Multinational Associations and Transcultural Challenges: Towards Fluid Operability and Sustainable Rapprochement

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Abstract: *The purpose of this paper is to examine the cultural stakes that challenge transnational assemblies' interactions. Despite the bulk of literature available on the assessment of the diverse arrangements susceptible to address these challenges, light should be shed on some aspects of the abundant questions relevant to this field. Indeed, the cultural dimension constitutes for global organizations a critical attribute to the extent that it can boost or compromise their dealings. That is, successful cross-cultural communication can offer potential opportunities for the operability of global teams, which take advantage of the universal strive to accomplish the dream of the "global village", despite the increasing clashes between national identities. The result of this examination is expected to unravel the challenges that impede effective communication in global associations.*

Keywords: Transnational Associations, Transcultural challenges, Fluid Operability, Sustainable Rapprochement, Intercultural communication

1. Introduction

We live in a complex world molded by multicultural interconnections and technological progress that fashion the structure of modern society. This phenomenon that exerts consistent impacts on communication between cultures as it carries multiple challenges for transnational associations, which are known by their complex landscape. In view of this situation, it is impossible for their participants to avoid cultural exchanges, especially when they have to work hand in hand towards the completion of universal objectives. The associations' activities are generally based on globalized connections and need particular dispositions for effective. Such dispositions consist of being alert so as to avoid stereotyped judgments made on the basis of cultural backgrounds of the people involved. At that point, the multicultural dimension should be intrinsically considered in the different sides of this process, which calls for a systematic monitoring of a host of communication mechanisms in conformity with the associations' orientations and programs.

In this perspective, the present article scouts for examining the communication challenges that may trouble the agenda of transnational associations and suggests some arrangements likely to address these challenges. That is, for global associations worldwide, it is highly recommended that specific cross-cultural frameworks should be put in place. Their implementation seeks to form a synergic interaction between the participants, on one hand, and of the rest the international landscape, on the other. Also, these frameworks should take advantage of the members' cultural diversity to enrich the multicultural welfare within these settings. Then, intercultural rapprochement of the associations' participants could hopefully mitigate the unfortunate fallouts susceptible to challenge these associations' interconnections.

Magnitudes of transnational interactions
Communication in transnational assemblies goes beyond the interpersonal and local levels. It is related mainly to the interveners' eagerness to contribute to the interactive process of the association at its collective dimension. This determines the participants' degree of adherence or repulsion vis-à-vis multicultural cooperation, which calls for deep familiarity with others' beliefs and behavior. As cited by Mayhand (2020), Garris et al. explain that "people have a need to be part of a team; the desire for acceptance is a powerful psychological force of the human conditioning to belong to a purposeful existence" (p. 41). This goes along with the necessity for an international organization's members to familiarize with the collective multicultural values. Thereby, respective perceptions would be diligently brought together so as to build the organizational cultural structure for the sake of combined achievements. That is, thoughtful participants in transnational associations are supposed to adapt to the social specificities of individuals and groups with dissimilar cultures. In this respect, Quappe and Cantatore (2005) argue that "cultural diversity becomes an advantage when the organization expands its solutions and its sense of identity, and begins to take different approaches to problem solving. Diversity in this case creates valuable new skills and behaviors" (p. 2). It could be inferred from this quote that cultural consciousness is essential for positive dealing with people from divergent cultural backgrounds. Such an intelligence should include the attentiveness toward others' perceptions so that their conduct be appraised according to their cultural values.

Naturally, transcultural communication takes place as a consequence of contact between individuals and communities that attend global settings for different reasons. However, in their various interactions, it is highly important to take into account what they mention, not what is meant. To flatten any ambiguity of communication, differences between them should be evaluated according to their specific cultural codes. That is, communication in transnational associations should include the ability of members of one culture to interact easily with people from other cultures. Furthermore, effective communication constitutes a great challenge for these associations even when they are

culturally homogeneous. Thus, their frequenters need to choose linguistic approaches that make their interactions develop into mutual understanding. As reported by Kiss (2005) "one aspect of communication style is language usage. Across cultures, some words and phrases are used in different ways. Another aspect of communication style is the degree of importance given to nonverbal communication" (p. 16). Clearly then, multinational assemblies ought to pay particular attention to both verbal and non-verbal aspects of their diverse communications. This measure would help them to understand one another's intentions and give them opportunities to reach a perfect mutual comprehension, which is expected to contribute to the associations' success.

