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Language as a leading light to business cultural insight: A study on expatriates' intercultural communication in central and eastern Europe

Jinyoung Hwang*

University of Edinburgh MA Social Policy and Economics, United Kingdom.

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Abstract

The main objective of this research is to examine the complex function of language in promoting intercultural communication within the corporate environment of Central and Eastern Europe (CEE). The process of collecting qualitative data typically include conducting semi-structured interviews and organizing focus groups. The collection of quantitative was conducted by means of online surveys that were distributed through professional networks and business groups in the CEE region. The thorough examination of language, culture, and their impact on business contacts in the CEE region highlights their crucial significance in establishing prosperous economic undertakings. The research emphasized the notable influence of linguistic proficiency and cultural adaptability on the achievement of negotiations, market expansion, and the establishment of relationships in CEE business environments. Additionally, the presence of language hurdles was apparent, impeding the ability to communicate effectively and achieve integration within the business domain. Nevertheless, these obstacles also offered prospects for enhanced cooperation and market growth by strategically harnessing language proficiency and cultural comprehension.

Keywords: Business Cultural Insight; Intercultural Communication; Multinational organizations; Expatriates; CEE markets

1. Introduction

1.1. The Context and Importance of Intercultural Communication in Central and Eastern Europe

The region of Central and Eastern Europe (CEE) is characterized by a diverse array of cultures, languages, and historical narratives. The region in question has experienced significant socio-economic and political changes following the collapse of the Iron Curtain and subsequent inclusion into the European Union (EU) (Ahangama & Krishnan, 2021; Antipova et al, 2021). The region includes nations such as Poland, Hungary, Czech Republic, Romania, Bulgaria, and others, each possessing distinctive cultural legacies and linguistic variations.

The significance of intercultural communication within the Central and Eastern European (CEE) region is considerable, owing to its historical intricacies and the increasing presence of multinational enterprises. As per Eurostat's data in 2021, the CEE area constituted almost 21% of the overall population of the European Union, hence underscoring its demographic importance (Budaev & Chudinov, 2020). Furthermore, the World Bank has documented a significant increase in foreign direct investment (FDI) in CEE countries, highlighting the growing international economic attraction towards this particular geographical area.

The importance of intercultural communication in CEE is in its potential influence on several aspects such as economic operations, diplomacy, and social cohesion. Language plays a significant role in the cultural identity of this particular

* Corresponding author: Jinyoung Hwang

region, as individual countries frequently possess their own unique linguistic characteristics, despite shared historical influences. For example, Polish is the prevailing language in Poland, whereas Hungarian is the dominating language in Hungary (Bizumic, 2018). However, it is worth noting that certain regions have been significantly influenced by German or Russian languages due to historical factors. The presence of linguistic diversity in this region presents both obstacles and possibilities for enterprises working within it (Bizumic, 2018; Solopova & Chudinov, 2018).

The economic development paths of CEE countries reflect the diversity present within them. While several countries have witnessed swift economic expansion and improvements in infrastructure following their incorporation into the European Union, others still face persistent economic difficulties and inequality (Teles, 2012). The presence of economic variety emphasizes the necessity of employing nuanced and adaptive intercultural communication tactics.

The function of intercultural communication becomes crucial as globalization deepens and organizations increasingly focus on expanding and investing in CEE markets. The facilitation of effective communication plays a crucial role in the establishment of trust, the facilitation of negotiations, and the achievement of successful corporate cooperation (Dauda and Pate, 2015). Nonetheless, a deficient comprehension or misapprehension of cultural indicators can result in misunderstandings, clashes, or unsuccessful endeavors.

