

Challenges Across Cultures at Work. Case Study: A Set of Enterprises Situated in Egypt

Mohamed Tahar Seddik ATTIA *

HEC Alger, PERMANAN Laboratory, Algeria
attiamohamedts@gmail.com

Nesrine Boucha

HEC Alger, PERMANAN Laboratory, Algeria
nesrine.boucha@hotmail.com

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Abstract

The current exploratory research was undertaken in order to investigate and indicate the main intercultural challenges facing a multicultural workplace. We have dedicated our research study to investigate the various intercultural discrepancies existing at a multicultural workplace including; communication, hierarchy, and trust, which can generate the birth of intercultural challenges. After conducting a questionnaire addressed to employees, interviewing the supervisors and analyzing collected data, we have found that communication, hierarchy, and trust are indeed influential factors in a cross-cultural workplace, nevertheless, the significance of their impact is not equal.

Keywords: Intercultural challenges, multicultural workplace, communication, hierarchy, and trust.

JEL Classification Codes: J000, J100, J610

Résumé

La recherche actuelle exploratoire a été entreprise afin d'étudier et d'indiquer les principaux défis interculturels auxquels fait face un milieu de travail multiculturel. Nous avons consacré notre étude de recherche à étudier les différentes différences interculturelles existant dans un milieu de travail multiculturel, y compris la communication, la hiérarchie et la confiance, qui peuvent générer la naissance de défis interculturels. Après avoir mené un questionnaire adressé aux employés, interrogé les

* Author Corresponding

gestionnaires et analysé les données recueillies, nous avons constaté que la communication, la hiérarchie et la confiance sont effectivement des facteurs influents dans un milieu de travail interculturel, néanmoins, l'importance de leur impact n'est pas égale.

Mots-clés: Défis interculturels, milieu de travail multiculturel, communication, hiérarchie, et confiance.

1- Introduction

As much as the positive consequences can be created through a cross-cultural workplace including; increased creativity, innovation, greater work productivity, enhanced problem solving and competitive advantages, the cross-cultural workplace has an even higher level of dynamic complexity because of the diverse norms, beliefs, values, and practices of foreign employees' cultural backgrounds, as a result supervisors will hardly need to develop intercultural skills in order to value the discrepancies, combat discrimination, and promote inclusiveness by recognizing and comprehending the main intercultural challenges.

The purpose of this study is to make a decent contribution to the intercultural management current field through exploring as well as determining the principle intercultural challenges at a culturally diverse work environment, which is characterized mainly by the presence of various cultural differences which occur among the supervisors' own culture and other cultures of foreign employees. As a result, our main research question is "What are the principle intercultural challenges in a culturally diverse work environment?", which lead us to the following hypothesis: H1: Intercultural discrepancy in communication among foreign workers and supervisors are one of the leading intercultural challenges, H2: Intercultural discrepancy in the perception of statutory power among foreign workers and supervisors are one of the leading intercultural challenges, H3: Intercultural discrepancy in trust among foreign workers and supervisors are one of the leading intercultural challenges. The answers to our questions, obtained by following a mix of quantitative (questionnaire) and qualitative (interviews) search method using the Convergence Model (Creswell & Clark, 2007).

Choosing AIESEC Egypt was a well suitable choice considering that AIESEC organization provides to us a network of other different companies; our study will reach in total on 15 Egyptian companies that host foreign employees of different cultural backgrounds around the world.

2- Theoretical Background and Research Hypotheses

2-1. Definition of culture:

According to Vom Brocke & Sinnl (2011), Culture could be a wide and hazy concept since it is related in an unexpected way depending on the context. More than one hundred and fifty definitions of culture have been recognized by Kroeber and Kluckhohn. Still, numerous of the definitions have a familiar topic. For illustration, Hofstede and Minkov (2010) considers culture to be the “*collective programming of the mind*” (p. 6), whereas Schein (2004) proposes that a gather learns “*a pattern of shared basic assumptions.*” (p. 17).

2-2. Definition of multicultural workplace:

In the present world of globalization where there is communication and behavioral challenges endue with Diversity in cultures which is a concept which has become a part of the workplace particularly in multinational companies due to their presence in several countries. A multi-cultural workplace is: “*the diversity among employees, relating to colour, education, race and country of origin, beliefs, values, stereotypes, prejudices, age and sexuality. It refers to the diversity in culture of employees in a particular employ. This includes diversity of values, beliefs, age and country of origin, stereotypes, prejudices, religion, emotions and assumptions. These diversities could determine confidence, dominance, mindsets, disposition and perceptions.*” (Tayeb, 1996, p. 174).

2-3. The intercultural discrepancies:

2-3-1. Cross-Cultural Discrepancies in Communication:

Gesteland (2012) explained how we actually communicate with one other in 3 ways: verbally, Para-verbally, and non-verbally. Verbal communication concerns the spoken language as well as the semantics (words' meaning). Para-verbal is related to the tone of voice, as well as to the use of silence in speech. Finally, non-verbal communication (known as body language) which represents 75% of our communication stated by Trompenaars and Hampden-Turner (2012), it indicates to every single thing we communicate using our facial expressions, eye contact, gestures of our hands, etc.

