



e-ISSN 3083-6018

SOCIAL DEVELOPMENT: Economic and Legal Issues

<https://www.eu-scientists.com/index.php/sdel>



Institutional and Economic Analysis of the Impact of Intercultural Communication on Trust and Transaction Costs

Oksana Aksyonova  ^{1, 2*}

¹ Zhytomyr Institute of PJSC VNI "Interegional Academy of Personnel Management" Zhytomyr (Ukraine). Associate Professor at the Department of Economics, Management and Business Administration, Candidate of Sciences (Economics), Associate Professor.

² Kyiv National Economic University named after Vadym Hetman (Ukraine). Doctoral Student at the Department of International Trade and Marketing, Candidate of Sciences (Economics), Associate Professor.

* **Corresponding Author**, e-mail: oksana_aksyonova@ukr.net

ARTICLE INFO

ABSTRACT

Research Article

DOI:

[10.70651/3083-6018/2026.6.13](https://doi.org/10.70651/3083-6018/2026.6.13)

Received:

19 April 2026

Accepted:

20 May 2026

Published online:

22 May 2026

Copyright © 2026
by authors



This is an open access journal and all published articles are licensed under a Creative Commons Attribution—NonCommercial 4.0 International (CC BY-NC 4.0)

This article examines intercultural communication as an institutional factor in building trust and reducing transaction costs in the international economy. It is argued that, in the context of globalisation and the growing intensity of international economic relations, intercultural communication goes beyond the mere exchange of information and acquires the status of a strategic intangible resource that influences the effectiveness of economic interaction between actors from different cultural systems. The role of intercultural communication in shaping an institutional environment of trust is identified, which contributes to reducing uncertainty, limiting opportunistic behaviour, and cutting costs associated with the coordination, monitoring, and control of international economic operations. The theoretical basis of the study is formed by the provisions of R. Coase's theory of the firm, O. Williamson's theory of transaction costs, D. North's institutional theory, and G. Hofstede's cross-cultural model. A systematisation of contemporary scientific approaches to analysing the relationship between intercultural communication, trust and transaction costs has been carried out. It has been established that intercultural communication acts as an important mechanism for aligning the expectations of economic agents, reducing cultural distance and increasing the predictability of economic behaviour. A conceptual model is proposed, within which intercultural communication is considered as an independent variable, trust as a mediating institution, and transaction costs as an outcome-oriented economic category. A set of scientific hypotheses regarding the influence of intercultural communication on trust, cultural distance and the level of transaction costs has been formulated, and the key variables have been operationalised for further empirical testing. It has been demonstrated that the development of intercultural communication contributes to enhancing the efficiency of international economic relations, forming long-term partnerships and strengthening the institutional stability of the global economic system.



KEYWORDS

intercultural communication; trust; transaction costs; international economics; institutional economics; cultural distance; economic efficiency; international economic relations; institutional environment; intercultural competence.



e-ISSN 3083-6018

СОЦІАЛЬНИЙ РОЗВИТОК: економіко-правові проблеми

<https://www.eu-scientists.com/index.php/sdel>



Інституційно-економічний аналіз впливу міжкультурної комунікації на довіру та транзакційні витрати

Оксана В. Аксьонова  1, 2*

¹ Житомирський інститут ПрАТ ВНЗ "МАУП" м. Житомир (Україна). Доцент кафедри економіки, управління та бізнес-адміністрування, канд. екон. наук, доцент.

² Київський національний економічний університет імені Вадима Гетьмана (Україна). Докторант кафедри міжнародної торгівлі і маркетингу, канд. екон. наук, доцент.

* Автор-кореспондент, e-mail: oksana_aksyonova@ukr.net

СТАТТЯ

АНОТАЦІЯ

Дослідницька

DOI:

[10.70651/3083-6018/2026.6.13](https://doi.org/10.70651/3083-6018/2026.6.13)

Отримана:

19.04.2026 р.

Прийнята:

20.05.2026 р.