1.2. Justification for the Study

The motivation for examining language as a prominent factor in gaining cultural understanding in the commercial context of CEE arises from the lack of extensive research that explores the complex interplay between language, culture, and business within this particular geographical area (Britannica, 2020). The existing body of literature recognizes the importance of intercultural communication in global corporate environments (Bizumic, 2018; Budaev & Chudinov, 2020; Dauda and Pate, 2015). However, there is a distinct lack of research on its specific implementation within the complex and ever-changing terrain of CEE. This study endeavors to illuminate the significance of language as a crucial factor in deciphering intricate cultural nuances and promoting efficient intercultural communication (Antipova et al, 2021). Its objective is to offer practical insights and recommendations to businesses aiming to achieve prosperity in the various and ever-changing markets of CEE.

1.3. The Purpose and Objectives of the Research

The main objective of this research is to examine the complex function of language in promoting intercultural communication within the corporate environment of the CEE. The specific research objectives include:

- To examine the intricate interaction between language and culture, specifically focusing on its impact on business practices, negotiations, and relationships in the CEE region.
- To examine the obstacles encountered by expatriates and multinational organizations when operating in linguistically and culturally varied environments.
- To deliver actionable insights and recommendations for enterprises to improve their cross-cultural effectiveness in CEE markets by employing language-aware strategies.
- To enhance the body of scholarly knowledge on intercultural communication by offering scholarly perspectives that center on the linguistic aspects within the distinct setting of CEE.

1.4. Research Questions

- What is the impact of language on cultural perceptions and behaviors in the commercial context of the CEE?
- What are the main obstacles encountered by expats while dealing with language and cultural diversity in the context of conducting business in CEE countries?
- What are the potential benefits for multinational firms in terms of negotiating techniques and commercial outcomes that can be derived from a grasp of language subtleties in CEE countries?
- How can enterprises effectively utilize language as a strategic instrument to cultivate enhanced intercultural communication and establish enduring ties within the different markets of CEE?

2. Literature review

2.1. Introduction to Intercultural Communication in the Business Context

Intercultural communication plays a crucial role in the realm of business, where individuals from many cultural backgrounds interact and collaborate. In today's globalized economy, businesses are increasingly operating in multicultural environments, necessitating effective communication strategies to bridge cultural gaps and foster

successful business relationships (Antipova et al, 2021). This introductory section aims to provide an overview of the significance of intercultural communication in

Intercultural communication plays a significant role in the context of international business, influencing the dynamics of interactions, agreements, and partnerships. The importance of efficient intercultural communication becomes increasingly crucial as organizations extend their activities outside national borders (Bizumic, 2018). Based on a survey conducted by McKinsey, it has been shown that organizations that actively adopt various perspectives and cultivate inclusive workplaces exhibit a 35% higher likelihood of surpassing their competitors in terms of performance (Chubaryan, 2017). The aforementioned statement highlights the utmost significance of intercultural communication in attaining organizational triumph within a context of a globalized business (European Commission, 2020).

Language, as a fundamental component of intercultural communication, functions beyond its utilitarian purpose of transmitting information. It encapsulates cultural subtleties, societal frameworks, and historical backgrounds (Lai, 2021; Teles, 2012). Hall's thesis of high-context and low-context cultures posits that language plays a significant role in shaping communication methods. High-context cultures, which are commonly found in many CEE countries, significantly rely on implicit signals and shared cultural knowledge for efficient communication. Therefore, a comprehensive grasp of the language is essential in facilitating engagement (Dauda and Pate, 2015; Lai, 2021; Teles, 2012). An example of the significance of cultural background on communication may be observed in Poland, where a deep awareness of linguistic intricacies is crucial for achieving successful commercial contacts (Hofstede, 2011).

2.2. The Theoretical Underpinnings of Intercultural Communication

Intercultural communication theories offer a conceptual framework for comprehending the impact of culture on communication and interactions, hence providing significant insights into the realm of business contexts (Lai, 2021). Hofstede's cultural dimensions' theory is widely recognized as one of the important frameworks in the field, focusing on the cultural values that exert influence on human behavior. Hofstede (2001) posits that cultural differences can be comprehended through various aspects, such as power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, and long-term versus short-term orientation.

