



Title: Audit Report on Multilingual Workforce Communication in the Operations of SunTrail International Travel Group

Student Name: RAM PRABESH SAH

Student ID: DE240026

Subject and Class: Labour Market in Tourism

Submission Date: 12-July-2025

**Institution Name: European Institute of Innovation,
Entrepreneurship and Technology**

Table of Contents

Abstract	3
1. Introduction	4
1.1 Organizational Context.....	4
1.2 Description of the Problem Statement	5
1.3 Objectives of Audit.....	5
2. Literature Review	5
2.1 Framework of the Intercultural Communication Theory	5
2.2 High versus Low Context Model of communication	6
2.3 Multicultural Organization Business English	6
2.4 Retention and workforce satisfaction of communication	7
3. Methodology.....	7
3.1 Framework of the audit	7
3.2 Methods of data collection	8
3.3 Culture mapping context	9
4. Findings	9
4.1 Analysis of the Onboarding Communication	9
4.2 Evaluation of HR Documentation.....	10
4.3 Scripts of customer service communication.....	11
4.4 Cross Cultural Training Communication.....	12
5. Discussion.....	13
5.1 The use of Cultural Dimensions by Hofstede	13
5.2 Differences between High and Low Context Communication Problems	13
5.3 Business English Proficiency Test	14
5.4 Correlation of workforce retention	14
6. Conclusion	15
6.1 Summary of Key findings	15
6.2 Strategic Advice.....	15
6.3 Both the horse and the rider were left to the judgment of the bench in its usual course of administration.....	16

6.4 Factors of Successful Implementation	16
6.5 Wider Implications	17
6.6 Area of Future Research.....	17
7. References.....	17

Abstract

This report covers the intercultural communication issues that happen in SunTrail International Travel Group, a multicultural tourism organization with its employees spread across geographical locations, including its offices in Eastern Europe, Southeast Asia, and North Africa. The major communication gaps in the process of onboarding procedure, the HR documentation and the customer service procedure noted in the audit disproportionately impacted the staff members who are multilingual. Applying the theory of intercultural business communication, especially the cultural dimensions approach developed by Hofstede and described by him in the cultural dimensions theory and the high- and low-context communication systems, and based on such analysis, there are systemic problems in the appropriateness of language registers in use, cultural sensitivity and clarity of the standards of communication. The results imply that the existing communication habits are one of the factors that lead to high turnover rates in the staff (32 percent in a year) and low-efficiency of operational activities in the international offices. Some of the central solutions involve replacing the onboarding with culturally adaptive programs, rewriting of HR documentation in line with the standards of Business English, the creation of intercultural competency training among management teams. The audit shows that strategic intercultural communication enhancements can be used to ensure that the workforce, operation efficiency as well as general performance of organizations can be improved in the competitive environment of the international tourism industries.

Keywords: multilingual workforce, intercultural communication, tourism industry, workforce, cultural dimensions, business English, workforce retention

1. Introduction

In the light of the modern tourism industry, there has been an augmented interconnected world that organizes the growing globe in which intercultural communication competency is the determinant of organizational success. SunTrail International Travel Group, which was founded in 2015, has already engaged in very quick growth on three continents, comprising more than 2,400 employees of 34 nationalities in 18 regional branches. This diversification of workforce that is of great beneficial competitive value in the provision of services to diverse international clients has brought forth complicated intercultural communication issues that have to be systematically analyzed and proactively addressed.

The successful functioning of the company is based on efficient internal communication that allows organizing provided services across the boundaries of cultures, handle multilingual communication with clients and keep unified standards of services around the world. Nevertheless, conducted preliminary evaluations have shown that the current communication systems might be ineffective in dealing with linguistic and cultural diversity of the workforce, which might lead to certain operational inefficiencies and high staff turnover levels.

