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Thesis**

**Multicultural Teamwork: Task and Process Strategies**

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# 1. INTRODUCTION

## 1.1 The Impact of Globalization on Team Dynamics and Multicultural Collaboration

Globalization has led to changes in almost all aspects of enterprises. Organizations are tackling the difficulties of globalization by reevaluating their conventional operational methods. Teams are structured to generate productive and successful outcomes. Traditional collaboration has evolved due to the inclusion of individuals from other cultures. This development significantly impacts teams and their operations. In the globalized era teams are responsible for handling standard team activities along with managing cultural diversity or multiculturalism. Companies worldwide are increasingly depending on ethnic teams to establish and manage new manufacturing facilities innovate new goods and devise new marketing techniques (Brett et al. 2020). It was suggested that due to globalization of commerce and technological progress multicultural task groups would be increasingly prevalent. Diverse individuals will collaborate in a local workplace global firm or worldwide organization. Racial and ethnic cooperation was essential in our everyday lives. The modifications will provide a fresh working atmosphere necessitating a drastic shift in management approaches (Levitt 2019).

Ratasuk and Charoensukmongkol (2019) argued that the modern economy necessitates individuals to work together in teams that span different cultures and locations. Team members are sometimes situated in the same physical location. Increasingly they are dispersed around a city a region or the world. Teams can gain a significant competitive advantage by combining diverse ideas knowledge pools and work approaches. Organizations tend to focus more on demographic and job-related attributes when forming teams while cultural values are often overlooked or given little importance (Ratasuk & Charoensukmongkol 2019). Cultural values have a greater impact on teams than job-related traits and demographics due to their stronger adherence. Maddux et al. (2021) suggest that the deeply rooted cultural values of multicultural co-workers are more expected to influence their conduct and team performance than their superficial opinions based on demographics. Multicultural teams are anticipated to enhance team efficiency. Multicultural teams offer both benefits and drawbacks. Efficiency in teams may be achieved by recognizing both the strengths and weaknesses of ethnic teams (Maddux et al. 2021).

## 1.2 Value & Disadvantages of Multicultural Teams

### *Value with respect to*

- Global marketing most of the times enhances comprehension of global markets.
- Enhanced innovativeness and ordeal solving skills: Often demonstrates more creativity in generating concepts and solutions.
- Comprehending international platforms may enhance comprehension of global markets.
- Supervising workers: Enhanced comprehension of global staff (Moussa et al. 2018).
- Conflicts that are constructive arise from difference of opinion over the methods to accomplish a goal or the goal itself.

### *Disadvantages regarding*

- Group cohesion may be challenging to cultivate in tightly bonded groups.
- Decision-making efficiency: Often takes more time to make choices or achieve agreement but the final decisions tend to be more practical and thorough.
- execution Time: Action plans may need a longer time for execution.
- Work habits: Varied work habits might result in disputes and misunderstandings (Salman & Auso 2022).
- Members in conflicts often become polarized and refuse to negotiate instead defending a non-negotiable stance hindering the creation of a feasible solution.

Steers and Nardon have established the focal merits and demerits of multicultural teams in addition to this we have added an element of conflicts as per Appelbaum which has more significance in relation to this research study. This research study focuses on the demerits of multicultural teams namely damaging confrontations due to time constraints. We have attempted to gather insights on the benefits of MCT from our chosen sample of various firms but we will not go into them since it deviates from the current subject of discussion (Ratasuk & Charoensukmongkol 2019).

### 1.3 Research Question

This rationale will assist us in addressing the fundamental issue of the following question.

- "How to enhance the performance/efficiency of multicultural teams?"

This involves strategies to reduce harmful or unproductive disputes and to take use of the advantages that diversity offers.

### 1.4 Investigative Sub-Queries

- Which elements are regarded and not considered in building multicultural teams?
- How to identify evaluate and manage dysfunctional or harmful disputes in a multicultural team and how to align goals and objectives to create shared interests.
- What tactics or approaches are used to tackle cultural value concerns in multicultural teams?

### 1.5 Aims and Objectives

The aim of this research study is to analyse the demerits of multicultural teams namely damaging confrontations due to time constraints.

*Below are objectives;*

- To determine the significance of theoretical notions discussed in the literature.
- To explore other types of conflict beyond those examined in existing research.
- To see the dispute resolution methods used by multicultural teams.
- To study how multicultural teams resolve disagreements when there are no organizational rules for compliance.



## **2. LITERATURE REVIEW**

### **2.1 Adaptation to the Globalized Market and the Role of Multicultural Teams**

Companies must adapt to the constantly changing external environment to compete in the globalized market. An organization's capacity to adapt to changing circumstances is crucial for its competitiveness in today's unpredictable environment. Multicultural teams are created to improve an organization's efficiency by using diverse perspectives. This opportunity requires a careful acknowledgment of the varied cultural values held by team members. Challenging or denying the cultural values of team members might lead to many drawbacks for the team. One significant drawback noted is the creation of harmful conflict which hinders the effectiveness of a multicultural team. Destructive confrontations as expressions of aggressiveness with the sole purpose of defeating or harming the opposing party. Participants in these disputes act in their own self-interest by undermining the interests of the opposing side. Conflicts not based on reality are resolved by hostility force and coercion. Parties involved in destructive confrontations exhibit little flexibility since their primary goal is to defeat and undermine one other. Destructive disputes are prone to lasting for extended durations and tend to include uncontrolled escalation or continuous efforts to evade addressing the problems. This might lead to a lack of collaboration among team members. In destructive confrontations individuals engage based on the notion that one side must emerge victorious and the other must suffer defeat rather than aiming for a mutually beneficial outcome. Simply said hostility between individuals involved in harmful disputes significantly hinders the team's effectiveness.

### **2.2 Influence of Cultural Values on Conflict Resolution in Multicultural Teams**

Geert Hofstede's cultural dimensions model which includes five factors: Power distance Individualism Vs Collectivism Masculinity Vs Femininity Uncertainty avoidance and short-term Vs Long term orientation. Members from many cultures differ in their level of commitment to these aspects. These factors explain why team members in a multicultural team see challenges differently. Various cultural orientations such as time orientation beliefs regarding human- nature relationships individualistic versus collectivistic societal patterns and perceptions of power distance between high- and low-status individuals influence how people from different cultures interpret events. The variations in cultural values lead to conflicts among members of a

multinational team (Maddux et al. 2021). Cultural values influence individual actions and impact the amount of comfort or anxiety experienced while collaborating with team members from different cultural origins towards a similar goal. (Appelbaum et al.1998) argued that traditional North American conflict resolution methods like compromising forcing persuading and problem-solving may not be sufficient. In contrast (Friedman et al. 2005) proposed a theory of negotiating reality that eliminates the need for compromise or undermining within a team suggesting that a learned approach can effectively address destructive conflicts. Friedman et al. liken culture to an iceberg where the underlying beliefs that shape the culture are unseen like the submerged part of an iceberg. Deep cultural assumptions influence the shared norms and values within a society often existing as implicit elements under the surface like an iceberg. Only a fraction of culture is observable including behavior rituals symbols material artifacts and written regulations. The visible aspects represent the underlying cultural beliefs conventions and values. Lack of agreement may prevent the transition from study to action resulting in no action being performed. This research aims to identify the cultural values that influence individual behavior leading constructive disagreements to become dysfunctional over time and to explore the manager's role in managing dysfunctional conflicts among multicultural teams. Studying the neglect of underlying cultural values while building multicultural teams might lead to dysfunctional disputes later raising questions about the clarity of objectives and the possibility of achieving a win-win scenario. We will analyze the effectiveness of handling dysfunctional conflicts in multicultural teams by interviewing managers and team members as well as conducting focus study groups at our university.

### **2.3 Strategies to Improve Cross-Cultural Communication**

With the growing globalization of organizations it is crucial for leaders to possess the abilities to traverse several cultures and establish connections with individuals from all backgrounds. Global leaders must possess cross-cultural competency to successfully manage their teams and businesses. There are probably four initiatives that may help leaders of global organisations to enhance the identified set of competence and communicational skills. They are Thus, kindly highlighted as follows- understanding of cultural differences developing cultural sensitivity promoting cross cultural relations and accommodating strange cultures. These strategies may help international executives raise their awareness of the needs of their diverse employees and improve the cooperation between them (Almashhadani & Almashhadani 2023).

### **2.3.1 Strategy 1: Culture Sensitivity Understanding**

The distinctions between cultures are important when it comes to practicing. In business internationally. Lack of adequate grasp may give rise to costly mistakes misconceptions and breach of trust between people. To build trust it is essential to use instruments such as the Culture Map the Lewis Model and the High & Low Cultural Context models in order to understand how different cultures interact (Lee 2020).

#### **2.3.1.1 Cultural Cartography**

Erin Meyer created the Culture Map a tool that outlines eight essential communication preferences across many cultures. Some of the factors as regards to people include their manner of communication manner of dressing straight forward personalities level of tolerance to dissenting opinions and power assertion. It is with this understanding of the distinctions in preferences of the targeted culture and your own culture that may likely improve your communications approach towards them.

#### **2.3.1.2 Lewis Model**

The Lewis Model is a technique and idea in cultural communication created by Richard Lewis in 1990 detailed in his book "When Cultures Collide." This concept categorises civilizations based on the cultural activities which can be distinguished into three kinds according to their manifestations. These behaviours he classified into Linear-Active Multi-Active and Reactive. Thus, by increasing an understanding of how other cultures behave and how your own culture behaves you may gain a cultural appreciation for the difference and know how to have to behave the next time you are around such a person.

#### **2.3.1.3 High and Low Context Cultures**

Another renowned approach that aids people in leveraging cultural differences is Edward T. Hall's ideas on communicating with high and low-context cultures. While the Lewis' model builds up cultural context into three categories the Hall's notion plots every culture on one axis for cultural context. Hypothesised that high CCI cultures require more contextual cues to operate in their environments than low CCI cultures. High context cultures receive meaning from symbols and clues value relationships over things and consider time as in linear concept low context cultures communicate.

### **2.3.2 Strategy 2: Cultivating Cultural Awareness**

Increasing cultural sensitivity is gradually turning into one of the crucial competencies in the career world. This is because workers need to be able interpret and appreciate other cultures as they deal with customers and co-workers.

#### **2.3.2.1 Intercultural Communication Proficiency Across Diverse Cultural Environments**

Communication is intricate and subtle particularly when operating in many cultural environments. Before focusing on any various other aspects of conversation skills in culturally diverse situations it is advisable to allocate effort to knowing the cultural expectations of the interlocutors. The recipe for successful intercultural interactions is partly beneficial to be aware of own cultural bias and how these prejudices might potentially influence communication and perceptions of other cultures. The corporate enterprises should show courteous behaviour show respect and embrace the cultural differences and at the same time listen to the different opinions from the people from different parts of the world. Is you are speaking with to enhance communication skills in these situations. It is advantageous to recognize your own cultural prejudices and how they could impact your interactions with individuals from other cultures. It is crucial to demonstrate patience open-mindedness and respect while engaging with individuals from other cultures while also carefully listening to their perspectives (O'Brien et al. 2007).

#### **2.3.2.2 Developing Cultural Self-Awareness**

To enhance cultural self-awareness one must be receptive to learning and open to other ideas. This may involve learning about other people's cultures and practises or looking at the world and its philosophies. It is advantageous that one is ready and willing to have genuine interactions with persons in other cultures and from what they can teach him or her. Thinking about cultural activities you may attend such as cultural show joining a cultural association travelling to another country assists in improving your cultural identity (Warren 2017).

### **2.3.3 Strategy 3: Cultivating Cross-Cultural Relationships**

Establishing cross-cultural connections is a crucial strategy for achieving success in international company. Promoting understanding and respect fosters improved teamwork and creativity. To be able to promote understanding and respect leads to the betterment of work productivity as well as work innovation. First any plausible intervention must begin by accepting that people of colour

generally have different ways of engaging with others. It may be possible to help the students build cross-cultural relationships by joining pen friendships intercultural activities exchange programmes as well as by taking foreign courses and other related methods. This may be done by learning about each other's culture ethic moral and language. Studying this method can enable them to fully accept other opinion and be ready to handle diversity in cultural aspects (Aririguzoh 2022).

### **2.3.3.1 Tools for Enhancing Cross-Cultural Communication**

One tool for enhancing cross-cultural communication is the use of virtual reality technology. Computer generated socio-cultural simulations can offer students opportunities to engage a different culture and interact with people of that culture. Users of this technology will be in a position to understand the experience of other people and may be able to appreciate diversity in cultures. Further with the use of virtual reality one can obtain practise sessions of typical real life cross cultural interactions and thereby improve ones cross cultural communication abilities (Metolo & Maxi 2023).

### **2.3.3.2 Technologies for Enhancing Cross-Cultural Communication**

Technologies play a crucial role in enhancing cross-cultural communication by bridging the gap created by physical and cultural barriers. Through the use of virtual communication facilities such as Zoom Skype and the likes people from different cultures can have a face to face conversation hence promoting culturally responsive practise. Tools like Facebook and Twitter allow people to find other people with different culture to interact with them in order to foster friendship and share information. Also conversational tools such as Google Translate assist in tackling barriers to communication due to language difference it becomes easy for two people of different languages to converse with each other. Such technologies are crucial for development of cultural sensitivity and for collaboration between nations in the twenty first century global village (Metolo & Maxi 2023).

### **2.3.3.3 Challenges in Utilizing Tools and Technologies**

One of the main challenges in utilizing tools and technologies for enhancing cross-cultural communication is the potential for misinterpretation and misunderstandings. Despite using the best translation software and communication technology it is still quite a challenge to get to understand

the different body languages and dialects. This can lead to what amounts to a diplomatic disaster confusion and communication breakdown. Some people can have the feeling of discouragement and canalisation so they will not know how to work with new technologies favouring cross cultural communication in order to improve the relationships between individuals coming from different cultures. Therefore it is especially important for users to be aware of these issues and to pay particular attention and be open in technology-mediated communication.

