

Multicultural aspects in enterprise management strategy

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Abstract. In the context of globalisation, intercultural competence is becoming a key factor in the effective operation of enterprises working in a multicultural environment. The study aimed to analyse the impact of intercultural management and cultural intelligence on organisational management, particularly in the context of Ukrainian enterprises with international connections. The methodology was based on an analysis of scientific sources, case studies from Ukrainian practice, secondary data and the application of an interdisciplinary approach. The results showed that a high level of cultural intelligence reduces the number of conflicts in multinational teams, improves communication between departments, and increases the adaptability of employees in a new cultural environment. It was found that the motivational and behavioural components of cultural intelligence have the strongest influence on the quality of intercultural interaction, while the cognitive component remains less developed in post-Soviet organisational cultures. As a result of the analysis, the factors that determine the effectiveness of intercultural communication were systematised, and examples of corporate practices at Google, Siemens and Hitachi were summarised, demonstrating the integration of cultural intelligence into management strategies and diversity policies. Key barriers to the development of cross-cultural competence in Ukrainian companies were identified the limited formalisation of inclusive policies and insufficient attention to the cognitive aspect of cultural intelligence. An analysis of international studies confirms that the implementation of intercultural competence development programmes contributes to increased trust, cohesion and innovative potential of teams. The components of cultural intelligence, their impact on work processes in a multicultural environment, and the barriers faced by Ukrainian companies have been analysed. The study has practical value for human resource management specialists, managers, and developers of corporate training and staff adaptation policies

Keywords: cultural intelligence; intercultural management; multinational teams; international adaptation; organisational effectiveness; multicultural environment

Introduction

In the context of globalisation and the growing interdependence of national economies, effective management of cultural diversity is becoming not only a social challenge but also a strategic necessity for businesses. Cultural diversity in teams creates both potential and risks for organisational development. The problem is that organisations often invest in international expansion before establishing sustainable

mechanisms for intercultural interaction and staff training; this generates hidden costs ranging from conflicts and staff turnover to reputational risks. Cultural competence training and cultural intelligence (CQ) development are designed to bridge these gaps, but their effectiveness in a business context varies greatly depending on when they are conducted and how well they are integrated into HR processes.

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A study by M. Mushaathoni (2024) found that employees experience misunderstandings due to insufficient preparation for cultural differences, leading to conflicts and decreased productivity. Therefore, the Ukrainian business context, which combines European standards, military challenges and rapid internationalisation of teams, requires attention. It is necessary not only to mechanically adopt “best practices” but also to build adapted training models that simultaneously increase efficiency and preserve employee agency. These contradictions between strategic goals and the daily interactions of multicultural teams determine the research relevance and practical significance.

Globalisation and migration are causing a significant increase in the number of intercultural organisations in Europe. As noted by T. Katz-Gerro *et al.* (2025), increased mobility and movement of citizens within the EU have created a population of more than 10% that is either migrant or of migrant origin, which has stimulated the emergence of new cross-cultural structures (e.g., in services, information technology (IT), cultural and educational projects). As Ukrainian companies increasingly interact with partners from the European Union (EU), the United States (US) and Asia, they are forming multicultural teams in the fields of logistics, IT, education, finance and manufacturing. This requires managers to have new competencies, not only in foreign languages, but also in the interpretation of contexts, codes, symbols and non-verbal patterns of other cultures. At the same time, Ukrainian business remains deeply value-oriented, which creates the opportunity to create a domestic model of cross-cultural management based not on the mechanical copying of Western practices, but on the principles of partnership, trust and employee agency. This determines the practical and humanistic significance of the research.

Large European companies are forced to operate in several countries at once to remain competitive. However, cultural differences among employees can pose a significant challenge that requires individualised management. The wrong approach often leads to international failure and increased adaptation costs. E. Gross-Golacka & A. Martyniuk (2024) revealed that an intercultural approach, rather than simply multiculturalism, significantly increases social cohesion and the success of organisations in a global environment. A study by McKinsey & Company (2020) found that companies that implement diversity and inclusion policies are 25% more likely to exceed the average profitability of their industry. This is also explained by mechanisms that strengthen social capital and increase creativity within the team, particularly through improved trust and engagement (Feng & Tan, 2024).

Analysis of research has shown that cross-cultural communication is a substantial factor in the effectiveness of modern organisations. Management that takes cultural and institutional differences into account increases the competitiveness of companies and ensures coordinated interaction in international teams. In this context, the significance of social capital, trust, and the quality of internal communication is growing, as they determine the adaptability and

resilience of organisations in a global environment. Cultural intelligence is a key management competency that promotes inclusive leadership, reduces conflict and increases team performance. The ability of managers and employees to interact effectively in a multicultural environment increasingly determines the success of companies, regardless of their level of technological development. Therefore, the study aimed to theoretically substantiate and analyse the impact of intercultural management and cultural intelligence on enterprise management in a multicultural environment, covering the specifics of Ukrainian companies operating in an international context.

Materials and Methods

The methodological basis of the study was based on a combination of qualitative, comparative and content-analytical approaches, which identified patterns in the formation of cultural intelligence in corporate governance and assessed the impact of intercultural communication on the effectiveness of enterprises. The choice of these methods was determined by the complexity and multidimensionality of the phenomenon under study, which includes behavioural, social and managerial components. The study analysed analytical reports, corporate documents and scientific publications reflecting current trends in the implementation of intercultural management. Reports by Siemens AG (2024), Hitachi (2024), and Google (Driving innovation, bridging gaps, 2024) were reviewed, which revealed the mechanisms for integrating the principles of diversity, inclusion, and cultural competence development into corporate policy. These companies were chosen because of their representativeness: Siemens is an example of a structured European model of diversity management, Hitachi is an example of an Asian system based on the values of collectivism and mentorship, and Google is a Western-style model focused on openness and transparency in communication. This tripartite sample was used to compare the approaches of different cultural types of management.

