



# International Business Communication Management in Cultural Context

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## Abstrak

This study explores international communication management in the Department of Investment and One-Stop Integrated Services (DPMPTSP) of East Java in the context of cultural differences. The main findings indicate that DPMPTSP operates in an environment with cultural dimensions such as low power distance, individualism, masculinity, low uncertainty avoidance, and long-term orientation. This affects the way the institution communicates and manages its international relations. The study found that adapting communication that is sensitive to cultural differences, including values, attitudes, and etiquette, is essential to improving operational effectiveness and efficiency. The novelty of this study lies in the in-depth understanding of the application of Hofstede's cultural theory in the context of international communication management in the public sector, as well as practical recommendations to overcome cultural challenges in international interactions.

**Kata Kunci:** International Communication Management, Culture, DPMPTSP, Hofstede's Cultural Dimensions, International Investment.

## PENDAHULUAN

The East Java Department of Investment and Integrated One-Stop Services (DPMPTSP) is a government institution that has a strategic role in formulating and implementing policies in the field of investment as well as the provision of integrated investment, licensing, and non-licensing administration services. As an entity that focuses on investment and licensing, the East Java DPMPTSP not only deals with investment in certain sectors but is also responsible for simplifying and accelerating the licensing process in order to serve the community more effectively. In terms of investment, the DPMPTSP is responsible for conducting studies and formulating policies related to investment in non-renewable natural resources and investment in the industrial sector. This investment can come from domestic or foreign capital. In carrying out this task, the DPMPTSP must be able to navigate various aspects involving domestic and international investors, ensuring that the policies implemented support economic growth while protecting national interests and the environment.

On the other hand, in licensing matters, the DPMPTSP organizes integrated licensing services that aim to provide protection and legal certainty to the community. The main focus of this licensing service is to shorten the service process, realize an easy, certain, and affordable process, and increase the reach and quality of services to the community. An efficient and transparent licensing process is key to supporting a conducive investment climate and providing a sense of security and trust to the community and investors. In the context of globalization and the interconnectedness of the world economy, international communication is a very important aspect for DPMPTSP. The international communication system plays an important role in international trade flows, currency fluctuations, capital flows, and even the operations of multinational companies and cartels (Jussawalla, 1979). Effective communication between international business partners is critical to global success, but cultural differences can impact performance (Griffith, 2002). Effective communication between DPMPTSP and international partners, investors, and other related parties requires a careful and sensitive approach to cultural differences. This is because investment and licensing involve various parties with different cultural backgrounds, which can affect the way they communicate, negotiate, and build relationships. In terms of investment, DPMPTSP must be able to convey information and policies clearly to foreign investors, understand their expectations, and manage international relations well. Likewise, in the licensing process, services to the community and international investors must be carried out by paying attention to international standards and local culture, so that all parties feel treated fairly and transparently. International communication involves various challenges related to cultural aspects, including different values, attitudes, and ethics. Ethical issues in international communication, including cultural values, attitudes, ethics, and new community-based protophone models for international communication (Casmir, 2013). Every culture has its own unique way of communicating, negotiating, and interacting. Etiquette promotes positive engagement across deep cultural differences and maintains the irreducible differences in international communication (Ess, 2020). For example, some cultures may place greater emphasis on

formality and respect in interactions, while others may place greater emphasis on efficiency and punctuality. Scientific communication faces cultural barriers such as asymmetries of interest, language, and expertise, which hinder effective communication (Nothhaft & Brockmann, 2023). Cultural values influence communication perceptions and practices. For example, in cultures that emphasize collectivism, decisions are often made in groups and involve multiple parties. In contrast, in individualistic cultures, decisions are more likely to be made individually. DPMPTSP needs to understand these values to adapt its communication approach to the expectations and cultural practices of international investors or partners. Attitudes toward hierarchy, timing, and decision-making processes also influence international communication. For example, in cultures with high power distance, decisions often originate at higher levels and involve less input from subordinates. High power distance cultures and decision-making processes are influenced by each other, with the organizational context playing a moderating role (Atiyah, 2023). DPMPTSP must pay attention to these attitudes in communicating with international partners to avoid conflict and ensure that communication is carried out appropriately.