## **2.4 Concepts and Theory**

Throughout history mankind has collaborated to search for food construct shelter defend against animals and protect themselves from the elements. Humans have acquired the ability to collaborate communicate and unite towards a shared goal. Collaborating with others enhances productivity and benefits all parties involved. The notion of a team a collection of individuals collaborating towards a shared objective has been developed. The outcomes of teamwork include both personal and group happiness accomplishment and knowledge. By pooling individual efforts teams may attain organizational objectives (Wang et al. 2019). In today's globalized world individuals are relocating to other nations leading to the formation of multicultural teams which is more widespread in enterprises. Since the 2015 several scholars have advanced the research of the issue. Bailey and Cohen defined a team as a group of individuals who work together on tasks share responsibility for results view themselves and are viewed by others as a cohesive social unit operate within larger social systems and handle their relationships across organizational borders. Therefore in a team factors such as age gender cultural background and religion are irrelevant. What unites team members is the nature of their relationships inside the business and the synergy involved in their work. In a multicultural team there are additional aspects that might provide challenges for both team members and their supervisors. Multicultural teams as task-oriented groups consisting of individuals from diverse cultural backgrounds. Multicultural teams as defined consist of individuals from diverse cultural backgrounds who work together on tasks share responsibility for results view themselves as a unified social group within larger social systems and handle relationships across organizational boundaries (Stahl et al. 2021). In a team the focus should be on achieving optimal performance and working efficiently regardless of whether all members share the same country. Assessing the variety of a team and the connections within it are crucial for success and performance in an organizational setting which is the emphasis of this thesis.

## 2.5 Team development

Like any other team a multicultural team goes through many phases of growth. When a team is newly created members may not be familiar with each other which may be thrilling initially but may lead to issues later. Identified four phases of team development: Forming Storming Norming Performing and Adjourning. Thus, when a new member joins a team or the leader changes it is common for the team development process to regress necessitating adjustment (Brett et al. 2020). Establishing a shared aim is the first stage in forming a team. When individuals get together to create a team they may have uncertainty about how well they will get along due to their lack of familiarity with one another. Initiating acquaintance with team members via casual queries might reveal shared interests. Team leaders are responsible for selecting the team defining goals and assigning roles and tasks to each member (Hajro et al. 2017). Storming is the period that follows team formation during which it is crucial for team members to collaborate address obstacles and resolve misconceptions to advance their work. This will lead to disagreements among team members. Individuals have varying work styles that might lead to issues. The team leader must interfere when necessary to resolve problems. The leader serves as the trustworthy individual within the team fostering a harmonious atmosphere.

Currently the team is focused on achieving its objectives. The team members collaborate share responsibilities and are driven to work well together. Each member demonstrates adaptability with job designations being clear and operating well. There are no more disagreements and each contribution is considered important. Team leaders at this location may motivate the team and acknowledge their accomplishments (Jang 2017). Adjourning occurs when the project reaches its final stage. Some team members are already distracted by other matters and are not focused on the project. Anticipation and a feeling of achievement are there as the project nears its completion (Else 2019).



*Figure 1: Tuckman four stages of team development*

Source: (Louise 2022)

## 2.6 Culture

Culture is a vital component of human nature and is always present in our society. We encounter culture in our native language music religion beliefs cuisine customs and everything that was imparted to us throughout our upbringing. Immigrating to other nations exposes us to unfamiliar cultures which can be both surprising and educational. When collaborating in multicultural teams it is essential to embrace cultural differences and be willing to learn from them. Hofstede defines culture as the shared mental framework that sets apart individuals belonging to different groups or categories. (Lu et al. 2022). This definition posits that culture refers to a collective of individuals within a society who share common values customs traditions and fundamental beliefs.

## 2.7 Hofstede's Model of National Culture

Hofstede a social psychologist conducted a study on 88000 workers in 72 countries and created a model that explains how culture influences work behavior. This approach is crucial for understanding how to effectively handle diverse cultures and serves as a valuable tool for managers. Hofstede assigned a score to each dimension for every nation with the dimensions shown in Figure 2.





*Figure 2: Hofstedes dimensions of cultural differences*

Source: (Bruin 2017)

Throughout history mankind has collaborated to search for food construct shelter defend against animals and protect themselves from the elements. Humans have acquired the ability to collaborate communicate and unite towards a shared goal. Collaborating with others enhances productivity and benefits all those engaged. The notion of teamwork is a group of individuals collaborating towards a shared objective. The outcomes of teamwork include both personal and communal fulfillment accomplishment and knowledge gained. By pooling individual efforts teams may reach organizational objectives. In the current era of globalization individuals are relocating to other countries leading to the formation of multicultural teams which is more prevalent in enterprises. Therefore in a team age gender cultural background religion etc. are not significant factors. What unites team members is the nature of their connection inside the business and the synergy in their work. In a multicultural team additional considerations might provide challenges for both team members and their supervisors. Multicultural teams as task-oriented groups consisting of individuals from diverse cultural backgrounds. Regardless of the team members' nationalities the primary goal should be to achieve optimal performance and operate efficiently. Assessing the variety of a team and the connections within it are crucial for success and performance in an organizational setting which is the emphasis of this thesis (Ratasuk & Charoensukmongkol 2019).

## **2.8 Multiculturalism**

Multiculturalism is a consequence of cultural intercourse between people with different cultures. These different cultural identifications have evolved due to factors such as migration ethnicity demography race and accurate identification that includes hyphenated cultural identification effects of globalisation and professionalism (Zong et al. 2018). High-income countries multiculturalism is significantly influenced by the levels of international migration. These have been largely shaped by technology internet and connexions around the world which compel migrants to integrate thereby leading to different form of ethnic and host culture identification and acknowledgment (Schwartz et al. 2016).

There is likely to be increased assimilation of new and heritage cultures leading to the formation of perhaps a more complex self-identity of people that manifests in the use of hyphenated cultural identities. Multiculturalism involves and promotes cultural safety cultural diversity and equity. In the era of globalisation people in other classifications than immigrant may turn multicultural. In urban areas persons are global but living in their own nations being recognised by the fact that they have many cultures due to internet language products and media. The rapid growth of multiculturalism is one of the key features of the evolution of most societies around the world including the Nigerian one. The global awareness of multiculturalism issues is gradually increasing and is getting important in many scholarly and applied disciplines.

### **2.8.1 Multiculturalism as a Process of Acculturation**

Culture adaptation is the process of having to adapt to a new culture. There is clearly relationship between acculturation and multiculturalism as seen hence where multiculturalism stems from as a result of the acculturation process. In the view avowed by Krawczyk and Bryłka (2016), a given cultural group may help people to obtain the knowledge and understanding of various cultural systems leading to cultural change. Acculturation variability can be evidenced across different domains of experience including communication language relationships cultural others categorised in terms of language communication pattern cultural self/identity and acculturation knowledge and belief systems (Karim 2021). This however can happen gradually through the process of gradual acculturation of the destination culture of the individual. Normally acculturated persons have two major experiences. Concisely, first individuals must ensure they want to or have the right to retain their original self- identity when interacting with another culture (Akanji et al.

2018). Secondly, individuals need to ensure that they are willing or authorised to participate in the main and normative culture. This process is done through the distancing or even maintaining ethnicity and cultural heritage but at the same time deny affinity to mainstream culture (Karim 2021).

It was discovered that high level of acculturation might cause separation orientation while low level of acculturation would cause assimilation orientation affecting measures. This is done by dividing/separating /the asserted cultural identity/or by preserving it as well as a positive attitude towards both, the emic and the etic cultures (Krawczyk & Bryłka 2016; Lima & Patah 2016). As stated by Akanji et al. (2018) global corporation acculturation mechanism might impact the the adoption of minorities. Superior authority of the society may not obey the subordinate set of rules. This paper focuses on the role of acculturation hence factors arising out of people of multiple acculturation. The following assimilation and acculturation models have been described in an attempt to mandate how to deal with the other cultures; the alternation model.

According to (Kappagomtula 2017) cultural frame swapping may be eased by the alternation model for learning other cultures without having to lose one's own culture. Discussing the concept of acculturation and acculturation models Tabassi et al. (2019) pointed out that the theoretical models may help people and organisations to better predict how they can cope with challenges on the new multicultural work environment. These models present the intercultural process as the process of the complete identification with two cultural selves while acknowledging behaviour and attitudes of the other culture. Still the critics have it that acculturation has some drawbacks. Following Jayanthi (2017); Regus (2022) acculturation is defined as there being some conflict when one tries to integrate into another culture. Research has not compared two cultures that are contradictory which is characterised by a focus on the negative effects of multiculturalism desirous of preserving positive perceptions on multicultural work teams in a multicultural organization (Regus 2022).

### **2.8.2 Multiculturalism and Identity**

Identification is considered a key element in formulating theories of multiculturalism across several fields of study. This term is related to acculturation. This term is related to the term of acculturation. For many types of diversity identifying multiculturalism with identification turns out to be less rigid than the foregoing view. According to Lee and Schneider (2020) people can be

associated with cultures that may not seem to have any relation to the geographic location of that person. Vora et al. has noted in their past work that identification may be useful in other interpersonal matters as one works with a multicultural team and trying to understand what each culture needs (Vora et al. 2019). It is important to begin by acknowledging and documenting differences in multicultural identity negotiation; as well as gaining an understanding of the many processes that are associated with multicultural identity conceptions. First the idea is helpful in understanding CI integration experiences and managing a variety of cultural differences and their processes. It is Thus, possible that multicultural team members self-categorise to the cultural selves with which they identify most and where the motive of doing so is self-deception (Ayega & Muathe 2018). Changing one's identification may lead to confusion and inappropriate cultural reactions when an individual's identity is mistaken or not appropriately recognized. What has been determined is that multicultural people may sub Skinner effectively communicate and relate with different societies. When two or more cultures are merged or combined in influencing an individual's personality. Therefore when multiculturalism is an identification through such processes of hybridization people can easily identify with that particular group even if they cannot get details regarding their culture (Rahman 2019).

### **2.8.3 Multiculturalism and Cognition**

Multiculturalism is defined by the cognitive idea as the adoption of cultural schematics which involves comprehending various cultural frameworks and cultural self-concepts (Batsa et al. 2020) (Huang 2016). Years in review cognition on multiculturalism has changed and is now among the most popular method used (Abadir et al. 2019; Rahman 2019). Some basic insight gleaned from this idea is that it is entirely possible individuals may entertained multiple mental images of cultures which are elicited by environmental factors. This may help in developing hypotheses about other cognitive consequences of multiculturalism including self efficacy and attribute complexity. According to Alemu (2016) the benefits of cognitive strategy are given by its sound theoretical background and evidence. This may be due to findings showing the relation between brain function and frame shifting in multicultural people (see Ayega & Muathe 2018). The cognitive approach into multiculturalism places current events at the centre of the idea unlike other multicultural concepts. The cultural schematics are conditioned by the extent of a particular person's understanding of a specific culture.

#### **2.8.4 Multiculturalism and Skill Development**

Skills and capacities are ideas that represent diversity. This may be immediately seen in interactions between individuals from many cultures serving as a crucial aspect of multiculturalism. Sarala et al. (2019) argue that these conceptions originate from the acculturation theory which concentrates on the outlooks related to operating in two contexts. Hence as explained by (Korzilius et al. 2018) multicultural models analysed multiculturalism as intercultural competency or behavioural skills. However these notions carry one advantage. They are very practical. Grass et al. (2020) postulate that in the situation whereby diversity is based on the skills and talent then the teams will function properly. Knowledge and competencies are important to multicultural people since they are main in the equal world and mostly appraised based on their capacities and information inclusive of the diverse one. However despite of the importance of such practises in the multicultural context they have certain reservations. As Cico et al. (2021) pointed out one of the constraints that is sometimes overlooked is the building block of skills and talents which is knowledge. Besides the important function in understanding diversity it is considered as the part of talents and abilities. Another limitation is how they portray conduct which results in multiculturalism becoming perceived as one of the impacts (Cico et al. 2021 ; Korzilius et al. 2018). Thus, those who perform the right actions after being trained are likely to develop conceptual clarity about the right actions to perform.

#### **2.8.5 Multiculturalism and Context**

Individual-level multiculturalism is often defined within several contexts in studies including geography interpersonal interactions and history. This idea tends to be brought up when multiple individuals from two or more cultural groups are thought of as being in deviation of the multicultural expectation (Huang et al. 2022; Lee & Gyamfi 2023). They have focused on structural social environment of face-to-face interpersonal interactions that may support individuals of different cultural origin when learning diversity. When examining the role that diversity plays in the improvement of organisational efficacy within the USA multicultural organisations in the US were defined (Huang et al. 2017). Representatives of Russian scholars such as Ponomareva et al. (2022) underline the importance of the contextual approach in admitting how people's multiculturalism can be affected by things external to them namely cultural background and social relations.

Ethnically diverse roots or connexions can one become multicultural however, this is not without many difficulties. The depth of idea reception across people varies with the degree of context. The society members as regards the findings of the authors Vora et al. (2018) might increase positive changes those cultures which may also involve intercultural communication. The other disadvantage is that the contextual idea methods eliminate the option an individual has in choosing how to interface the culture. Other papers focusing on context explore it from different approaches. In a paper by Hong et al. (2016) the South Asian women in Britain engage with diversity through the formation of connected identity and participation in several cultural groups leading to their integration. This paper learns that people who show cultural acquisition could extend their improved cultural knowledge by incorporating selected aspects from other cultures borderline by bit (Hong et al 2016; Vora et al 2019). Contextual contingency exists but it can be argued that there's still a discursive power for the people on culture. The multicultural practise has been around as early as ancient civilizations. The source may lie in the fact that the First Persian Empire was used to integrating or accepting many cultures (Liu et al. 2015). In the future, there was an increase in the global population who lived in countries different from that of birth based on current statistical estimation (Huynh et al. 2018). We can explain this by the global spread of cultural exchange transmissions exposures and changes through such processes as migration, globalisation, movement, diversity and its outcomes (Hong et al. 2016).

Multiculturalism has been greatly experienced in developed nations. NEARLY 13% OF THE AMERICAN POPULATION ARE FOREIGN BORN 34% ARE NON-WHITE AND 20% HAVE HOUSEHOLDS WHERE ONLY A DIFFERENT LANGUAGE IS SPOKEN (Hong et al. 2016/d). Other countries this includes those with a high migration rate or those that have had colonial influence such as Nigeria also have an increasing multicultural population. According to the United Nations, more immigrants were recorded from 75 million in 1965 to 150 million in 1990. Economic and Social Affairs Population Division 2017. According to data gathered, to the developed countries, more than 190 million foreign immigrants moved from underdeveloped countries in 2005. Specifically in this same period the net migration flow to Europe Northern America and Oceania increased though there was evidence of fading early in 2010.

