

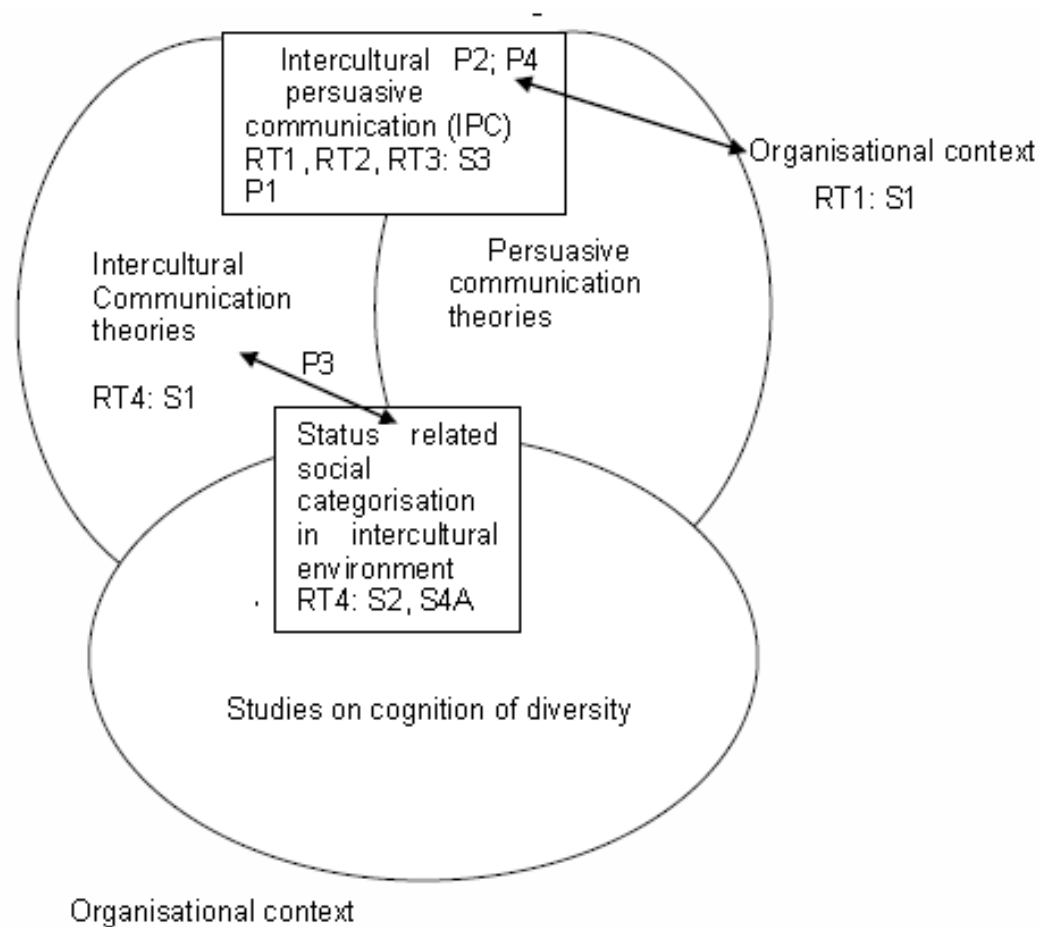
**THE EFFECTIVENESS
OF INTERCULTURAL
PERSUASIVE
COMMUNICATION IN
AN ORGANISATIONAL
CONTEXT:
INFLUENCING
FACTORS**

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The goal of this doctoral thesis

- To determine the major factors that influence the effectiveness of intercultural persuasive communication (IPC) in an organisational context
- To offer the solutions how to make (IPC) effective in an organisational environment and to reduce semantic asymmetries among communicators

Propositions (P), Research Tasks (RT) and Studies (S)



Research methodology 1

- Bernard's (2012) approach to obtain “cultural data” about the cultural domain from 10–20 knowledgeable informants
- Based on (Handwerker 2001; Wolcott 2008; Zaman 2008) sampling techniques
- Intercultural interactions of the selected informants occurred within clearly shaped types of discourse system

Research methodology 2

- The purposive sampling approach by Patton (2002) was applied
- 16 managers; for information-rich cases
- 18 managers of municipal governments; stratified purposeful sampling
- 14 Estonian and 18 Italian students; the contrasting cases sampling techniques
- 46 Estonian professionals; conceptual sampling based on their similarities and differences