2-3-1-1. The Spoken and Written Language:

Misunderstandings in communication occur the moment the recipient and the sender of a message, do not share the exact terminology when it comes to the message. The message is understood by the receiver in the light of the cultural, professional, and situational context (Mead, 1992), specifically, with their interpretation system. (Hennestad, 2015)

2-3-1-2. Direct (Low-Context) and Indirect (High-Context) Communication:

Potentially, the common challenge that is seen in the majority of cross-cultural communication is the variations in the language directness. Gesteland (2012) considers that the distance in the middle of direct and indirect languages is the cause of most misunderstandings. Directness in language is linked to deal-focused vs relationship focused cultures.

As the terms suggest, deal-focused individuals primarily concentrate on discussing “the

Deal” (negotiating) in business subjects, as well as forming a relationship while doing business with one another, whereas, relationship-focused individuals are more focused on setting up a relationship first before discussing “the deal” (Gesteland, 2012). Therefore, deal-focused individuals are more direct in communication, since their first priority aim is to begin making business, and relationship-focused individuals are more indirect, because making money comes after setting up a relationship.

2-3-1-3. Body Language:

Gesteland (2012) indicates 2 opposing cultural behaviors in communication: Emotionally Expressive and Emotionally Reserved. Trompenaars and Hampden-Turner (2012) explain as well the variations in acceptable business behavior, and adopt the terms Affective for cultures that are expressive, and Neutral for the one that are reserved.

Expressive individuals make a lot of gestures in discussions, and can be more relaxed when it comes to small personal spaces, as a result, it is noticed that there is more touching in business behavior, for example, a touch on the elbow or the back. They might also, much further frequent than reserved people, *“find immediate outlets for their feelings”* (Trompenaars and Hampden-Turner, 2012, p. 97). Reserved individuals have an adverse behavior – fewer facial expressions, handshakes are found the only ones when it comes to touching, in addition, feelings are overall controlled for not bringing confusing matters to the discussion (Trompenaars and Hampden-Turner, 2012).

2-3-1-4. Para-Verbal Communication:

Para-verbal communication is strongly related to the discrepancies that are noticed when it comes to how loud or soft the speech volume is, referred as well to soft or loud-spoken business individuals (Gesteland, 2012).

An instance of that may be an individual who comes from an emotionally reserved culture, habituated to a soft-spoken business behavior, in a discussion with another individual who used to speak louder as being from emotionally expressive culture. The latter individual might actually be noticed for a point of view as being aggressive; as a result, this very basic difference is sufficient to create a misunderstanding between the two.

2-3-2 Cross-cultural discrepancies in hierarchy:

In the intercultural discrepancies in hierarchy, we can find mainly the elements as below:

2-3-2-1. Power distance:

Power distance is taken as among the cultural dimensions in the framework of Hofstede (2001). In this dimension, the measurement of inequality between people in national societies can be made. The results of this measurement are presumed in order to illustrate the degree of inequalities acceptance.

Taking the business side which is the inequalities in companies, also called the boss subordinate relationship, in other words, international supervisor-employee relationship (Hofstede, 2001).

2-3-2-2. Egalitarian (Informal) and Hierarchical (Formal) cultures:

Egalitarian culture is related strongly to the belief that employees along with their supervisors are equals, to a certain extent; employees have the capacity to address their supervisors in an informal manner, that is leaving out job title and surname and call them by their first name, and they can with ease talk to their supervisors face-to-face (Gesteland, 2012), these characteristics might as well be present in cultures that have low power distance as it is demonstrated above.

On the contrary, hierarchical cultures are prone to have the adverse case; nevertheless, it is not assumed that employees find it harder to contact their supervisors in person, unless the case is a highly rigorous formal culture (Gesteland, 2012), Hierarchical cultures as well affirm and appreciate the power of a supervisor and his or her status over

employees; it is considered much similar to a culture of high-power distance.

2-3-2-3. Achievement vs. Ascription:

There are distinctive rules for legitimizing the assignment of a higher status to some people in both egalitarian and hierarchical cultures (Tjosvold & Leung, 2003). Trompenaars and Hampden-Turner (2012) describe that achieved status is referred to *doing*, which means that the status is attributed to an individual taking into account her or his achievements. whereas, ascribed status is referred to *being*, therefore, it is attributed to an individual “*by the virtue of age, class, gender, education*” (p. 125).

2-3-3. Cross-Cultural discrepancies in trust:

Each culture has different perceptions about what acceptable behavior is, because individuals judge others when they act in ways that diverge from what is regarded as acceptable.

Therefore, mistrust may simply be occurred when others act in ways individuals do not understand, cannot predict, or it is too different from what they would have done themselves.

2-3-3-1. Deal-focused vs. Relationship-focused Cultures:

Cultures that are deal-focused actually would rather like to know the other party while conducting business with one another; in contrast, relationship-focused cultures are more inclined to set up a relationship first before starting business issues (Gesteland, 2012).