Between low income in developing nations and middle income in developing nations, migration has also increased. Chiou (2016) came to the conclusion that there has been an increase in the migration of the people from other Arab countries and Asia to the gulf nations. Argentina has been

hosting migrants from Bolivia Paraguay and Peru among other countries in good numbers. Due to mining activities, over one million Mozambicans moved to South Africa and research on projected population increase in future (Marais and Lauren 2020). Overseas immigrants in Nigeria have increases from 500000 in 199 and 1.3million in 2020. However, Nigeria is acknowledged to be in the negative net of migration still has the largest population in Africa and the sixth largest in the world with more than 206 million people. Indeed, Nigeria occupies the bottom of the list of West African countries with the least number of migrants per population size. In Nigeria, therefore, it is important to develop and maintain long standing business relationships because Nigeria is made up of people of different races, religions, and languages. This is due to the fact that both necessary and chance formal and informal interaction that rarely are limited to working issues (Zong et al. 2018). The resulting level of trust is a direct extension of the quality of connexions that is gradually built in these kinds of contexts. The results also showed that while earlier studies suggested that the German trust is build on reliable performance as opposed to the more traditionally known type of trust, where connexions play the deciding role. It is predicted that there will be a great increase in the number of multicultural communities. In the next decades. For instance, the number of people is expected to rise from two million to ten million between 2010 and 2060 from 2.5 % to 6.2% respectively (Colby & Ortman 2015).

### **2.8.6 Advantages of Multiculturalism**

Multiculturalism in workplaces has a positive impact on organisations to the extent that an increasing number of firms are gender, colour, and nationality diverse with corresponding benefits to the firm. Szymanski et al. (2019) find that those from multicultural backgrounds are more likely to occupy senior positions in firms and teams than those constituted as monocultural. Multiculturalism has been proved to have a more diverse network in most cases, referring to people with more diverse cultural background. Women occupy more of the strategic positions in these networks, at other times they work at the centre stage due to increased inventiveness particularly when working on jobs of cultural relevance (Engelsberger et al. 2022; Szymanski et al. 2019). Open-mindedness to the diversities enables the employees to have a complicated perspective about culture and social issue. While in their study Shan et al. (2021) it was possible to identify higher levels of cultural metacognition understood as the awareness of the role of cultural diversity in multicultural project management. This may assist people to control and moderate conduct in mergent business environment. The interaction that has been formed between multicultural

identity and social networks is considered to be active (Shan et al. 2021). Investigating in bicultural identity, particularly with personal social networks has been promising (Bobowik et al. 2022).

This is likely to hold that multiculturalism has positive utility for innovative idea creation within the corporations and inside firms (Grass et al. 2020; Korzilius et al. 2018). Multicultural personnel policy exist in some organisation and managers are there to prescribe on how best to adopt of these cultures. Talked about. Cross cultural managerial leadership was innovative in evolving rules based on cultural alues as means of arriving at standard working cross cultural values for cross cultural team to realagion with Ayega (Muathe 2018). Bicultural employees raise the talents, experiences, knowledge, and contacts that may come up with creative solutions when compared to first generation immigrants. Hence multicultural managers are encouraged to join cross cultural teams to either enhance or undermine cross cultural friction. According to the published works, population culturally diverse demonstrates higher levels of innovativeness than the culturally monolithic population in performing crosscultural work assignments (Ayega & Muathe 2018). They may be excelling in managing many duties due to the variety of cultural orientations.

It has pointed out, that multiculturalism affects the Generalised Trust in People, perceived by the network composition, which is regarded as a vital element for prospering in multicultural business organisations (Maddux et al. 2021). Success in navigating various cultural environments typically relies on "informants" from diverse cultures who may provide culture-specific information assistance and counsel (Vora et al. 2019). It has further found that ethnically diverse network is indeed important for the success. As stated by Jayanthi (2017), the multicultural people possess higher and broader secondary networks' ties with the second culture. Mortgaging Cultural Capital argument also shows that multicultural persons who view formal cultural capital and the cultural capital of other social fields as competing continue to hold local cultural resources.

The multiculturalism supports cultural protection cultural diversity and cultural parity. Other authors (Schwartz et al. 2016) define cultural security as entailing cultural security. The relative cultural professed awareness. The bicultural individuals may have a unique effect in organisational teams or work groups. Suppliers may be selected based on their cultural orientation as means of ensuring the team gets different perspective and skill set for the team's tasks. These viewpoints must be expressed in words to be useful for the team since they might improve the optimization of organisational performance by leveraging cultural difference.



This has been evidenced to have a positive impact to production and competitiveness of a firm. Berry's (2016) study pointed to the fact that ideal performance in a multicultural environment can be obtained from the employees with the different multicultural characteristics including age, ethnicity, nationality, and gender. This diverse worker population can update their information and skills hence enabling the organisation to improve its performance. The study conducted revealed that diversity does promote tacit career progression and inter-personal relations at workplace. This boosts Overall, employee happiness and along with that firms' reputation more globally as multiculturalism helps the business. This fosters the willingness to fight cultural shock while growing the company and catering to the international market requirement (Carlo et al. 2016).

### **2.8.7 Challenges of Multiculturalism**

The following section aims to analyse the material considered at the topic: problems of multicultural teams. Some of the topics include: Cross cultural concerns, cultural and inter personal clash, cross cultural conflict solving among others. The cross-cultural complexities relate to behaviours that may be barriers to wearing seamlessly into other cultures or executing work efficiently in interculture context (Repke & Martínez 2017). But some difficulties were experienced in the course of dissecting the present research papers on cross cultural difficulties. The present analysis has revealed that multicultural communication is central to the functioning of the contemporary corporation because it facilitates the exchange of ideas that could enhance organisational productivity. Since people working in the organisation belong to different cultures, they may have that communication pattern that will make them oppose each other. We have observed two out of the mentioned studies, which proved that communication was an issue in multicultural teams. Jayanthi (2017) examined the communication challenges and concerns and even conflict of multicultural intact for cultural. Communication breakdown in the global business organisations can lead to project failure. These are cultural differences and modes of communication which can pose a threat to an organisations performance hence resulting in Disputes (Abadir et al. 2019).

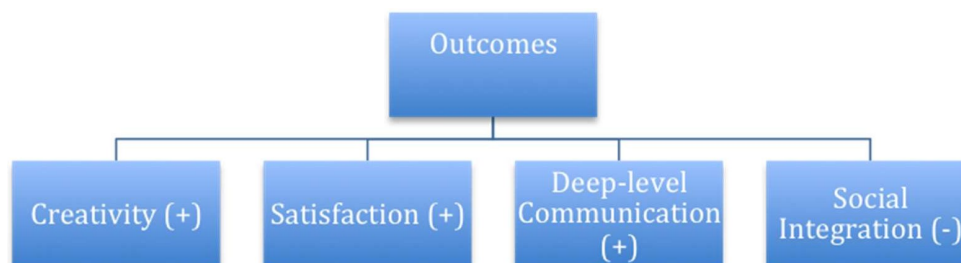
It is likely that three of the major sources of conflict in multicultural organisations will result from communication barriers to conflict. Another reason for poor performance in multicultural teams is summarised by the effect of Culture as a communication barrier (Jayanthi 2017). In return, as the communication barrier is broken, the following will happen. Someone might elaborate the cross

cultural complexities if one used this sort of research as moderating variables. They claim that communication barriers may make it possible for people in the teams who are so bright to be perceived in stereotypical negative manner. The principal interest of Vigier and Oatey (2017) is on identifying the effects of communication barriers for multicultural employees in an international organisation. Team members who do not understand a language that is spoken by others can experience social discomfort and may be harassed by those that speak another language. Labelling someone based on his or her culture or ethnicity can hurt how workers interact within companies and ultimately erode teams. Addressing Communication Barriers in multicultural teams may lessen the understanding and result in categorization procedures that may lessen team relations (Brett et al. 2020).

While conducting this research, areas of deficit in information context and approach were realised. The knowledge gap is related to only exploring communication barriers in cross cultural contexts. The present research study focuses on cross cultural issues experienced in multicultural software development project teams by project managers. The context gap related to researchers focusing on one organisation. In this present study, various challenges encountered by project managers operating within a multicultural environment in Africa are explored. The major methodological weakness of this study is the application of the ethnographic field technique. This research will meet this need by employing a qualitative research approach.

## 2.9 Contest

Competition is inherent in human existence. Therefore, individuals' perspectives and beliefs about competition might differ. If not clearly expressed the issues become complicated.



*Figure 3: Outcomes Of Cultural Diversity In MCTS*

This figure shows different outcomes of cultural diversity in MCTs.

## **2.10 Individual Research**

In today's globalized world multicultural teams have become increasingly common in the workforce. With advancements in communication technologies these teams can collaborate and work together more efficiently than ever before. But it is important here that the communication within these teams is good for them to succeed. In this context the understanding of how communication technologies influence multicultural groups to construct their ideal communicational picture of the organisation can help to identify the paths for improvement of these teams' performance and effectiveness. Thus,, communications technologies have emerged as critical enablers for such teams in order to guarantee that they can run smoothly and in unison. Yet implementation of the communication technologies in multicultural teams is a challenging affair that must be met to support effective collaboration. When addressing the role of communication technologies in multicultural teams it is possible to discover approaches to enhancing the impact of solutions while reconciling with challenges related to a diverse context for teaming.

### **2.10.1 Impact of Geographical Dispersion on Multicultural Teams**

The geographical dispersion of multicultural teams can have a significant impact on their communication and collaboration. Remote teams can include team members located geographically apart working during different periods or time zones or even from different cultural backgrounds which may be disadvantageous to the organisation since it is difficult to schedule meetings and share information and build trust due to time differences and cultural diversity. These barriers are however easily dealt with through the support of the various communication technologies such as teleconferencing chatting and transfer of files. However the application of these tools as an enabler also have its own challenges needed some level of IT literacy and Cultural Intelligence to run effectively. Besides when working in virtual teams members do not have personal contact and may have misunderstanding and misinterpretation of message content so it is essential to reveal simple and efficient communication techniques. In conclusion this study has found that geographical dispersion can act both as an opportunity and a threat to multicultural team work depending on the level of technology supported communication between team members (Ouaddi 2016)

### **2.10.2 Influence of Digital Communication Tools on Multicultural Team Performance**

Digital communication tools play a crucial role in enhancing the performance of multicultural teams. Hence these tools help the team members from different cultural backgrounds to have effective communication and assimilate knowledge in an effective manner and share the same. For instance interface to communicate face to face in regard to the real-time virtual meetings ensures that team members develop detailed trust to ensure that they understand each other. Moreover using the instant message or email enables the working team to share information and knowledge with each other freely no matter where they are. Multicultural work groups when use technology based communication tools enhance their general work results and achieve their goals set to work on in their collaborative projects (Halverson et al. 2023)

### **2.10.3 Maintenance of Team Culture and Identity with Digital Communication Tools**

To maintain team culture and identity in multicultural teams digital communication tools play a vital role in facilitating effective communication and collaboration among team members. Programmes such as video conferencing chat and project management applications enable the members of the team of diverse cultures to work closely with each other and share ideas regardless of the location. In addition to all of that these tools allow team members to deliver their creativity and present their cultural sensitivity which helps in creating a diverse environment for the team. Here desegregation of the communication technology make it easier for the multicultural teams or people to eliminate barriers to communication bring understanding foster better interpersonal relations and therefore effectively improving the Overall, team culture and identity (Xie & Chao 2023).

### **2.10.4 Enhancement of Decision-Making Process in Multicultural Teams**

To enhance the decision-making process in multicultural teams it is essential to establish a clear communication system that values diverse perspectives and encourages open dialogue. A study shows that appropriate communication facilitates the functioning of the groups and supports the generating of better decisions by all team members Thus, creating higher cohesion among the teams. By using such features as video con creeping and instant messaging together with project management tools the members of a team can freely communicate with one another regardless of their location or cultural difference. In addition the use of these technologies provides for feedback

sharing of ideas and thoughts during the process of decision making Thus, making this cycles inclusive and rich (Kgothule et al. 2021)

### **2.10.5 Facilitation of Collaboration in Multicultural Teams**

Facilitation of collaboration in multicultural teams is crucial for the success of any project. Reliable communication technologies are crucial in enhancing inter and intra group relations and communication with team members of different origins. One benefits that work found when using video conferences instant messaging and project management tools are that language barriers and time differences do not become an issue in completing a task. Furthermore, the availability of the virtual whiteboard and the document sharing platform also enables the writing and editing of documents and presentations in real time while encouraging ideas for the improvement of the team. In more general manner therefore the incorporation of communication technologies in multicultural work teams contributes to efficiency in delivery while at the same time recognising and embracing diversity (Handyaningrum & Mariati 2023).

### **2.10.6 Importance of Clear Communication in Multicultural Teams**

Importance of clear communication in multicultural teams cannot be overstated. Since everybody in the team originates from different cultural backgrounds the needs to avoid any misunderstanding or misinterpretation in communication. When there is good communication within a team it implies trust little quarrels and misunderstandings are solved and work together becomes easy. It assists in building a pleasant organisational climate within which communication of ideas and constructive criticism of work accomplished is encouraged. In addition mutual understanding that stems from proper communication entails that people working on any project share the same perception of the objectives to be met time lines and expectations hence raising productivity levels to meet the project objectives. In multicultural teams communication could sometimes be a problem due to – language differences and cultural differences; therefore every interaction should be clear and every message should be accurate. Multicultural teams must embrace the need to follow the organisation's channels of communication because this will make their diversity an asset rather than a weakness (Lanucha 2018).

### **2.10.7 Role of Emerging Communication Technologies in Multicultural Teams**

Emerging communication technologies play a crucial role in facilitating effective communication within multicultural teams. These technologies afford ways in which the members of a team get to work together even when they come from different cultural backgrounds and may be physically separated by space. Using technologies like video and voice chat messaging and project management solutions people can communicate and collaboratively brainstorm transfer information and complete as many work tasks as they want in a timely-desired manner. Apart from improving communication and working effectiveness these technologies also positively promote the team's cohesiveness as well as belongingness despite multiculturality. In general the utilisation of new communication technologies in the multicultural teams brings a highly positive impact on the Overall, effectiveness of the work of the team. (Pickering et al. 2020).

