CONNECTIVITY AND CONDITIONALITY OF BUSINESS COMMUNICATION AND NATIONAL CULTURE IN INTERNATIONAL ORGANIZATIONS WITH A SPECIAL REFERENCE TO THE UNITED NATIONS

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Abstract: *In order understanding casual conection and other relations and significance of good business communication and national culture in multi-cultural organizations, with reference to international organizations it is necessary to understand the key concepts of national culture, but also corporate culture and the model by which they occurr. Therefore, the second contextuaal factor which is essential to understand is organizational culture which has an important role in influencing on attitudes and values which the members of organization share, what in return affects on their commitment to work and its practices and affects on their's and organization's performances. Culture is defined as a set of unwritten code of conduct, or norms which are used for shaping and guidance of individual, and which the employees share as part of organization members subset and hand over to new members of the company. When the organization has strong culture which supports it's goals, members of organization have higher probabilty to cooperate, to be loyal and tolerant. First contextual factor, the natonal culture is present in all processes within organization, like leadership, employee motivation, employee control, conflict resolution ect. Also, there is close connection and conditionality of business communication and national culture primarily in international organizations, respectively in organizations where are members of different nations. Exactly that connectivity and conditionality are subject of research in this final work.*

Keywords: *Organization, national culture, communications, international organizations*

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INTRODUCTION

The wider subject of research presents defining of theoretical paths of business communication and national culture, as well as international organizations, while the narrow subject of research refers to causal consequence and other relations determination and apostrophize the meaning of good business communication and national culture in international organization, respecting the international organizations with a special reference to the United Nations.

For the production of scientific work on topic "CONNECTIVITY AND CONDITIONALITY OF BUSINESS COMMUNICATION AND NATIONAL CULTURE IN INTERNATIONAL ORGANIZATIONS WITH A SPECIAL REFERENCE TO THE UNITED NATIONS" it will be used different scientific methods inherently to social science. Primarily the word is about deduction, description, historical method, and from scienticif methods will be represented observing, an interview and a survey. Therefore this will work have both secondary and primary research of the author, regardless it will contain an empire on the base which some of the hypothesis will be proven.

Main goal of the research considers to proving starting hypothesis about the existence of conditiond relation between business communication and national culture, and about the organizational culture which choise depens right on national culture.

Proffesional contribution of this final work is reflected in the analysis of elements and effects of business communication in international organizations, then presentation of conclusions based on observed legalty and sharing those conclusions with academics and professional public.

Scientific contribution is about testing the set hypothesis using scientific methodologies and performing legalty based on the results of secondary and primary research.

H1: The choice of organizational culture in international organizations is conditioned and by influence on national cultures.

H2: Negative aspects of multi-cultural within the international organizations are related to difficulties in coordination of employees from different cultures, potential conflicts between the country of business and the host country and domination of one culture in the organization.

H3: Positive aspects of multi-cultural in the international organizations are related to: using globalisation's influence in order to create better relations with foreign client and potential employees, business posibilites consideration on global level, creating organizational culture which would be unique because it would contained all important elements of different employee's cultures and good adaptability to environment of organization's operation.

1.   INTERNATIONAL BUSINESS ENVIRONMENT'S CULTURE DIMENSIONS

One of the major reasons why the researches of national culture within organizations have been started was because of intensive globalization's expansion. It contributed to reccesion of bordes between national economies and market, it made information flow possible but also free flow of people. The result is that over time came to mixing people from different

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countries and national cultures, so gradually the national companies became multi-cultural ie multinational companies.

It has become completely usuall that a man from India gets a job in USA, but that with him are also working people from England, Brazil, France, China ect. This is how global or multinational companies became very different both inside and outside. That diversity brings with it self positive but also negative aspects. Positive thing is that two colleagues from totally different cultures can cooperate in work or on some project, to use their diversities in order to combine knowledge that they have and come up to much better and creative solutions than doing it by them selves. On the other side, negative can be that diversity brings to conflict, colleagues can't communicate, they don't trust each other and therefore the cooperatin will not be succsessful.

The key to this problem, how to balance between good and bad sides of diversity within organization is that the manager has to be capable to assemble a team of people from different national cultures who can colaborate. Due to that some companies have accepted globalization and became multinational, it is really high rate of diversity inside the company, but also in it's environment.