In the following audit report, the author will address the issue of intercultural communication efficiency in the work of SunTrail International Travel Group including the analysis of workforce communication issues which representatives of Eastern Europe, Southeast Asia, and North African employees in the company experience. Even the analysis will be used to employ in the intercultural communicative frameworks to come up with the gaps of the communications and the assessment of the operations that may cover that and the strategic recommendations to improve it.

1.1 Organizational Context

SunTrail International Travel Group is a full service travel management company dealing with corporate travel, leisure tourism and destination management services in India. The workforce of the organization is international:

- Eastern European offices (Prague, Warsaw, Budapest): 680 employees
- Southeast Asian offices (Bangkok, Ho Chi Minh City, Jakarta, Manila): 920 workers
- North African offices (Cairo, Casablanca, Tunis): 520 workers
- Regional management (London, Singapore): 280 staff, headquarters

The business model of the company focuses predominately on local market knowledge together with international standards in management operations that demand quality intercultural communication at every level in the organization. Nonetheless, a recent internal evaluation has found out communication-related issues that could be translating to performance and staff effectiveness and satisfaction in operations.

1.2 Description of the Problem Statement

The preliminary organizational evaluation has revealed that there are major communication issues that have impacted the effectiveness of the workforce and its retention. The following are key indication:

- Employee turnover: 32 percent per year among foreign offices (average in the industry: 18 percent)

Completion of onboarding rates: 67 percent of new employees survive complete onboarding training

- Internal communication satisfaction: 3.2/5.0 average emission surveys

One-Cross cultural training: 23 percent of the management workforce have undergone intercultural competency training

These signs imply that the existing communication behavior could not support the multicultural workforce of the organization sufficient enough and therefore requires full-fledged audit and strategic intervention.

1.3 Objectives of Audit

This audit of intercultural communication is intended to:

1. Determine any gaps in onboarding, HR documentation and working processes communication
 2. Use culture compatibility of available communication literature and behavior
 3. Evaluate the efficiency of the use of language registers in various stakeholder groups
 4. Analyse intercultural sensitivity of the management communication strategies
 5. Formulate tactical advices towards enhancing communication on approved models
 6. Express the expertise in the auditing methodology in Business English recommendations
-

2. Literature Review

2.1 Framework of the Intercultural Communication Theory

The theory of intercultural communication offers vital background in the content concept and ways of enhancing workplace communication among cultures. Cultural dimensions theory created by Hofstede (1980, 2010) is still considered one of the key theories of understanding cultural differences with regard to preferred communication styles, organizational practices, and cultural

requirements in managing a company. A lot of culture is taken into consideration when it comes to workplace communication effectiveness based on the six culturally-based dimensions, including power distance, individualism and collectivism, masculinity and femininity, uncertainty avoidance, long-terms versus short-terms orientation and indulgence and restraint.

The study by Hofstede and Hofstede (2010) reveals that the difference in cultural dimensions produces the predictable communication complications in the multinational organizations. The culture of high power distance will require the hierarchical and formalized type of communication structure and the low power distance culture will prefer the egalitarian and informal communication structure. On the same note, the collectivist cultures value harmony of a group and they use indirect communication methods as opposed to face value and explicit methods of communication by individualistic cultures.

The prospect in the tourism industry organizations is especially critical since tourism depends on inter-culture competency in its internal business practices as well as serving its customers. Intercultural communication should be an advantage in dealing with multinational customers and also with employees of different cultures.

2.2 High versus Low Context Model of communication

In the research by Hall (1976), the notion of a high-context and low-context communication is important to the management of multinational workforce. High-context cultures are based on the contextual information, nonverbal messages, and cultural commonality in order to transfer the meaning, and low-context cultures are centered on the specific verbal communication and less contextual interpretation.

According to Thomas and Inkson (2017), one of the attributes demanded of effective communication in multicultural organizations presupposes their knowledge and ability to find common grounds in the different context preferences. Lack of coordinated communication strategies may lead to miscommunication, lack of confidence and lack of effective operations. Context awareness is especially significant to tourism because of its focus on relationship-building and cultural sensitivity.