The review of current literature shows that the application of new technologies of communication has significant effects on the work of the modern multicultural teams. Through video conference applied active voice involvement quick messengers and cloud operated collaboration instruments this team members which may have worked in different geographic areas can easily work as a single team. These interactive technologies facilitate timely exchange of information and make workers feel that they are in the same team; thereby promoting effective teamwork and productivity. Furthermore, these tools also enable the participants to share information so as to enhance the innovative capacity of the work team. In conclusion this paper theorises that incorporating the ever-evolving diverse and new technologies for communication has enhanced the dynamics of teamwork to a greater degree in the context of multicultural teams. (Santillan et al. 2023).

Emerging used communication technologies such as Virtual Reality platforms can be used to enhance the concept of multicultural teams. It may also improve actual interactions with others as VR recreates the presence of others so that distant team members from diverse cultures feel more involved during meetings and etc. With the aid of VR headsets a team is able to have a meeting as if all are in the same physical location this will enable communication disparities to be closed and the team to feel compact despite having a dispersed workforce. In the same regard VR can afford specific team-building exercises and cultural encounters which increase social integration among team members (Radanliev et al. 2023).

Continuous evolution of communication technologies in global markets is of utmost importance in today's interconnected world. As the world now is more connected and virtual teams are becoming more popular the skills to communicate with people from different countries at different time zones are critical in today's business. Additional to the use of new technologies in business the implementation can lead to the radical changes in communication and collaboration between distinct employees and teams using video and web conferencing efficient project management tools or instant messaging services. Many of these advancements are not only beneficial for the rate of production but also for multicultural employee relations in diverse organisations. Looking at the trends in the current global markets it is evident that the communication techniques have to be changed to meet the current dynamics. (The Sixth Convocation of The Council of Academies of Engineering and Technological Sciences) The research needs to examine the effectiveness of using emerging technologies in light of the globalisation of work and workplace in order to improve the manner in which multicultural teams communicate.

Video conferencing instant messengers and other software allow individuals differing by their background and geographic location to work in one team. They assist in closing the gap between the team members by providing ability to communicate share important files and navigate through the project in real time. Thus, the use of the above tools will help multicultural teams to overcome \_Hurdles such as language barriers time differences as well as misunderstandings all of which invariably increase productivity and team performance. Furthermore, new technologies make easier to maintain rich and frequent contact and communication with people which enhances the quality of relationships and understanding between team members (Prabhas et al. 2023).

## **2.11 Own Analysis**

*Research objectives research questions and hypotheses*

### **2.11.1 Aims and Objectives**

The aims and objectives of the proposed research are integral components that shape the direction and focus of the study. The overarching aim of this research is to investigate the impact of communication technologies on interpersonal interactions in globalized teams and the potential implications for future communication technologies. Specifically the objectives of the study include: (1) to explore the current usage patterns of communication technologies among

individuals across different socio-demographic backgrounds (2) to analyze the influence of communication technologies on the quality and nature of interpersonal communication (3) to identify the perceived advantages and disadvantages of using various communication tools and (4) to assess the potential trends in future technology adoption in the realm of communication (5) to identify most commonly used digital communication tools in different work environments and to examine their effectiveness (6) to investigate how important clarity is in communication in multicultural teams and how digital communications tools impact this. By addressing these objectives this research aims to contribute to a deeper understanding of the role of communication technologies in shaping human interaction and provide insights into the development and implementation of future technologies in communication (Jenkins 2013).

### **2.11.2 Research Questions**

The aims and objectives are not limited to merely the responses of the people but this research aims to go deep into knowing the little things like what nationalities respond to certain questions in what way? How the answers from the male respondents differ from the female respondents? How the answers differ among the people of really young age and people of other age groups? How different education levels use communication technologies according to their needs? By addressing these objectives the research will provide precise and somewhat correct results and information into how effective digital communication tools are in managing and amplifying the performance and work progress of geographically dispersed multicultural teams.

### **2.11.3 Hypothesis**

- H1: The use of digital communication tools minimizes the impact of geographical dispersion on multicultural team's performance.
- H2: Emerging communication technologies will play a critical role in reducing the communication gap.

These two hypotheses are the basis of the research questionnaire that the research was based on. These will provide us a pivot to base the research and the analysis of the results moving forward with all the research questions. Hypotheses are always the test of the research work and they should be clear and verifiable. These hypotheses set up research ideas and if the idea holds its ground it



eventually becomes a theory after multiple repetitive experiments to make sure the results are valid and accurate. After this the researcher can move on to working towards verified work.

### **3. RESEARCH METHODOLOGY**

#### **3.1 Research Design**

Research design is a crucial component of any study as it provides the framework for collecting and analyzing data. By utilizing a structured questionnaire the research aims to systematically capture data that will inform the study's objectives and facilitate an in-depth analysis of the participants' perspectives on the impact of communication technologies. Moreover incorporating questions on future technology is possible. Thus, it takes a future-oriented view of prospective developments in communication technologies. In this research the design will be quantitative to obtain data on the effects of communication technologies on interpersonal communication and communication technologies of the future. The first type of data was obtained by administering an 18-item self-administered survey that captured both socio-demographic details and questions about equipment used to interact with people. It was conducted among a number of participants so as to make sure that it covers a broad demographic spectrum. Besides the survey quantitative data which can be collected GCC may also opt for qualitative interviews in order to gather more saliva information about the participant's experience and attitudes towards communication technologies. Descriptive statistics analysis and thematic analysis were employed to find out patterns and themes in the response data (Kothari 1990).

#### **3.2 Data Collection**

Collecting data is important for addressing research problems. There are two methods to do this task: using secondary data or primary data. Apart from helping in a construction of answers to questions secondary data also help in gaining further understanding in presenting the purpose of the study. These data may be collected from books papers journals Web-based material government and semi-government organisations as well as catalogues. When little information is obtainable about a research topic the researchers have no other option than to rely on primary studies which are also called empirical data. Primary data can be collected by means of using experiments observation and communication. Since our mode of research is purely qualitative we have to use face-to-face interviews to capture respondents' behaviour and attitude in given contexts. This strategy will enable us to assess the results from the view of the respondents.

Primary and secondary data serves the purpose of theory validation with practical data of practise setting though certain restrictions might be prevailing.

### **3.2.1 Primary Data**

the significance of original data and different methods of gathering when secondary data is not available in their book Research Methods in Business Studies. At times secondary data may not fully align with the study topic necessitating the use of primary data.

### **3.2.2 Questions for the Survey**

Several research papers and the hypotheses that has been created for the research purpose after analyzing lots of literature have guided the creation of survey questions to ensure the intended outcome may be obtained to address the major research questions.

### **3.2.3 Developing the Survey Questions**

The survey questions have been divided into three sections: one for the socio-demographic background one part that has questions related to the first hypothesis and one for addressing the research questions arising from the second hypothesis. We included a combination of descriptive and five level questions in the survey to empower respondents to express their views authentically.

## **3.3 Criteria for Selection**

For survey **100 respondents** were chosen based on their cultural backgrounds nations expertise and participation in multicultural teams. The study focuses on multicultural teams and misunderstandings stemming from cultural value differences. The suitable sample groups are individuals who has ever worked or did any sort of activity among multicultural teams with experience working together on projects at various levels who are familiar with the advantages and disadvantages of multicultural teams.

## **3.4 Study Description Time Method and Location**

This is going to be a comprehensive study research approach about the use of communication tools and the future of communication in multicultural teams. The main purpose of this study is going to be the effect these modern tools have had on multicultural teams or that are not working physically together. Consisting of simple questions it will ensure no respondent can distort the

research outcomes by any bias answers so that is almost all the questions except two have answers given to choose from. Sure people of old age may not say the same thing about the effect of the technology as people of young age would but that is obvious. After writing my literature part I started working on making hypotheses with a lot of trial and error and finally got to go with two hypotheses out of ten that I proposed initially in March and got started on making the questionnaire. With the questionnaire spreading among people I took lots of help from my colleagues friends and my family to help me get to the desired number of responses. With this questionnaire being spread in Pakistan Hungary and UAE considering Hungary has lots of people from different nationalities and ethnicities it got a huge variety of responses. Some responses were incomplete so I didn't consider those and went with 103 complete responses Pakistani being the most responsive nationality among all the other nationalities.

Once the data has been collected through the questionnaire designed to explore the influence of communication technologies and future technologies in the field of communication the next step in the research process is data analysis. Data analysis involves examining the responses gathered from the participants to identify patterns trends and relationships that can provide insights into the research aims and objectives. This phase may include both quantitative analysis such as statistical testing and data visualization as well as qualitative analysis like thematic coding and narrative interpretation. By thoroughly analyzing the data researchers can draw meaningful conclusions and make informed recommendations based on the findings (McKinney 2012).

## 4. RESEARCH RESULTS

Research was conducted through survey forms and it is going to be randomly sampled. The questions are not open ended except for two questions and all the other questions have given answer options to minimize any ambiguity in the results. For the survey I used to google forms and Microsoft excel to process the data and make charts and graphs. Google forms made it easy to keep track of the responses and the data collected from the individuals. Microsoft excel on the other hand made it even easier to compile data taken from 102 responses and the clarity and the organization options given in the software have made a huge difference when putting in the data to get the desired results. The survey forms were given to people from any background to fill as the questions include the use of communication technologies and almost everyone has used these tools in their life for some reason. Also no specific age or education background was necessary to have for the respondent to be able to fill the questionnaire. The goal was to get as many responses from as many different backgrounds as possible to have a diverse pool of data to analyze the results considering the hypotheses even better.

Before conducting the research two main hypotheses were formulated

1. **H1:** The use of digital communication tools minimizes the impact of geographical dispersion on multicultural team's performance.
2. **H2:** Emerging communication technologies will play a critical role in reducing the communication gap.

### 4.1 Part 1: Demographic Sample Presentation and Analysis

The sample population is 102 and the data was collected in nearly two weeks in early 2024 and the data was collected via random sampling.

*Table 1: Demographic Information*

<b>Category</b>	<b>Subcategory</b>	<b>Percentage</b>
<b>Gender</b>	Female	63.8%
	Male	36.2%
<b>Nationality</b>	Pakistani	49.1%
	Hungarian	13.7%
	Vietnamese	8.8%
	Indian	6.9%
	UAE	5.9%
	Afghan	2.9%
	Angolan	2.9%
	Others	<1.0% each
<b>Age</b>	18-26	71.6%
	27-30	12.7%
	31-40	11.8%
	Over 40	3.9%
<b>Educational Level</b>	Undergraduates	42.4%
	Bachelor's degree	26.5%
	Master's degree	15.7%
	Skilled Labor	2.0%
	General School	4.9%
	PhD	2.0%
	Other Education	6.5%

Evident from the table above most of the respondents are Female (63.8%) whereas Male representing (36.2%) of the respondents.

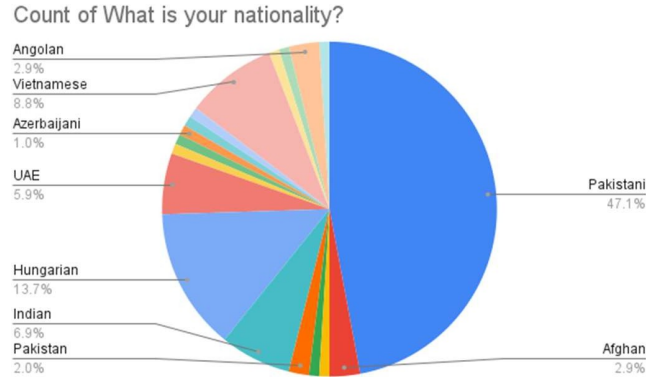


Figure 5: Nationality

Since my research is more so based on the multicultural aspect of teams I wanted to get responses from as many different nationalities as I could. As shown in this pie chart most of the respondents belong to Pakistan (49.1%). Since Pakistan is a big country that is a melting pot of cultures all the respondents have diverse cultural backgrounds despite having the same nationality. Second biggest part of the respondents are Hungarians (13.7%). It shows that Hungarians also have had the experience to work with people of different cultures and ethnicities. Vietnamese (8.8%) and Indians (6.9%) make the third and fourth major part of the respondents respectively. UAE (5.9%) Afghan (2.9%) and Angolan (2.9%) and Azerbaijani (1.0%) make other small part of the respondents.

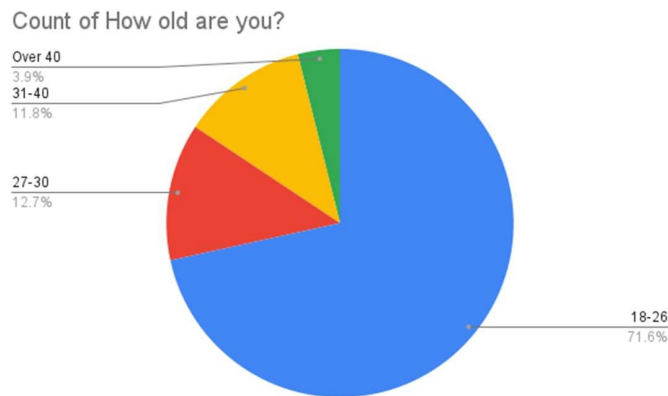


Figure 4: Age Data

The respondents are divided into four categories based on the age group from 18 to 26 27 to 30 31 to 40 and over 40 as well. The age range shows that the environment in which they have probably experienced multicultural teamwork. People in their 20s have just finished college and people in their 30s have been working for a couple of years at least.

As shown in the pie chart age group 18-26 makes the biggest part of the respondents to 71.6% showing that the use of technology in this age group is the most significant. In this age group people are more exposed to the technology and are more likely to have used any of the modern digital communication tools. Next up is the age group of 27-30 making 12.7% of the respondents. It shows that people from this age group have also used technology in their life and are exposed to it big time. Age group 31-40 makes 11.8% of the respondents and over 40 makes the least number of respondents at 3.9% only.