Considering that the companies are operating on more than one market,they do not only differentiate cultural, but also economically, demographic and institutional. In order to subsist and continue with business activity, to overcome negative aspects of business it is necessary for companies to have a strategy. According to that, in practice we can distinguish next strategies (Janićijević, 2013):

1. ethnocentric
2. polycentric
3. regiocentic
4. geocentric

Ethnocentric strategy – mostly is used in global companies which have a big number of subsidiary in different countries. Although those subsidiaries are in envrionments where exists a lot of diversity, in them will still „dominate" all values and forms, but also code of conduct, techniques and business methods which are developed in parent company. This strategy is applied in companies which consider that parent company is superior and that subsidiaries should „copy" the way parent company operates.

Polycentric strategy– complete oposite of ethnocentric, it is based on management's company attitudes that environment of the company should be accepted and that means respecting different cultures and their values. They have to accept their way of operation within the organization and the standards which are set and try to adjust to that, in order to make their business more efficient.

Regiocentric strategy – we can say that on some way it is similar to polycentric strategy, because the company accepts all norms, values, code of conduct, business models of other cultures. However it is not been observed at country level but region level. This is maybe even smarter strategy because grouping more countries which have the same or similar cultural characteristics significantly makes easier management's company job. It will be easier to operate in few regions, that to develop special management and strategies for each country with which they operate.

Geocentric strategy – it is completely different from previous strategies because management of the company which is using this strategy is looking at the world as unifed whole. It is not imune to cultural differences, however it doesn't want to adjust to certain changes, nor to develop different way of operation for each country or region. As solution global companies create new way of business operation on global level. Colaboration between subsidiaries and parent company is applied, with that the employees can come from any subsidiary and country. On that way it will come to mixing different cultures and people with gained knowledge but with new learned things from their colleagues, what will maximum contribute to improvement of the company. (Rakita, 2014)

Nowdays it is very rare that any company is operating with ethnocentric strategy, but they use new global model or geocentric strategy because they have realised the importance of cultural differences and that they aren't weakness but power of any multinational company.

How cultural diferenties affect on organization and how big is her influence we can best see it in Hofsted research in 1990. In that research he specified that the culture can be observed on 3 levels: national, proffesional and organizational. (Janićijević, 2013)

Each one of these cultural levels is composed by different norms and values which has to be respected, but in considerable proportion. The essence of national culture is to respect specified values on national level, however in practice isn't always like that, the level of those values is much smaller. On the other side we have organizational culture where people are drastically different in how much actually some one applies those values, and proffesional culture is between national and organizational. Hofstede concludes that the cultural values are deeply carved in people's subconscious to be created within organization, but they have origin from national culture.

Culture takes special place in every of these levels and mostly it depends on level's height of some social community. Through every life period culture can be applied on different ways, so the members of national culture will accept it's values in family, the members of proffesional culture accept those values during schooling, while the members of some organizational culture accept cultural practice in specified organization. (Hofstede, 1997)

2. BUSINESS COMMUNICATION WITH RESPECTING NATIONAL CULTURES

Business communication it's different because of direct connection with individual's, group or organization's operation, but also according to it's tendency to accomplish deigned business goals. (Ilić, 2018)

Efficient communicating is necessary in every organization, as well as to it's members and employees. The key for succesfull organization is advanced business communication regarding communicating within the company. In other words, how much success the organization has in business communication, that is the success of the company itself. (Milinković F., D., Bazić, M. 2009).

Terms like culture and communication are interdependent, it wouldn't be possible to realize relations between different cultures, as well as it wouldn't be possible to achieve communication without respecting the values, norms and behavior of national cultures. People

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from all over the world live in communities and social groups, but their languages and cultures are conmsiderably different because external effects have different influence on culture itself. (Hinner, 2002).

Culture itself often can be obstacle for successful business communication for members of different national cultures. That happens because members of more national cultures respect different values and behaviour norms, and those two terms significantly affect to business communication inside some organization. The communication itself would not have a normal developing flow, if both side can't understand the informations which are sent and received. In some cultures for women is forbidden to speak with men first and to try to communicate with them, and so this is only one example which shows the negative influence of national culture in business communication within one organization.

It is imposible to learn everything about other cultures and their customs and values and to respect them and apply in communication with colleagues, but it is necessary to recognize those differences and pull out the best of them and use that in oreder to solve potential problems in the organization.

As already said, communication is not only words which are transferred or written, but also various symbols, signs and moves which represent non-verbal communication. Exactly those non verbal symbols are the difference in communication depending of the culture. Sometime non verbal communication is much more important in the organization, because with it's help the message of information is transferred and understood. (Dobrijević, 2017).