According to this dynamic, people become through cross-cultural comprehensiveness more indulgent toward cultural individualities. In other words, this attitude makes them aware that the notions of culture and behavior are relative. Such a relativity appeals evidently the development of the spirit of inclusiveness and open-mindedness. That is, the willingness for effective transcultural communication generates for the involved actors spontaneous preparedness to develop enough open-mindedness and cross-cultural tolerance that encourage cultural integration within transnational assemblies. In this respect, Constantin, Cohen-Vidaa and Popescu (2015), citing Cucoș, observe that "cultural pluralism implies the acceptance of the other, tolerance, plural coexistence, but with the possibility to sustain your own opinion"(p. 697). What transpires from this quote is the necessity for multicultural communicators to be culturally prepared to comply with the other's social values so as to manage the pitfalls of cultural dissimilarities in a knowledgeable manner. In due course, multicultural actors become more cautious and less unconditional in their different interactions. However, the capitalization of this achievement should be founded on common cultural values to ensure their universalization for these actors. This would intrinsically help transcultural conglomerates to develop successful interactive systems for their collective accomplishments.

Communication within Transnational Associations
Definitely, cultural specificities of teams gathered for global undertakings can be difficult to manage. Therefore, regardless of their attitudes towards cultural divergences, transnational organizations' contributors should enhance truthful intercultural consciousness so as to evolve productively in their combined activities. This needs a procedure that shapes the way according to which communication can help the organization to reach its objectives, integrate the co-partakers, advocate for the success of the collective work, guarantee common understanding of the reached accomplishments and adjust the conduct and perception where needed Sterpu (2017). This manifestly shows the crucial necessity for global associations to set up a strategy founded essential on the participants' team spirit and appropriate comportment as well as combined appreciation of the organization's comprehension. However, the cultural morals engendering the conduct divergences of people within these organizations are collectively adjusted before they become harmful for the association's interactions. Therefore, any contrast related to this dynamic should be elucidated so as to help the

concerned participants favor organizational ideals. This observation is well articulated by Jang and Kim (2011) who draw attention to the fact that "there is a justification that core cultural values and concepts are responsible for cultural differences in behavior, and it may be more productive to monitor such values and concepts over behavior" (p. 68). It could be noted here that open-minded discussions between the partakers of transnational conglomerates should be stimulated in order to help overcome their cultural divergences and corroborate the accomplishment of their common objectives.

Correspondingly, the positive inter communications of the conglomerates' members should be invested to escort its operative procedures. Such members are then called to adopt a collegial ideology for the sake of reinforcing the organizational system of functioning. Blazenaite (2012), citing a study of Gibson and Hodgetts, Schmidt and Gardner, Conrad and Poole, Miller, Stoner et al., Harris and Nelson, and Papa et al., suggests that:

> A functional system of communication is desired at all organization's levels not only to guarantee the management of information which brings stability and order in a company but also to empower vital organizational processes which enable adaptation, change, and innovation in its life (p. 84).

It could be drawn from this citation that due to the necessity of constructive communication for the steadiness of a transnational association, its attendants have to capitalize their interactions in the sense of boosting the organizational agenda, which is meant to allow space for coherence and creativity in the association. Moreover, mangers of global organizations are recommended to institute interaction mechanisms founded on the collective eagerness to improve organizational multicultural skills that could help the participants to build synergic solidarity.

Cultural Stakes for Multinational Assemblies
Multicultural assemblies require gathering people from diverse social backgrounds to be next to people with whom they are unfamiliar. Thus, taking into account the stakes of cultural differences should constitute a capital priority for peacekeepers. But this presupposes a consistent awareness about culture's impacts on the assembly's activities. Such an awareness should be dedicated to detecting cultural codes that could help in drawing an action plan for the organization's interactions. That is to say, organizational accomplishments rely to a great extent on the ability to reach cultural adaptation of the involved people in collective environment. In this respect, Blanche and Dupuis (2019), citing Søderberg and Holden, observe that attendants of global contexts "will slightly or extensively modify their behavior to adapt or adjust to their culturally different counterpart, particularly in a management context where they must work together and cooperate, to achieve their goals" (p. 28). It is then assumed that the success of global organizations stems from their participants' contribution by converting their perceptions and conduct to embrace the organizational cultural frame for the sake of the common mission.