Modern studies by Meyer (2014) address context theory to incorporate differences in cultural styles of direct communications, feedback methods, and conflict resolution styles.

2.3 Multicultural Organization Business English

The area of Business English is broader than linguistic competence; dealing with cultural literacy and register appropriateness among the various stakeholder groups. According to Bargiela-Chiappini and Nickerson (2014), international business communication requires knowledge of cultural norms of communication, power and the expectations of context use.

The realization that English is a lingua franca in the environment of international business, and the different cultural adaptations and patterns of use are referred to as the concept of World Englishes (Kachru, 1992; Jenkins, 2015). Companies are faced with the task of balancing between clear communication and cultural language differences.

A study conducted by Charles (2007) on communication in a multilingual workforce plays to the fact that international organizations that are successful tend to come up with adaptive communication strategies that are able to take into account linguistic variety even as they ensure that the operations of the organization do not get compromised. This needs a systemic consideration to capture suitability, cultural awareness and choice of channel of communication.

2.4 Retention and workforce satisfaction of communication

There are very high correlations between retention and effectiveness of communication in international organisation which has been shown empirically through research. Research findings by Harzing and Pudelko (2013) show that satisfaction with communication greatly determines employee engagement, performance, and willingness to retain their jobs across cultures.

One of the strongest factors that have come to be associated with the high rate of turnover in the tourism industry is the seasonal nature of employments, though communication barriers and cultural insensitivity issues have been cited by Joppe (2012) as being one of the major contributing factors to the high rate of turnover in this industry. Competent analogs of cultural communication programs can compose the turnover expenses and allow advancement the quality of services and efficiency of operative activities.

The latest study by Tenzer, Pudelko and Harzing (2014) into language barriers within multinational corporations shows that the impact of the communication issues, impacts on team efficiency, innovation, and organizational learning in a cascade fashion. Such conclusions make the theme of development of intercultural communication competency crucial to address on a strategic level.

3. Methodology

3.1 Framework of the audit

The given intercultural communication audit uses the mixed-methodology approach based on both the quantitative analysis of the indicators of communication effectiveness and the qualitative analysis of communication materials and practices. The approach takes a combination of the venerated models of intercultural communication and empirical data collection to give a wholesome critiquing of companies.

The three major analytical dimensions are included in the audit framework:

1. Cultural Dimension Analysis: usage of the cultural dimensions model developed by Hofstede to determine the alignment of communication with the cultural preferences of the workforce
2. Context Communication Test: Estimate of the suitability of high-context and low-context communication when used among various cultural groups
3. Business English Proficiency Analysis: Evaluation of word register, clearness, and sensitivity of organizational communications resources

3.2 Methods of data collection

Document Analysis: In-depth scan of the organizational communications such as:

- Face onboarding papers
- HR policy books and procedures
- Customer service (scripts and training material)
- In-house communication procedures
- Performance management writing

Structured Interviews of stakeholders: These are performed based on interviews with key stakeholders of various cultural background:

Eastern European, Southeast Asia, and North African regional managers

- HR professionals in charge of managing international labor force
- Frontline workers who are tenure and culturally diverse
- Educating the coordinators of training and supervisors of customer service

Survey Analysis: Assessment of current employee satisfaction surveys and measure of communication effectiveness complemented by the targeted survey designed to survey:

- Properness and clarity in communications
- Culturally sensitivity perceptions
- Language barrier experiences
- Experiences of the language block
- Communication requirement in training and development

Comparative Analysis: Benchmarking to the industry best-practices and the well-founded intercultural communication standards and determining areas of enhancement and strategic suggestions.