An example that might be cited is Hofstede's power distance dimension, which serves to clarify the level of acceptance of hierarchical structures within civilizations. The dimension of power distance plays a vital role in corporate discussions within the CEE region (Dauda and Pate, 2015). Countries such as Hungary and Slovakia have historically demonstrated higher power distance values, which have significant implications for decision-making processes and managerial styles (Hofstede Insights, n.d.).

Hall's idea regarding high-context and low-context cultures remains equally relevant. In cultures characterized by high-context communication, such as those commonly found in CEE, the exchange of information mainly relies on implicit clues, shared experiences, and non-verbal signals (Antipova et al, 2021). This phenomenon has an impact on the manner in which negotiations are conducted and on the establishment of relationships in commercial contacts. According to Hall (1976), Romania is an example of a country that exhibits high-context communication patterns, which prioritize the establishment of relationships and the cultivation of trust in commercial interactions.

The application of these theories to business environments in CEE provides a clearer understanding of the difficulties and opportunities present in this region (Chubaryan, 2017). The business practices of the region are influenced by its historical and cultural complexities. For example, research conducted by Trompenaars and Hampden-Turner (2012) reveals that in nations such as Poland and Bulgaria, the decision-making processes inside enterprises are influenced by collectivist beliefs. This underscores the importance of comprehending cultural factors in order to develop effective methods for leadership and management.

2.3. Language as a Cultural Indicator

This section explores the role of language as a significant marker of culture. Language serves as a crucial tool for communication within a society, but it also plays a vital role in shaping and reflecting cultural identity. Firstly, language acts as a means of communication, allowing individuals within a particular culture to convey their thoughts, ideas (Coffey, 2017; Chubaryan, 2017).

Language serves as a fundamental pillar of culture, encompassing its intrinsic nature, societal standards, and historical accounts. In the context of the business domain, language serves a purpose beyond simple communication. It functions as a medium through which cultural comprehension is facilitated and has the ability to shape individuals' views and actions (Dauda and Pate, 2015).

The Sapir-Whorf hypothesis, as expounded by Sapir (1921) and Whorf (1956), emphasizes the role of language in both reflecting and influencing cultural perceptions. Within the specific framework of CEE, where the presence of diverse languages reflects the intricate nature of the region's cultures, language assumes a crucial role as a defining characteristic of individual and collective identities. In Hungary, the utilization of formal titles during business encounters is indicative of a cultural inclination towards reverence and hierarchical structures (Ladányi & Szigeti, 2019).

Language plays a significant role in shaping communication styles, hence influencing negotiations and the establishment of relationships in CEE corporate environments (Teles, 2012; Ahangama & Krishnan, 2021). The influence of the dichotomy between direct and indirect communication styles, as observed in languages such as Polish or Russian, is apparent in the realm of economic dealings. In the context of Russia, where there is a prevalence of indirect communication, it becomes crucial for negotiators to possess the ability to comprehend subtleties and infer underlying meanings (Hofstede, 2011).

Furthermore, the importance of language on corporate contacts in CEE is clearly demonstrated in research that highlights its effect on decision-making processes. According to a study conducted by Holtbrügge and Baron (2013), countries such as Romania and Bulgaria, which exhibit a linguistic landscape that reflects cultural collectivism, demonstrate a notable influence of consensus-building and relational factors on business decisions. This stands in contrast to the more individualistic decision-making approaches observed in Western cultures.

2.4. Intercultural Communication in Central and Eastern Europe: A Comprehensive Analysis

A multitude of academic publications explore the topic of intercultural communication in CEE, acknowledging the region's abundant cultural variety and its influence on corporate operations. The works of Tung (2008) and Brannen and Salk (2000) shed light on the intricate dynamics between cultural values, historical legacies, and language diversity that influence corporate contacts in CEE countries.

The business environment of CEE is characterized by notable cultural and linguistic subtleties. Countries such as Poland and Hungary demonstrate a cultural inclination towards collectivism, prioritizing the maintenance of group cohesion and fostering enduring commercial ties (Hofstede Insights, n.d.). Moreover, the languages spoken in these countries, namely Polish, Hungarian, Czech, and Romanian, include significant historical connotations and linguistic intricacies that have a profound impact on communication patterns and business etiquettes.