These two contradicted tendencies are also present in another relative prospective in Hofstede's (2005) terms which are Individualism and Collectivism.

In individualistic societies, as was previously explained in Hofstede's dimensional model individuals look after themselves and are not obliged to keep up a powerful connection with their family; and when it comes to hiring or promotion, it is found upon his or her achievements as well as his or her skills (following of course certain written regulations) (Hofstede, 2005). Whereas, in societies that are collectivist, the family which persons are born into is mainly the individuals to whom are always loyal and powerfully connected. This as well make them to treat individuals around them in a different way, therefore, members of the family and close friends are offered better opportunities regarding hiring or promotion, which is the opposite case in individualistic societies (Hofstede, 2005).

3- Context and methodology

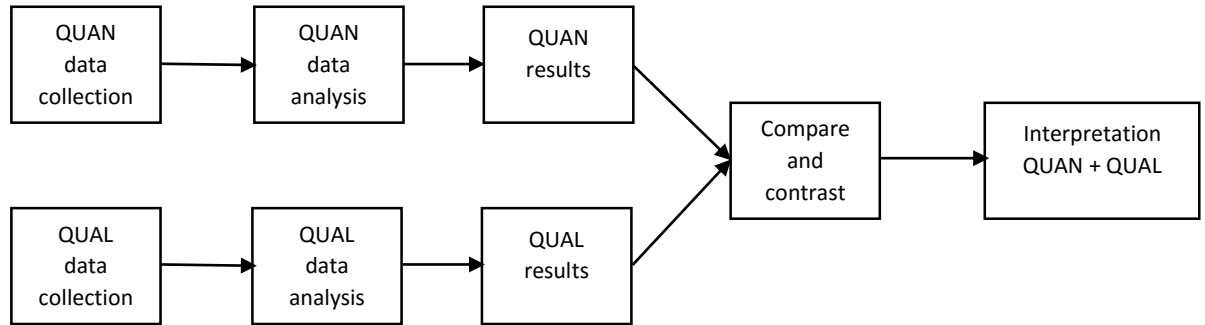
3-1. Research method:

Concerning the practical part of our study, two major research methods came to our attention:

- A. Quantitative research
- B. Qualitative research

Therefore, according to our theme of study, we have applied a mixed-method that combines the two previous research methods, as experiences in cross-cultural interactions can be gathered in interviews as well as in questionnaires.

Therefore, combining quantitative as well as qualitative methods, through the triangulation Design. Convergence Model (Creswell & Clark, 2007) is considered to be the primary satisfactory mixed method kind that permits us to put properly into comparison the quantitative findings with the qualitative results; this convergence model can be illustrated as the figure below.



Source: Creswell & Clark, 2007, p.63

3-2. Data collection Methods:

3-2.1. Questionnaire and Survey Process:

Despite the fact that our study is an exploratory one, the online questionnaire was structured, consisting of pre-coded-answer questions and open-answer questions. The survey was made in Google forms, and a URL was issued to participants using social media platforms (Whatsapp as well as Facebook) network that we have gathered during our internship period in from the fifteen companies.

The various questionnaire axes are:

- Axis 1: Identifying the individual characteristics.
- Axis 2: Identifying Data associated to the intercultural discrepancies which, in turn, consist of 3 types in this study.

1. Communication
2. Hierarchy
3. Trust

3-2-2. Interview-Guide and Interview Process:

The Interview-Guide that is used in this study is a structured interview type. This actually suggest that the interviews were fully planned, all questions and themes were in advance set, and the orders of the questions were respected as they are written in the guide. The interviewer considers only the questions that are existed in this questionnaire.

Our study adopted this exact interview type in order to target the specific information and experience that we are investigating. It will enable us to gather the correct data that we need.

The aim of the interviews was to collect data and detailed experiences about the numerous cultural discrepancies which are existed at the work environment from the supervisors' points of view.

The study's interview-guide is structured into three main axes; each axis provides cultural discrepancies specific information:

- Axis 1: Cultural discrepancies in communication.
- Axis 2: Cultural discrepancies in hierarchy.
- Axis 3: Cultural discrepancies in trust.

3-3. Sampling and data collection:

The sampling method adopted in our study is non-probabilistic and reasoned choice method, with that being said, the target population concerning the quantitative research method (questionnaire) used in our study, is composed of multinational individuals from different background studies (business, engineering and photography), 70 individuals were present at 15 companies in different activities (digital marketing, engineering, photography, solar system, and clothes production), the questionnaire was distributed to all of them, getting 60 responds which represents 86% of our population.

Nevertheless, the questionnaire was unidentified, as a result, the respondents could not be traced back to any firm or source.

We should mention that all the 60 individuals who participated in answering at our questionnaire are considered foreign employees in our study.

Concerning the qualitative research method (interview guide), our population is composed exclusively of 15 companies' general supervisors, it was very clear that the interview guide was not welcomed by the whole general supervisors; some of them consider the information needed confidential.