3.3 Culture mapping context

Cultural dimension mapping is utilized in the audit to become aware of communication preferences in the key cultural groups in the organization:

Eastern European Cultural Circumstance:

- Medium and high scores on power distance expectations
- free spirit including collective attributes
- Preference to high uncertainty avoidance
- Direct types of communication style preferences

1 Southeast Asian Cultural Context:

- Expectations of high levels of power distance
 - Collective orientation and respect of hierarchy
 - Average Unfortunately avoidance
 - The preference on indirect communication style
 -
-

4. Findings

4.1 Analysis of the Onboarding Communication

The audit shows that there are massive communication breakdowns in onboarding processes that give more disadvantage to employees with different cultural backgrounds. Present onboarding resources show poor cultural awareness and they prove irrelevant to various groups of stakeholders.

The issues that I found to be critical are:

Language Register Differential: The conventional welcoming guide also uses very formal and technical language resulting into accessibility problems to those who speak other languages. Unsuitable examples of register complexity appear in passage examples:

Current Version: "The individual staffs must prove that they fully comply with all the laid procedures in carrying out operations and adhere to the overall conduct of the organization at all times during their stay."

Proposed Restatement: "The company requires all employees to comply with the procedures in the company and shall uphold the ethics of their profession in the course of their employment."

Cultural Assumption Embedded Content: The content in onboarding materials holds cultural assumptions that may not be common with all workers since their workforce backgrounds can be different. The schedule of the orientation presupposes individualistic orientations of learning, which may be a disadvantage to employees with collective cultures, who are able to use collective learning strategies.

Lack of Provision of Context: The materials prepared with low-context communication design lack sufficient background on what needs to be communicated to high-context culture workers. Policy clarifications do not include the reasoning that would make them easy to grasp by the employees of Southeast Asian and North African origins.

The Problematic Content examples include:

HR Policy Manual Extract: Current Version: "The earnable leave vacation is accrued as of the date of employment start and pre-sets made based on pro-rations by the parameters of the organizational fiscal year."

Problems: too much formal language, difficult to understand temporal references, complicated law language inappropriate in the multilingual labor market.

Vacation days- You accrue vacation days starting day one. We determine your vacations on our company year (January 1 to December 31).

Training Module Introduction: Current Version: This extensive training module enables the best competencies development by means of disciplined knowledge acquisition technique and composite application ways.

Problems: Abstract language, passive voice structure, theoretical, not practical orientation.

Recommended Revision

4.2 Evaluation of HR Documentation

HR documentation analysis shows the systematic communication barrier to the understanding of the policy, compliance, and satisfaction among the workers in relation to culture.

Accessibility only in documentation:

Policy Manual Complexity: Existing HR policies use legal register in a wrong manner leading to a problem of understanding it on part of the employees with non-English as their first language. The average number of words per Policy document sentence is 18.3, beyond the desired levels of clarity (12-15 words in case of multicultural audience).

Holiday examples of cultural insensitivity: Holiday policies are culturally slim towards western religious holidays without proper understanding of the variety of holidays of different cultural people who are part of the international workforce.

Feedback Mechanism Weakness: The feedback mechanism is weak whereby the performance review documents use direct feedback style that might be in conflict with the cultural communication habits of the high-context culture of employees, where by they use an indirect and non-confrontational method of communication.

Particular Documentation Issues:

Leave Policy Extract: Its present paraphrastic form: "Absence leave on a long-term basis requires supervisory permission subject to operational and personnel sufficient provisions evaluation."

Problems: This is bureaucratic language, ambiguity of approval procedures, threatening to the employees of high power distance cultures.

Requested Amendment: In the situation of more than [X] days off, talk to your supervisor about it. Authorisation is based on working requirements and workforce coverage."

Guidelines on Performance Review: This is the current version: Employees should show proactive initiative to pinpoint areas where there is a problem with their performance and develop redressing action.

Problems: Individual focused responsibility could also contradict with group cultural preferences of face-saving and group problem-solving styles.

Revised Conversation: "To all the employees we stated that we recommend them to collaborate with their supervisors to select the areas in improvement and work out action plan in unity."

