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**ON THE ISSUES OF INTERCULTURAL DIALOGUE**

**AND LANGUAGE BARRIERS ON THE WORKPLACE**

 ***Summary.*** In this article there are definitions of intercultural dialogue by different scientists and authoritative organizations. Also there were considered main typical features of dialogue and mutual understanding in international environment on the example of the European Union and Turkey, which combines European and Muslim cultures.

It was studied the features of language barriers, which ememployees and managers of international corporations face at workplace. It were given some practical recommendations of overcoming such problems for the CEOs and their subordinates.

 ***Key words.*** International dailogue, language barriers, descrimination, tolerance, native language.

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**ЩОДО ПРОБЛЕМ МІЖКУЛЬТУРНОГО ДІАЛОГУ**

**ТА МОВНИХ БАР’ЄРІВ НА РОБОЧОМУ МІСЦІ**

 ***Анотація.*** У статті наводяться визначення міжкультурного діалогу згідно з точкою зору різних авторів та авторитетних оганізацій. Також було розглянуто основні характерні ознаки діалогу та взаєморозуміння в рамках міжнародного середовища на прикладі Європейського Союзу та Туреччини, нa території якої злились дві культури: європейська та мусульманська.

Було вивчено особливості мовних бар’єрів, з якими стикаються робітники та керівники транснаціональних компаній. Надано практичні рекомендації як долати складнощі такого роду як менеджерам, так і їх пілеглим.

 ***Ключові слова.*** Міжкультурний діалог, мовні бар’єри, дискримінація, толерантність, рідна мова.

**PROBLEM STATING.** We live in the time of globalization. It removes borders between countries, people of different nationalities become more united than ever before. However, the global society still suffers from cultural differences and misunderstandings. The amount of ethical, religious and economical conflicts did not decrease. That is why, it is essential to learn the phenomen of intercultural dialogue and the ways of finding a common ground with representatives of other nationalities either in everyday life or workplace, overcoming both cultural and language barriers. In light of such necessity and interest to this topic, the main purpose of this report is to give the definition of intercultural dialogue, examine the historical and current problems in multicultural societies and try to find the ways of dealing and communicating with people, overcoming cultural and language borders for the sustainable development in the world.

**THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS.** This topic has always been in a scope of scientists from different countries. It was covered in te works of English and American psychologists, ethnoscientists and educational workers. For example, K.J. Gergen writes about psychological aspects of intercultural dielogue and linguistic bariers in post modern society. Also A. Portera discusses how education can help to overcome language misunderstandings a schools and universities of the EU. This problem was described in the works of post Soviet writers, such as T. Skubashevska and E. Markaryan, who researched cultural misunderstandings and advised how to work efficiently in multicultural environment.

**MAIN FACTS OF THE SURVEY AVERMENT.** Intercultural dialogue is, essentially, the exchange of views and opinions between different cultures. Its main aim is to establish common ground between different cultures, communities and people, promoting understanding and interflaction. Increasing cultural diversity in the community always brings some social and political challenges. Usually it causes different forms of discrimination and rejection: stigmas, racism, xenophobia, intolerance and violence, which threaten peaceful cohabitation. At this point intercultural dialogue can be a tool for prevention and resolution of conflicts and avoiding the marginalisation of citizens on the basis of their cultural identity [1].

There are a lot of different definitions of intercultural dialogue as a lot of scientists and organizations paid a great attention to this problem. But I liked the one that the Council of Europe gives because it reveals the main essence most accurately: «Intercultural dialogue is an open and respectful exchange of views between individuals and groups belonging to different cultures that leads to a deeper understanding of the the other's global perception» [2].

Dialogue between cultures is the oldest and most fundamental way of democratic conversation. It is based on the equality of all cultures. Otto Ranke, German historian and philosopher, wrote in his works about equidistance of all cultures, nations and epochs from God. It means that every culture is unique and original and there is no dominant and secondary cultures [3]. It concerns not only to big nations but also to small ones, which even do not have own statehood, for instance gypsies. Of course, the influence of bigger cultures is more powerful, but, on the other hand, we still should not underestimate small ethical groups [4].

The best example of such cultural equality is the European Union. Its policy and laws directed to keep national and cultural identity of its members but at the same time all countires are deeply integrated in all spheres: economical, political, cultural, spiritual. These kind of relations are established in many documents and agreements such as Schengen Agreement, NATO, The Bologna Process.

All cultures are affected by each other. One nationality absorbs something from the other one and vice versa which leads to their transformation. This process has been described by the French scientist Abraham Moles. He points out 3 ways of cultural transformation: domination of one culture, synthesis of two cultures in a new one without keeping the features of the previous ones and synthesis of two cultures in a new one with keeping the features of the previous ones [5].