One of important factors which affect to business communication is multi-cultural. It can present great advantage of the organization, but also flaws which are not always necessary to realize. Potential advadges could be: using the globalization's influence in order to create better relations with foreign clients and possible employees, considering business possibilites on global level, creating the organizational culture which would be unique because it would contain all important elements of different cultures of employees and good adaptability to environment in which the organization operates. Besides mentioned advantages, there are also possible flaws: dificulties in employee's coordination from different cultures, potential conflicts between country of work and parent country and the domination of one culture inside the organization. (Petković, 2012)

Although many would say that the communication is one of items which helps organization to operate, but she also represents one of the most complicated aspects for managing one multii-cultural organization. With absence and ignorance of language and style differences, exist big possibilites of coming to a misunderstanding during communication of employees inside the organization. (Dobrijević, 2017).

3. ASPECT ANALYSIS OF MULTI-CULTURAL IN INTERNATIONAL ORGANIZATION (UN)- INTERVIEW

3.1. Basic information about the international organization

The United Nations system is made up of the organizations established by the Charter of the United Nations, that is, the United Nations proper, the specialized agencies provided for in Article 57 of the Charter and a number of programmes established by the General As-

sembly under its authority derived from Article 22 of the Charter. To this must be added the International Atomic Energy Agency (IAEA) which is not a specialized agency in the strict legal sense. (Bernhardt, 1983).

The agencies, which are legally independent international organizations with their own rules, membership, organs and financial resources, were brought into relationship with the United Nations through negotiated agreements. Some of the agencies existed before the First World War, some were associated with the League of Nations, others were created almost simultaneously with the United Nations and yet others were created by the United Nations itself to meet emerging needs. Given the diversity of their respective fields of action, history and experience, each agency has its own needs and concerns, not to speak of "corporate culture".

Basic Information on UN System Organizations: Mission, Structure, Financing and Governance Agreements between Specialized Agencies and the UN.

Picture 1. -Agencies of United Nations

Source: Bernhardt, R. (1983). International Organizations in General Universal International Organizations and Cooperation. Elsevier B.V. str. 272-281.

The relationship agreement between IAEA and the UN is contained in resolution 1145 (XII) of the UN General Assembly (14 November 1957). To all intents and purposes IAEA operates like a specialized agency. The unique feature is that IAEA reports to the General Assembly and when appropriate to the Security Council as well as to ECOSOC on matter within ECOSOC's competence. The specialized agencies report to ECOSOC.

The status of the World Trade Organization (WTO) is more complex. Neither GATT (the predecessor to WTO) nor WTO has a formal agreement with the UN. The relationship of these entities to the United Nations dates back to 1952 when Eric Wyndham White (the first Executive Secretary of GATT) and Trygve Lie, the UN Secretary-General exchange letters which took note of the "close de facto working arrangements which exist between the United Nations Secretariat and the Secretariat of the Interim Commission (GATT)". With the creation of WTO (1 January 1995) there was a further exchange of letters underlining the cooperative nature of the relationship between the WTO Director-General (Renato Ruggiero) and UN Secretary-General (Boutros Boutros-Ghali) in October 1995 of which the UN General Assembly took note in resolution 322 (12 December 1995).

The Executive Heads of IAEA and WTO are invited to meetings of the CEB like any other specialized agency head.

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The Fund and Programes of United Nations- UN AFP's

The fund and programmes (UNDP, UNICEF, UNHCR, UNRWA, UNEP, WFP, UNO-DC, UNCTAD, UNFPA, UN-HABITAT) were created by the United Nations to meet needs not envisaged at San Francisco, such as Palestine refugees, development assistance, food aid, or the environment. They are subordinate to the United Nations, but since they are immediately controlled by distinct inter-governmental bodies and derive most of their financial resources from other sources than the United Nations budgets, they are somewhat more akin to specialized agencies than to "subsidiary organs" such as UN commissions and committees. Moreover, as their activities are more operational and carried out at field level, they have needs dictated by an environment quite different from that of headquarters-centred administrations. The Programmes and Funds apply UN rules and regulations in the realm of administration and personnel.

3.2. Survey questions

Central survey quetions related to business communication in observed international organization, referred to the organization's representative, who is in the higher part of the hierarchy of this organization, had to affirm basic postulates of value and multi-cultural on 1st of Julie in 2018 over skype.

