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## Scientific Research between Real and Desirable

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*This paper presents theoretical and scientific findings and practical strategies of a theoretical and empirical research project co-funded by European Social Fund through the Sectorial Operational Program Human Resources Development 2007 - 2013, Priority 1 "Education and training in support for growth and knowledge-based society", key Area of Intervention 1.5" doctoral and postdoctoral research support. Theme of the project, "Intercultural communication, and diversity management paradigm" is considered a great opportunity and yet unsatisfactory addressed so far. We aim to fill a gap in the theoretical research bringing new information and documented in intercultural communication and especially what not to try never dared before to sit on a deserved intercultural communication, diversity management paradigm that.*

**Keywords:** *intercultural communication; conjunctive paradigm; diversity management; performance management*

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### Introduction

We started the research by conducting a theoretical approach in supporting argumentation place that it holds in intercultural

communication effective management of cultural diversity. Stated purposes, the proposed approach begins by proposing and developing a theoretical model to explain the new interdisciplinary relationships that cultural identities are from Europe, as a result of an intense process of intercultural communication, communication becomes itself a paradigm for managing diversity in the contemporary world. We called this new paradigm conjunctive model to emphasize both its size interdisciplinary methodological plan, as well as a reference that is a real process of enhancing the interference of national cultures, advancing is a new way to conceptualize the complementary relationship and interaction between European cultures. To achieve effective intercultural communication and economic boost to support and promote progressive transformation of society conjunctive paradigm should become a paradigm for diversity management in Europe and the world. I tried to show how intercultural communication can be the paradigm for managing diversity. Thus, we exploited not only theoretical research but also the results of psycho-sociological research conducted in Romania and Italy empirical research was conducted during October 2011-August 2012 and includes questionnaires, structured interviews and in-depth (adapted from questionnaires and interview sheet application and interpretation which has been effective). I found the analysis of many papers and questionnaires used in the psycho- sociological research interpretation, that good intercultural communication contributes significantly to the settling of clash of cultural sites and the potential of the huge diversity can play in the development of an organization. Lately, even speaking of a new profession, that of manager of corporate diversity, which is obviously the result of identifying the contemporary reality of intercultural communication as diversity management paradigm.

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## About the current state of research in intercultural communication

Intercultural communication means direct interaction between people of different cultures, it means accepting and tolerating differences. A comprehensive definition of intercultural gives Micheline Rey: "Who says intercultural say necessarily fully based on the meaning of the prefix inter-, interaction, sharing, openness, reciprocity, solidarity objective." (Pierre Dasen, Christiane Perregaux, Micheline Rey, 1999)<sup>1</sup>.

The study of intercultural communication has unfortunately own history. Many researchers coming from different fields and focuses on communication. Scholars from various disciplines such as anthropology, psychology, communication, sociology and international relations leave their research field to venture into a new area which is at the "crossroads of culture with human interaction." (William B. Hart II, 1997)<sup>2</sup>.

### The importance of studying

*"When cultural variables play a key role in the communication process, the result is intercultural communication" (ibid.)<sup>3</sup>*

We recognize and respect cultural foot print justify how differences in communication style, vision and personality. Perceptible differences mean that we appreciate others in a manner, to the extent of similarity or differentiation criteria. This leads to "social categorization", and when social categorization is negative, it becomes a source of racism, intolerance and prejudice.

"Social categorization can lead to mental and emotional associations based on three factors: cultural difference or group,

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<sup>1</sup> Pierre Dasen, Christiane Perregaux, Micheline Rey, Intercultural education: experiences, policies, strategies, Polirom Publishing House, Iasi, 1999, p 166.

<sup>2</sup> William B. Hart II, A brief History of Intercultural Communication: A Paradigmatic Approach, Department of Communication and Journalism, Albuquerque, San Diego 1997, p. 2.

<sup>3</sup> William B. Hart II, A brief History of Intercultural Communication: A Paradigmatic Approach, Department of Communication and Journalism, Albuquerque, San Diego 1997, p. 7

personality difference and difference in how people perceive their relationship intercultural two" (ibid.)<sup>4</sup>. "Personal style creates the first impression, which influences intercultural communication. "Style means to communicate personal qualities which we deduce from the message and how to be the interlocutor" (ibid.)<sup>5</sup>. Adopted motto - "Unity in Diversity" - reveals just the importance of cooperation, unity of people, but at the same time respecting and valuing diversity "implies acceptance of other cultural pluralism, tolerance, coexistence of plural, but the chance asserting their positions." (Constantin Cucuș , 2000) <sup>6</sup>.