Cultural etiquette involves social rules that govern how to interact, such as language use, manners, and professional customs. International business ethics involves strict adherence to language norms, literary language, and adaptation to the culture of communication, with paralanguage and prosody as important components. (Ritchie & Zins, 1978). In international communication, understanding this etiquette is very important to build good relationships and avoid misunderstandings. International ethics are important for the development of intercultural and international communication, regulating international relations in the business communication system (Yurchyshina & Kalyuzhna, 2022). For example, some cultures may have specific norms regarding etiquette in business meetings, exchanging business cards, or dressing. This study aims to explore how cultural values, attitudes, and etiquette influence the management of international communication in DPMPTSP. By understanding how cultural aspects influence communication, this study is expected to provide practical recommendations to improve the effectiveness of international communication in DPMPTSP. This includes how to adjust communication approaches to suit international cultures, manage cultural differences effectively, and build better relationships with investors and international partners. This study has important significance for DPMPTSP in the context of globalization and economic connectivity. By understanding and addressing cultural challenges in international communication, DPMPTSP can improve service effectiveness and strengthen relationships with investors and international partners. In addition, this study also contributes to the development of international communication theory and practice in the public sector, as well as providing practical guidance for other government agencies facing similar challenges.

## METODE

The methodology in this study uses a qualitative method using case studies. Case studies are an in-depth research approach to a case or phenomenon and are often used for a comprehensive understanding of a particular context or situation. Case studies are suitable for analyzing in-depth phenomena about strategy as a practice, by looking at phenomena in a unique way. (Lavarda & Bellucci, 2022). This study uses a qualitative approach with a case study method to deeply understand international communication management at DPMPTSP and how cultural aspects influence it. The case study method was chosen because it provides a comprehensive understanding of a particular phenomenon or case in a specific context, allowing for in-depth analysis of the interactions and challenges faced in international communication practices.

Case selection was carried out by selecting DPMPTSP as the main case, along with one or more international organizations or companies that interact with it. Selection criteria include relevance to DPMPTSP's global communication strategy, availability of sufficient data from internal documents as well as information from interviews and observations, and case diversity to cover various cultural aspects and communication challenges.

Identification of Case Study Objectives includes understanding the implementation of DPMPTSP's international communication strategy, identifying challenges faced, and evaluating the success of the communication strategy in building effective relationships with international partners. Data collection was carried out through in-depth interviews with stakeholders at DPMPTSP, analysis of internal documents such as communication policies and annual reports, observation of the international communication process, and if necessary, surveys to collect additional data from investors or international partners.

Data analysis includes thematic analysis to identify key cultural themes that influence international communication, document content analysis to find communication and cultural patterns, and data triangulation to ensure the accuracy of results by comparing data from multiple sources (Sitasari, 2022). Global Context is analyzed by incorporating international cultural dimensions, assessing how cultural values and etiquette affect communication management in DPMPTSP, and evaluating how DPMPTSP manages communication with international partners and overcomes cultural challenges. Theory Testing is conducted by testing theories related to global communication strategies and relevant cultural theories, such as Hofstede's theory, to understand their application in the context of

DPMPTSP. Hofstede's cultural dimensions theory helps analyze differences in intercultural communication and presents effective strategies to overcome them in different cultural contexts (Dhital, 2023). The Findings Presentation presents details on the implementation of international communication management in DPMPTSP, the challenges faced and the solutions adopted, and provides recommendations for improving international communication management based on the results of the data analysis. This methodology aims to provide in-depth insights into international communication management in DPMPTSP, with a qualitative approach through case studies that allow for a comprehensive analysis of the phenomenon under study.

## Litterature Review

### Manajemen Komunikasi

Manajemen komunikasi yang efektif sangat penting, memastikan saling pengertian dan kerja sama di dalam dan di luar organisasi (Materinska, 2023). Manajemen komunikasi yang menggabungkan antara pendekatan manajemen dengan pengelolaan komunikasi memungkinkan kita untuk mewujudkan keharmonisan dalam komunikasi yang kita lakukan (Sahputra, 2020). (1) Komunikasi. Ilmu komunikasi dicirikan oleh aspek yang tidak dapat diubah, kompleksitas, dan hubungan sebab akibat, serta mencakup potensi permasalahan. Karakteristik ini membuat proses komunikasi menjadi sangat kompleks, sehingga diperlukan pengelolaan operasi komunikasi yang tepat. Di sinilah subbidang manajemen komunikasi dapat berkontribusi.