Thus, only 4 interview guides in total were collected which help us to continue the study and analyze the results of the responses.

4- Results and discussion

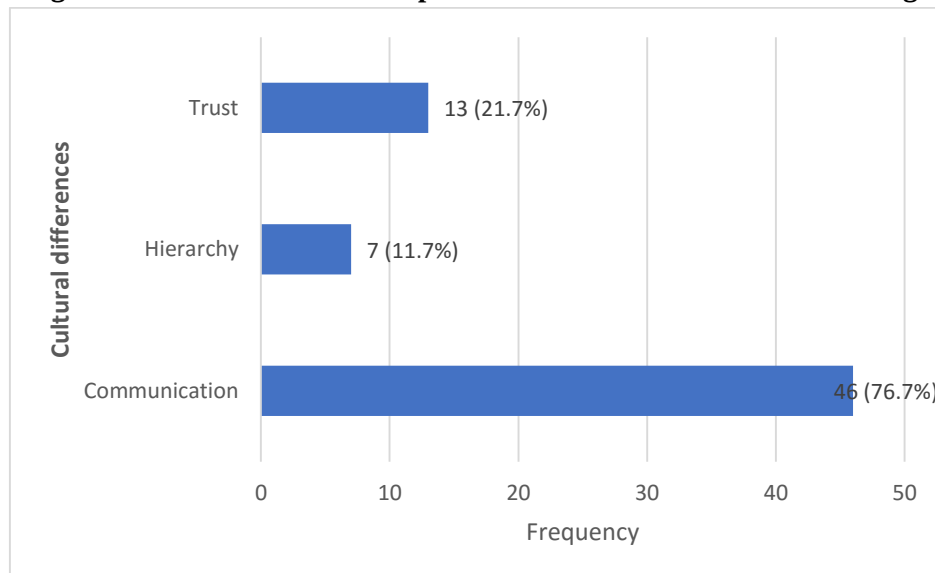
The questionnaire was collected and translated into charts via Google forms and tables via Microsoft excel, followed by the interview guide that was conducted through making phone calls.

Two nationalities predominated the sample (which are Indian and Brazilian), however, it is important for us to remember that our core study is about intercultural shared challenges regardless of nationalities.

In this study we have an even participation in gender. However, most respondents are between twenty and twenty-five years of age presenting 85% of our total population. Whereas, the remaining 15% is attributed to persons who are found to be between twenty-five and thirty years of age.

In conclusion, respondents actually have any skills in the Arabic language, whether in speaking, writing, or even reading. But when it comes to the English language their actual level is found to be between upper intermediate and sophisticated. In the following part we will examine each question exclusively.

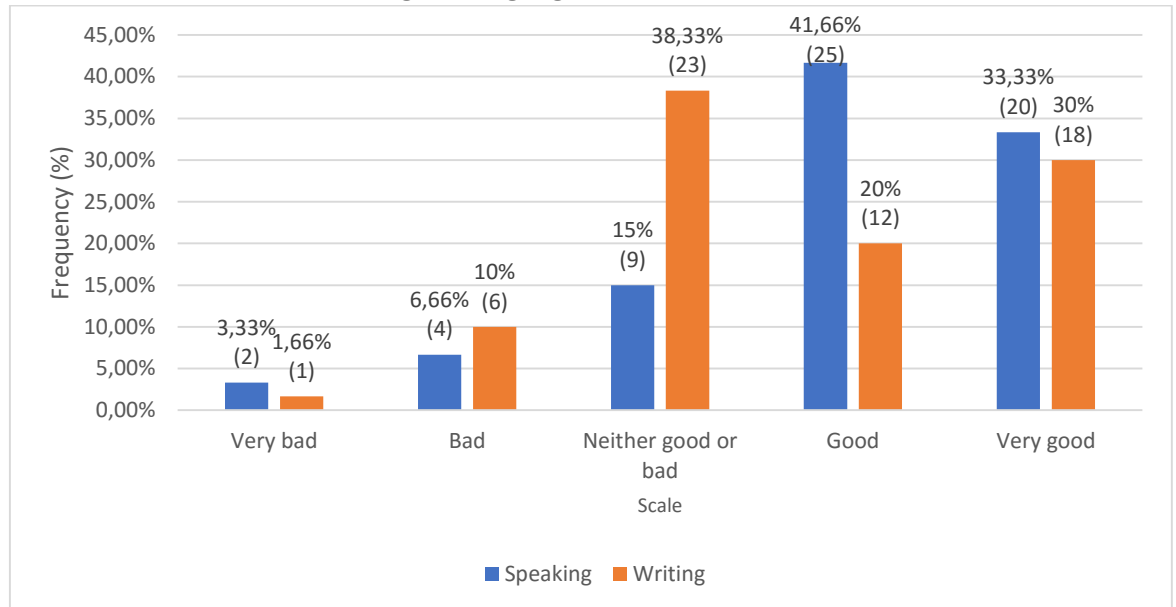
Figure N°1: The cultural discrepancies which induce misunderstanding



Source: Own conception

According to the figure above, we can observe that communication is the major cultural difference that leads to misunderstanding at the workplace from the employees' perspective, as it has been indicated 46 times and it represents more than 76% of our sample, on the secondary place trust represent the 21.7%, then in the last place comes hierarchy with the minimal percentage of 11.7 %.