The term perception of cultural difference makes us aware of diversity, whether of language, thought, habits or style. The concept of "diversity" is perceived in different ways from country to country; government policies on this subject vary from one case to another. "The sine que none of interculturalism is fully complying with the neighbor who resemble us." (Doru Munteanu, 2004)<sup>7</sup>.

Constantin Cucuș defined intercultural communication as a "trade or transaction value adjacent accompanied by understanding meanings between individuals or groups of components are different cultures. Exchanges can be made at the level of ideas, verbal, nonverbal, behavioral, physical object, organizational."(Constantin, Cucuș, 2000) <sup>8</sup>

Intercultural communication can be defined as "the ability to communicate verbally and non-verbally with individuals from other cultures so that all individuals participating in the communication to

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<sup>4</sup> William B. Hart II, *A brief History of Intercultural Communication: A Paradigmatic Approach*, Department of Communication and Journalism, Albuquerque, San Diego 1997, p. 9

<sup>5</sup> William B. Hart II, *A brief History of Intercultural Communication: A Paradigmatic Approach*, Department of Communication and Journalism, Albuquerque, San Diego 1997, p.19

<sup>6</sup> Constantin Cucuș, *Education: cultural and intercultural dimensions*, Ed Polirom, Iași, 2000, p 160.

<sup>7</sup> Doru Munteanu, "Cultural Diversity" in *Interculturality versus globalization - international conference*, Brasov 2004

<sup>8</sup> Constantin Cucuș, *Education: cultural and intercultural dimensions*, Ed Polirom, Iași, 2000, p 160.

encode and decode messages conveyed and avoid possible erroneous interpretations and assessments." (Michael Hinner, 1998)<sup>9</sup>

Social organization, a factor influencing element and intercultural communication is defined as "the manner in which a culture is organized and is directly linked to institutions that culture, which may be formal or informal" (Samovar, Porter, 2003)<sup>10</sup>.

## Methods used

The research in the project is based on the use of theoretical and empirical methods such as analysis, synthesis, approximation, extrapolation, comparison, and correlation, design of questionnaires, interview sheets, application and interpretation. From the methodological point of view, is an interdisciplinary and comparative research? Therefore, it requires a coherent methodology as an important step for a structured and rigorous analysis of the phenomenon followed during the project. Argue that qualitative methods are best suited for problem analysis pursued despite the preference for quantitative analysis, used primarily for their power of generalization. An alternative mixed methods research question emphasizes the preeminence of the paradigm or method. Quantitative research can provide statistics, but cannot explain the nature of the phenomenon. Therefore, we proposed two approaches to provide a solution to this problem: on one hand we advocate qualitative methods to investigate the issue, on the other hand believe that mixed solutions could be a solution suitable methodology. We cannot ignore the value of quantitative methods, although we consider to be too restrictive and insufficient for our purposes. Therefore, mixed methods should provide the optimal solution, which we have used it in this project. Consequently, the scientific documentation, first we used the techniques of collecting reference materials in the areas

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<sup>9</sup> Michael, B, Hinner, *The Importance of Intercultural Communication in a Globalized World*, May, 1998, p.53

<sup>10</sup> Larry Samovar, Richard, Porter, *Understanding Intercultural Communication*, in *Intercultural Communication. A Reader*, Thomson Wadsworth, 2003, p.31;

addressed interdisciplinary vast areas otherwise: that of intercultural communication and the management of diversity, then appealed to the advantages that they provide critical breeding techniques, analysis, synthesis, interpretation of the texts of scientific papers in national and international reference. Next we continued to support the research and show how it can be Intercultural communication paradigm for managing diversity, but extending the theoretical research and practical experiences through ongoing empirical research.

Thus, we exploited not only theoretical research but also the results of psycho-sociological research conducted in Romania and Italy (during internship mobility at University "Carlo Bo" in the town of Urbino in Italy). The study was conducted on a representative sample of the labor market in Romania, October, and November, December 2011 (656 employees and 358 managers from 65 organizations in rural and urban areas, the private and the public that responded to the questionnaire). Two types of questionnaires used in previous studies were adapted to be used (one for employees and one for managers). Among employees, 300 respondents were female and 356 male and 155 of the managers of the respondents were women and 203 men. For some organizations, the human resources manager or staff inspector completed a safety organization - in total there were 35 such sheets completed questionnaire. Were conducted two focus groups with employed women aged 25 to 40, including women and women with higher education. Other two focus groups were male employees as subjects aged between 25 and 40 years with higher education and secondary education. During the internship mobility run in July 2012 at the University of Urbino Carlo Bo, Italy continued research, adapting and applying the questionnaire to 30 people employed in the tourist areas and industrial Fano, Pesaro and Urbino. I also received another questionnaire adapted short (12 questions) than applied with the theme Diversity in the workplace and firm performance that we used in Romania to 50 people employed (people running and managers in Bucharest Giurgiu and Ilfov) in Italy to 35 people in the tourist industry