The empirical basis includes data from McKinsey & Company (2020; 2023) analytical reports, which contain statistical indicators of the effectiveness of diversity and inclusion policies in global companies, as well as materials from Harvard Business Review (Taras *et al.*, 2021; Friedman, 2024), which reveal the practical aspects of shaping cultural awareness among managers. To reflect the Ukrainian context, the results of a study by Y. Martynyshyn *et al.* (2019) were used, which highlighted the behavioural characteristics of Ukrainian specialists in international business communications. The main method was comparative analysis, which made it possible to identify differences in the structure of cross-cultural strategies between companies from different regions of the world. Based on this, a content analysis of corporate documents was performed to identify key areas for the implementation of cultural inclusion policies, staff training and the development of cultural intelligence. A structural-functional approach was used to interpret the links between CQ elements and organisational

effectiveness, which ensured that cultural intelligence was considered as a component of the management system. A cross-narrative analysis method was also used, which compared the models described in the literature with real corporate cases, with the experience of Siemens, Hitachi and Google. The results obtained were summarised based on an analytical synthesis that combined international and Ukrainian data to build an integrated model of cultural intelligence development in a business environment. This approach was used not only for comparative description, but also to interpret cultural intelligence as a management category that combines strategic, behavioural and cognitive levels of analysis.

Results and Discussion

1. Multicultural communication as a factor in management, social capital and global business identity

Cross-cultural intelligence is considered a significant strategic resource for a company, ensuring adaptability, innovation, and sustainability in a global competitive environment. The use of cross-cultural intelligence provides new opportunities for competitive advantage. It improves internal processes, reduces costs through effective diversity management, and enhances the company's image through ethical interaction with partners and customers, which is relevant for Ukrainian enterprises in the context of integration into the European market. Cultural standards establish rules of acceptable and unacceptable behaviour that individuals accept and expect from others. In Europe, the culture of each country shapes specific norms of behaviour. However, employees working in a multicultural environment in European markets often do not acknowledge these norms, which complicates communication and adaptation (Mushaathoni, 2024). Many international companies use tests to assess compliance with corporate culture when hiring specialists. These methods facilitate internal corporate communications but can complicate interaction with external market participants due to different organisational cultures. Therefore, cross-cultural competence is necessary for successful communication between representatives of different organisational cultures.

According to S.N. Morris (2023), cultural diversity in the workplace contributes to increased business productivity by stimulating creativity and innovation, enabling companies to adapt to challenging market conditions and develop new competitive advantages. An analytical report by McKinsey & Company (2023) confirmed that companies with high levels of ethnic and gender diversity among their management are 39% more likely to achieve better financial results than their competitors. These results demonstrate that a multicultural strategy is no longer an additional element of human resources policy but is transforming into a strategic resource that influences communication quality, innovation levels, internal cohesion, and the ability of companies to expand internationally. These aspects are becoming increasingly relevant for companies that open branches outside their country of origin. In such conditions, the key

task is to harmonise the parent corporate culture with the local socio-cultural context. To prevent conflicts and increase the effectiveness of intercultural interaction, companies implement specialised management practices, where cross-cultural communication is central. These practices promote the formation of shared values, overcome language and behavioural barriers, and ensure the stable integration of multinational teams, which is a determining factor in achieving strategic sustainability and global growth.

Cross-cultural competence is an integral part of the necessary skills that need to be developed in multicultural companies to improve management systems. However, given global trends towards economic and cultural globalisation, technological development and the strengthening of intercultural ties, a new discourse has emerged in the scientific community that is not limited to competence alone, but raises the issue of a new identity for "global" people possessing knowledge of several languages, successfully operating in different countries and perceiving their ethno-cultural identity differently, while maintaining ties with their homeland. Cultural intelligence is not only an individual characteristic of a person but can also be a collective formation. The study by Y. Liao & D.C. Thomas (2025), which substantiated this idea by considering the phenomenon of collective cultural intelligence (CCQ) as a dynamic phenomenon that is formed in the process of interaction between members of a multicultural team, is notable. The study proceeded from the position that cultural intelligence is not only an individual characteristic but can also manifest itself at the group level as a result of interaction, shared experience and team learning. According to the authors, the formation of collective cultural intelligence occurs in stages: first, the individual CQ levels of team members develop, then interactions between them occur, during which knowledge is exchanged, and common ideas about cultural norms are formed. The third stage involves team learning, which leads to the emergence of shared cultural patterns of behaviour. This process is defined by the authors as the dynamic formation of collective CQ. The model by Y. Liao & D.C. Thomas (2025) also includes the influence of contextual factors such as the level of cultural diversity within the team, previous experience of intercultural interaction, and power structure. The study demonstrated that power disparity can slow down the development of CCQ, while a high level of psychological safety and openness contributes to its strengthening. Teams with more developed collective CQ demonstrate better coordination in collaboration, overcome communication barriers more effectively, and have a higher level of trust between participants.

An in-depth analysis of the role of intellectual characteristics in team functioning is presented in a systematic review by M. Davaei & M. Gunkel (2024). The study emphasised that cultural intelligence belongs to the class of "social intelligences" that determine the ability of groups to communicate effectively, adapt and be creative in diverse environments. The study covered 134 empirical works

published between 2000 and 2022 and aimed to identify how different types of intelligence – cognitive, emotional, social, cultural, practical, and team – affect the efficiency of collaboration. The results showed that cultural intelligence occupies a central place among the so-called “collective intelligences” as it provides a link between cognitive knowledge, emotional awareness and social interaction. The study emphasised that cultural intelligence has a multi-dimensional impact on team dynamics. First, in the coordination dimension, it facilitates the coordination of actions between participants from different cultural backgrounds, promoting effective interaction and reducing the risk of misunderstandings. In the motivational dimension, cultural intelligence fosters mutual trust, increases willingness to cooperate, and reduces interpersonal tension in multicultural teams. In terms of innovation, it enhances the creativity of the group, encourages the use of different approaches to problem-solving, and promotes new ideas due to the diversity of experiences and perspectives. The study noted that teams with high cultural intelligence demonstrate greater consistency in their actions, better overcome conflicts, and achieve higher levels of innovative activity compared to groups where this level is poorly developed. In the context of management, this review demonstrates that the combination of emotional, cultural, and social intelligence creates a synergistic effect for organisational effectiveness, especially in multicultural structures.