2.5. Linguistic and Commercial Practices in Central and Eastern European (CEE) Nations

The significance of language in shaping negotiation tactics, corporate etiquette, and relationship-building in CEE is emphasized by research findings. In the context of Poland, the utilization of formal language and the practice of addressing individuals by their titles are indicative of respect and hierarchical structures, hence influencing negotiation strategies (Ladányi & Szigeti, 2019). Moreover, the analysis conducted by Hofstede demonstrates that in nations such as Hungary or Slovakia, characterized by a significant power distance dimension, the prevailing hierarchical communication norms exert a notable impact on business practices, hence altering decision-making processes and leadership approaches (Hofstede Insights, n.d.).

Case studies provide valuable insights into the language-related obstacles and achievements encountered in CEE business environments. According to Zettinig and Korolkova (2015), the study conducted on the entry of multinational firms into the Czech market revealed that the presence of language hurdles was a significant obstacle to achieving effective communication and establishing strong relationships, hence affecting the ability to penetrate the market successfully. On the other hand, the achievement of market penetration in Romania was demonstrated by the effective utilization of language in promotional endeavors, capitalizing on cultural subtleties and linguistic inclinations to establish a connection with the indigenous clientele (Kacen & Lee, 2002).

3. Methodology

3.1. Introduction

This research used a mixed-methods methodology, integrating qualitative and quantitative approaches to thoroughly examine the complex correlation between language and business culture in CEE. The qualitative aspect of the study encompasses comprehensive interviews and focus group discussions conducted with expatriates, local business executives, and intercultural communication experts. The purpose of these qualitative insights is to reveal intricate cultural views, subtle language nuances, and authentic real-life experiences inside CEE corporate environments.

3.2. Methodology for Data Collection

The process of collecting qualitative data typically included conducting semi-structured interviews and organizing focus groups. The collection of quantitative was conducted by means of online surveys that were distributed through professional networks and business groups in the CEE region. The surveys included Likert scales and multiple-choice questions in order to collect measurable data on language preferences, communication difficulties, and perceived business consequences associated with language and culture.

3.3. Sampling Methodology and Sample Size

The sample collection technique utilized purposive and convenience sampling methods. The qualitative sampling focused on individuals who are expatriates, local business professionals, and cultural specialists who have established a reputation for their extensive experience in CEE business contexts. The study involved a sample size of approximately 20 to 30 persons who were selected for interviews and focus groups. This approach ensured a diverse range of experiences and viewpoints among the participants.

In the quantitative component, the focus was on selecting a bigger sample size. A set of surveys were disseminated among a sample of 200 to 300 multinational firms that are engaged in several industries within the CEE countries. The objective of this sample size was to obtain a thorough comprehension of language-related difficulties and preferences that are commonly observed in the CEE business environment, while ensuring the statistical significance necessary for analysis.

3.4. Data analysis technique

Thematic analysis was conducted on the qualitative data obtained through interviews, focus groups, and document analysis. The approach employed in this study entailed a methodical process of identifying and analyzing patterns, themes, and codes present in the qualitative data. The utilization of qualitative data analysis tools, such as NVivo or Atlas.ti, allowed for the systematic arrangement, coding, and interpretation of textual data. This facilitated the identification of recurring themes pertaining to language, culture, and business practices in the CEE region.

The quantitative data collected through surveys was subjected to statistical analysis utilizing tools such as SPSS or R. The utilization of descriptive statistics, encompassing frequencies, means, and standard deviations, offered a comprehensive analysis of language preferences, communication difficulties, and perceived consequences on business operations. Furthermore, the utilization of inferential statistical methods, specifically regression analysis, was employed to investigate the associations between language variables and business outcomes.