Research methodology 3

- Four qualitative empirical studies; the data for these studies was collected in stages
- Ethnographic techniques were used for the exploratory case study; e-mail and personal interviews; and the focus-group discussion (Study 1)
- An explanatory applied study was designed; e-mail questionnaire to choose informants for personal interviews; a dialogue according to the outline (Study 3)

Research methodology 4

- A comparative investigation was implemented for a contrived experiment; respondents made decisions on individual and intra-national group levels. The results were analysed comparatively (Study 2)
- The empirical method of research was interpretive and based on dialogue with introductory, reflective, interactive and clarifying phases to discuss these results (Study 4 A)

P1. The effectiveness of IPC is affected if the adaptation strategy of cultural persuasive style of the source does not match the preferred persuasive style of the receiver

Factor related to the Source	Factor related to the Receiver
<p style="text-align: center;">Adaptation strategies of the cultural persuasive style</p>	<p style="text-align: center;">Preferred persuasive style</p>
<p>Managers should be mindful of their own and alternative persuasive styles. They should make adjustments according to the cultural persuasive style of the receiver</p> <p style="text-align: center;"><i>to the structure</i> <i>to the content</i> <i>to the treatment</i> <i>and to the code</i></p> <p>of the messages rather than be centred on the communication outcome.</p>	<p>The main differences in preferred persuasive styles are expressed in <i>the creation of evidence, connection, presentation of ideas, and the main thrust of the persuasive claim.</i></p> <p>Cultural Persuasive Styles:</p> <p style="text-align: center;"><i>Quasi-logical</i> <i>Presentational</i> <i>Analogical</i></p>

P 2. The cultural orientation, egalitarianism vs. hierarchy, of the source influences the effectiveness of IPC with the hierarchically sensitive receiver even if they have similar cultural persuasive styles

- Managers with an egalitarian cultural orientation failed to urge their counterparts with hierarchical cultural orientation to come to an agreement about their ideas or actions
- They evaluated the chain of authority in particular situations as confusing
- Status differences during these interactions were important for their counterparts with a hierarchical cultural orientation

P3. The practice of status related social categorisation differs between cultures with different communication styles

Partly supported

- There are generational differences in this process in a low-context culture, such as Estonian. People over 40 years of age were aware of the significance of implicit attributes of status and attached more meaning to it in comparison with those of a younger age
- They claimed that they would strongly prefer an explicit message on “who is who”