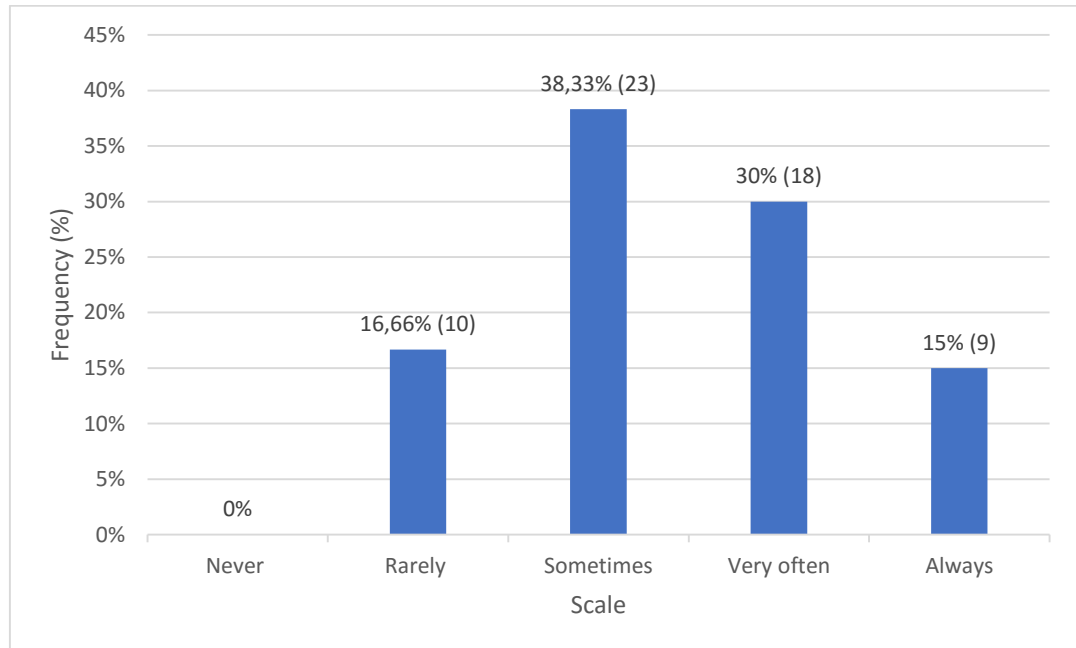
**Figure N°2: Supervisor understanding in terms of writing and speaking
English language**



Source: Own conception

The figure above shows that in terms of speaking and writing English language the majority of employees are understood by their supervisor, as 74.99% employees found the level of speaking understanding good and very good, and 68.33% found the writing understanding good and very good.

Figure N°3: Expressing feelings at work with my supervisor

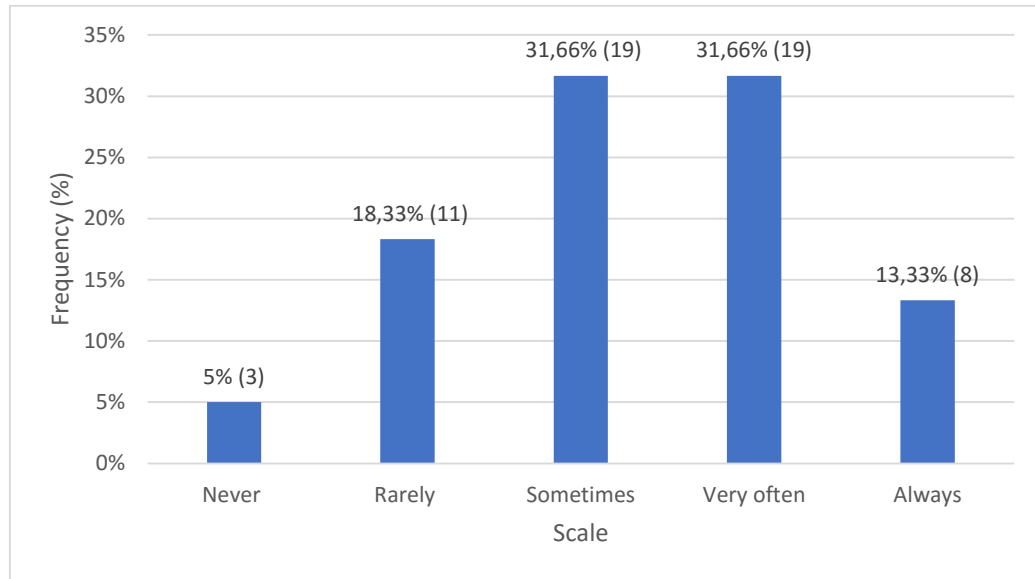


Source: Own conception

According to the graph above, “sometimes” is the major frequency in our sample representing 38.33% of answers, followed by “very often” frequency with a portion of 30%, then comes in the last position two contradictory notions which are rarely and always with a slit difference between them consisting of one person, they represent respectively 16.66% and 15% of the total sample, therefore we can say that the employees generally do express their feeling in straightforward manner.