From the operational perspective, the achievement of the interveners' interoperability spins around their aptitude to interact in a way that ensures sincere partnership. Such sincerity should be based naturally on an authentic belief in cross-cultural codes and ethics. Furthermore, if these interveners are properly committed to the collective goal, they would contribute as tutors to communication between cultures and serve as liaison teams for the participants. Respect and companionship are vital signs for interoperability (Rubinstein, Keller, & Scherger, 2008). Clearly then, people attending multinational assemblies need to institutetheir appropriate systems of communication that help them to interact in full accordance with the organizational principles and norms. That is, real companionship amid multinational organizations needs effective commitment of the different actors to reach the interoperability required for their communication process.

All the same, due to the multifunctional aspect of the transnational assemblies, cultural divergences raise social sensitivity among the involved teams. Therefore, these teams should invest their intercommunication competences in the sense of synchronizing their different interactions. Such a synchronization would generate knowledgeable expertise likely to settle cultural confidence between them. In this respect, Lauring and Selmer (2010), citing Feely & Harzing, report that:

> International language management is the facilitation and coordination of communication between members of different speech communities in multilingual organizations. This is often done through the use of a common language which is a shared vehicle for communication that allows all members of an organization to use information and take part in the ongoing dialogues (p. 268).

Clearly then, linguistic skills are recommended to ensure an integrated management of different aspects of interactions related to the association's tasks. All the same, a codified system of cross-cultural intelligence should be initiated for smooth interaction between multinational communities assembled from dissimilar backgrounds.

Another cultural challenge that multinational organizations face is building adequate communication channels for the non-governmental organizations that engage in the humanitarian action throughout the world. This action needs particular contact based on intelligible knowledge of the lifestyle of the targeted population, so as to make sure that no cultural obstacle could interfere in the assistance process. According to Msall (2018), "although most humanitarian organizations are well-intentioned, the fact that their programs may not be culturally relevant and the aid workers may not be culturally aware of the minority populations may lead to more harm than good" (p. 2). In the same orientation, Mazur (2010) argues that "managing and valuing diversity is a key component of effective people management, which can improve workplace productivity. Unmanaged diversity in the workplace might become an obstacle for achieving organizational goals. Therefore diversity can be perceived as a double-edged sword" (p. 5).That is, in spite of the existence of documented procedures that frame cross-cultural

dealings, a global organization need to be supported by their attendants' multicultural competences. So, the organizations' managers are invited to develop tactful mechanisms founded on cross-cultural intelligence and linguistic capabilities likely to enhance the participants' interoperability. Nevertheless, for their success, these mechanisms necessitate removing the potential inconveniences that challenge the communication system of global organizations worldwide.

Addressing Transnational Associations' Challenges

Given their complex character, multinational encounters suffer from potential challenges especially with the integration strategy of international organizations that has enlarged the scope of interventions and coordination between the different actors. In this regard, the most consistent difficulty is to maintain coherence within these organizations. Therefore, cultural agreement remains a structural factor for the operationalization of the organizations' objectives whose completion relies on the combination of the participants' efforts. For this purpose, the organization's communication system should be devised in the sense of reaching the paramount social integration of the whole interveners. Low level of compatibility among these interveners would drive perceptibly to a harmonious interactivity, which would enhance the team's performances. According to Mockaitis, Zander and De Cieri (2018),citing Zander, Zettinig and Mäkelä, "organizing work in global teams has become the *modus operandi* in multinational organizations" (p. 2139). It could be drawnfrom this quote that the deficiency of cultural comprehension among global teams incontestably leads to conflicting contacts among their contributors. Thisis meant to create a consistent coherence in their communication system.