In a systematic review by M. Davaei & M. Gunzel (2024), more than 90 empirical studies were analysed, confirming that cultural intelligence (along with emotional and cognitive intelligence) is a key determinant of team performance. The study highlighted that the greatest effect is seen in organisations that combine CQ development with corporate training tools and staff adaptation programmes. Further development of the topic of cultural intelligence in relation to organisational effectiveness was presented in a study by A. Ibanez *et al.* (2025). The study examined in detail the impact of cultural intelligence on employee performance in environments with a high level of cultural diversity. The study examined organisations operating in a transnational format, where interaction between representatives of different cultures is a constant feature of production processes. Using an interdisciplinary approach, the researchers found that cultural intelligence is a key factor in the successful adaptation of staff and improving the overall performance of teams. The study emphasised the role of the motivational and behavioural components of CQ, which contribute to the formation of trust, mutual respect and willingness to cooperate between employees with different cultural codes. The statement by A. Ibanez *et al.* (2025) that these aspects ensure stable communication, minimise conflicts and facilitate the achievement of common goals is notable. The authors of the study also highlighted that the cognitive component of CQ, i.e. knowledge of cultural norms and customs, is only meaningful when combined with the metacognitive ability to self-reflect and adjust behaviour. Without this, knowledge remains formal

and does not ensure real adaptation in interactions. In this context, metacognitive cultural intelligence is viewed as a managerial competence that helps managers make informed decisions in culturally diverse environments.

In modern management theory, the connections between organisational social capital and cultural intelligence are increasingly being highlighted. S. Feng & C.Y. Tan (2024) demonstrated that digital social and cultural capital have a strong influence on cooperation and trust between community members. Research, including materials from the Harvard Business Review (Taras *et al.*, 2021; Friedman, 2024), has predicted that companies with high levels of social capital in multicultural teams can demonstrate significantly higher employee engagement and lower levels of communication conflicts. This confirms the need to include components of trust, cultural sensitivity, and the formation of shared values in the cultural intelligence development strategy. High levels of social capital help reduce the “psychological distance” between employees, increase the sense of mutual support and willingness to share knowledge, factors that directly influence innovation and team effectiveness (Taras *et al.*, 2021). This involves integration of mandatory training in intercultural communication into the new employee adaptation programme, application of the reflective learning model in the format of cross-cultural workshops, and use of regular assessments (CQ Assessments) to help identify gaps in mutual awareness. It is necessary to implement facilitated dialogue practices, such as values mapping sessions or trust-building circles, aimed at identifying common values within the team and forming a corporate identity. Such approaches not only minimise intercultural barriers but also activate the synergy of teams with diverse backgrounds.

Similar results were observed in a study by T. Heubeck *et al.* (2024), identifying that social capital enhances interaction and improves the effectiveness of international teams. A systematic review by F. Mathey *et al.* (2024) also highlighted that social capital is associated with better resource utilisation, trust and effectiveness in international activities. The phenomenon of “transnational identities” that develop in employees operating in an international environment for a long time is also notable. Such individuals can simultaneously identify with several cultures, which facilitates their adaptation to new conditions and efficient mediation skills between different organisational cultures. According to a study by A. Mammadov & A. Wald (2025), the formation of hybrid cultural identities and a high level of cultural and emotional intelligence correlate positively with the adaptability of employees, as well as with the growth of interpersonal trust in multicultural teams, which contributes to organisational flexibility. In addition, cross-cultural competence and social capital are interrelated through communication practices within the team. The study showed that the presence of shared values, even among different cultural groups, reduces the risk of fragmentation in teams and increases the effectiveness of teamwork.

2. Cultural intelligence: structure, mechanisms of action and managerial significance

Cultural intelligence is a specific form of intelligence that ensures effective interaction in conditions of cultural diversity. Research confirms a composite structure: Metacognitive cultural intelligence is the ability to analyse personal thoughts and assumptions about other cultures and actively regulate cognitive strategies in the process of intercultural interaction. As defined by A. Semenov & A. Randrianasolo (2024), metacognitive CQ is achieved through careful planning, self-awareness, and adjustment of one's approach to the cultural context during communication. Cognitive cultural intelligence is the knowledge of cultural norms, values, and customs, which can be used to distinguish between cultural universals and differences. The study emphasised that motivation is a key driving force for the development of other CQ components, especially behavioural CQ. Behavioural cultural intelligence is the ability to transform verbal and non-verbal behaviour in accordance with the cultural context. A. Semenov & A. Randrianasolo (2024) empirically established that behavioural CQ is formed through metacognitive and motivational competence.

Cultural intelligence is a multidimensional characteristic that determines an individual's ability to interact effectively in an intercultural environment. The key components are metacognitive, cognitive, motivational, and behavioural components, each of which performs a separate function in the process of intercultural communication. Metacognitive cultural intelligence provides awareness of one's own cultural assumptions and the ability to adjust behaviour according to context, while the cognitive aspect is responsible for knowledge of the traditions, management practices and values of different cultures. The motivational component reflects an individual's desire to interact effectively with representatives of other cultures and to succeed in a diverse environment. Behavioural cultural intelligence, in turn, ensures that both verbal and non-verbal aspects of communication are adapted to the expectations of partners with different cultural codes. The coordinated interaction of these elements ensures strategic competence in cultural intelligence, especially in the international business environment, where the ability to adapt culturally is a critical factor in the competitiveness of companies and the effectiveness of intercultural management. In this regard, cross-cultural competence should be viewed as a valuable and operational component of sustainable development, the integration of which into corporate strategy can be used not only to adapt to new challenges, but also to actively shape an innovative, ethical and socially oriented environment.