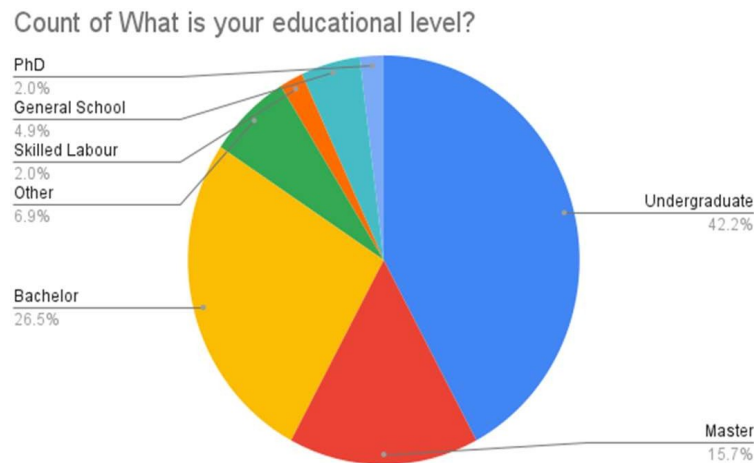


Figure 6: Education Information

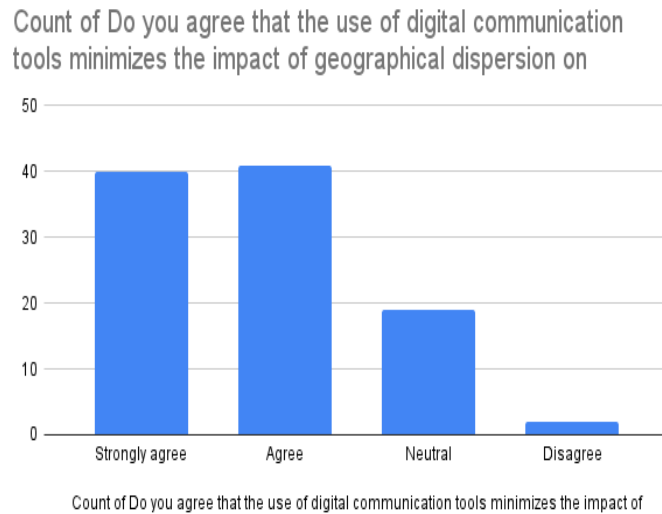
The biggest part of the respondents are the undergraduates making to 42.2% of the responses. Second are the ones holding a bachelor's degree making it to 26.5% of the respondents. People holding master's degree make it to 15.7% of the respondents. Skilled labour (2.0%) General school (4.9%) and PhD (2.0%) makes a small chunk of the respondents. Eerily enough other education makes 6.9% of the total of the respondents.

## 4.2 Part 2: Main Research Questions Analysis

### 4.2.1 Results Based on Hypotheses 1

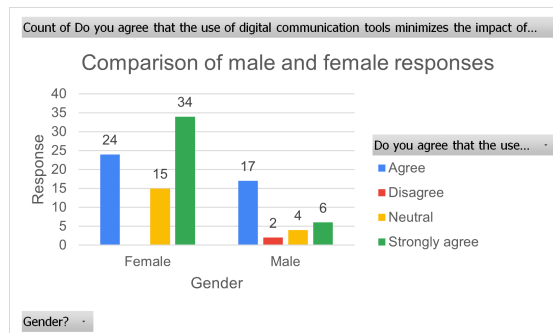
**The use of digital communication technologies will play a critical role in reducing the communication gap.**





*Figure 7: Impact of use of digital communication tools*

With more than respondents for the questionnaire I made sure to include as many options in the answers as I could you everyone could have an input for their opinion. I made five choices from Strongly disagree to disagree neutral agree and strongly agree. For this question as it is evident from the pie chart no one has strongly disagreed to the hypothesis statement. Many the respondents (40.2%) agreed to the statement that digital communication tools minimize the impact of geographical dispersion on **multicultural teams**. There is also a high sentiment of strong agreement from the respondents for this statement as it makes 39.2% of the respondents answering in favor of the statement. Some people were also neutral about the statement making it 18.6% and very few of the respondents disagreed (2.0%) to the statement which is a good indication for our research that it is going in the right direction.



*Figure 8 Comparison of male and female responses*

From the table above we can see the comparison of the responses of male and female. 24 female responses agree to the statement as compared to the 17 male responses. 2 of the male responses disagree to the statement contrary to female which is none. 15 responses from the female were neutral as compared to 4 responses from the male. And last but not the least 34 female responses strongly agreed to it as compared to the 6 male responses. That gives us insight on how different genders work and think and how have their experiences been regarding the use of communication technologies.

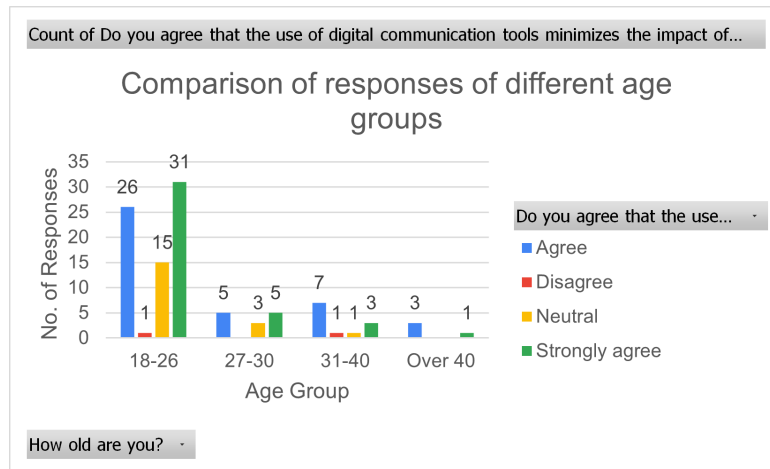


Figure 9 Comparison of responses from different age groups

As shown in the picture above the responses differ drastically showing the thinking and the experiences of different age groups.

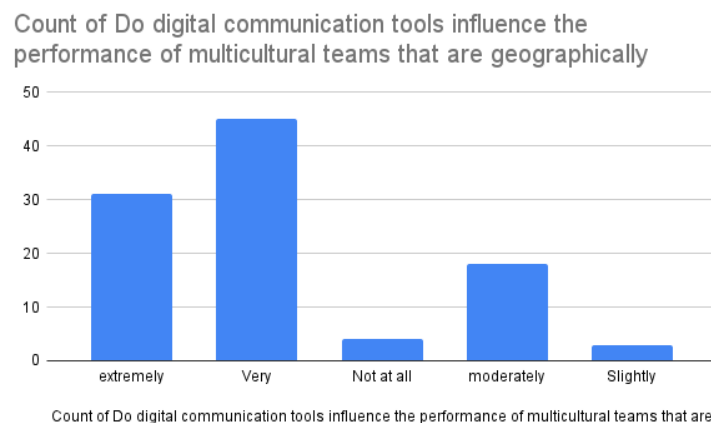
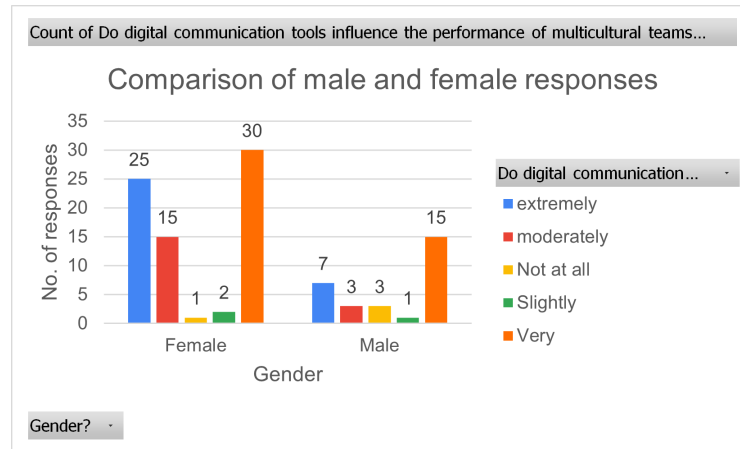


Figure 10: Influence on performance

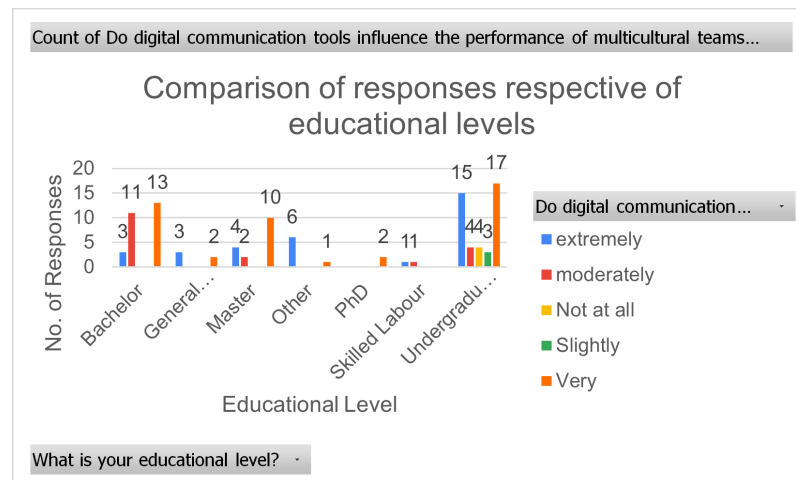
The results from the graph above shows all kinds of sentiments with agreeing very much to the statement. The responses that digital communication tools do influence the performance of teams

in multicultural settings that are dispersed geographically. With 44.6% of the people saying that it influences the performance very much and 30.7% saying that it effects the performance extremely it is evident that the tools for communication have worked in favor of geographically dispersed teams. 17.8% of the people think that it moderately effects the performance and 3.0% think that it slightly influences it. 4.0% of the respondents however disagreed to the influence of digital communication tools on the performance of geographically dispersed teams.



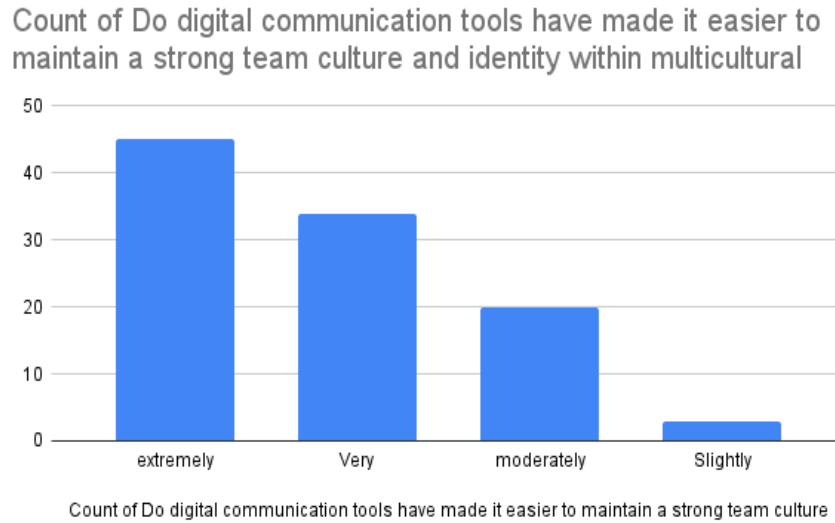
*Figure 11 Male and female responses*

This chart shows how different genders think about the influence of digital communication technologies on the performance of team members in multicultural teams. When 25 female responses say they think it affects the performance extremely and only 7 male responses say the same it becomes evident that the experiences may vary the responses of people.



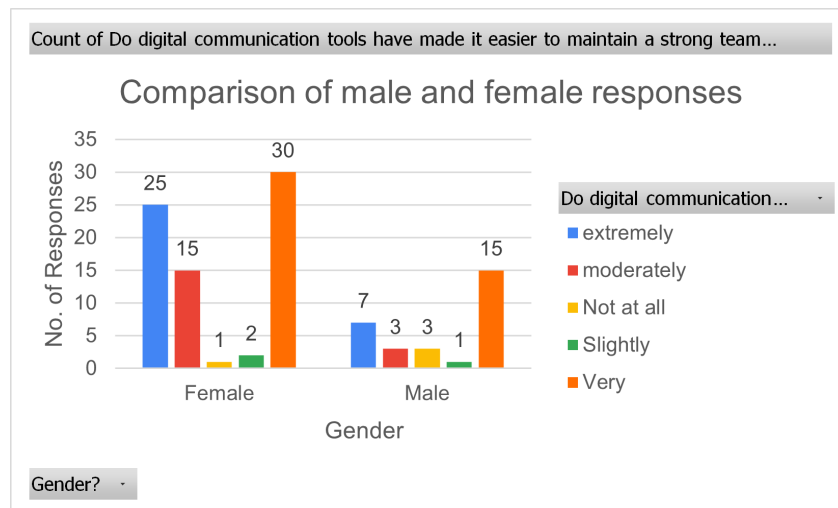
*Figure 12 Responses from different education groups*

From this chart one thing is a very prominent is the number of responses from undergraduate respondents. Since these are the respondents who may have had used skype Microsoft teams zoom during the Covid-19 times they have responded the best and after this comes the respondents holding bachelor's degrees.



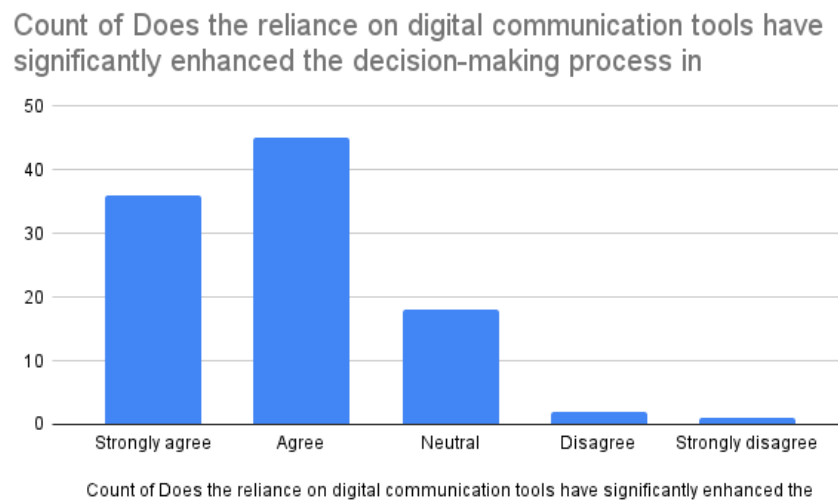
*Figure 13: Strong team culture*

Maintenance of strong team culture and identity within multicultural teams have been made possible with the use of digital communication tools. With many respondents (44.1%) saying that it does extremely contribute to the team culture and individual identity preservation in multicultural teams. 33.3% of the respondents saying that it contributes very much. 19.6% of respondents saying that digital communication tools moderately contribute to maintaining team culture and identity within multicultural teams and 2.9% saying it slightly contributes. But none of the responders responded “not at all”. It is a good indication so far for our research purposes.