There are a lot of examples of such cultural integration, however, in my opinion, the most appropriate one would be Turkey, which, due to its location, combined two cultures, European and Muslim, in a new one, saving the specifications of the both of them. On the other hand, it faces a lot of problems concerning clash of civilizations.

A lot of scientists mentioned clash of civilizations in their researches as a great problem which precludes intercultural dialogue. The misunderstandings between European and Islamic, Islamic and Indian cultures are expressed in local conflicts: Kosovo, Chechnya, Hindustan, Africa. From my perspective, there is no danger of a new war because of culture amalgamation which already causes new problems such as migration of Muslims to Europe, Chinese to Siberia, Latinos to the USA.

The best solution is tolerance and respect. Tolerance in intercultural dialogue is understanding and acceptance the unicity of world cultures. It is the way of counteraction of conflicts and xenophobia. So, we need to spread the idea of intercultural dialogue, first of all, in areas of collisions between different cultures and religions.

Borders exist between countries, not people. It is essential to focus on feelings that unite all humankind – love and compassion. We all want to give love and to be loved. And because of compassion the amount of people, who are ready to help the others that are in need, increases every year.

In addition, there is one more thing which can unite nations and help them to find common ground. Language is a unique communication tool that makes dialogue and cooperation more effective. But, at the same time, language combines interaction and rivalry between individuals and ethnical groups in general.

Language barrier can appear not only during traveling to the other countries, but also on the workplace, which is, it seems to me, much more problematically. Coming back to the globalization process, big companies overcome national borders and enter the global market. That is why, nowadays people are more likely to work in multicultural environment, where the most important problem is not cultural difference but communication miscomprehension.

In such situation, supervisors face the biggest challenges. The CEO says about his experience working in multinational company: «Language barriers make it difficult to give directions, explain your expectations or provide performance feedback to those with whom you cannot communicate effectively» [6]. However, there are also benefits of multicultural workforce. Among them are a broader range of perspectives and a greater ability to compete in the global marketplace. Hiring employees in the particular country, they can lead the company to profit as only they know how to succeed in their motherland.

But still the challenge lies not in learning the employee's native language, for example Spanish, but in learning to communicate with people who speak Spanish. Manager should make a lot of effort to create friendly environment at the workplace and reach success. CEO may face a lot of difficulties such as changing the management style according to the situation and employee resistance to adopt these changes. Moreover, this undesirability may come not only from foreigners to learn the language, but also from the other staff to accept the strangers with other nationality.

One more difficulty of diverse workforce is that it's hard to know if the differences in language or culture are real or manipulative. Whether the employee really does not understand or just pretend so.

**RESULTS**. After analyzing the advice of different experts and from my own experience I can point out some tips for both manager and non-native employee to make the communication at workplace easier.

For managers:

1. provide language classes for the employee for free. I know such trainings are already available at some multinational companies;
2. use virtual methods of communication and repetion;
3. learn the basics of the employee's language. He/she would be pleased that supervisor appreciate his/her culture and language and understands the situation;
4. motivate the employee to learn the language as soon as possible;
5. never raise voice while talking with the employee. He is not deaf.

For foreign-language-speaking employee:

1. ask for clarification. Do not be afraid to ask if you do not understand;
2. frequently check both that you have understood and whether you are understood fully;
3. define the basic words of the work;
4. speak slowly and clearly because you may have accent which makes your speech hard to understand;
5. do your best to learn the language as soon as possible.

**CONCLUSIONS**. All things considered, nowadays intercultural dialogue is essential for avoiding conflict and the marginalisation of citizens. It is also economic, social and political benefit, which needs to be developed and adequately managed. All global community need to pay much more attention to the areas of cultural conflicts, because the consequences may be harmful for a lot of countries. That is why, we should develop the institutes of international relations which has to play a significant role in current affairs. I am sure deeper intercultural cooperation will make a great impact on solving conflicts and misunderstanding between nations and individuals.

A lot of problems may appear because of language barriers, which are more problematic on the workplace. Managers are especially under pressure as have to make important decisions which influence the work of the whole team and the company prosperity in general. There are advice of acting at multilingual workplace for both the supervisors and employees. I hope they will be helpful in dealing with the staff to prevent conflicts and company losses. But still there are much more aspects which have to be learnt more deeply as finding the most efficient solution in multicultural environment, taking into consideration all point of views and preferences, is requiered to support sustainable development of all humankind.

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