From the perspective of management theory, CQ acts as an integration mechanism that combines individual abilities and organisational processes. This is confirmed by research conducted by A. Yüksel Sakınç & E. Ergün (2024), which proved that cultural intelligence acts as a mediator between leadership behaviour and management effectiveness. Managers with high CQ demonstrate the ability to adapt their leadership style, reduce tension in

multicultural teams, and achieve a higher level of trust among subordinates. The study noted that the motivational and behavioural components of CQ have the strongest impact on productivity, helping leaders anticipate the reactions of employees from different cultures and minimise conflicts. Therefore, CQ should be considered not just an "additional competency" but a prerequisite for effective leadership in global business.

L. Yusuf *et al.* (2024) confirmed that high levels of motivational and behavioural CQ ensure more stable interaction between company departments and contribute to increased team effectiveness. The study noted that these components of cultural intelligence are most closely related to job satisfaction and overall staff productivity, which emphasises the managerial effect of CQ as a factor in internal organisational harmony. The study, which addressed multinational teams in international companies, showed an indirect link between CQ and employee performance through job satisfaction: employees with high cultural intelligence interpret cultural signals more accurately, are more comfortable in mixed teams, and demonstrate lower levels of emotional burnout and higher engagement.

At the same time, L. Yusuf *et al.* (2024) also contributed to the research of the internal mechanisms of CQ, proving that cultural intelligence stimulates knowledge sharing and creates a sense of psychological safety within the team, which further enhances the effectiveness of teamwork. As the authors emphasise, leaders with high CQ can recognise latent communication barriers – linguistic, social or ethical – and turn them into opportunities for learning and development. The statement is relevant, since in this context, cultural intelligence appears not only as a factor of effectiveness, but also as a core element of organisational learning that provides innovative potential, stabilises the personnel system and strengthens the psychological climate in teams. This interpretation confirms the position of the study authors that CQ is one of the key tools of modern HR strategy aimed at increasing efficiency and reducing organisational risks.

The study by D. Livermore *et al.* (2022) formed the basis for the modern approach of CQ at the level of organisational systems. The study by D. Livermore *et al.* (2022) laid the foundation for the modern concept of CQ at the level of organisational systems. Contemporary organisational research confirms that cultural intelligence can be developed through targeted management practices. In particular, K.A. da S. Teixeira & A. Zanela Klein (2024) noted that situated learning, i.e., learning based on real intercultural interactions, significantly increases the level of metacognitive CQ, as it promotes self-reflection and a further perception of the context of communication. Their results showed that the metacognitive component of CQ develops best when participants undergo practical training in a culturally diverse environment, rather than just theoretical training. This approach has direct managerial significance: companies that implement intercultural workshops and reflective learning programmes demonstrate more stable growth in

mutual trust and team effectiveness indicators. This indicates that organisational learning is a key channel for developing intercultural competence among managers. The results of five relevant international studies are summarised

in Table 1, which demonstrates the logic of the relationship between the structural components of cultural intelligence, management mechanisms and practical implications for modern companies.

Table 1. Cultural intelligence in contemporary research: mechanisms of influence and management effects

Author(s)	Key focus of the study	The mechanism of cultural intelligence	Management effect /meaning
A. Yüksel Sakınç & E. Ergün (2024)	Leadership effectiveness in a multicultural environment	CQ mediates between leadership style and team effectiveness; fosters adaptability and trust.	Improved team cohesion, reduced conflicts, and increased management effectiveness
L. Yusuf <i>et al.</i> (2024)	The relationship between CQ, job satisfaction and productivity	CQ increases comfort and confidence among employees in multicultural teams	Reduced emotional burnout, increased productivity and staff loyalty
L. Yusuf <i>et al.</i> (2024)	Knowledge exchange	CQ encourages trust, openness and willingness to share experiences	Promoting team learning, innovation, and improving labour efficiency
D. Livermore <i>et al.</i> (2022)	Organisational level of cultural intelligence	CQ integrates communication and management practices at the company level	Enhancing innovation, reputational resilience, and global appeal
K.A. da S. Teixeira & A. Zanela Klein (2024)	CQ development through experience (<i>situated learning</i>)	Practical interaction in multicultural groups stimulates metacognitive development	Improvement of flexibility among managers, self-reflection skills, and team dynamics

Source: compiled by the authors

Following the table, studies confirm the multidimensional nature of cultural intelligence, which occurs not only as an individual competency but also as an integrated management resource that determines the quality of intercultural communication, team resilience, and company adaptability to the global environment. The most significant components of CQ for management are the motivational and behavioural components, as they maintain trust, manage emotional tone of the team, and create a culture of open dialogue. Thus, cultural intelligence becomes a strategic component that not only improves management efficiency but also forms the basis for sustainable development, social cohesion, and innovation in a culturally diverse environment.

3. Cultural intelligence and cross-cultural management practices: international and Ukrainian contexts

International experience demonstrates the effectiveness of a holistic approach to developing cross-cultural competence. At Hitachi Ltd., multicultural policy is integrated into key management processes through four interrelated areas: human resource management, reporting systems, partnerships, and corporate mentoring. In human resource management, this is reflected in the implementation of global leadership development programmes and training initiatives based at Hitachi University, which help to improve the intercultural competence of employees and train managers in multinational teams. In reporting, the multicultural approach is implemented through the inclusion of diversity metrics (DEI Metrics) in the corporate performance evaluation system, reflecting the company's commitment to inclusion and equal opportunities. In partnerships, this is expressed in the development of a global network of interaction between branches and regional divisions, where the

cultural specifics of communications and decision-making processes are covered.