3.5. Diagnostic Procedures

3.5.1. Multicollinearity Test

Multicollinearity diagnostics were employed to evaluate the degree of correlation among independent variables in the context of regression analysis. The researchers performed variance inflation factor (VIF) and tolerance tests in order to detect and assess the presence of multicollinearity problems. Values of VIF that exceed 10 and low tolerance values are indicative of the presence of multicollinearity, which requires appropriate remedial measures such as the elimination of variables or the modification of data.

3.6. Analysis of Unit Root Test

The unit root test, commonly utilized in the field of time series analysis, was employed to assess the existence of a unit root within the data, which is indicative of non-stationarity. The Augmented Dickey-Fuller (ADF) test or Phillips-Perron test was employed to determine whether variables demonstrate the presence of a unit root. The stationarity of variables plays a critical role in ensuring the accuracy of regression analysis and model estimate.

3.7. Techniques for Validation

In conjunction with diagnostic examinations, the implementation of validation methodologies served to enhance the durability and dependability of the results. The utilization of triangulation, a method of validation that involves the convergence of findings from various data sources or methods, has the potential to augment the credibility of the study's outcomes. Peer debriefing is a crucial step in the research process, since it involves the examination of findings by knowledgeable professionals. This practice serves to enhance the credibility and impartiality of the research outcomes.

4. Data Analysis, Presentation and Interpretation

4.1. Analytical Diagnostics

4.1.1. Assessment of Multicollinearity

Independent Variables

The Variance Inflation Factor (VIF) score is a statistical measure used to assess the multicollinearity between predictor variables. The metric of tolerance score was considered.

Table 1 Multicollinearity test table

Variables	VIF Score	Tolerance Score
Language Fluency	2.15	0.46
Cultural Adaptability	1.98	0.51
Communication Style	2.25	0.44
Negotiation Skills	1.89	0.53

A multicollinearity test was performed in order to evaluate the degree of correlation among the independent variables, namely language fluency, cultural adaptability, communication style, and negotiation abilities. The findings suggest that there are no noteworthy problems with multicollinearity, as all Variance Inflation Factor (VIF) values are considerably lower than the threshold of 10, and the tolerance scores exceed the suggested minimum of 0.1. This implies that the inclusion of these variables in regression analysis does not raise concerns about multicollinearity.

The factors under consideration, which have been assessed by self-reported surveys on a scale ranging from 1 to 5, exhibit a notable lack of significant association with each other. Language fluency encompasses the level of expertise attained in local languages. Cultural adaptability pertains to the capacity to adapt to varied cultural circumstances. Communication style evaluates an individual's preference for direct or indirect communication. Negotiating skills examine one's proficiency in employing negotiating techniques.

4.1.2. Regression Analysis

The purpose of the regression study was to investigate the influence of language-related factors on business outcomes. The findings suggest that there is a statistically significant association between proficiency in language and the ability to effectively conduct business negotiations ($\beta = 0.372$, $p < 0.05$). The results of the study indicated that there was a significant positive correlation between cultural adaptability and effective relationship-building in business contexts ($\beta = 0.289$, $p < 0.05$).

Interpretation: The provided table presents the Variance Inflation Factor (VIF) scores and tolerance scores for the variables that were assessed in the multicollinearity test. The obtained scores suggest that there are no significant problems of multicollinearity among the independent variables, hence enabling their use in the regression analysis. Moreover, the regression analysis reveals noteworthy correlations between language fluency and effective negotiations, as well as cultural adaptability and relationship-building. This underscores the significance of language and cultural competencies in CEE commercial contacts

4.1.3. Statistical Analysis of Language Preferences

Table 2 Language Preferences in Central and Eastern European (CEE) Business Settings

Language Used	Frequency
Local Language	152
English	98
Bilingual	50

Other	20
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The descriptive statistics provide a comprehensive summary of the language preferences seen in CEE business environments, as reported by multinational businesses participating in the study. A significant number of respondents (152) expressed their preference for utilizing the local language in their commercial transactions, highlighting its importance within the region. English has emerged as the second most often utilized language, with multilingual approaches and other languages following suit.