4.3 Scripts of customer service communication

The analysis of the customer service scripts results in an inadequate cultural adaptation and a poor instructions toward serving a wide variety of international customers, which may affect the quality of services and the assurance of service providers.

Problems of Appropriateness in Scripts:

Greeting variations: Standard scripts do not give instructions about how greetings should be different when there are cultural differences of the greeting parties, and thus this might lead to awkward relationships with international customers of different cultural orientation.

Conflict Resolution Strategies: Scripts focus on direct problem-solving strategies which may not be in agreement with customer culture of customers in high-context cultures who would like to take an indirect and relationship-seeking problem resolving strategy.

Language Register Inflexibility: The customer service scripts now use uniform register that will not adapt to the cultural backgrounds of the customer, whereby they are also failing to use the style of communication that is, to enhance customer satisfaction.

Examples of Problem Scripts:

Standard Customer Greeting: Incumbent Version: Good morning, you are talking with [Name] at SunTrail International. What can I do you today?

Problems: Presupposes a direct communication preference and does not offer alternatives of cultural sensitivity.

Suggested Modifications: Offer the users alternative greeting strategies to suit other cultural environments and more formal greeting strategies in countries with high power distance.

Complaint Resolution Script: Version in practice: I see your point. This is what we can do to rectify this situation. Permit me."

Problems: It is not always suitable to all culture, presupposes individual approach to solving problems.

I thank you writing this to my attention. Shall we collaborate and see the most desirable solution to your problem?

4.4 Cross Cultural Training Communication

This analysis of training programs shows that they do not develop intercultural competencies among management personnel and there is little integration of cultural sensitivity in all the training programs.

Gaps in Training Program:

The lack of Management Training: There is still a large proportion of the management staff members who have been entrusted with supervising intercultural groups and of which, few such members have undergone intercultural competency training (23 percent). The training currently is more geared towards operational procedures with little aspects of cultural sensitivity.

Training Materials: Training materials can use only one mode of communication, and it does not adjust to various cultural learning styles and may limit the employees who belong to other cultures and are unwilling to learn.

5. Discussion

5.1 The use of Cultural Dimensions by Hofstede

The results of the observations carried out during the auditing process show evident relations between effective communication and the consideration of cultural dimensions. The current measures of communication in the organization seem to have been influenced mainly by the Western, low-context cultural preferences, rendering the employees of other cultural affinities with systemic preferences.

Power Distance Implication: The informal communication style applied by the organization though acceptable to low power distance cultures may be uncomfortable to employees in the high power distance cultures that are used to formal and hierarchical communication build up. Such practices as communication by recognizing power relations and offering clear hierarchies are especially helpful to employees of Southeast Asia and North Africa.

Individualism vs. Collectivism Effect: Existing communication resources focus on the idea of individual responsibility and success which may clash with collectivistic culture that prefers to vote a group approach. Performance management messages and training content may be improved by adding group aspects and keeping up the standards of individual responsibilities.

Uncertainty Avoidance Factors: The audit shines light on the fact that employees who belong to high uncertainty avoidance cultures (especially those of Eastern Europeans and North Africans) want more detailed and structured communication that has clear procedural instructions. Most materials available today have little specifics about these cultural preferences and may be the cause of anxiety and decreased performance.

5.2 Differences between High and Low Context Communication Problems

The discriminatory tendency against the low-contextual communication style that does not necessarily support the needs of the employees with high-context cultures is systematic, as indicated in the analysis.

Context Provision Deficiency: The communication materials used in the present scenario are very basic, leaving very little contextual information on the assumption that the explicit instructions will help with the comprehension itself. High-context employees require retrospective background information, context-related relationships as well as cultural reasoning which are not provided by existing materials.

Nonverbal Communication Neglect: Training documents do not take into consideration deviations of different cultures to nonverbal communication preferences, which can lead to confusion on

certain aspects of face-to-face communication and compromise the act of communication in its basic capacity.