Опублікована:

22.05.2026 р.

Авторське право

© 2026 авторів



Цей твір

ліцензовано на

умовах Ліцензії

Creative Commons

«Із Зазначенням

Авторства –

Некомерційна 4.0

Міжнародна»

(CC BY-NC 4.0).

У статті досліджено міжкультурну комунікацію як інституційний чинник формування довіри та зниження транзакційних витрат у міжнародній економіці. Обґрунтовано, що в умовах глобалізації та зростання інтенсивності міжнародних економічних зв'язків міжкультурна комунікація виходить за межі суто інформаційного обміну та набуває статусу стратегічного нематеріального ресурсу, який впливає на ефективність економічної взаємодії між суб'єктами різних культурних систем. Визначено роль міжкультурної комунікації у формуванні інституційного середовища довіри, що сприяє зниженню невизначеності, обмеженню опортуністичної поведінки та скороченню витрат на координацію, моніторинг і контроль міжнародних економічних операцій. Теоретичною основою дослідження стали положення теорії фірми Р. Коуза, теорії транзакційних витрат О. Вільямсона, інституційної теорії Д. Норта та кроскультурної моделі Г. Хофстеде. Проведено систематизацію сучасних наукових підходів до аналізу взаємозв'язку між міжкультурною комунікацією, довірою та транзакційними витратами. Встановлено, що міжкультурна комунікація виступає важливим механізмом узгодження очікувань економічних агентів, зменшення культурної дистанції та підвищення передбачуваності економічної поведінки. Запропоновано концептуальну модель, у межах якої міжкультурна комунікація розглядається як незалежна змінна, довіра – як медіаторний інститут, а транзакційні витрати – як результативна економічна категорія. Сформульовано комплекс наукових гіпотез щодо впливу міжкультурної комунікації на довіру, культурну дистанцію та рівень транзакційних витрат, а також здійснено операціоналізацію ключових змінних для подальшої емпіричної перевірки. Доведено, що розвиток міжкультурної комунікації сприяє підвищенню ефективності міжнародних економічних відносин, формуванню довгострокових партнерських зв'язків та зміцненню інституційної стійкості глобальної економічної системи.



КЛЮЧОВІ СЛОВА

міжкультурна комунікація; довіра; транзакційні витрати; міжнародна економіка; інституційна економіка; культурна дистанція; економічна ефективність; міжнародні економічні відносини; інституційне середовище; міжкультурна компетентність.

1. Introduction

In the context of globalisation and technological development, the international economy is evolving under conditions of intensifying globalisation processes, digital transformation, and the growing intensity of cross-border economic interactions. Under such conditions, alongside the traditional factors of economic efficiency, institutional and sociocultural factors that determine the quality of coordination of economic activity between actors from different countries are becoming increasingly important. One of these factors is intercultural communication, which ensures the alignment of behavioural models, value orientations, and economic expectations of participants in international economic relations.

In contemporary economic science, intercultural communication is gradually being transformed from an auxiliary element of international management into an independent object of economic analysis. Its significance stems from its capacity to influence the formation of trust between economic agents, to reduce the level of information asymmetry, and to contribute to the reduction of transaction costs [3]. In the international environment, where interaction takes place between representatives of different cultural, legal, and institutional systems, effective communication serves as an important prerequisite for ensuring the stability of contractual relations, minimising risks, and enhancing the effectiveness of economic cooperation.

2. Literature Review

The theoretical foundation of the study is formed by the provisions of the theory of the firm by R. Coase [4; 5], the transaction cost theory by O. Williamson [14], the institutional theory by D. North [11; 12] and the concept of cultural dimensions by G. Hofstede [9]. Despite the significant contribution of these scientific approaches to explaining the mechanisms of economic coordination, the role of intercultural communication as an institutional factor in building trust and reducing transaction costs remains insufficiently explored. Most contemporary works consider cultural aspects primarily within the framework of international management or behavioural economics [8; 13], which necessitates their integration into the system of economic analysis of international relations.