Therefore the interview was taken, structured by next research questions;

1. Which are the basic values that UN honours?
2. What ensures the respect of basic values that UN honours?
3. What is the organization's relation to gender and national diversification of labor force?
4. What is the organization's relation to different national cultures?
5. Is it the choice of organizational culture conditioned by employee's national culture?
6. How does cultural dimensions affect on business communication in the organization?

3.3. Results of the interview and discussion

Based on asked questions, answers were obtained which helped to understand the aspect of multi-cultural in observed international organization and basics of communication by the influence of different national cultures.

1. Which are the core values that UN honours?

On the question which are the core values that UN honours we received an answer that the organization United Nations represent professionalism regard to work, integrity to the organization and respect for diversity, regarding to religious, national, ethnical, material and any other diversity. All these core values are universal characters in appliance and sig-

nificance in the organization United Nations. All employees are obliged behaive and work in that respect and to promote them out the organization.

2. What ensures the respect of core values that UN honours?

On question what ensures the respect of core values that UN honours, the answer was received that respect of core values on which the organization United Nations is based, are guaranteed by founding Declaration of the United Nations which was adopted on session of General Assembly in 1948.

3. What is the organization's relation to gender and national diversification of labor force?

On question what is the organization's relation to gender and national diversification of labor force, we got an answer that the relation is extremely transparent. Within the meaning the organization United Nations is promoter and representative of the same gender equality with light favors of women's gender especially when hiring is in question and advancement in work because currently there are more members of male gender. Also, the organization United Nations has zero tolerance to those who do not respect the principles and values of the United Nations system.

4. What is the organization's relation to different national cultures?

On question what is the organization's relation to different national cultures, we received an answer which says that the respect of diversity in any sense or it's meaning is one of three core values of the United Nations. United nations relation is opened without prejudice and has zero tolerance to everyone who do not respect or appreciate members of different national culture inside or outside the organization.

5. Is it the choice of organizational culture conditioned by employee's national culture?

To question is it the choice of organizational culture conditioned by emplloyee's national culture, we've got an answer that the organization United Nations respects cultural diversity which can be represented and manifested by the employees to the level where they don't breach work discipline, mutual relations and do not affect on achieving work results. Regarding to that the United Nations do not precise certain dress code or impose way of dressing on work place if not defined, then employees are allowed to practice their religion if they have need for that, employee's national holidays are respected and the absence at work for specified time period is allowed.

6. How does cultural dimensions affect on business communication in the organization?

On question how does cultural dimensions affect on business communication in the organization, we got the answer that the cultural dimensions have very much influence to business communication inside and outside the organization United Nations. If we observe business communication within the organization, then all employees have the right on their cultural identity which can't affect or violate work discipline, mutual relations and reduce work efficacy and employee's operation in the United Nations. This has a great significance and all employees within the United Nations in certain country have to go trough education which is called cultural awareness and implies the obligation of all employees to pay attention on their dressing, behaviour, to coordinate communication with local customs, culture and social values.

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CONCLUSION

Analyzing the influence of national culture to an organizational one, it has been established that although national culture is not the main factor which defines organizational culture, it has a great impact on it. It's about that in every organization exists great number of people from different cultures who have adopted some their values and they are guided by them, and that's why it comes to different cultures mixing, a the consequence is that all values and attitudes which are implanted in those culture will affect to organization's functioning, to a smaller or lager extent. This is the influence that national culture has on organizational culture.

National culture also has great impact on selection type of organizational culture within organization. By virtue of conclusions about national and organizational culture, H1: The choice of organizational culture in international organizations is conditioned and by influence on national cultures, but that influence is not crucial because there are other strong factors, it has been proven.

Due to mentioned attitudes in this work, regarding multi-cultural in international organizations and specifics which the international business environment has imposed, it is considered that H2: Negative aspects of multi-cultural within the international organizations are related to difficulties in coordination of employees from different cultures, potential conflicts between the country of business and the host country and domination of one culture in the organization. (proven).

When it comes to the positive effects of multi-cultural, assumed by hypothesis H3: Positive aspects of multi-cultural in the international organizations are related to: using globalisation's influence in order to create better relations with foreign client and potential employees, business posibilites consideration on global level, creating organizational culture which would be unique because it would contained all important elements of different employee's cultures and good adaptability to environment of organization's operation, it can be considered that this hypothesis has been proven according to deduction.

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