Figure N°4: Expressing disagreements to the supervisor

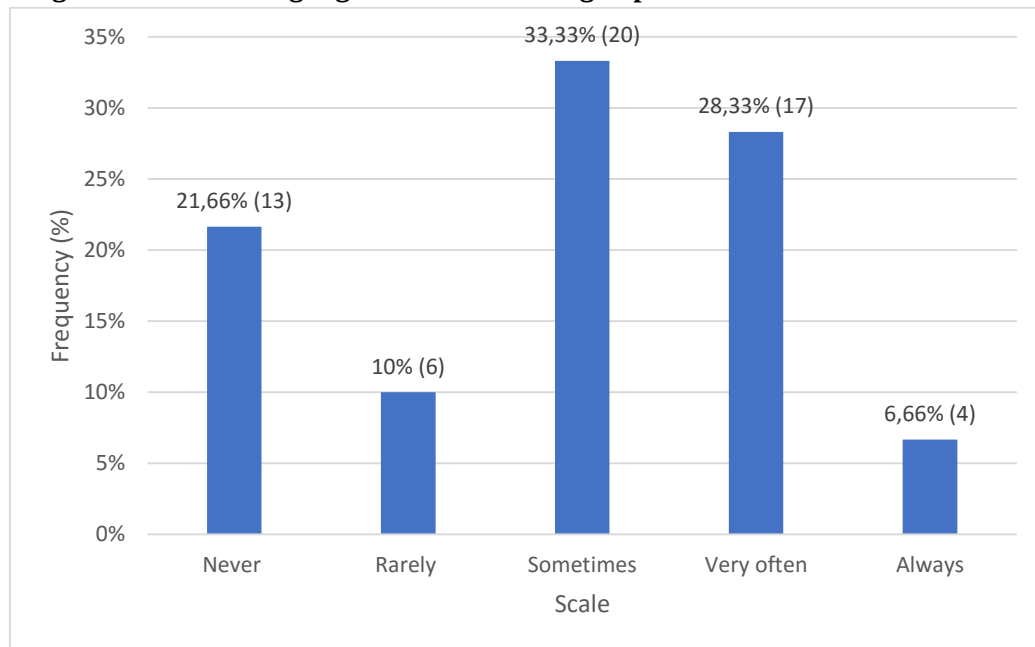
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Source: Own conception

This graph demonstrates that both frequencies “sometimes” and “very often” dominate the results, representing each 31.66% of our sample, followed by 19.33% of employees that do rarely have an opportunity to express disagreements with their supervisors.

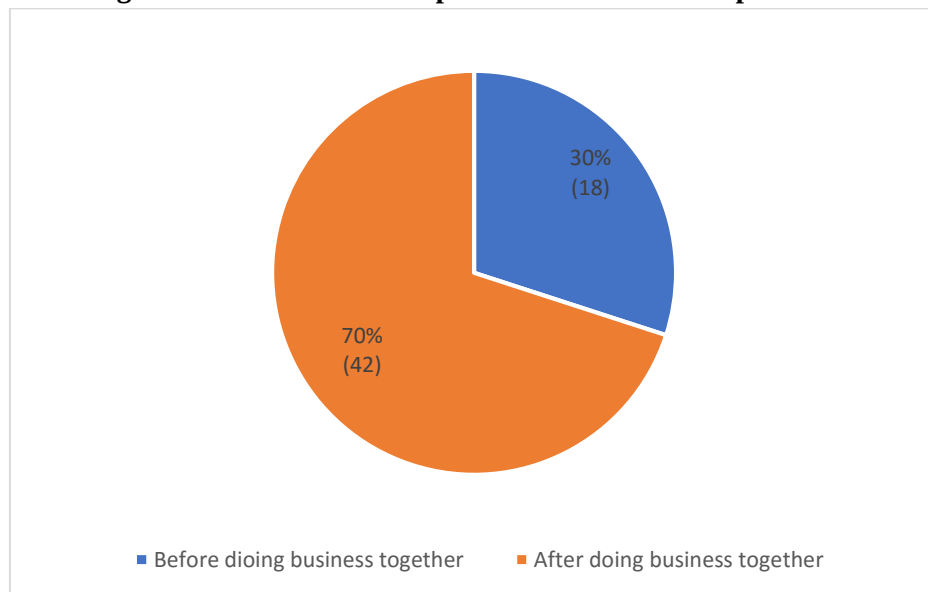
Figure N°5: Receiving higher tasks according to previous achievements



Source: Own conception

This above graph demonstrates one third of the employees (33,33 %), receive sometimes higher tasks of more importance and responsibility according to their previous achievements, 28,33 % very often receive the same thing. 21,66% claim that it never happened.