*Figure 14 Comparison of Male and female responses regarding maintaining a strong team culture*

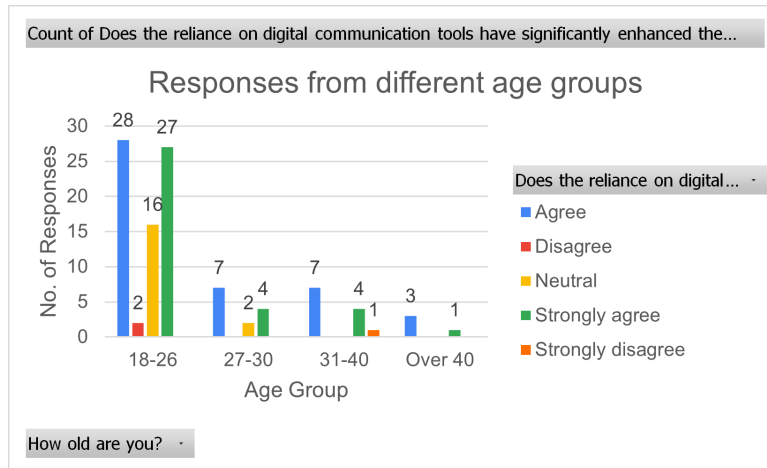
The most drastic difference from these responses is that most females think that it has affected positively in maintaining a strong team culture but only 7 male responses said the same. And 30 female responses said that it is very easy to maintain strong team culture but only 15 men said the same.



*Figure 15: Decision making*

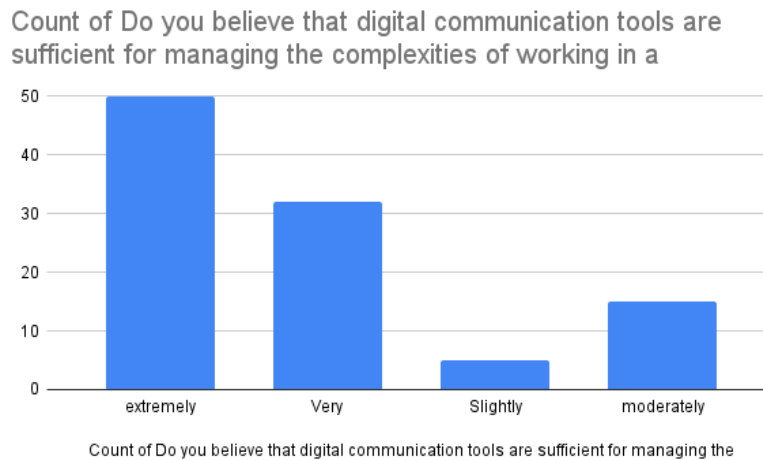
As decision making process is one of the crucial parts of teamwork it gets affected by the communication in the team. Digital communication tools have minimized the adverse effects of

geographical dispersion on this part of teamwork as well. Only a negligible part of the respondents said strongly agree to this statement but most of the respondents agreed to the statement with 44.1% of the respondents agreeing to it and 35.3% of the respondents strongly agreeing to it. Though 17.6% of respondents remained neutral when it came to this statement only 2.0% of respondents disagreed to it.



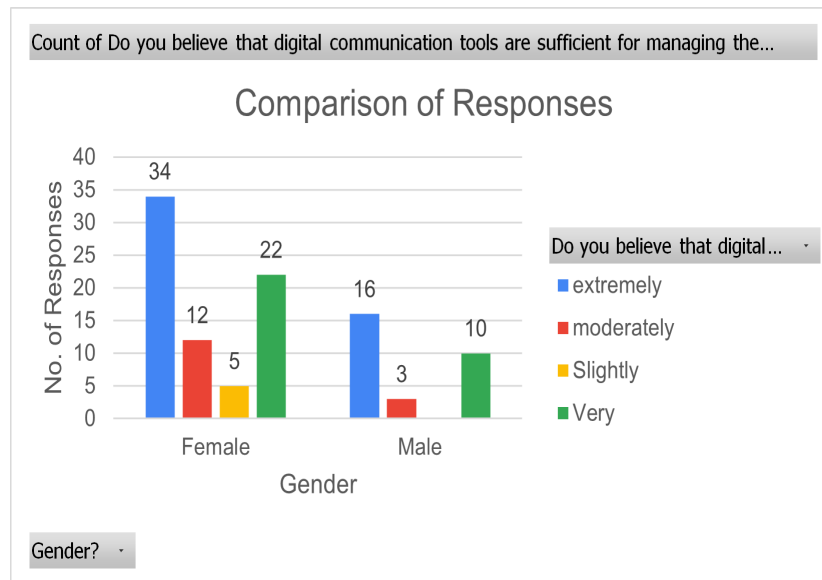
*Figure 16 Responses of different age groups on Reliance on digital communication tools regarding decision-making*

Once again the age group 18-26 has taken the lead in the nod of responses and having drastic responses. 28 respondents agreed to the statement wholeheartedly while only 2 respondents disagreed to it. 27 respondents strongly agreed to the statement that digital communication tools have the process of decision making smooth more streamlined and swifter. 16 respondents selected the option to be neutral which is a little unexpected but it is part of the research.



*Figure 17: Management via Digital Communication Tools*

Since management is one of the biggest parts of teamwork and it is difficult to manage it effectively when not in person teamwork happens it still is possible to make it happen. 49.0% of the respondents extremely believe that the use of digital communication tools is sufficient to manage the complexities of working in a multicultural team. While 31.4% of respondents believe in this statement very much. 14.7% of respondents moderately believe in this statement and 4.9% agree slightly.



*Figure 18 Comparison of responses regarding managing the complexities of managing a multicultural team*

From the figure above it is evident that that most of the positive responses are from the female (34) respondents responding that digital communication tools are sufficient to manage the complexities of multicultural teams while 16 of the male respondents responded the same. None of the respondents responded not at all which is noteworthy indicating that it is the kind of statement that most people think is somewhat true. The response 'very' is also one of the popular ones which is not surprising considering there is no negative response.

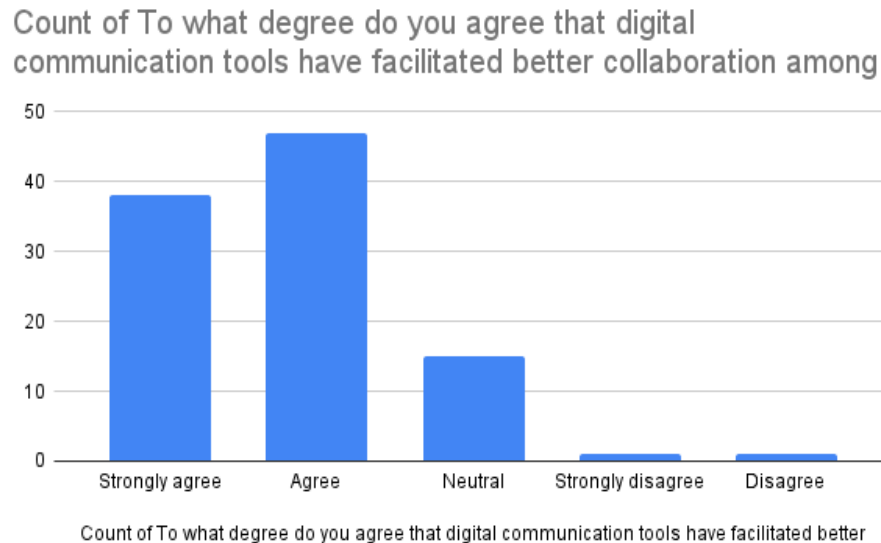


Figure 19: Collaboration among team members

It is difficult to maintain a collaborative behavior with your co-workers and teammates when you never get to work under the same roof. That is when digital communication tools come in handy. Once again, a negligible part of the respondents strongly disagreed to the statement but 46.1% of the respondents agreed to the use of digital communication tools facilitate better collaboration and 37.3% of the respondents strongly agreed to it. 1.0% of respondents disagreed to the statement but 14.7% said that they were neutral when it comes to the collaboration among teammates via digital applications.

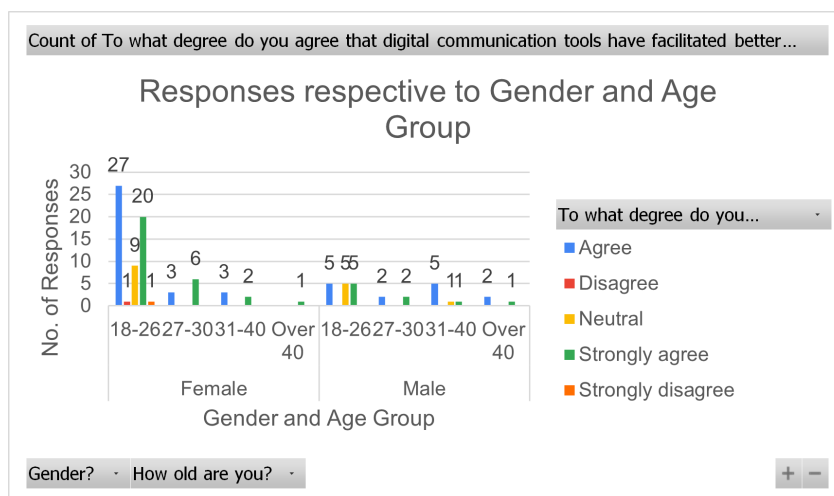


Figure 20 Responses from different genders and age groups



This complex figure shows the difference between the responses of male and female respondents differing them even more by their age groups.

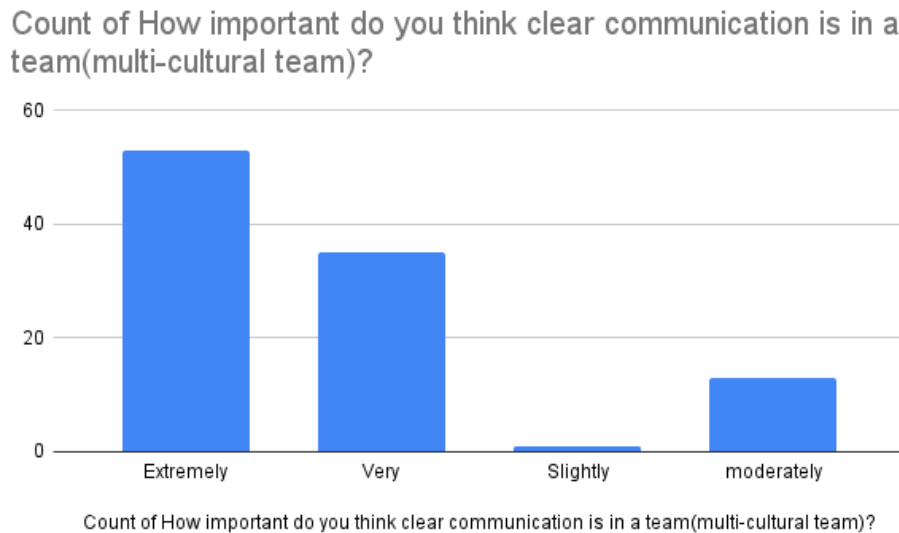


Figure 21: Clear communication

When it comes to working with people in any way type or form I think clear communication is the key. To me it is extremely important to way clear communication no matter what. That is why I included this question in the questionnaire so that I can know how other people feel about it. To my surprise nobody said that it is not important at all and just 1.0% of the people said that it is slightly important. 52.0% of the respondents said that it is extremely important 34.3% of the respondents said it is very important and 12.7% of the respondents said that it is moderately important. I think clear communication is the way to work and go through the teamwork effortlessly and smoothly.

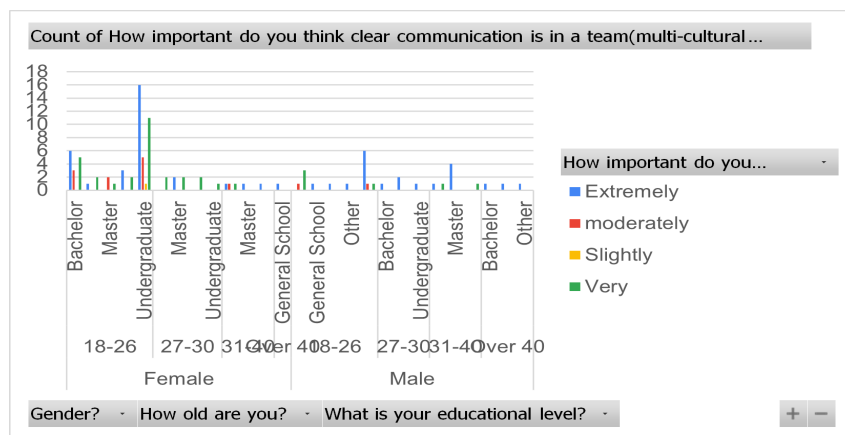


Figure 22 Responses respective to Gender age group and Educational Level

Count of Name a tool that you have used to communicate with your team members in any type of work setting.

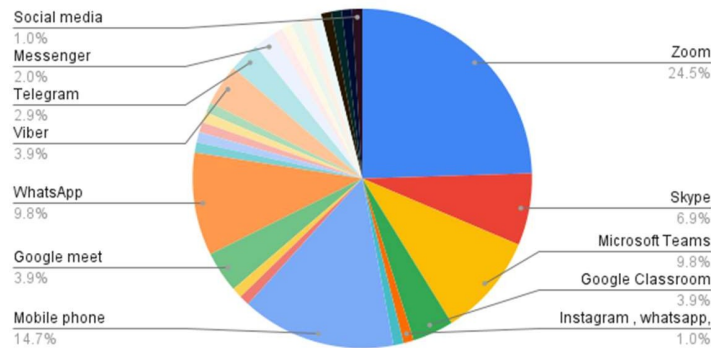


Figure 23: Tools used by people

As we can see this from the pie chart Zoom is the most popular application among people to use for communication making it the choice of almost 24.5% of the respondents. Second is a device that people use to communicate which is mobile phone making it the device that provides people the liberty to use any application to communicate with others making it the device of choice of almost 14.7% of the total respondents. Microsoft teams and WhatsApp ties for third position making them both the choice of almost 9.8% each of the total respondents. Skype made it to fourth spot by scoring 6.9% of the votes google classroom and google meet got 3.9% each from all the respondents. Viber (3.9%) Telegram (2.9%) Messenger (2.0%) are all the other applications of the choice of the respondents. Social media and other miscellaneous applications made the rest of the responses.