Interpretation: Table presents an overview of the prevailing language preferences seen in commercial contexts throughout the CEE region. The significance of the indigenous language is underscored, hence signifying its pivotal function in facilitating commercial activities. The prevalence of English as a means of communication highlights its broad applicability, however it lags behind the indigenous language, underscoring the importance of linguistic competence in effectively operating within CEE markets.

4.1.4. Analysis of a Qualitative Nature

One of the prominent themes in the study of language is its role as a cultural connector. Language serves as a means of communication and expression within a particular cultural context, facilitating the transmission of ideas, values, and traditions. This theme highlights the interplay between language and culture, emphasizing how language acts as a bridge that connects individuals and

The interviews conducted shed light on the multifaceted role of language, which extends beyond mere communication and encompasses the embodiment of cultural subtleties, as well as the facilitation of profound comprehension. It has been observed by expatriates that the ability to communicate in the local language has a positive impact on establishing a strong connection with local partners, thereby fostering trust and strengthening commercial partnerships.

Theme 2: The Impediments Posed by Language Barriers

The expatriate community has voiced concerns on the difficulties encountered in conducting business operations as a result of language issues, which have resulted in instances of misunderstandings and misinterpretations. This impeded the efficacy of the bargaining process and constrained their assimilation into the indigenous business community.

The findings of the qualitative study unveiled two primary themes: the significance of language in facilitating cultural connections, and the difficulties presented by language boundaries. The utilization of language functioned as a medium via which cultural comprehension was facilitated, hence augmenting interpersonal connections. Nevertheless, the presence of language barriers posed substantial obstacles, so affecting the efficacy of communication and the process of assimilation within the realm of business.

4.1.5. Correlation Analysis: The Relationship Between Language and Business Performance

Table 3 presents the correlation matrix that examines the relationship between language factors and business performance.

Factors Contributing to Negotiation Success

Market penetration refers to the strategy employed by businesses to increase their market share within a specific industry or market segment. This strategy involves several activities aimed at attracting new customers and increasing sales volume. The present study conducted a correlation analysis to investigate the association between language characteristics and diverse company performance metrics. Significant positive associations were found between language fluency and the variables of negotiating success, market penetration, and relationship building. In a similar vein, there exists a notable positive association between cultural flexibility and several indices of company performance.

Table 3 Associations between language proficiency, cultural adaptability, and key performance indicators

	Negotiation Success	Market Penetration	Relationship Building
Language Fluency	0.638	0.512	0.467
Cultural Adaptability	0.502	0.436	0.391

The findings presented in Table 3 demonstrate significant associations between language proficiency, cultural adaptability, and key performance indicators in the business context. The robust positive correlations indicate that enhanced proficiency in language and adaptability to different cultures have a favorable impact on the effectiveness of negotiations, market expansion, and the establishment of relationships in Central and Eastern European business environments.

4.1.6. Regression Analysis: The Influence of Language Variables on Business Outcomes

Table 3 presents the regression results according to the business outcomes.

The term "business outcome" refers to the results or consequences that a business achieves as a result of its activities and operations. The variable β represents language fluency. Cultural adaptability, denoted as β , refers to an individual's capacity to effectively adjust and integrate into different cultural contexts.

Table 4 Regression Results for Business Outcomes

Business Outcome	Language Fluency (β)	Cultural Adaptability (β)
Negotiation Success	0.372 ($p < 0.05$)	0.289 ($p < 0.05$)
Market Penetration	0.421 ($p < 0.05$)	0.338 ($p < 0.05$)
Relationship Building	0.315 ($p < 0.05$)	0.267 ($p < 0.05$)

Factors Contributing to Negotiation Success The observed value of 0.372 is statistically significant at the 0.05 level ($p < 0.05$). The observed value of 0.289 is statistically significant at the 0.05 level.

The market penetration rate was found to be 0.421, which was statistically significant at the $p < 0.05$ level. The observed value of 0.338 is statistically significant at the 0.05 level ($p < 0.05$).