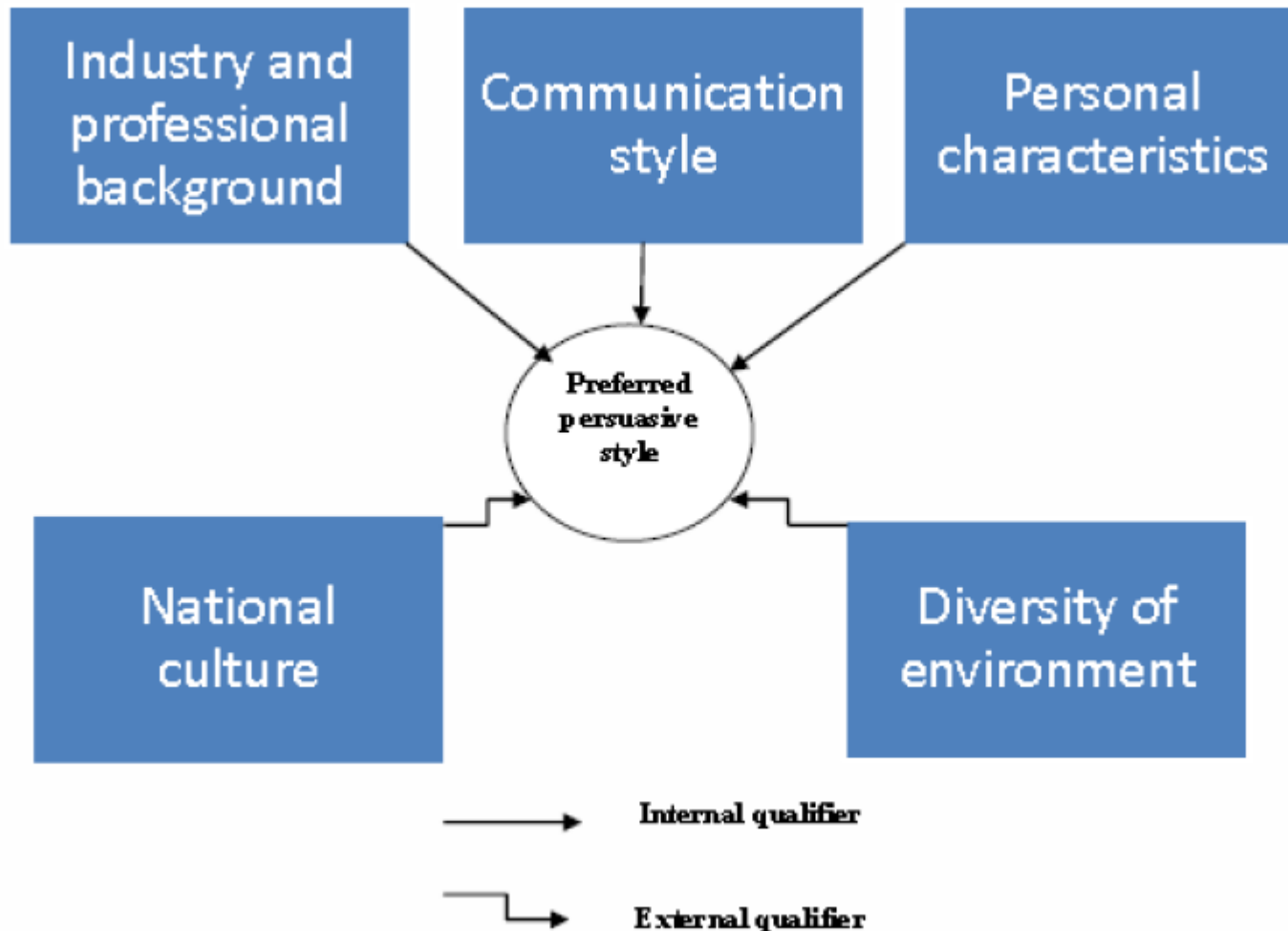
P4. The cultural orientation, results vs. process, of the source and the receiver impacts the effectiveness of IPC

- The results-oriented source feels the urge to accelerate the process, or even to abandon it, if the receiver is more interested in the means of achieving the goal, in the creation of better procedures, environment and structure

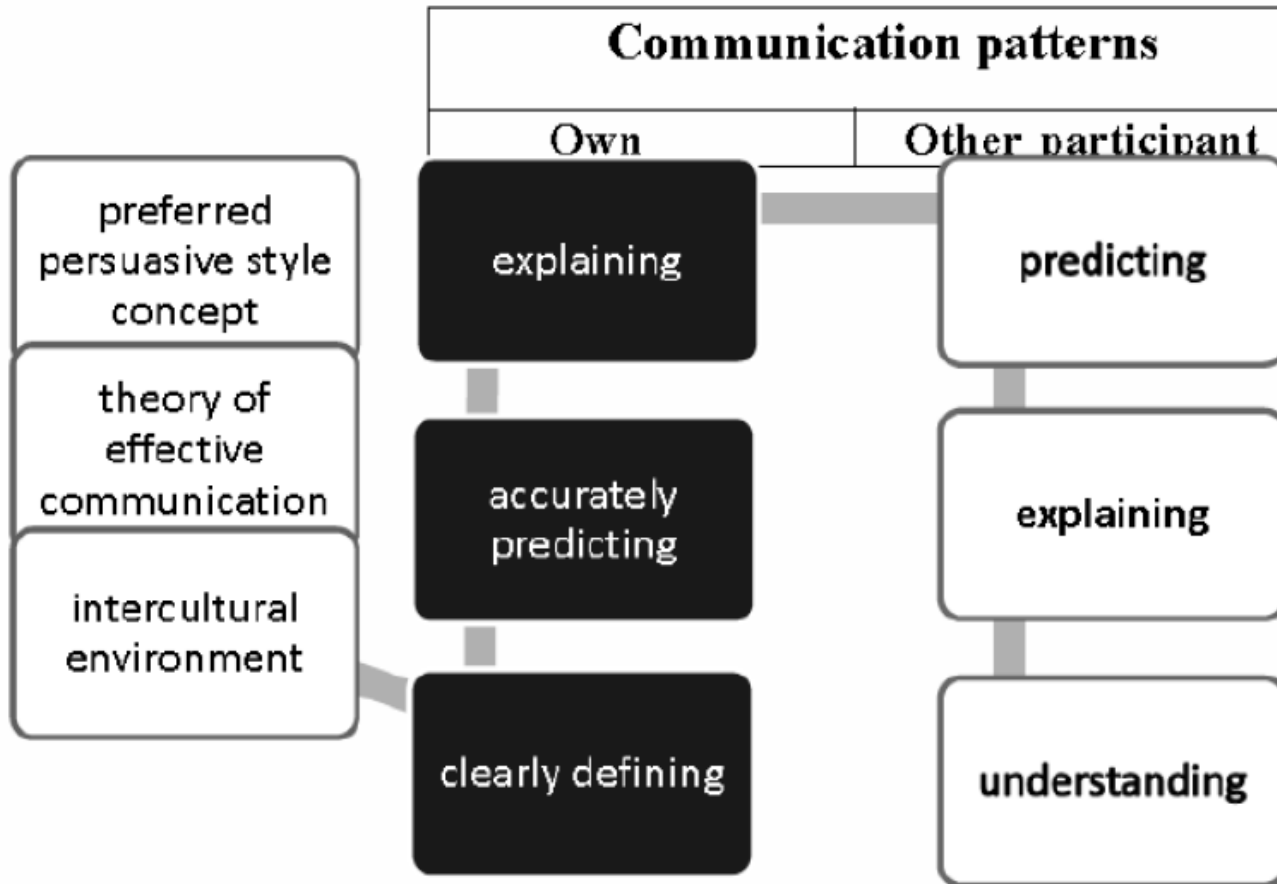
Model of factors that influence the effectiveness of IPC in an organisational context