#### 4.2.2 Results Based on Hypotheses 2

**Emerging communication technologies will play a critical role in reducing the communication gap.**

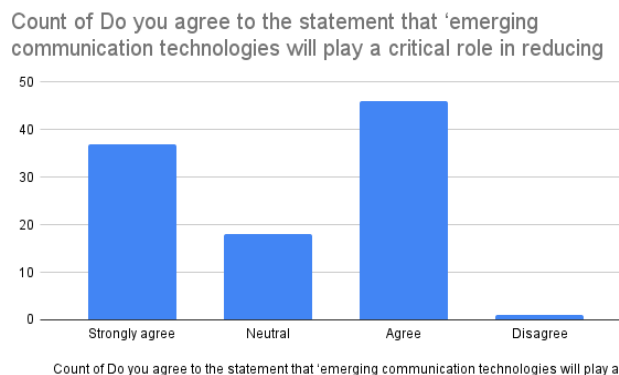
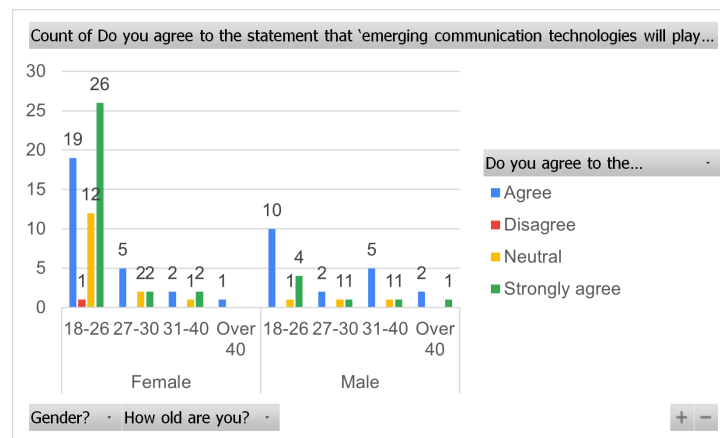
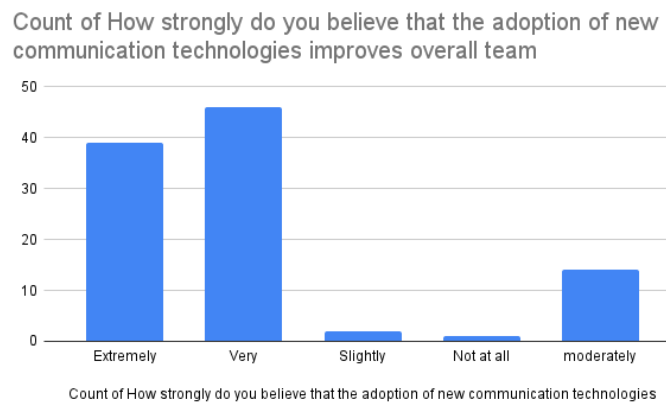


Figure 24: Role of emerging technologies

Since the world is progressing fast and there are technological developments happening all the time in some parts of the world it is obvious that the future of digital communication tools is bright and there was even more amazing applications to get benefit from. According to the pie chart of more than hundred responses 36.3% of the respondents strongly agreed that the emerging technologies will play a critical role in reducing communication gap and 45.1% of respondents agreed to that as well. Some responses were neutral (17.6%) but logically enough only 1.0% of the respondents disagreed to the statement because there is nothing to disagree.



*Figure 25 Responses respective of Gender and Age group*



*Figure 26: Team Collaboration*

It is rather obvious that adopting new communication technologies is going to be terrific when it comes to team and teamwork. It will improve the teams in all the aspects. The responses from the

people made it even clear with 45.1% of the respondents saying it will impact the team collaboration very much and 38.2% said it will extremely improve it. Only 1.0% of the respondents said not at all to this statement with a response of 13.7% saying moderately and 2.0% saying it will slightly impact the team collaboration.

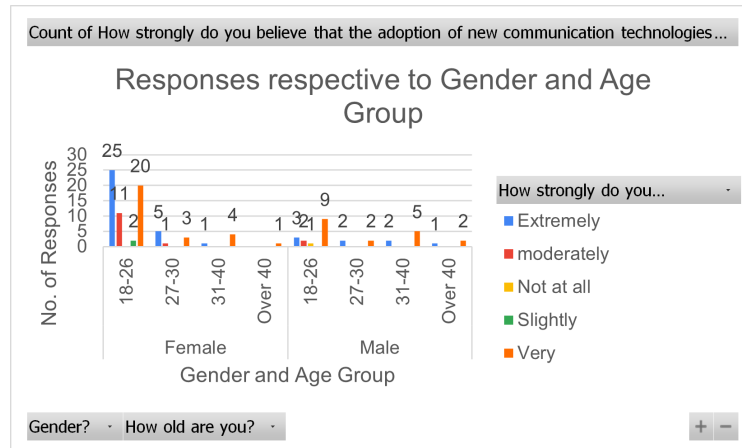


Figure 28 Responses for team collaboration with respective to gender and Age Group

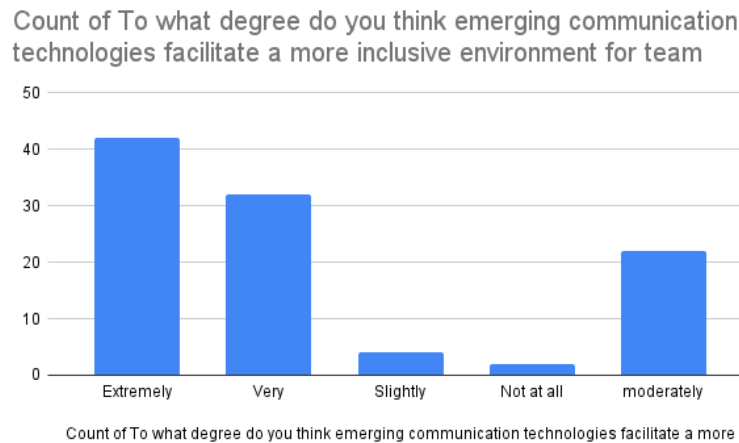


Figure 27: Improvement in terms of inclusivity

Inclusivity is a movement is taken quite seriously in the recent times and I agree to it a 100%. We should cater to people from all sorts of different backgrounds. Times like these where people don't tolerate others just because of their ethnic background and nationality every place should implement some rules and laws to make such people feel safe. 41.2% of the respondents said it will extremely facilitate a more inclusive environment for team members from diverse backgrounds and 31.4% of the people said very. Only 2.0% of the respondents said not at all to

this statement. While 21.6% of the respondents said it will affect but moderately and 3.9% of the respondents said it will slightly.

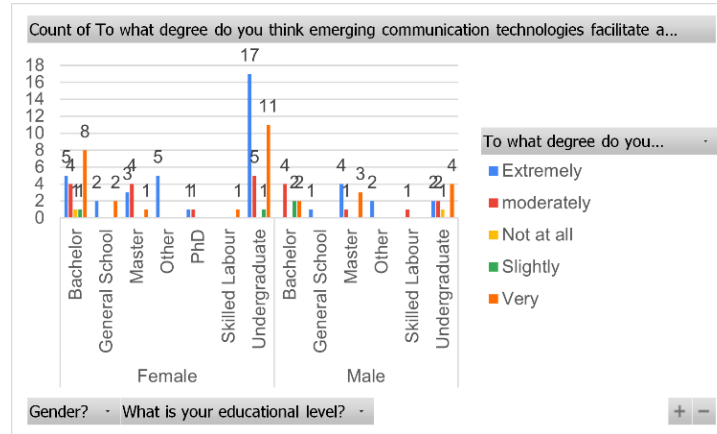


Figure 30 Gender and Educational level differentiating responses

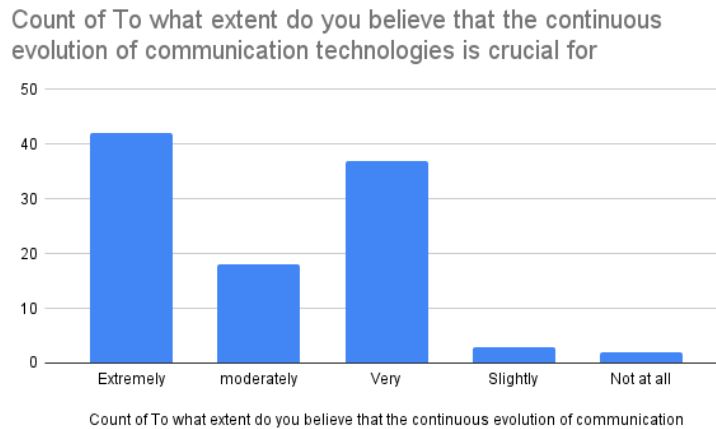


Figure 29: Competitive advantage

Competitive advantage gives you an edge and gives you leverage over your rivals. Sure excellent communication is the first step to great things. Extremely (41.2%) and very (36.3%) were the most popular responses. Moderately (17.6%) follows and takes the third spot with slightly 2.9% and not at all being the most negligible of all the choices. The overnight advancements of communication technologies give businesses the power to operate smoothly and make their customer service better. Adapting these innovations is not only beneficial but also vital for growth and success.

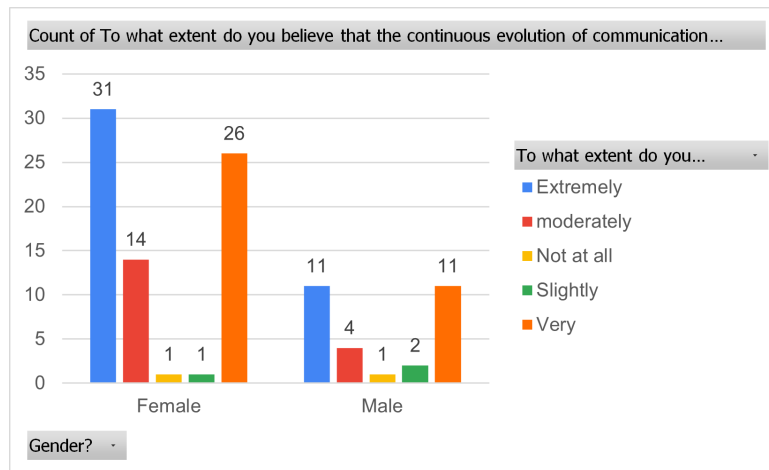


Figure 31: Gender based responses about Maintaining competitive advantage using communication Tool

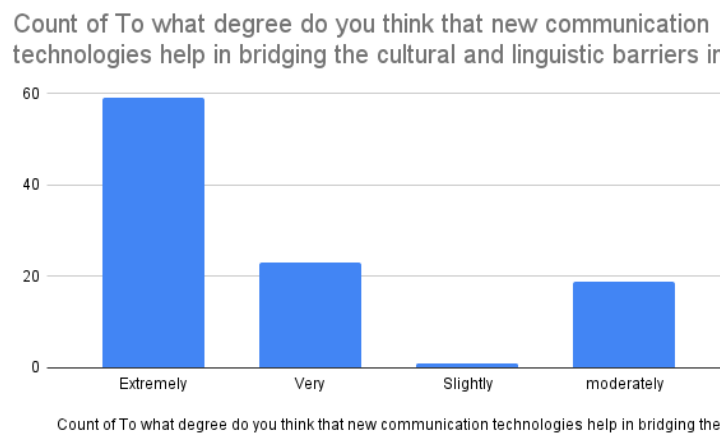
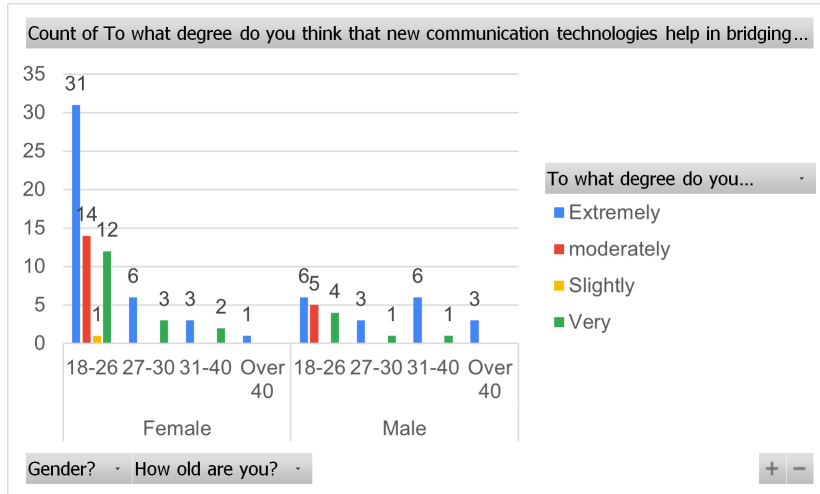
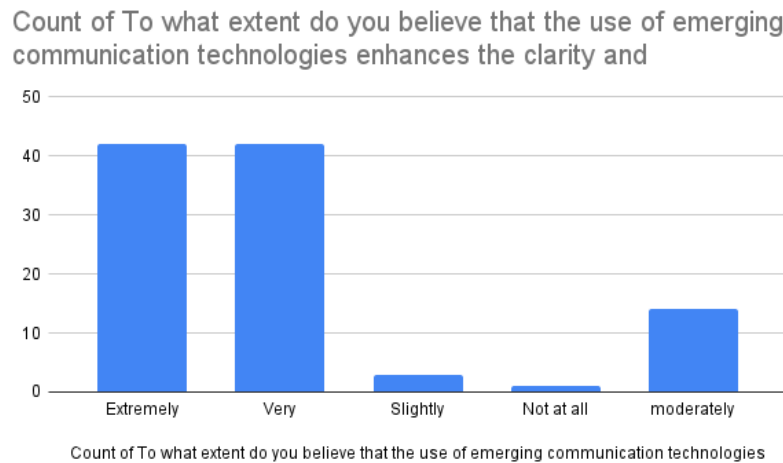


Figure 32 Reducing barriers

When in multicultural teams one faces issues and difficulty with communication even the non-verbal one. Some things mean one thing in one culture and other in some other culture. But that should not hinder the way of success for anyone from any ethnicity and nationality. New communication advancements aim at reducing this linguistic gap between people of different cultures by making things like Google Translate. As obvious from the pie chart 57.8% of the people feel extremely relevant to this sentence and 22.5% feel very relevant to this statement. Only 1.0% of the people feel slightly relevant into statement and 18.6% of the people related to this statement moderately.