(2) Perlunya dan relevansi memfungsikan ilmu komunikasi dalam upaya menciptakan pekerja berpengetahuan di bidang komunikasi. Pekerja pengetahuan adalah pekerja komunikasi yang memiliki wawasan teoritis dalam komunikasi dan keterampilan untuk menerapkan pengetahuan tersebut. Saat mempelajari manajemen komunikasi, Anda dapat mengembangkan model pembelajaran komunikasi yang mengarah pada penyampaian pengetahuan dan keterampilan yang bermakna (Hasmawati, n.d.).

### Cultural Aspects in International Business

Culture is a set of values, beliefs, norms, and institutions held by a particular group of people. Each country has its own cultural characteristics. Furthermore, the culture of a particular country can also be categorized into subcultures that represent certain groups of people in that country. All countries tend to support and protect their own culture. One way is by intervening in corporate activities in various fields to protect the country's cultural assets (Dan et al., n.d.). Some economic sectors, such as the film industry, receive special attention in many countries because they are considered culturally sensitive. Various regulations issued in these economic sectors affect the business activities carried out.

In the book (Dan et al., n.d.) there are 4 cultural components, namely:

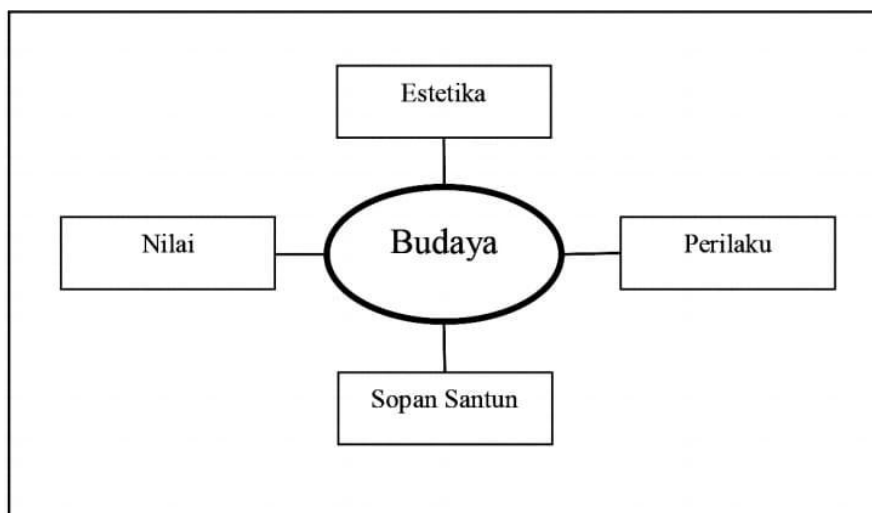


Figure 1. Cultural Components

#### 1. Values

Values are a collection of ideas, beliefs and customs that are held tightly by a particular group of people. Not only that, people are also emotionally attached to the values they hold. These values include the concepts of honesty, freedom and responsibility. Values play an important role in international business because they influence work ethics

and employee motivation. For example, Singaporeans value hard work and materialistic success, while Greeks highly value leisure time and a simple lifestyle.

## 2. Behavior (Attitudes)

Behavior reflects a person's basic values. Behavior is a form of positive or negative evaluation, feelings, and tendencies that a person has towards a particular object or concept. Similar to values, behavior can also be learned from various role models such as parents, teachers and religious leaders. The behavior of a country is also different from the behavior of other countries because it is formed in a particular cultural context. Unlike values that only cover certain important aspects, behavior covers various aspects of life, both important and unimportant. In addition, unlike values that tend to be solid, behavior has a more flexible nature over time.

## 3. Aesthetics

Aesthetics is what is considered "good taste" in art, the image that arises from certain expressions and the symbolism of certain colors. In other words, this aesthetic includes art, images, symbols, colors and other things that are upheld by a certain culture. Aesthetics plays an important role when a company does business in a different culture. In this case, the choice of colors in marketing media, product packaging design, and even employee uniforms must pay attention to the aesthetic values of the local community.