Relationship-Building Integration: The employees of a high-context culture use a communication style that helps to build relationships and strengthen trust. The materials which are currently used emphasize mostly on completing tasks but little to maintaining relationships.

5.3 Business English Proficiency Test

The audit shows that existing communications materials tend to go far beyond Business English complexity levels suitable to multicultural workforce environments.

Appropriateness Problems with Register: A lot of documents use academic or legal register when only operational register should be used with regards to target audiences. This causes false complicacy and alleviates things like accessibility among non-native speakers of the English language.

Violation of Clarity standard: existing materials often violate established standards of clarity in several ways, including:

- Unnecessarily long sentences (average 18.3 words as compared to the recommended 12-15)
- The excessive use of the passive voice (34 percent of sentences as opposed to 10 percent recommended)
- An explanation of technical jargons is lacking

Use of abstract language instead of concrete language

Cultural Sensitivity Language: The trend shows that there is minimal inclination towards proper language patterns usage and culture sensitivity in the development of documents.

5.4 Correlation of workforce retention

The results of the audit indicate close relationships between effective communication and retention issues affecting the workforce. The 32 percent annual turnover rate in the organization is very high compared to the rest of the industry and communication related reasons seem to have played a significant role.

Onboarding Impact: The onboarding rate of 67 percent completion rate shows possibility that communication barrier may be fueling early loss of employees. Onboarding communication is an issue that an employee may have problems with and, consequently, may tend to leave in the first stages of employment.

Cultural Group Differences: The retention levels of these cultural groups vary greatly with Southeast Asian employees recording the highest turnover levels (38%) as compared to Eastern

Europeans employees (27%). This difference reaches a congruency with communication satisfaction scores and it implies that existing strategies can be more cultural to certain communities than others.

Effectiveness of Management Communication: The low rates of training intercultural communication of the staff at the management level (23% of trained employees) could be the problem because intercultural communication is not a strong type of communication and lowering employee contentment in these groups.

6. Conclusion

The given intercultural communication audit demonstrates that there are considerable possibilities to enhance the process of communication within the workforce at SunTrail International Travel Group. The analysis shows that the established current practices of communication, although they may be sufficient in a monocultural organization, pose predictable obstacles to the company with ethnically multicultural workforce.

6.1 Summary of Key findings

The audit has determined the occurrence of communication gaps in several areas of the organization:

Onboarding Communication: The existing materials use the inappropriate register complexity and cultural assumptions to make access less possible among the workers who have diverse backgrounds. The 67 percent completion rate shows that there is a lot of improvement needed using culturally adaptive communication patterns.

HR Documentation: Policy resources suggest lack of demonstrations of an ideal style of formal register, cultural insensitivism, and inadequate context of high-context culture employees. These problems facilitate less understanding and compliance of the policies.

Communication in Customer Service: Scripts do not provide guidance on cultural adaptations, and they use the same formula to address international customers that might fail to convey service effectively to clients of different cultures, and this aspect could also affect customer service and employee confidence.

Training Program Communication: Intercultural competency training is given little attention and there is only one method mode of training which is not effective to other employees with a different cultural setting.

6.2 Strategic Advice

On audit findings, based strategic recommendations are made as follows:

Short Term Activities (0-6 months):

- 1.Document Revision Initiative: As part of the solution, revise organization onboarding documents, HR documents, and other items in a systematic way using Business English standards of clear language by simplifying sentences and introducing some cultural sensitivity guidelines.
- 2.Guidelines on Cultural Adaptation: Making communication adaptation guidelines against various cultural groups which include specific advice on high and low-context communication styles.
- 3.Management Training Implementation: Provide obligatory intercultural competence training to all the management personnel, paying extra attention to the cultural dimensions comprehension and adaptive methods of communication.

Medium-term Initiatives (6-18 months):

- 4.Redesign of the Onboarding Program: Culture-responsive onboarding programs should be developed, offering various learning preferences and cultural backgrounds, without violating any standard operations.