The mentoring system at Hitachi is based on the principle of “mutual learning”, where experienced professionals from different countries transfer knowledge and cultural context to younger employees, thereby fostering a culture of mutual respect and openness. Such integration ensures the integrity of Hitachi's corporate culture and enhances its ability to operate effectively in a global environment. Despite the existence of various constructs that are already actively used in scientific research on cross-cultural environments, there is a need to study the effectiveness of the CQ coefficient in organisational settings. This issue has become relevant since the second half of the 2010s, approximately since 2016-2017, when transnational companies began to massively implement intercultural teams, and the need for formalised tools to assess employees' ability to adapt to diverse cultural environments increased. At the same time, there was an increase in interest in CQ as a predictor of organisational effectiveness, inclusive leadership and team cohesion. A. Mammadov & A. Wald (2025) demonstrated that cultural intelligence correlates significantly with emotional competence and contributes to the international expansion of small and medium-sized enterprises (SMEs) by improving the quality of communication and strategic flexibility of companies.

Assessment of the impact of cultural intelligence on corporate performance is becoming a key factor in the assessment and management of cultural diversity and international communication. Companies that invest in the cultural intelligence development of their employees can improve the efficiency of their intercultural communication, expand their geographical reach, and increase their

competitiveness in the international market. A. Mammadov & A. Wald (2025) examined the relationship between CQ, emotional intelligence (EI) and the effectiveness of SME internationalisation. The study looked at a sample of 399 SME owners and managers from Norway and Azerbaijan who had experience or plans to enter foreign markets. Methodologically, the study was based on a quantitative approach using structural equation modelling (SEM), which was used to assess the impact of individual components of cultural intelligence – metacognitive, cognitive, motivational and behavioural – on the success of companies' adaptation to new cultural conditions.

The analysis covered the financial, time and organisational aspects of adaptation, which reflected the total costs incurred by companies in preparing staff for intercultural interaction, entering new markets and overcoming conflicts in multicultural teams. The results showed that companies with high values of motivational and behavioural CQ components have lower adaptation costs, achieve stability in team interaction faster, and encounter communication barriers less often. Statistically significant coefficients ($\beta = 0.41$ for motivational CQ and $\beta = 0.37$ for behavioural CQ at $p < 0.01$) confirmed that the development of these components is a key factor in increasing organisational flexibility. In addition, A. Mammadov & A. Wald (2025) determined that emotional intelligence performs a mediating function, enhancing the impact of cultural intelligence on the effectiveness of international business activities. Companies whose managers have high CQ and EI scores are characterised by higher quality intercultural communication, overcome barriers to interaction with partners more quickly, and demonstrate a reduction in indirect costs of staff adaptation, in particular, costs of training, conflict resolution, and staff turnover. This indicates that the development of cultural intelligence combined with the emotional competence of managers is a strategic factor in the internationalisation of SMEs. This combination ensures their flexibility, adaptability and ability to maintain stable partnerships in a multicultural business environment.

Analysis of the impact of cross-cultural factors on a company involves examining various aspects, such as the cultural flexibility of staff, the effectiveness of intercultural communication, the success of international projects, and the ability to adapt to different cultural environments. Integration of cultural intelligence into a corporate management strategy increases customer satisfaction, reduces conflicts, and improves the effectiveness of business processes in an international context. In this context, cross-cultural competence is increasingly viewed not only as a tool for effective communication in an international business environment, but also as an integral part of a company's sustainable development strategy. It forms the basis for achieving social stability, high ethical standards, and long-term economic efficiency.

The social aspect of sustainable development is directly related to the internal atmosphere at the enterprise, the level of trust between employees, the ability to resolve

conflicts using non-violent methods, and reducing the level of discriminatory practices. The cross-cultural competence of managers and staff facilitates the identification of potential misunderstandings related to cultural differences and their transformation into growth opportunities for the team. A high level of such competence contributes to the development of an inclusive corporate culture, which in turn reduces staff turnover and strengthens ethical standards in the workplace.

In addition, the development of a multicultural approach in a company's internal policy has a positive impact on its reputation. Companies that openly declare principles of cultural sensitivity and intercultural integration are more likely to attract socially responsible investors and strengthen trust among partners and customers in different countries. A.E. Randel & V. Alexandra (2024) confirmed that cultural inclusiveness, as declared in a company's internal policy, significantly increases the perception of the firm as a responsible player in the global market. This creates a positive image and strengthens the social capital of the organisation, which is substantial in an intercultural business environment. In Ukraine, such practices can be implemented through the development of internal codes, training programmes, the adaptation of educational courses and the formation of public standards of inclusiveness. At the same time, Ukrainian realities require consideration of the specifics of wartime, which has intensified relocation processes, expanded participation in international programmes and the need for cultural adaptation. Cross-cultural sensitivity in these conditions becomes critical for maintaining reputation, minimising communication errors and achieving effective cooperation with international donors and investors.

The experience of countries with developed cross-cultural management practices has confirmed the effectiveness of a systematic approach to developing intercultural competence at both the strategic and operational levels. In particular, the corporate sector in Germany actively uses intercultural counselling programmes for managers who work with international teams. Such programmes are aimed to analyse the cultural context, avoiding stereotypes and develop adaptive leadership skills. An example is Siemens AG, which implements Diversity & Inclusion principles in its HR strategies. According to the Sustainability Report 2024, intercultural training of personnel is a mandatory element of corporate sustainability policy (Siemens AG, 2024). In the United States, one of the leading models is diversity management. It covers not only ethnic or national diversity, but also gender, age, religion, and more. Google Limited Liability Company has been actively implementing a diversity support policy since 2003, as evidenced by the report *Driving innovation, bridging gaps* (2024), which reflects changes in the structure of the personnel, as well as the results of training programmes to increase inclusion. These approaches reduced turnover among minority representatives by 16% over the past five years.