*Figure 33 Responses respective to gender and age about communication tools bridging linguistic barriers*



*Figure 34: Effectiveness of team communication*

As from a question above clear communication is the first step in a project. Make it clear about the goals objectives short comings areas of improvement from the very beginning. And people felt the same way. With 41.2% responding extremely and very each 13.7% responding moderately 2.9% responding slightly and 1.0% responding not at all it is obvious that this statement aligns with the sentiments of people alike.

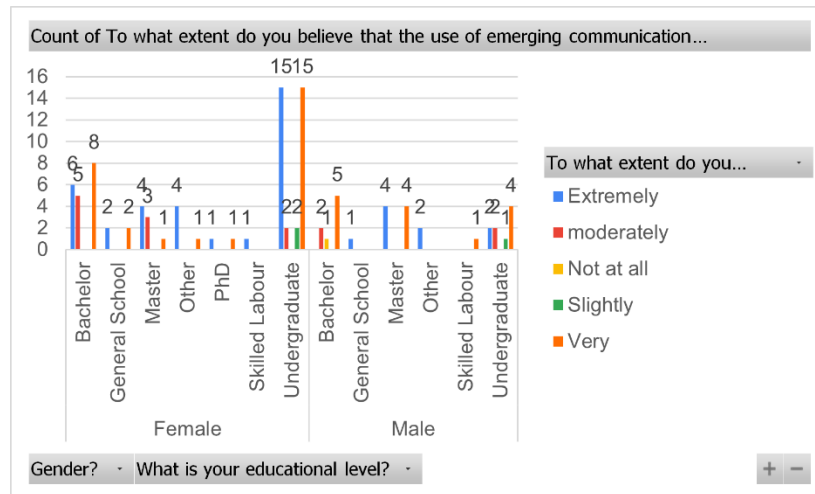


Figure 35 Responses about clarity and effectiveness of team communication respective to Gender and Educational Level

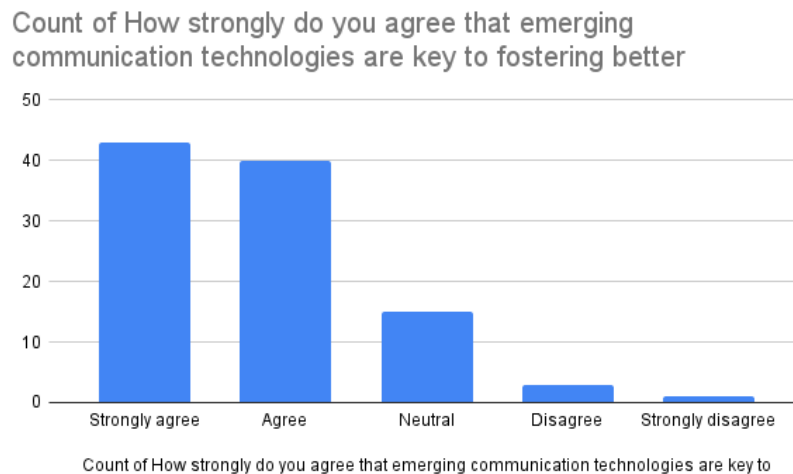


Figure 36: Relationships and Trust

Trust is one of the very important factors to consider when you are working with other people. There is lots of information that sometimes needs to be confidential and when you can't trust someone the communication is never smooth. One always skips the parts that needs to be hidden from others creating obstructions in the teamwork moving forward. 42.2% of the people extremely felt about it 39.2% of the people felt very much about it and 14.7% were neutral about it. With a disagreement of 2.9% and a negligible number of respondents responding to strong disagreements.



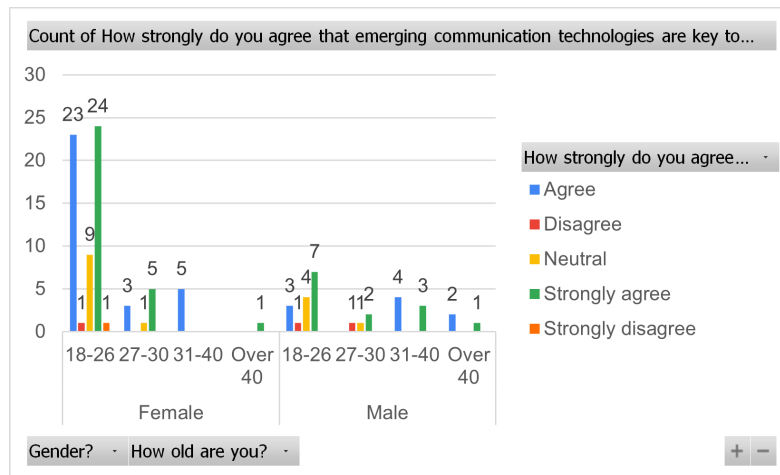


Figure 37 Responses about fostering better relationships respective of Gender and Age Group

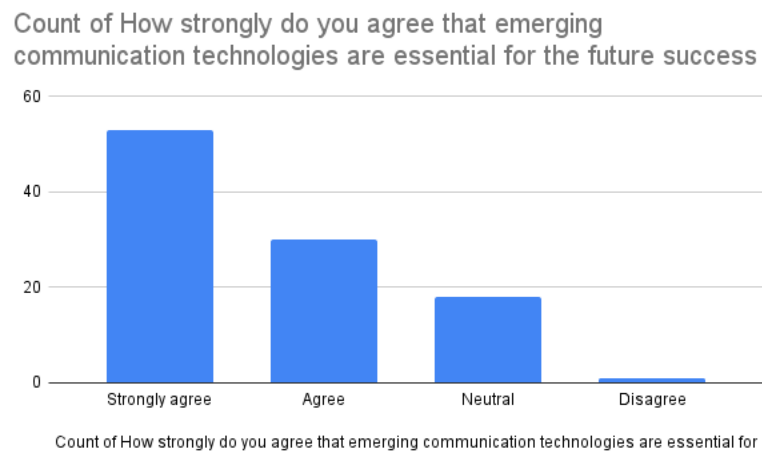
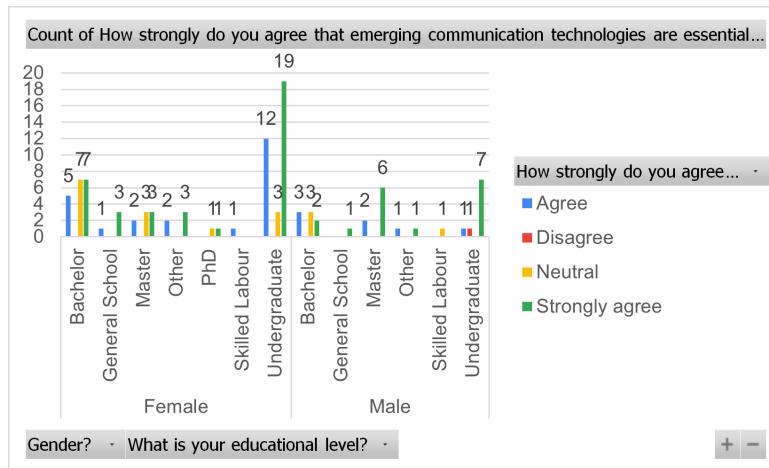


Figure 38: Future success

When you talk about plans for today you consider what this plan of today is going to have an impact on the coming day so future is important. 52.0% of the people strongly agreed that emerging communication technologies are essential for future success of teams and 29.4% agree to it as well. 17.6% of the respondents were neutral on the statement and only 1.0% disagreed to it. And no one responded to strongly disagree on this statement.



*Figure 39 Responses about future success of geographically diverse team respective of gender and Age group*

### 4.3 Findings of Results

The study included several statements asking the respondents to what extent do they agree to it or not and it also included five questions about the social and the demographic background of the respondents. We used a survey method to go about the research and got answers from people of all sorts of backgrounds.

From the **demographic** background most of the respondents were female most of the people responded under the Pakistani Nationality most of the respondents belonged to the Undergraduate educational group and the most common age group was 18-26.

From the **experimental** outcomes it is no surprise that the responses from the respondents supported the hypotheses presented earlier in the document. All the responses included most of the responses from female and that too positive and the major responsive group for the survey was the people from the undergraduate background which is understandable as these are respondents who are living under the influence of latest technology and have used the modern communication tools for some reason and at some point in their life. The interesting finding that the data showed us was the most popular tool among male and female respondents irrespective of the age group was Zoom. The responses “Disagree” and “Not at all” were few and far in between all the positive responses. The questions in which I wrote the hypotheses exactly turned out to be the questions with mostly positive responses which proves the validity of our hypotheses.

## **5. CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusion**

In conclusion communication technologies play a crucial role in enhancing the effectiveness of multicultural teams by bridging physical and cultural barriers. Some communication tools include; Teams can use various methods of communication like video or voice calls messaging screen sharing and even project management to ensure that the teams work effectively regardless of their differences in working locations or working backgrounds. worthwhile asserting that through the development of communications in a team connectedness is created awareness between the team members is established and conflicts as well as ideas are shared leading to accomplishment of a common goal. In the era where companies are becoming more global and diverse such technologies have to be adopted hence enhancing effectiveness of the multi-cultural workforce to guarantee success in the complex worlds. Altogether globalisation and advancement of communication technologies have influenced the inter and intrapersonal dynamics of multicultural teams in the presentation. Applying various members of the team can solve the problem of the geographical and cultural distance and make communication and productivity higher. To that extent multicultural teams are in a better position as they are able to recognise diversity and use these technologies in order to get the best outcomes for transformational objectives. Thus, the findings clearly demonstrate communication technologies' importance facilitating cooperation and enhancing multicultural team members' perception of each other's effective means of enhancing organisational goals attainment.

### **5.2 Recommendations**

To improve communication in multicultural teams it is important for everyone to understand each other's cultures. Managers should also ensure that their organisations teach their employees more about cultural practises as well as how to relay information. Having proper guidelines on how people should be communicating can help eliminate cases where the information sharing has gone wrong. Of course leaders should also pay attention to the fact that all members are permitted and engaged to give their input. It can also be helpful when people want to understand each other but for some reason they speak different languages – there are translation applications. Moreover

feedback and team responsibility can also become the cornerstone to enhance the interaction and collaboration of colleagues and groups with different cultural background.

### **5.3 Summary**

The study employed a survey methodology to assess respondents' agreement with various statements and to collect demographic information. Depending on the final survey the goal was to capture as many opinions from people of very different backgrounds as possible. In order to evaluate the responses of participants they were requested to express their agreement with the statements made so as the answers could be numerical. Based on the demographic characteristics the analysis revealed that a greater proportion of the respondents was female. Besides most of the participants considered themselves to be Pakistani nationals. A large number of the respondents were in the student group therefore the educational background that was observed was mostly at the undergraduate level. In addition about 40 percent of the respondents were between 18 and 26 years old. Thus, the survey obtained young adults' perception and they probably are students pursuing their tertiary education. The experimental outcomes of the study revealed that the responses aligned well with the hypotheses formulated earlier in the document. The majority of responses came from female participants and notably these responses tended to be positive in nature. This trend indicates a potential correlation between gender and agreement with the survey statements. Furthermore, the undergraduate category was the most sensitive to the initiative reflecting its identified strengths and this is because the students have combined experiences of modern technologies and current communication tools in their college education. A particularly interesting finding was that Zoom was identified as the most popular communication tool among both male and female respondents regardless of age group. This suggests a widespread acceptance and usage of this platform highlighting its significance in the respondents' lives. The analysis of the survey responses indicated that negative feedback characterized by "Disagree" and "Not at all" was scarce compared to the overwhelmingly positive responses. This pattern supports the validity of the hypotheses presented in the study as the questions directly correlating with the hypotheses received the most favorable feedback. Overall, the data demonstrates that respondents particularly those from the undergraduate demographic are not only engaged with the topics addressed in the survey but also show a positive inclination towards the statements presented.

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## **Annexes**

### **Appendix A: Questionnaire**

[https://docs.google.com/forms/d/e/1FAIpQLSemjLM\\_bzLfXvN6H\\_IjvE2jY-SUjp0tH4zOwfJFjyjdArskg/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSemjLM_bzLfXvN6H_IjvE2jY-SUjp0tH4zOwfJFjyjdArskg/viewform?usp=sf_link)

## Appendix B: DECLARATION

### the public access and authenticity of the thesis

Student's name: Qandeel Fatima

Student's Neptun code: ZY84R0

Title of thesis: \_Multicultural Teamwork: Task and Process Strategies

Year of publication: \_2024

Name of the consultant's institute: \_\_\_\_\_

Name of consultant's department:

I declare that the final thesis/thesis/dissertation/portfolio submitted by me is an individual original work of my own intellectual creation. I have clearly indicated the parts of my thesis or dissertation which I have taken from other authors' work and have included them in the bibliography.

If the above statement is untrue I understand that I was disqualified from the final examination by the final examination board and that I will have to take the final examination after writing a new thesis.

I do not allow editing of the submitted thesis but I allow the viewing and printing which is a PDF document.

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I acknowledge that the electronic version of my thesis was uploaded to the library repository of the Hungarian University of Agricultural and Life Sciences. I acknowledge that the defended and

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Date: 2024\_year 10\_month 28\_day

Student's signature



**Appendix B: DECLARATION**

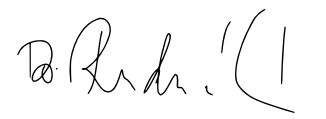
\_\_Qandeel Fatima\_\_ (name) (student Neptun code: \_ZY84R0 )

as a consultant I declare that I have reviewed the final thesis and that I have informed the student of the requirements legal and ethical rules for the correct handling of literary sources.

**I recommend** the final thesis to be defended in the final examination.

The thesis contains a state or official secret:            yes    no\*

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