Figure N°6: The relationship between coworkers/supervisors



Source: Own conception

The above graph shows that our sample is dominated by 70% of employees who prefer shaping a relationship while doing business, as a result a minority (30%) of employees who favor building a relationship before doing business.

4-5. Synthesis of the questionnaire:

In order to see the big picture, we will summarize the data from the perspective of the employees separately, as follow:

4-5-1. Communication:

The leading cultural difference according to the results of question “Which cultural discrepancies might lead you to a misunderstanding?” is communication, with a percentage of 76,7%, most of the employees believe that due to communication a misunderstanding might occur. In order to confirm the matter, we go back to the question “How well would you say your supervisor understands you, in terms of writing and

speaking?”, where 40% of our sample claim that their supervisors have a good understating in both written and speaking English, furthermore 31,36% assert the pervious statement by giving a very good rate of understanding.

Moving forward to the question “How often do you express your feelings in a straightforward manner with your supervisor?”, the majority of our respondents express their feelings directly their supervisor.

Regardless of the quality of the mastering of the English level in both sides, manger and employees, a gap between the analysis of these questions is obvious, to complete the puzzle we go back to the theoretical part in which we mentioned the value of the body language, and the para-verbal communication as an essential requirement for a conversation, both represent 93% of an effective communication.¹ In a brief we have a deal focused employees (we will prove this matter in the part of trust), based on this result and the theoretical part (Direct (Low-Context) and Indirect (High-Context) Communication) we conclude that we have low context employees.

4-5-2. Hierarchy:

Concerning the Hierarchy, the results of the question “Which cultural discrepancies might lead you to a misunderstanding?” shows that a minority of our sample (11,7%) complain about power distance, going back to the question “how often do you get e opportunity to express disagreements with your supervisor?”, a two major portions (63,33%) claim that they have the opportunity to express disagreement with their mangers (Sometimes, very often) sequentially with a percentage of 13,66 each.

Last but not least, the results of the question “How often do you receive higher tasks of more importance and responsibility according to your previous achievements at the company?” shows that sometimes one-third (33,33 %) of employees receive higher tasks of more importance and responsibility according to their previous achievements, 28,33 % of our sample claim that it happens very often, 21,66 % never had the chance to receive a higher task. To summarize, these results show that the value of achievements of foreign employees are taken into

consideration, there is a decentralization of the power distance, and from the perspective of most respondents the egalitarian-style is applied.

4-5-3. Trust:

In the matter of trust, as stated in the question “Which cultural discrepancies might lead you to a misunderstanding?”, less than one-quarter of our sample (21,7 %) believe that trust might lead to a misunderstanding. The results of the question “How do you prefer knowing and shaping a relationship with your coworkers/supervisor?” shows that 70% of the sample are willing to have a partner in business and get to know him while doing business, the left portion (30%) tend to know the partner before doing business. To sum up, trust is a slight intercultural challenge from the perspective of employees.

4-6. Synthesis of interview guide:

4-6-1. Communication:

According to the question “How do you usually communicate with foreign employees? (Face-to-face, Email, WhatsApp, Facebook, Skype, etc.)”, our four supervisors use Face-to-face to communicate with employees, but half of them use WhatsApp as an additional tool and we quote “*We have a WhatsApp group for each department*”. Moving forward to the question “What are the intercultural communicational discrepancies already encountered in terms of speaking and writing?”, our sample also agreed about not having an intercultural communication discrepancies in written, but two supervisors struggled in term of face-to-face communication that’s why they use a written tool to assign tasks. The other half of our sample argued that in spite of facing some misunderstandings it is necessary for them to use verbal communication.

For the question “Do you share with your foreign employees your viewpoints and feeling? (Please justify your answer)”, three managers share both viewpoints and feelings with their employees, in the other hand, one supervisor said “*I do share my viewpoints but i keep my feelings to myself*”. From the perspective of our sample, we can notice that there is a flow communication between the two parts even though managers struggle to transmit and grasp the right meaning from their employees. It is essential also to state that we have a relationship focused supervisors (we will prove this matter in the part of trust), based on this result and the theoretical part (Direct (Low-Context) and Indirect (High-Context) Communication) we can conclude that we have a high context supervisors.

4-6-2. Hierarchy:

Concerning the statutory power, while asking the question “How much do you prefer to involve your employees in the decision-making?”, everyone expressed involving the employees to have different perspectives, and also agreed on giving higher tasks of more importance and responsibility based on the previous achievements, “*I need something concrete to value the employee*” saying one of the supervisors. We can conclude that there is a small power distance between the employees and achieved-focused supervisors.