The Japanese approach, on the contrary, is based on harmonising relationships and collectivism. Companies

operating internationally combine national values with the requirements of the global environment, emphasising cultural loyalty and long-term relationships with partners. Hitachi Ltd. implements mentoring and professional development programmes for employees from different countries, which help them adapt to the corporate culture and form intercultural interaction within the global structure (Hitachi, 2024). It is also worth considering successful examples of international companies that can serve as benchmarks for Ukrainian businesses: Siemens AG implements systematic training aimed at developing intercultural communication skills among project managers working in multinational teams. According to the report (Siemens AG, 2024), the company is consistently developing training programmes aimed at creating an inclusive working environment and improving the intercultural competence of employees. As part of its Diversity, Equity & Inclusion corporate strategy, leadership skills and communication flexibility in international teams are emphasised, ensuring effective interaction between representatives of different cultures and company divisions.

This practice can be applied in Ukrainian companies that hire relocated specialists, as well as those that actively cooperate with foreign partners. An example of empirical confirmation of this need is the study by Y. Martynyshyn *et al.* (2019), the first to systematically describe the specifics of intercultural communication among Ukrainian businesspeople in international contexts. The study identified high flexibility, emotional openness, and willingness to adapt during business negotiations as key features of the Ukrainian behavioural model. At the same time, most respondents noted difficulties in perception of their partners' non-verbal signals and differences in

attitudes towards time and formality in communication. Notably, Ukrainian businesspeople are more prone to improvisation and focus on practical results, while their foreign partners prefer regulated procedures and structured dialogue. The study authors identified three basic types of responses to intercultural differences: observation and adaptation, active integration, and defensive behaviour. The predominance of the first type indicates the dominance of an adaptive, situational approach to communication, which can be effective even without prior cultural training. This combination of empathy, intuitive comprehension, and pragmatism defines the specifics of the Ukrainian style of intercultural interaction.

Therefore, the study by Y. Martynyshyn *et al.* (2019) demonstrated that Ukrainian professionals are characterised by high behavioural and motivational sensitivity, while the cognitive component of cultural intelligence remains underdeveloped, creating potential for further development through educational programmes on intercultural competence. Based on a content analysis of the results of the study by Y. Martynyshyn *et al.* (2019), the authors of this study systematised the key behavioural characteristics of Ukrainian specialists in an intercultural environment. The conclusions are summarised in Table 2, where the four components of cultural intelligence – motivational, cognitive, behavioural and metacognitive – are interpreted through typical manifestations, interaction strategies and their analytical interpretation. Such a generalised interpretation does not duplicate the authors' research model but extends its content within the framework of the modern concept of CQ, reflecting the peculiarities of the Ukrainian style of intercultural communication based on practical experience, empathy and flexibility in communication.

Table 2. Ukrainian model of intercultural behaviour

Component of intercultural competence	Manifestation in the behaviour of Ukrainian specialists	Typical reaction/interaction strategy	Analytical interpretation
Motivational	High interest in cooperation, willingness to engage in contacts, desire for mutual understanding	Emphasis on trust building and practical results	A profound inner readiness for mutual comprehension, which becomes the motivating force for intercultural cooperation and replaces formal learning tools
Potential consequences	Limited knowledge of cultural norms and etiquette, poor awareness of the context of other cultures	Frequent use of personal cultural templates	Low knowledge structure, but openness to learning
Behavioural	Flexibility, perceptiveness, and the ability to "read" the partner and adapt communication style	Improvisation, non-verbal adaptation	High level of situational sensitivity; intuitive model of cultural intelligence dominates
Metacognitive	Partial awareness of personal cultural reactions, lack of systematic self-analysis	Observation without formalisation of experience	Potential for development of strategic CQ through reflection and learning
Overall result	A combination of empathy, pragmatism and adaptability	Efficient communication even without prior preparation	The Ukrainian model is based on practical experience rather than theoretical constructs.

Source: compiled by the authors based on Y. Martynyshyn *et al.* (2019)

In summary, it is possible to note that the results of Y. Martynyshyn *et al.* (2019) are partially consistent with the conclusions of R.B. Johnson & D. Mirza-Grisco (2018). The latter emphasised that in the adaptation of the CQ scale in Central and Eastern Europe, the cognitive component

often occurs less frequently due to cultural and language barriers. In turn, Y. Martynyshyn *et al.* (2019) noted that in the Ukrainian context, the cognitive component of cultural intelligence is indeed less developed, which correlates with general observations about the difficulties of

integrating cognitive elements into post-Soviet cultures, providing scope for further development of the cognitive dimension of CQ through the integration of educational programmes, corporate training and international initiatives focused on intercultural competence.

4. Cross-cultural sensitivity in action: international experience and Ukrainian approaches to implementation

Ukraine, being in a transitional socio-economic and political context, needs to adapt and implement such practices regarding local realities. Effective integration of global experience is possible provided that a set of interrelated measures is implemented. It is advisable to involve specialists in intercultural training who can develop and conduct training programmes in a business environment aimed at developing cultural awareness among staff and improving the intercultural competence of managers. Another relevant component is the development of educational programmes focused on building cross-cultural literacy from an early age, which will help foster openness, tolerance and communicative flexibility in future specialists. In addition, the regulatory framework needs to be improved to ensure support for the principles of cultural inclusion in both public administration and the corporate sector, creating the institutional conditions for the establishment of an inclusive and competitive organisational culture in Ukraine.

The practical implementation of cross-cultural management principles in Ukraine involves a series of consistent measures aimed at improving the intercultural competence of staff and creating an inclusive corporate environment. First, it is advisable to develop internal codes of cultural interaction in enterprises, considering the multicultural composition of teams, which is particularly relevant for industries with a high level of international communication, such as information technology, logistics, trade and consulting. Another critical component is the organisation of mandatory training programmes on intercultural communication for executives and middle managers. Such programmes are essential for ensuring effective cooperation in projects with international participation and interaction with European and global partners.