### Cultural Dimensions in Hofstede's Theory

Social psychologist Hofstede proposed in 1997 that culture is the "software" that influences people's thinking and behavior, and has programs that influence people's lives and work throughout their lives. Cultural groups can still instill certain values in their members, including behavioral and communication preferences. Cultural factors such as individualism and collectivism, power distance, language and communication, and trust and safety also play a role (Zimu, 2023). Hofstede's theory examines differences between cultures not only at the societal level, but also at the family, educational, and workplace levels (Faridi & Handiman, 2021). Here are Hofstede's five dimensions (Choirunnisa et al., n.d.):

#### 1. Low/High Power Distance

This aspect basically reflects the relationship between culture and power in one form or another. Relationally, comparisons made across cultures on these dimensions reflect the extent to which subordinates are dependent on their superiors. In high power distance cultures, effective managers are essentially benevolent, task-focused autocrats. They are unable to access and take advantage of the privileges that their power confers. If something goes wrong, it is usually the subordinates who report to the responsible superior. In contrast, in low power distance cultures, effective managers are more people-oriented in the organization and allow them to participate more in decision-making. The relationship between subordinates and superiors is more horizontal than vertical: superiors can approach and try to make them less powerful than they are. If something goes wrong, the blame lies more with the system than with the individuals involved.

#### 2. Individualism/Collectivism

This aspect basically concerns the importance that the cultural group attaches to relationships. Some cultures value personal relationships more than tasks to be accomplished or transactions to be made. These relationships can be built in extended families, so that blood ties guarantee trust and loyalty.

#### 3. Masculinity / Femininity

Hofstede developed a dimension according to which some people can be described as assertive and competitive (naturally masculine) or more caring and therefore more feminine. Hofstede placed more emphasis on traditional gender roles: masculine values such as achievement and use of power are used to describe cultures along this dimension, as are feminine values: Caring for others, not being too selfish. However, when culture is considered in relation to the work environment, this aspect allows for clear differences between cultures in relation to attitudes towards work. Highly masculine cultures view work as a challenge, offering great opportunities for reward and recognition. The emphasis is on performance, competing with others to achieve goals. Highly feminine cultures are more concerned with the big picture, including relationships with others in the workplace. Effective intercultural communication in organizations requires mutual understanding, respect, and trust to overcome barriers and improve employee relationships, coworkers, and bargaining. (Sahadevan & Sumangala, 2021). Quality of life is a major concern not only in terms of how work is done but also in terms of the outcome of the work.

#### 4. Uncertainty Avoidance

Managers in uncertainty-avoiding cultures are expected to uphold the organization's rules and regulations, have the right answers to questions, and give precise instructions. Managers in cultures with low levels of uncertainty avoidance are expected to enforce or set rules only when necessary (most problems can be solved without strict rules); managers are unlikely to be the source of all wisdom and need to involve more knowledgeable others in decision-making. Hofstede's original four dimensions have been a major influence on the development of management theory in many areas of management, especially those that focus on the relationship between leaders and subordinates. Two aspects, power distance, and uncertainty avoidance, are particularly important in this regard. As Hofstede and Hofstede himself have said. The two dimensions help answer two basic questions: who should have the power and what decisions? What rules or procedures should they follow to achieve the desired goals? (Hofstede in (Faridi & Handiman, 2021)).

#### 5. Long-term versus short-term orientation

Hofstede added a fifth dimension based on the survey mentioned above, but called it short-term versus long-term orientation because most of the countries where the fifth dimension was found were not familiar with Confucian doctrine and, both are polar opposites of the dimension containing Confucian values." ((Faridi & Handiman, 2021). According to Hofstede, non-Confucian countries such as Brazil and India score quite high on this aspect. Values that are considered short-term are oriented toward the past and present and are more static; those considered long-term are more future-oriented and dynamic. Short-term orientation involves cultivating virtues that relate to the past and present, including respect for tradition, saving face, and adhering to social obligations. Long-term orientation involves cultivating virtues that are oriented toward the future, especially diligence and frugality, organizing relationships based on status, and having a sense of shame.

### HASIL DAN PEMBAHASAN

Before discussing the findings of this study, it is important to understand the theoretical context underlying the international culture analysis conducted at the Investment and One-Stop Integrated Service Office (DPMPTSP). This study adopts a multidimensional approach to understand how cultural dimensions proposed by Geert Hofstede influence international communication management practices. Hofstede's five cultural dimensions—power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and long-term vs. short-term orientation—provide an important framework for evaluating how cultural differences influence power dynamics, communication, and decision-making processes in a global context. Meanwhile, Trompenaars' cultural dimensions—universalism vs. particularism, individualism vs. collectivism, neutral vs. emotional, specific vs. diffuse, achievement vs. ascription, sequential vs. synchronic, and internal vs. external control—provide additional perspectives to assess how rules, emotional values, and control operate across cultures. DPMPTSP, as a government agency involved in investment and administrative services, operates in an environment that is highly integrated with multiple international cultures. In this context, it is important to understand how cultural differences affect organizational interactions and communication strategies. These cultural dimensions not only provide insight into the differences that exist but also lead to more effective strategies in dealing with and bridging these differences. By adjusting communication and management approaches based on a deep understanding of these cultural dimensions, DPMPTSP can improve operational effectiveness and build more harmonious relationships with international partners.