The relevance of the study stems from the need to deepen the theoretical and methodological foundations of the analysis of intercultural communication as an institutional resource of the international economy and to develop scientific approaches to assessing its impact on trust and transaction costs. This problem acquires particular significance in the context of the expansion of international production networks, the development of the digital economy, and the growing role of intangible assets in ensuring the competitiveness of economic entities [1].

3. Problem Statement

The purpose of the article is to provide a theoretical substantiation of the role of intercultural communication in building trust and reducing transaction costs in the international economy, as well as to develop the conceptual foundations for an empirical study of these relationships. To achieve this goal, it is envisaged to systematise contemporary theoretical approaches, to identify the economic mechanisms of the influence of intercultural communication on trust and transaction costs, and to formulate a set of scientific hypotheses and methodological approaches for their further empirical testing.

4. Methods and Materials

The methodological basis of the study is an interdisciplinary approach that combines the provisions of institutional economics, transaction cost theory, the theory of the firm, and cross-cultural studies. The theoretical basis of the work is formed on the scholarly works of R. Coase [4; 5], O. Williamson [14], D. North [11; 12] and G. Hofstede [9], as well as contemporary empirical research in the fields of international economics, intercultural communication, and international business management.

The study employs general scientific and special methods of scientific cognition. In particular, the methods of analysis and synthesis were applied to generalise scientific approaches to the interpretation of intercultural communication, trust, and transaction costs. The method of systematisation was used to structure theoretical concepts and the empirical results of previous studies. Comparative analysis made it possible to identify the specific features of different scientific approaches to assessing the role of intercultural communication in international economic relations.

To construct the conceptual model of the study, institutional and systemic approaches were used, which made it possible to consider intercultural communication as a mechanism for building trust and reducing transaction costs at the micro-, meso-, and macroeconomic levels. The method of scientific modelling was also applied to develop hypotheses and operationalise the key variables of the empirical study.

The information base of the study comprises the findings of contemporary scholarly works on international economics, institutional theory, intercultural communication, and transaction costs, as well as analytical materials of international research organisations and statistical indicators that can be used for the further empirical testing of the formulated hypotheses.

5. Results and Discussion

Under the current conditions of globalisation and the intensification of international economic relations, intercultural communication is acquiring the status of one of the key intangible factors determining the effectiveness of interaction between actors in the world economy. Its role goes beyond the mere exchange of information and is increasingly associated with the formation of economic trust, the reduction of transaction costs, and the maintenance of stability in international contractual relations.

From the standpoint of institutional economic theory, trust is regarded as an informal institution that reduces the uncertainty of counterparties' economic behaviour and facilitates the coordination of their actions in an environment of incomplete information. In the international economy, where interaction takes place between actors embedded in different cultural, legal, and social systems, a deficit of trust becomes one of the main sources of growth in transaction costs. It is precisely in this context that intercultural communication acts as a mechanism for the institutional alignment of the expectations, norms, and behavioural models of economic agents.

Intercultural communication influences the formation of trust through the parties' ability to adequately interpret the intentions, signals, and behavioural patterns of their partners. A low level of communicative adaptation leads to information asymmetry, misinterpretations, and the growth of opportunistic behaviour, which, in turn, drives up the costs of control, monitoring, and contract enforcement. Conversely, effective intercultural communication contributes to the formation of a shared cognitive space within which economic agents are able to anticipate their partners' actions and make decisions with a lower level of risk.

Within the structure of the transaction costs of international economic activity, intercultural factors manifest themselves at all stages of the transaction cycle: from information search and negotiation to the conclusion and execution of contracts. Cultural differences affect negotiation styles, attitudes towards time, decision-making, the acceptable degree of formalisation of agreements, and methods of conflict resolution [7]. Failure to take these aspects into account leads to increased costs of preliminary coordination, legal support of agreements, and post-contractual control.