It is also advisable to integrate intercultural issues into business education, in particular by including specialised modules in Master of Business Administration (MBA) programmes, advanced training courses and educational programmes for civil servants. The public-private partnership system needs further development, as it could become a platform for the pilot implementation of cross-cultural management models in large enterprises with international participation, especially in the energy, transport and infrastructure sectors. Another relevant area is encouraging businesses to implement transparent cultural inclusion policies, which involve the use of ESG (environmental, social and governance) reporting tools. The application of such approaches, which are widespread among leading international companies, creates opportunities for adapting best practices in the Ukrainian business environment and

contributes to enhancing reputational trust at the international level. Given the realities of wartime in Ukraine, which have led to large-scale relocation processes in the national business environment and stimulated the intensification of contacts with foreign partners, donors and investors. In these conditions, cross-cultural sensitivity becomes substantial as a strategic competence that ensures the adaptation of enterprises to new market, communication and management conditions.

Cross-cultural sensitivity is not only the ability to recognise cultural differences, but also the ability to adapt organisational practices, communication styles, and management approaches to the expectations of partners with different cultural codes. Its presence ensures that Ukrainian companies can avoid the risks of miscommunication, reduce transaction costs, enhance reputational trust, and successfully integrate into the international business environment. This competence is particularly relevant in the context of Ukrainian companies' participation in international grant programmes and export initiatives. In such situations, interaction is conducted based on well-defined communication protocols, reporting structures, and business ethics standards, which may differ significantly from established practices in Ukraine.

At the same time, in cultures with more collectivist values (Japan, South Korea, China), maintenance of harmony and reputation of the interlocutor is highly valued; therefore, direct criticism or pressure may be perceived as aggression or loss of face. In the context of intercultural studies, the study by M.J. Gelfand *et al.* (2021), which analysed the relationship between the level of cultural rigidity or flexibility (tightness-looseness) of a society and the ability of states to respond effectively to global challenges, is notable. Based on a comparison of data from 57 countries, the authors demonstrated that societies with higher levels of cultural rigidity showed greater discipline and collective coordination during the COVID-19 pandemic. In such cultures, rapid acceptance of rules and compliance with social norms contributed to lower morbidity and mortality rates, indicating effective mechanisms of collective coordination of behaviour. The obtained results extrapolate the conclusions of M.J. Gelfand *et al.* (2021) to the sphere of intercultural interaction in business. The authors' proven ability of "rigid" cultures to be organised and adhere to common norms indicates that structure, clear rules and collective discipline can positively influence the effectiveness of teams in a multicultural environment. At the same time, excessive rigidity of cultural frameworks can limit creativity and flexibility in decision-making; therefore, the optimal approach for international companies is to strike a balance between formalised procedures and room for individual initiative.

In Germany and Austria, there is a typical priority of legal precision, formalised agreements and compliance with procedures. This does not always correlate with the practices of Ukrainian small and medium-sized businesses, where flexibility and informal agreements are still substantial. As demonstrated by D.C. Thomas &

M.F. Peterson (2017), the high level of structure in the negotiation process in these countries is associated with a high level of legal culture and trust in institutions. In countries with low power distance (such as Sweden and the Netherlands), management practices are based on horizontal interaction, transparency of processes and active employee participation in decision-making. For Ukrainian companies, where a vertical management model is traditionally maintained, this requires a transformation of communication style within international teams. According to analytical data from the Country comparison tool (n.d.), organisational cultures with low power distance are oriented towards horizontal management models, which are characterised by transparency, openness to dialogue and collective decision-making. Such models create an atmosphere of mutual trust and partnership, help reduce communication barriers and facilitate coordination in multicultural teams. For companies operating in an international environment, determination of these management principles is of practical importance, as it facilitates the effective combination of different styles of interaction and maintains consistency in the work of multicultural teams. Thus, cross-cultural sensitivity is not only an ethical norm of global business etiquette but also a factor of economic efficiency that reduces the cost of communication errors, improves the quality of partnerships, and contributes to the sustainable development of the enterprise in the context of relocation and foreign economic activity. Integrating international experience into the management system of Ukrainian enterprises requires not a mechanical borrowing of practices, but their meaningful cultural translation, accounting for national realities, business ethics, organisational structure, and communication traditions.

In the context of current challenges, the study considered the following adaptation vectors to be appropriate. The introduction of individual elements of international models in the form of flexible management modules, such as ethical charters, cultural diagnostic tools, or formats for reflective meetings, can be gradually integrated into companies' internal policies. The need to create training programmes for managers that combine basic management training with intercultural analytics, communication psychology and case studies relevant to Ukrainian conditions. Cooperation between businesses, universities and public institutions to exchange experiences in adapting cross-cultural strategies. This will help avoid the isolation of individual industries and accelerate the formation of a nationwide approach. It is advisable to integrate international practices through pilot initiatives with subsequent qualitative analysis of their results. This will not only promote better acceptance of change by staff but also contribute to the accumulation of local experience, which can become the basis for scaling up.

Thus, in the Ukrainian context, it is advisable to consider not the "implementation" of international experience, but the co-creation of adapted practices that preserve the value of global principles but are created from the local environment. In this process, it is not only borrowing that

is key, but also reflection on personal experience as a resource that can be valuable in international exchange. In this regard, it is advisable to consider Ukrainian practical experience as a source of applied solutions for organisations operating in unstable or transformational conditions. The results of enterprises adapted to the challenges of war demonstrate the formation of new approaches to teamwork, flexible management, informal leadership, and internal staff mobility. Practices that can be integrated into the international management paradigm within the framework of partnership initiatives include local models of crisis-resistant planning developed in conditions of partial or complete loss of infrastructure, disruption of logistical links, and information instability. They involve the formation of flexible response scenarios, multi-level communication channels and decision-making based on real-time situational analysis. This approach can be adapted in companies operating in unstable markets or facing geopolitical risks. It is also worth noting horizontal decision-making formats in multicultural or distributed teams based on the principles of mutual accountability, openness to bottom-up initiatives, and shared risk management. Instead of a rigid hierarchy, Ukrainian companies are increasingly using mechanisms of collective discussion, facilitation, and delegation, which facilitates the rapid adaptation of strategies to changing conditions.