Likewise, to facilitate the development of mutual understanding and confidence, sociocultural homogeneity of all actors is highly recommended since it founds the mission's flexibility, including teamwork and operational activities. Put otherwise, communal trust is a vital factor for the inclusive interaction of the involved people at different levels. Furthermore, stemming from the needed coherence pertaining to the nature of the mission, it is essential to create a dynamic processing for the conduct of regular peacekeeping actions and their usefulness. In their examination of the effects of cultural divergences on peacekeeping assemblies, Bove and Ruggeri (2016) hold that:

> An international and heterogeneous mix of peacekeepers can be difficult to turn into a cohesive team given the presence of different cultures, languages and legal systems. As the number of actors increases, the coordination among them and the implementation of the correct strategies become more difficult. Moreover, when coordination is based on communication and sharing similar preferences or norms, the internal diversity of the group can become a significant hurdle to communication efforts (pp. 3-4).

This illustrates the conflicting cultural perceptions that could hinder the performances of people from dissimilar cultural backgrounds who are assigned to accomplish combined

missions that necessitate very fine coordination and mutual assistance.

The psychological dimension should also be taken into account in the examination of the difficulties that undermine the accomplishments of global assemblies. That is, experiences involving the use of intercultural knowledge to ensure cohesion within the conglomerate is expected to create empathy between the participants. The latter need to adapt themselves to all situations they may experience in their interactions in order to establish trustful relationships. Furthermore, the professional complexity of these contexts adds significant challenges to cross-cultural communication for global teams. In their analysis of the impact of globalization on cross-cultural communication, Matthews and Thakkar (2012), point out that "the challenge for organizations that must communicate cross-culturally is to ensure that their message is understood the way that it was intended. When communication barriers are not removed, it is easy to make assumptions about what is being communicated" (p. 331). According to this description, it could be noticed that these organizations' attendants should be endowed with established cross-cultural techniques that enable them comprehend their joint communications to positively interact regardless of their cultural divergences.

Moreover, deficiency of mutual confidence in transcultural settings are likely to impede the settlement of close cooperation between the different participants. Hence, the bringing together their interactions proves essential to ensure that their respective cultures do not collide and that there is no confusion in messages exchange. According to Fandrejewska and Wasilik (2018), "adequate management taking into account the specificity of cultural diversity can prove a significant competitive advantage contributing to the success of an organization" (p. 213). That is to say, rational supervision of cultural differences should include cultural individualities of the global associations' actors in order to guarantee their adherence to the common mission. Accordingly, all kinds of obstacles relevant to individual's interface with the organizational dynamics are to be examined so as to mitigate misunderstanding. Their integration is then projected to create an interactive process that makes the interveners integrate the common goal.

Ultimately, to manage cultural sensitivity within an international workplace, careful appreciation of the participants' socio-cultural backgrounds needs to be setin a way to guarantee their full integration to the organizational workspace. This would prevent any form of skepticism or resilience, which impacts positively the association's output. In their intercultural study, cited by Rodrigues and Sbragia (2013),Puck, Rygl and Mohr conclude that "the level of sensitivity of managers to cultural issues and organizational support are contributing factors to adapt to international contexts" (p. 42).Here again, we can conclude that attendants of international associations need to feel that there is a sincere interest toward their individualities, which could trigger their confidence for the collective assignment. This would undeniably remove negative perceptions susceptible to give the antagonistic members the opportunity to contest the credibility of the transnational system of communication and subsequently compromise the outcome of these associations.

2. Conclusion

To sum up, this appraisal has been implemented with a view of demonstrating succinctly the intrinsic interdependences between intercultural communication and transnational associations. It has likewise sought to identify some cultural challenges likely to undermine this communication and also suggest corresponding dispositions to alleviate their impacts on these associations. In this regard, investigations that tackle communication between cultures in connection with its organizational manifestations have been discussed in an attempt to give an answer for the key questions concerning this review. Such investigations have been supported by illustrations provided by some scholars and researchers specialized in cultural interconnections within global organizations.

Accordingly, the emphasis has been made on exploring the challenges that could undermine communication in these settings as well as the suggestions intended to help cultivate positive interactions of the attendants of transcultural contexts. That is, the controversial nature of communication between people, brought together to operate globally, calls for conjugating managers and followers efforts to create the adequate atmosphere for successfully interacting according to universal codes. Moreover, such interaction should be sustained by cross-cultural awareness and appropriate techniques that help stimulate the eagerness of the involved individuals and teams to face the interaction vulnerabilities likely to trouble their organizations.

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