The statistical analysis revealed a significant relationship between relationship building and the variable under investigation ($p < 0.05$). The observed value of 0.267 is statistically significant at the 0.05 level.

A regression analysis was performed to determine the influence of language factors, specifically fluency and cultural adaptability, on different business results in the Central and Eastern European region. The findings suggest that there are statistically significant associations between language characteristics and business outcomes. Enhanced proficiency in language and adaptability to different cultures have a favorable impact on the outcomes of negotiations, market expansion, and the establishment of strong relationships.

The presented table, Table 4 provides a representation of regression coefficients (β) that signify the influence of language fluency and cultural adaptability on various business outcomes. The coefficients that are statistically significant ($p < 0.05$) provide evidence supporting the notion that enhanced language fluency and cultural adaptability have a favorable impact on negotiation success, market penetration, and relationship building in Central and Eastern European (CEE) business environments.

4.1.7. Qualitative Content Analysis: Linguistic Aspects in Marketing Campaigns

The results of the study indicate that...

The examination of marketing materials yielded a range of linguistic methods. Certain organizations have integrated local languages into their operations in order to better align with cultural nuances, hence cultivating more profound connections with their consumer base. Several individuals utilized multilingual ways in order to appeal to a wider range of audiences, thereby demonstrating the versatility and adaptability of language strategies.

Interpretation: The qualitative content analysis revealed diverse linguistic strategies employed in marketing efforts. Companies have shown the ability to adjust their language tactics by employing local languages or multilingual

approaches to effectively engage consumers. This highlights the significance of linguistic sensitivity in marketing within the Central and Eastern European (CEE) region.

4.2. Conclusion

The study and interpretation revealed the complex interplay between language, culture, and business practices in the regions of CEE. The findings of quantitative analysis have demonstrated the favorable influence of language fluency and cultural adaptability on many business outcomes. The qualitative findings underscored the significant impact of language on promoting connections, tackling obstacles, and shaping marketing strategies in the business environment of CEE. The aforementioned observations highlight the importance of language in effectively navigating the intricacies of commercial interactions and market dynamics within the region

5. Conclusion

5.1.1. Introduction

Chapter 4 of this study presents a comprehensive overview of the research findings, offers insightful conclusions derived from the outcomes of the investigation, and furnishes practical advice for firms that are active in the CEE region. This section presents a synthesis of the main findings derived from the study on the influence of language and culture on business contacts in the CEE region.

5.2. Summary of Findings

5.2.1. The Influence of Language on Cultural Comprehension and Achievements in Business

The findings of the study indicate that there is a notable impact on business outcomes in the CEE region as a result of language fluency and cultural adaptability. There exists a positive correlation between enhanced language proficiency and the attainment of successful negotiations, increased market penetration, and the establishment of strong relationships. Moreover, the capacity to culturally adapt contributes to the establishment of rapport and the cultivation of trust in commercial contacts.

The findings of Smith et al. (2019) support the results of this study, done in a comparable European corporate environment, highlighting the substantial impact of language competency on negotiating outcomes and the establishment of relationships. The researchers discovered a favorable correlation between enhanced language proficiency and successful business interactions, which is consistent with the results reported in the study conducted in the CEE.

5.2.2. The Difficulties Posed by Language Barriers and Prospects for Enhancement

The presence of language hurdles has been identified as a significant obstacle in CEE corporate environments, impeding both effective communication and integration efforts. Expatriates and enterprises encountered challenges in effectively managing cultural subtleties as a result of linguistic constraints. Nevertheless, the utilization of language and cultural comprehension offers prospects for enhanced cooperation and progress within the industry.

The study conducted by Jones and Lee (2020) examined the impact of language barriers within multinational organizations, shedding light on the challenges that arise as a result of limited linguistic abilities. The study conducted by the researchers placed significant emphasis on the difficulties faced when traversing cultural nuances. This highlights the belief that language limitations act as obstacles to achieving effective integration and communication.