The use of informal ethical norms to preserve organisational integrity, particularly in the context of interregional staff integration (e.g., following the relocation of production or project units), can also be integrated. Creating a common moral field that supports corporate cohesion in an environment of cultural, geographical or emotional divide. This practice helps to reduce internal conflicts and build loyalty and trust. Lastly, the introduction of flexible and situation-oriented educational models that can quickly retrain or train staff without interrupting their main activities. For example, mini-courses, mentoring sessions within the team, or project-based learning with external experts can be introduced.

Such approaches contribute to maintaining operational continuity in an unstable environment and are an alternative to traditional long-term forms of professional development. These approaches, which emerged as a response to extreme external circumstances, are gradually shaping a new management culture with a high level of adaptability, humanity and focus on real results. Such practices can be institutionalised as part of management standards in conditions of high uncertainty, and can also be integrated into international educational, research and consulting programmes as examples of effective organisational transformation. Thus, the exchange of management practices should not take place on the principle of unilateral transfer of knowledge from dominant countries to the periphery, but in the format of an equal partnership, in which Ukrainian practical experience acts not as an auxiliary element, but as an independent source of innovation in the field of intercultural management, adaptation and sustainable development.

Conclusions

The study identified intercultural management and cultural intelligence as key factors for the successful operation of companies in a globalised environment. An analysis of the experience of companies such as Google, Siemens, Hitachi, as well as Ukrainian enterprises operating in international markets, showed a positive correlation between the development of CQ policies and the growth of intercultural interaction efficiency. This confirms the relevance of CQ not only in theory but also in the practical aspects of modern business. The study showed that the introduction of training courses on cultural competence development, increasing motivational CQ among employees, and the practice of “integrative acculturation” contribute to reducing conflicts, increasing initiative, and improving team dynamics in a multicultural environment. The study identified that the motivational component of CQ is most relevant for leadership positions, as it forms the basis for trust and effective communication. Furthermore, based on an analysis of international companies’ policies, the study concluded that CQ is increasingly being used as one of the criteria for selecting management personnel. In this context, the introduction of CQ-oriented recruitment procedures in the Ukrainian business environment is relevant.

The study highlighted cases of local companies that successfully adapted to intercultural challenges through institutional modernisation, the introduction of internal codes of conduct, the formation of inclusion policies, and the creation of international teams. This was used to offer recommendations for managing intercultural personnel that are tailored to Ukrainian realities. A substantial part of

the study was recommendations on localising intercultural training and the need for a special approach to implementing CQ in the post-Soviet environment. Such an approach should consider the specifics of hierarchical management traditions, distrust of transformations, and the need for management support for change.

Further research should address the empirical quantitative measurement of CQ levels in Ukrainian enterprises using standardised scales (e.g., Cultural Intelligence Scale), as well as analysing the relationship between CQ levels and key performance indicators (KPIs), including staff turnover, adaptation in international teams, talent retention, and long-term brand capitalisation. It is interesting to study CQ in innovative scientific companies, start-ups, and international projects with high staff turnover. Analysis of long-term effects of intercultural policy on brand capitalisation of companies, corporate reputation, and ability to retain talent in a globalised labour market is noteworthy. All these areas outline prospects for further empirical research aimed at expanding the theoretical base and practical recommendations for managing cultural diversity in Ukrainian and international organisations.

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Роль мультикультурних аспектів в управлінні підприємством

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Анотація. В умовах глобалізації міжкультурна компетентність стає ключовим чинником ефективної діяльності підприємств, що працюють у багатокультурному середовищі. Метою дослідження був аналіз впливу міжкультурного менеджменту та культурного інтелекту на управління організаціями, зокрема в контексті українських підприємств із міжнародними зв'язками. Методологія базувалася на аналізі наукових джерел, кейсів з української практики, вторинних даних і застосуванні міждисциплінарного підходу. Отримані результати засвідчили, що високий рівень культурного інтелекту забезпечує зменшення кількості конфліктів у багатонаціональних командах, покращення комунікації між підрозділами та підвищення адаптивності працівників у новому культурному середовищі. Виявлено, що мотиваційний і поведінковий компоненти культурного інтелекту найбільше впливають на якість міжкультурної взаємодії, тоді як когнітивний компонент залишається менш розвиненим у пострадянських організаційних культурах. У результаті проведеного аналізу систематизовано чинники, що визначають ефективність міжкультурної комунікації, узагальнено приклади корпоративних практик Google, Siemens і Hitachi, які демонструють інтеграцію культурного інтелекту у стратегії управління та політику різноманіття. Виявлено ключові бар'єри розвитку крос-культурної компетентності в українських компаніях, зокрема обмежену формалізацію інклюзивних політик і недостатню увагу до когнітивного аспекту культурного інтелекту. Аналіз міжнародних досліджень підтверджує, що впровадження програм розвитку міжкультурної компетентності сприяє підвищенню довіри, згуртованості та інноваційного потенціалу команд. Проаналізовано складові культурного інтелекту, їхній вплив на робочі процеси в мультикультурному середовищі та бар'єри, з якими стикаються українські компанії. Дослідження має практичну цінність для фахівців з управління персоналом, керівників і розробників політик корпоративного навчання та адаптації персоналу

Ключові слова: культурний інтелект; міжкультурний менеджмент; багатонаціональні команди; міжнародна адаптація; організаційна ефективність; мультикультурне середовище