4-6-3. Trust:

Due to the answers of question “Which of the value systems do you want to develop? And why?” and offering him or her a some of options including purely economic and technical level (Profitability and need for profits, Customer service, Technical advance and competitiveness, and professional skills and know-how) or the moral and relational level (Honesty, integrity towards the company, Solidarity and collaboration between the individuals, Sense of effort, willingness to progress, emulation, Other listening and communication, and Assessment and implications (promotion, remuneration) based on professional criteria (results and behaviors); the nationality of our supervisors we can conclude that a relationship-focused sample is what we have in this study. “*But first I must know the person*” said a supervisor. “*In order to progress we must have a moral relation from the beginning which will drive us directly toward our objective*” said another confirming what others expressed using different words.

4-7. General synthesis:

The purpose of this study is to define the main intercultural challenges faced at a multicultural workplace connecting them to intercultural discrepancies.

4-7-1. Communication:

Firstly, from both perspectives, the one of the foreign employees and their supervisors, cultural discrepancies in communication led to a several misunderstandings, although the mastery of the speaking and writing language used to communicate from both sides, arguably, it is crystal clear that having different mother tongues affects the efficiency of communication. Another cause is having discrepancies in language directness, from one side we have high context supervisors, and from the other side we have low-context employees.

Moreover, as already mentioned in the qualitative analysis of communication that the body language and para-verbal communication represent 93% of an effective communication.

These three major discrepancies are the reason of the experienced communication misunderstandings.

4-7-2. Hierarchy:

Hand in hand, the supervisors and the employees expressed that the egalitarian-style is applied, from the managers viewpoint they see it as an advantage to examine other perspectives, and from the employees' perspective they see it as a consulting from their supervisors which lead to have collective decisions, in addition it's a fact that a collective perspective is better than a limited viewpoint in several areas.

4-7-3. Trust:

As matter of fact, the cultural variations that are linked to trust are in a way difficult to discuss, for the reason that trust is much dependent on the fact that everything else runs in a smooth manner. In spite of having relationship-focused supervisors and deal-focused employees from both sides trust is not considered as a real issue. Yet a relationship-focused supervisors may want to approach and know employees to a higher degree when it is compared with the deal-focused employees who are not prepared for, and that can generate a contradicted views of the employee-supervisor relationship and will evidently lead to a misunderstanding.

5- Conclusion

The finding of this study indicates that there are several misunderstandings caused by the intercultural discrepancies in communication, placing it the most main intercultural challenge faced at the multicultural workplace, according to both perspectives of foreign employees and supervisors, despite of their proficiency of English language in terms of speaking and writing.

Therefore, we can say that the real reason comes down to transferring from both sides additional messages which cannot be expressed solely via spoken words, facial expressions and gestures which shape the body language can bring several confusing matters to the conversations.

Moreover, considering the intercultural discrepancies that are noted in how loud or soft the volume of speech, and the silence in the speech can cause mostly tensions and awkwardness, thus this basic variation is sufficient to result a miscommunication between foreign employees and supervisors.

Furthermore, According to the results of our research finding, we have found that foreign employees and supervisors do have major discrepancies in language directness, as it is connected strongly to deal-focused and relationship focused cultures, having different perspectives, which is to say that foreign employees have a deal-focused culture in contrast to supervisor's communication culture that is relationship-focused, As a result, deal-focused foreign employees usually use more direct communication whereas relationship focused supervisors are often indirect posing another cause for communicational misunderstandings.

Following the explanation cited above, supervisors as indirect persons communicate their desired meaning which is expressed more in the context that surrounds the words more than the words themselves, contrariwise foreign employees as direct persons are clear about what they are talking as the meaning is in the words themselves.

In the light that the majority of supervisors and foreign employees whom we have reached in our study, both agreed that the egalitarian (informal)-style is the most applied style at the workplace, which means that supervisors and foreign employees hold the belief that they are equals to some extent, leaving out job title and surname, reaching each other's easily by talking face to face, and giving respect by treating everyone as equal.

Furthermore, both supervisors and foreign employees are achieved-focus status, by means of this, assigning and performing tasks of more responsibility and importance is essentially based on achievements. Nevertheless, this does not exclude that intercultural discrepancies in hierarchy is not an intercultural challenge.

Even though as discussed above, we have found that foreign employees are a deal-focused people who value tasks over relationships, opposing to supervisors who are relationship focused people valuing relationships more than tasks. Yet contradicted visions of the employee-supervisor relationships may generate some future misunderstandings.

Nevertheless, we cannot generalize these outcomes, and that is primarily because of the exploratory nature of our study, along with its

qualitative research subjectivity and the minimal number of citizenships which we came to in this investigation.

At the end, we discovered that it is essential to pinpoint a few modest recommendations in order to lessen the intercultural challenges that are facing a cross cultural workplace:

1. Promote collaboration, and interesting programs that are destined to foreign recruits.
2. Embrace cultural discrepancies, an employee might have a unique skills that are beneficial to everyone when uncovered.
3. in the interest of reducing the possible misunderstandings, develop personal relationships among workers.
4. Get all the employees and their supervisors to acknowledge the existed cultural discrepancies, as it will help in understanding the perspective of the employees.
5. Produce unambiguous, understandable, as well as adaptable standards

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