Factors related to the Source	Factors related to the Receiver
Adaptation strategies of cultural persuasive style	Preferred persuasive style
Cultural orientation: egalitarianism vs. hierarchy	Social categorisation practice
Cultural orientation: results vs. process	

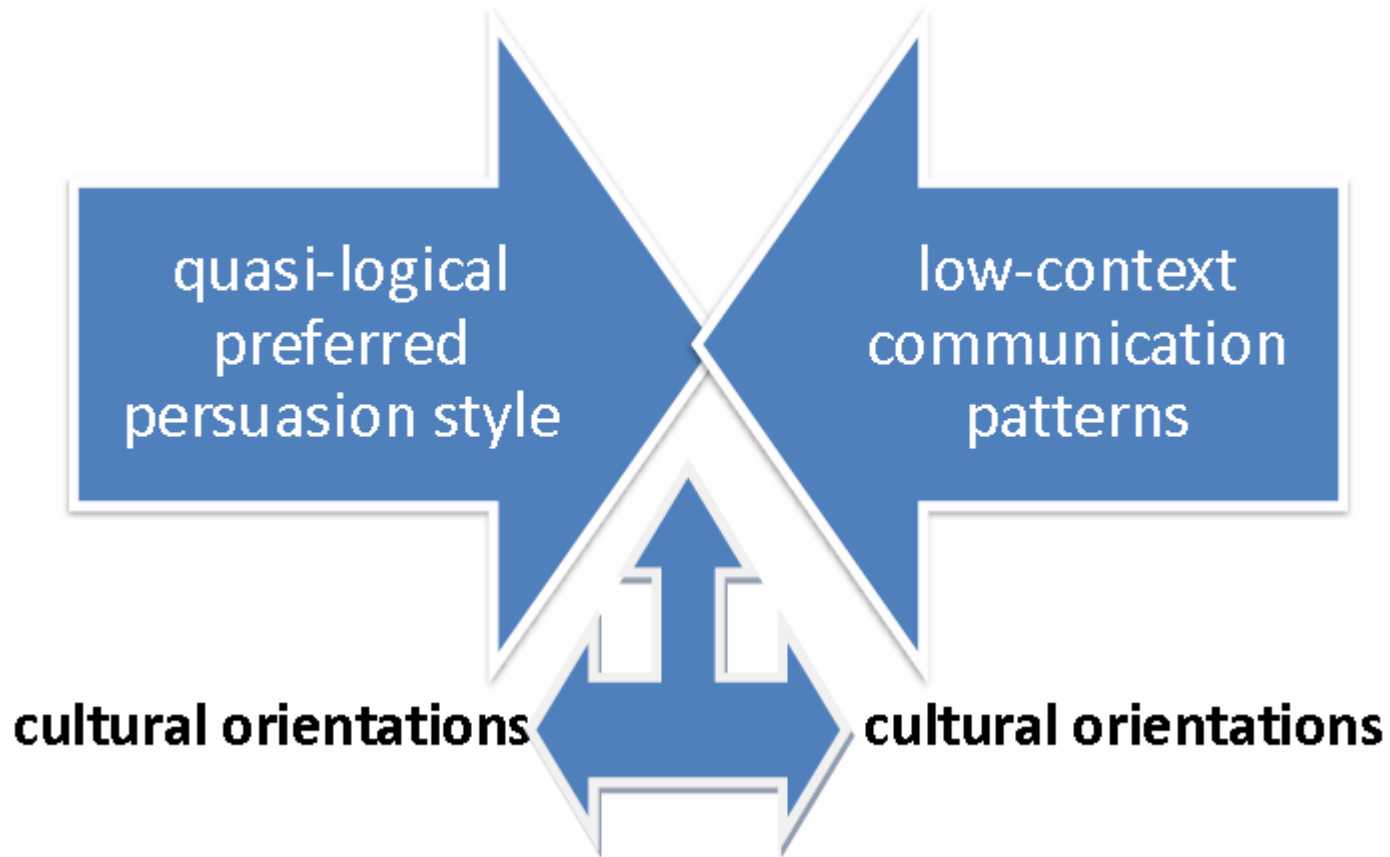
Internal and external influences on preferred persuasive styles