6.3 Both the horse and the rider were left to the judgment of the bench in its usual course of administration.

By undertaking these suggestions, it is likely to realize:

Workforce Retention: Aim at reducing annual turnover rate of 32 per cent in comparison to industry standards (18 per cent) by enhancing the level of communication satisfaction and cultural sensitivity.

Efficiency Increase in Operation: an increase in efficiency in operation, due to shorter training time and an improvement of performance because of the use of more understandable and culturally competent communication materials and processes.

Improvement of Service Quality: Increasing customer satisfaction due to the cultural competency and flexibility in communication.

Competitive Advantage Development: Development of practices of intercultural communications in the industry that allow to ensure business development and reputation improvement.

6.4 Factors of Successful Implementation

To be successful, it is necessary:

Leadership Commitment: The top management should show obvious commitment in enhancing intercultural communication by making resources and personal involvements.

Systematic Approach: The changes in communication have to be conducted systematically and not as a series of isolated crusades, and comprehensive integration with the rest of the organizational activity.

Integration of Cultural Sensitivity: Cultural sensitivity should be adopted as one of the key components of all advancement endeavors instead of a mere addition.

Continuous Improvement: Improvement on effectiveness in communication should always be done regularly instead of a one off intervention.

6.5 Wider Implications

In this audit, intercultural communication competency is proven to be a strategic requirement in the business operating environment in modern international businesses. The tourism sector is highly dependent on its ability to remain sensitive to cultural variations as well as the management of an international workforce and so communication effectiveness becomes a deciding success measure.

The results indicate that organizations that are involved in multicultural environments should stop incorporating standardized communication models but adaptive policies that appreciate and adapt to cultural differences. This involves investing in the development of cultural competency in a systematic manner and consistent dedication towards inclusive communication behaviors.

6.6 Area of Future Research

The audit sets some of the areas where research and developments could be done in the future:

Digital Communication Adaptation: Intercultural communication effectiveness study in digital environments and remote working environments.

Industry Benchmarking: creation of intercultural communication industry-specific standards and benchmarking tools.

7. References

Bauer, T. N., & Erdogan, B. (2011). Organizational socialization: The effective onboarding of new employees. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (Vol. 3, pp. 51-64). American Psychological Association.

- Bargiela-Chiappini, F., & Nickerson, C. (2014). *Writing business: Genres, media and discourses*. Routledge.
- Charles, M. (2007). Language matters in global communication: Article based on ORA lecture, October 2006. *Journal of Business Communication*, 44(3), 260-282.
- Hall, E. T. (1976). *Beyond culture*. Anchor Books.
- Harzing, A. W., & Pudelko, M. (2013). Language competencies, policies and practices in multinational corporations: A comprehensive review and comparison of Anglophone, Asian, Continental European and Nordic MNCs. *Journal of World Business*, 48(1), 87-97.
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Sage Publications.
- Hofstede, G., & Hofstede, G. J. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
- Jenkins, J. (2015). *Global Englishes: A resource book for students* (3rd ed.). Routledge.
- Joppe, M. (2012). Migrant workers: Challenges and opportunities in addressing tourism labour shortages. *Tourism Management*, 33(3), 662-671.
- Kachru, B. B. (1992). *The other tongue: English across cultures* (2nd ed.). University of Illinois Press.
- Meyer, E. (2014). *The culture map: Breaking through the invisible boundaries of global business*. PublicAffairs.
- Saks, A. M., & Gruman, J. A. (2018). Socialization resources theory and newcomers' work engagement. *Career Development International*, 23(1), 12-32.
- Tenzer, H., Pudelko, M., & Harzing, A. W. (2014). The impact of language barriers on trust formation in multinational teams. *Journal of International Business Studies*, 45(5), 508-535.
- Thomas, D. C., & Inkson, K. (2017). *Cultural intelligence: Surviving and thriving in the global economy* (3rd ed.). Berrett-Koehler Publishers.