The findings of this study demonstrate how each cultural dimension affects communication and management in the international context at DPMPTSP. This study emphasizes the need for careful adjustment to different cultural principles to ensure that communication and management strategies are not only effective but also sensitive to the needs and expectations of international partners. By understanding and applying these findings, DPMPTSP can improve their service quality and operational efficiency in an increasingly global and multicultural environment.

The following table summarizes the research results and discussions based on Hofstede's five cultural dimensions, as well as their relationship to cultural aspects such as values, behaviors, aesthetics, and etiquette.

Table 1. Findings of Hofstede's Cultural Dimensions Research

Cultural Dimensions	Research Results at DPMPTSP	Discussion and Relation to Cultural Aspects
Power Distance	DPMPTSP operates in a low power distance culture, with horizontal relationships between managers and	Values: Egalitarianism and openness. Behaviors: Inclusive and participatory communication.

	subordinates.	Aesthetics: Emphasizing equality. Politeness: Friendly and accommodating approach. The need to adapt communication to high power distance cultures.
Individualism vs. Collectivism	The individualistic culture at DPMPTSP emphasizes individual achievement and personal rights.	Values: Personal achievement and autonomy. Behavior: Focus on individual achievement. Aesthetics: Individual recognition. Manners: Direct, results-based communication. Adjustments are needed to respect collectivist values.
Masculinity vs. Femininity	The culture at DPMPTSP tends to be masculine, emphasizing achievement, competition, and accomplishment.	Values: Competition and achievement. Behavior: Competitive and results-oriented. Aesthetics: Focused on achievement. Manners: Direct and competitive. Adjustments needed to focus more on well-being and interpersonal relationships.
Uncertainty Avoidance	DPMPTSP has low uncertainty avoidance, allowing flexibility in decision-making.	Values: Flexibility and adaptation. Behavior: Creative and adaptable. Aesthetics: Emphasizes creativity. Manners: Clarification and openness. The need to provide certainty in communication with partners who avoid uncertainty is high.
Long-Term vs. Short-Term Orientation	DPMPTSP is long-term oriented, focused on planning and sustainability.	Values: Planning and resilience. Behavior: Strategic and future-oriented. Aesthetics: Focus on long-term vision. Manners: Respect for tradition and ongoing relationships. Adjustments needed to emphasize short-term results.

In the research results at DPMPTSP, several main cultural dimensions show characteristics that influence international communication management practices. First, in the Power Distance dimension, DPMPTSP operates in a low power distance culture, where the relationship between managers and subordinates is horizontal. This reflects strong values of egalitarianism and openness, seen in inclusive and participatory communication behaviors, and aesthetics that emphasize equality. In terms of politeness, a friendly and accommodating approach is the norm, although there is a need to adjust communication to high power distance cultures outside the organization. The origins of egalitarianism lie in universal social cognitive mechanisms, individual differences, and the capabilities and constraints in one's immediate and macro-structural contexts (Sheehy-Skeffington & Thomsen, 2020).

Second, Individualism vs. Collectivism indicates that DPMPTSP has a strong individualistic orientation, where individual achievement and personal rights are valued. This is reflected in the values of personal achievement and autonomy, as well as behaviors that focus on individual achievement. Higher levels of collaborative personality factors, such as agreeableness, assisted autonomy-seeking, and secure attachment, are associated with increased personal autonomy during goal pursuit (Levine et al., 2021). Aesthetics emphasizes individual recognition, while manners emphasizes direct and outcome-based communication. Adjustments are needed to respect collectivist values that may place greater emphasis on cooperation and group harmony.

Third, on the Masculinity vs. Femininity dimension, the DPMPTSP culture tends to be masculine, with an emphasis on achievement, competition, and accomplishment. The values of competition and achievement are evident in

competitive and outcome-oriented behaviors. Aesthetics focuses on achievement, and manners are more direct and competitive. Adjustments are needed to pay more attention to well-being and interpersonal relationships, especially in a perhaps more feminine environment that emphasizes cooperation and empathy.