IPC effectiveness



IPC → effectiveness

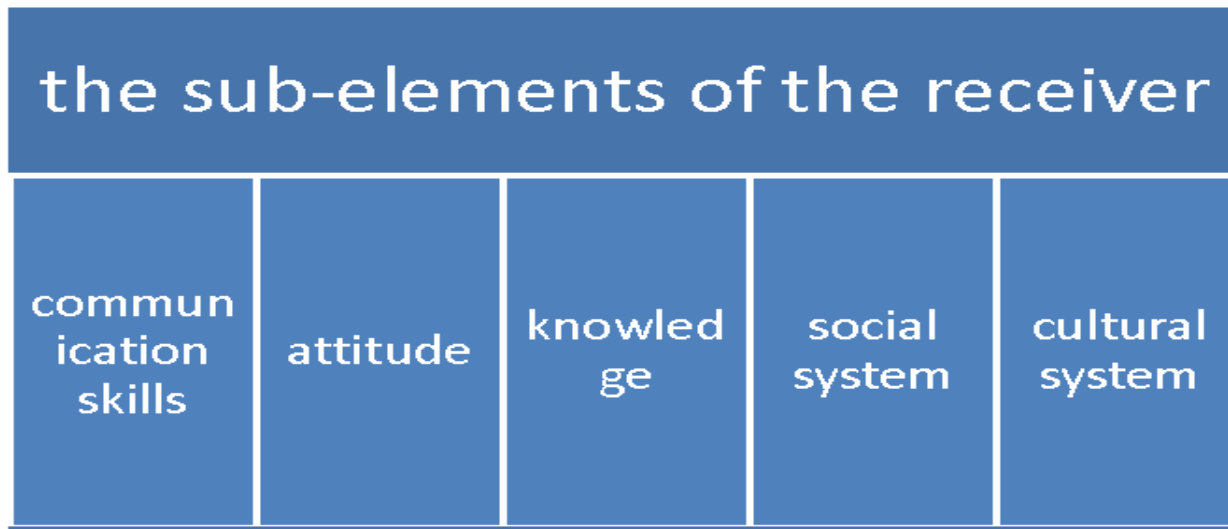


Practical Implications 1-2

1. The managers from a low context culture should be more centred on communication process rather than the message
2. Prior to receiving training on other educational programmes employees should be trained to be able to examine, explain and predict how knowledge within an international company is transferred

Practical Implications 3

3. A planning base for the IPC preparation process with emphasis on Cultural Persuasive Style of the receiver is recommended for the managers in the source position



Practical Implications 4-5

4. To study the sub-elements it could be useful to undertake the text and narrative analysis of the receivers' persuasive messages
5. If the source has a quasi-logical preferred persuasive style, IPC requires a preparation process with attention to the message treatment and code; the source should adopt more presentational and analogical elements instead of increasing the quasi-logical approach