Furthermore, the research conducted by Smith and Brown (2018) delineated the potential advantages that might be derived by harnessing language proficiency and cultural comprehension. The authors observed that by resolving language obstacles and promoting cultural awareness, there were possibilities for improved collaboration and market expansion, which align with the potential discovered in the CEE region.

5.2.3. Language Strategies Employed in Marketing and Business Practices

The examination of marketing campaigns revealed the varied linguistic approaches employed by enterprises. The implementation of local languages or multilingual strategies in marketing initiatives has demonstrated efficacy in effectively capturing cultural subtleties, actively involving customers, and cultivating brand affiliations.

The study done by Garcia et al. (2021) focused on language tactics within the context of global marketing, with a particular emphasis on the efficacy of employing local languages and bilingual techniques. The results of their study indicated that the use of local languages or bilingual tactics in marketing campaigns was successful in capturing cultural subtleties, which is consistent with previous observations in the Central and Eastern European market context.

5.2.4. The Significance of Multilingual Proficiency in Cross-Cultural Business Environments

The research underscored the need of having a high level of competency in many languages when engaging in cross-cultural business activities within the CEE region. Organizations that place a high value on linguistic proficiency and cultural flexibility are more effectively positioned to negotiate complex market environments and establish enduring partnerships.

The study conducted by Patel and Nguyen (2019) emphasized the importance of possessing bilingual competency when engaging in cross-cultural business interactions. The study placed emphasis on the importance of linguistic competencies and cultural flexibility for organizations, highlighting their advantageous position in navigating varied market landscapes and establishing sustainable relationships. These findings align with the conclusions drawn from the CEE study.

5.3. Conclusion

The thorough examination of language, culture, and their impact on business contacts in the CEE region highlights their crucial significance in establishing prosperous economic undertakings. The research emphasized the notable influence of linguistic proficiency and cultural adaptability on the achievement of negotiations, market expansion, and the establishment of relationships in CEE business environments. Additionally, the presence of language hurdles was apparent, impeding the ability to communicate effectively and achieve integration within the business domain. Nevertheless, these obstacles also offered prospects for enhanced cooperation and market growth by strategically harnessing language proficiency and cultural comprehension.

Study Recommendations

Promoting Investment in Language Proficiency: Advocate for businesses to allocate resources towards language training initiatives aimed at augmenting staff' linguistic competencies and fostering cultural sensitivity. This endeavor facilitated efficient communication and comprehension within the CEE markets.

Cultural Sensitivity Initiatives: These aim to cultivate a culturally sensitive atmosphere inside organizations through the facilitation of comprehension and respect of varied cultural intricacies. This, in turn, facilitates improved integration and collaboration among individuals.

Tailored Marketing Strategies: This proposal suggests the development of marketing campaigns that incorporate local languages or multilingual techniques in order to effectively interact with varied customer segments in Central and Eastern European (CEE) markets. The objective is to strengthen brand ties and enhance consumer engagement.

Continual adaptation: This is recommended to businesses, urging them to adjust their language strategy in response to changing market dynamics. This approach emphasizes the importance of flexibility and responsiveness to cultural shifts within the region.

Limitations of the Study

- **Generalization:** The potential limitation of the study's sample size may restrict the extent to which the findings may be generalized to a wider population within the CEE region. A larger and more diversified sample size has the potential to yield a more thorough and nuanced understanding of the phenomenon under investigation.
- **The Influence of Subjectivity on Qualitative Analysis:** The process of qualitative analysis is susceptible to researcher bias and interpretation, which can have implications for the comprehensiveness of the analysis and the resulting conclusions.
- **Cultural adaptability:** The study largely centered on the examination of language fluency and cultural adaptability as key variables influencing business interactions in CEE. However, other factors that could potentially affect business interactions in this region, such as legislative frameworks or economic conditions, were not thoroughly investigated.

- **Contextual Specificity:** The findings of this study may be peculiar to the particular time and settings in which it was conducted. Therefore, it is important to conduct ongoing research to consider the evolving business landscapes.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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