and San Marino. It aimed to know the opinion of employees and managers about the role of diversity management in increasing the performance of a public service or public institution in the public or private sector. We administered questionnaires to employees in various fields: the public administration, public and private services, social services tourism and trade. As of residence we have considered both urban and rural, the gender distribution we applied the questionnaire fair to women and men, and the elderly have covered mainly between 25 - 65 years. For research participants from Romania have used in-depth interview sheets (both employees and managers) to deepen the research and greater safety on opinions, value judgments of respondents and therefore the relevance conclusions. Representative sample in both countries is to provide accurate and satisfactory conclusions and usefulness objective research. The research objective was to identify the views of managers and employees about men and women in situations directly related work and situations that could influence the decisions of the organization. It also aimed to identify issues to provide more information on the processes / practices recruitment, promotion and management.

Key areas of research:

- Time to work
- Evaluation and Promotion
- Opinions about jobs, tasks or work guidelines
- Gender discrimination and sexual harassment
- Methods and styles of management

We analyzed and compared the responses of respondents performed to ascertain differences that will support the analyzes and interpretations for the purposes of argument and justification of differences of opinion and diversity management practices in the two countries. Very often, those in the board of a company from different cultures. You cannot help wondering how things relationships between them. How does foreign manager to convey his style western Romanian employees and how he adapts Romanian environment. There is of course

a common language of business and accepted a global language - English. The question is how intercultural communication, multicultural generally affecting corporate practice and standards, or whether this cultural diversity when there is short-circuit communication brings added value to the company itself. I emphasized how cultural communication within companies, targeting the same register of issues that we find in any other human interaction involving intercultural differences. There are references to values, beliefs, attitudes and even different standards. All this influences the perceptions of those involved and determine their actions. Consequently, the quality of communication determines the quality of each individual. We identified a phenomenon that is retained in the business potential of cultural diversity and diversity management efficiency by practicing firms. Problems in intercultural communication within companies are related to how they are perceived notions of good and evil, relationships and roles between men and women, the way time is perceived, what traditions are considered important, the language used, how in which it responds to other crops and as the exchange of information flows. A robust and effective multinational company, is based on a set of values that transcend basically the individual cultures within it, has therefore a diversity management as a result of the understanding of the role of intercultural communication. Thus, its employees adhere to them without sacrificing or being in conflict with their own values.

### **The likely impact of research in the social sciences, economic and political**

With its wide opening multi, trans and interdisciplinary project within the priority research issues socio-economic and humanistic research directions that subsumes and / or highly complex research topics. Based on the principles of holistic integrative complex social and political sciences are at the draft of interference and resonance of several areas of social sciences and humanities perimeter and political (epistemology,



sociology, psychology, anthropology, linguistics, semiotics, economics, behavioral psychology) addressing various research directions and specific topics: Intercultural Communication from studies of gender equality, management, public policy. The theoretical approach will justify in a first stage that social and human sciences now face the challenge to develop new ways of thinking and understanding to a world dominated by contradictory trends. It is considered that in order to understand adequately large changes in the contemporary world social sciences need a "new paradigm. Contemporary world, simultaneously multiplying the forces of integration and identity, no longer recognizes the paradigm disjunctive" unity or diversity".

A new paradigm, the conjunctive "unity in diversity" is trying to correlate and to reconcile the two contradictory dimensions of our world: the unity and diversity. disjunctive paradigm shift from the conjunctiva to signify not only a significant epistemological reform, involving " new alliances "field of knowledge or interdisciplinary approaches, but a restructuring of values and existential reordering of relations between their cultural identities in the new global environment. unity in diversity is perhaps one of the most important challenges of modernity as still exists quite strong ethnic and religious conflicts, domestic violence, seclusion in national values, relationship difficulties at all levels, population migrations from one area to another world. To achieve effective intercultural communication and stimulate economic to support and promote progressive transformation of society conjunctive paradigm should become a paradigm for diversity management in Europe and the world. The impact is validated by identifying examples of good and less good practice in the management of diversity in organizations in Romania and Italy.

We expect a positive impact, as both assumptions and conclusions, value judgments, assertions issued are the result of extensive deep AND a literature and practice of Romanian and international profile.

We conducted research in sensitive areas and relatively unexplored, in which I thought there are gaps, shortcomings in the theory and practice of management in order to help those who want to know the details and the details about these realities.

This is because we believe that without a proper diagnosis cannot launch assumptions and we cannot propose solutions and establish development strategies.

During the research conducted we found a need increasingly higher facto managers, and training managers regarding the existence, application and effectiveness of diversity management.

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