to lose face. Emotionally, they are not obsessive. Significant matters in the company are entrusted to reliable, proven people. In such cultures, time is perceived as rotating in a circle with a certain cyclicity, so business contacts are carried out by planning activities according to the cyclical development of time. Time is not linear; it is cyclical, constantly turning in a circle and returning to the same opportunities, problems, and risks, but a person becomes wiser at the same time. Reactive cultures are the cultures of Japan, China, and Finland [6].

Conclusions and prospects for further research

The tourism industry has constant cross-cultural interaction, especially in international tourism, in the long term. Therefore, to determine the need for preliminary training of the tourist for cross-cultural communication, which would be effective and pleasant for all its participants, we suggest pre-determining the possibility (presence) of a significant cultural distance using one of the classifications of cultures proposed by E. Hall or R. Lewis (according to the combination of cultures). The classification of R. Lewis is most appropriate if cross-cultural interaction with representatives of Western and Eastern cultures is expected. If there is a significant cultural distance between cultures and the period of stay of an international tourist in the conditions of another culture exceeding a month, then for that tourist, it is necessary to conduct a preliminary briefing on the peculiarities of the national culture and communications with its representatives and provide a written reminder. A written reminder is sufficient if the stay is less than a month.

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