Fourth, Uncertainty Avoidance in DPMPTSP shows low levels of uncertainty avoidance, allowing room for flexibility in decision-making. The values of flexibility and adaptation are reflected in creative behavior and adjustments made. Aesthetics emphasizes creativity, while manners emphasize clarification and openness. In communicating with partners who have high uncertainty avoidance, greater certainty needs to be provided to adjust this approach. Mindfulness of daily partner relationships can moderate the effects of attachment avoidance, encouraging better daily behavior for individuals with insecure attachment (Gazder & Stanton, 2020).

Finally, Long-Term vs. Short-Term Orientation in DPMPTSP shows a long-term orientation with a focus on planning and sustainability. The values of planning and sustainability are reflected in strategic and future-oriented behaviors. Aesthetics emphasizes long-term vision, while manners respect tradition and ongoing relationships. Adjustments may be needed to emphasize short-term results in a cultural context that focuses more on quick wins and immediate results. Overall, a deep understanding of these cultural dimensions is essential to tailor communication and management strategies in DPMPTSP, especially in the context of interacting with international partners who have different cultural values and practices.

## Discussion

The importance of adjusting international communication strategies in DPMPTSP based on Hofstede's cultural dimensions to achieve better communication effectiveness with international partners. This study identified that each Hofstede cultural dimension has a significant impact on the dynamics of communication and interaction in the international environment.

1. Adjustment to power distance. In cultures with low power distance such as in DPMPTSP, horizontal and participatory managerial relationships influence the way communication is conducted. Adjustments are needed when communicating with partners from more hierarchical high power distance cultures. Adaptation in the approach is needed to maintain a balance between the existing power structure and partner expectations.

2. Balancing Individualism and Collectivism. DPMPTSP operating in an individualist culture needs to adapt its approach when interacting with partners from collectivist cultures. The emphasis on individual achievement and autonomy must be adjusted to the need for togetherness and group loyalty in international communication.

3. Adaptation between masculinity and femininity. The masculine culture in DPMPTSP emphasizes competition and achievement, which must be adjusted when communicating with partners from feminine cultures that focus more on well-being and interpersonal relationships. It is important to balance a competitive approach with a concern for relationships and quality of life.

4. Flexibility in uncertainty avoidance. DPMPTSPs with low uncertainty avoidance must adjust their communication with partners from cultures with high uncertainty avoidance, who prioritize certainty and rules. This adjustment is important to ensure clarity and reduce uncertainty in interactions.

5. Long-term vs. short-term orientation. DPMPTSPs with a long-term orientation need to adjust their approach with partners with a short-term orientation. Emphasis on planning and resilience must be balanced with attention to short-term results and traditions in international communication.

Overall, this study suggests that the effectiveness of international communication management in DPMPTSPs is highly dependent on the ability to understand and adapt to cultural differences identified through Hofstede's dimensions. Adaptation in values, behaviors, aesthetics, and manners according to these cultural dimensions is essential to building effective communication and productive working relationships with international partners.

## KESIMPULAN

The conclusion of this study reveals how cultural dimensions according to Geert Hofstede influence international communication management at the Investment and Integrated One-Stop Service Office (DPMPTSP). DPMPTSP operates in a cultural context with low power distance, which supports egalitarian and participatory relationships between managers and subordinates, creating inclusive and democratic communication. With a strong individualist orientation, this organization emphasizes personal achievement and individual autonomy, focusing on evaluation and rewards based on individual contributions, while in an international context, adjustments to collectivist values may be

necessary. The masculine culture at DPMPTSP emphasizes competition and achievement, which is reflected in results-oriented behavior and high performance; however, this approach must be adjusted to feminine norms that pay more attention to interpersonal relationships. In terms of uncertainty avoidance, DPMPTSP shows flexibility and creativity, but needs to provide more structure and certainty when interacting with partners who have high uncertainty avoidance. In addition, the strong long-term orientation at DPMPTSP, with a focus on planning and perseverance, requires adjustments to value short-term results in a cultural context that may emphasize quick achievement. Overall, understanding and adapting to these cultural dimensions is essential to improving the effectiveness of international communication and collaboration in DPMPTSP.

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