Intercultural communication is of particular importance for the formation of relational trust, which rests not so much on formal institutions as on the recurrence of interactions, reputational mechanisms, and shared value orientations [6]. In international economic networks, it is relational trust that is capable of compensating for the imperfections of legal systems and reducing actors' dependence on rigid contractual mechanisms, which contributes to the reduction of transaction costs in the long term.

In view of the above, intercultural communication can be conceptualised as an instrument of economic efficiency, which ensures the transformation of cultural diversity from a source of risks into a factor of competitive advantage. A high level of intercultural competence of economic agents makes it possible to minimise the costs associated with information asymmetry, to increase the level of trust between counterparties, and to ensure the stability of international economic ties.

Thus, within contemporary economic science, intercultural communication emerges not merely as a sociocultural phenomenon but as an institutionally significant factor, which directly affects the level of transaction costs and the effectiveness of international economic relations. The further development of theoretical and methodological approaches to its analysis creates the basis for the formation of adaptive models of managing international economic interaction under conditions of growing global complexity and uncertainty.

The further development of this line of research is associated with the formalisation of the relationship between the level of intercultural communication, trust, and transaction costs within analytical economic models. In this case, intercultural communication is regarded as a mediating institution that mediates the transformation of cultural heterogeneity into economically significant outcomes. The effectiveness of intercultural communication determines the speed of trust formation and the extent of the reduction of costs associated with coordination, control, and the enforcement of obligations.

From the standpoint of new institutional theory, it is appropriate to divide the transaction costs of international economic activity into ex-ante and ex-post costs. The former includes the costs of information search, negotiation, and contract conclusion, while the latter comprises the costs of monitoring, enforcement of agreements, and conflict resolution. A low level of intercultural communicative alignment substantially increases both types of costs, as it necessitates additional institutional guarantees, detailed contract specification, and intensified control.

In turn, trust formed through effective intercultural communication performs the function of an economic cost reducer, lowering the need for excessive formalisation of contractual relations. Trust enables economic agents to move from rigid hierarchical or contractual forms of coordination to more flexible network structures, in which a significant part of interaction is based on informal norms, reputational mechanisms, and the recurrence of transactions.

In methodological terms, all of the above provides grounds for constructing a causal model, in which intercultural communication acts as the independent variable, trust as an intermediate (latent) variable, and transaction costs as the dependent variable. In formal terms, this relationship can be represented as the following conceptual dependence (Formula 1):

$$TC = f(IC, T, I), \quad (1)$$

where TC is the level of transaction costs;

IC is the level of intercultural communication;

T is the level of trust between economic agents;

I is the set of institutional conditions of international interaction.

The functional dependence is non-linear in nature, since an increase in the level of intercultural communication initially leads to a substantial reduction in transaction costs owing to the lowering of information asymmetry, while at later stages it results in the stabilisation of costs owing to the formation of stable trust-based relations.

Particular attention should be paid to the influence of intercultural communication on the institutional quality of international contracts. Empirical studies indicate that in an environment of high intercultural competence, contracts become less detailed but more adaptive [6; 7], which reduces the costs of adjusting them under changing external conditions. Thus, intercultural communication facilitates the transition from static to dynamic forms of contractual regulation, which is critically important for contemporary global value chains.

In the strategic dimension, intercultural communication creates the preconditions for the institutionalisation of trust at the level of international economic networks, clusters, and integration associations. In such systems, trust ceases to be a purely interpersonal category and is transformed into a collective resource that reduces systemic transaction costs and enhances the overall effectiveness of international economic interaction.

Hence, intercultural communication in the international economy performs a dual function: on the one hand, it ensures the coordination of economic activity under conditions of cultural heterogeneity; on the other, it acts as an institutional mechanism of trust formation, which directly affects the structure and dynamics of transaction costs. Awareness of this role creates the theoretical

foundation for the development of effective managerial and politico-economic decisions in the sphere of international economic relations.

An important direction for further scientific analysis is the empirical identification and measurement of the influence of intercultural communication on the level of trust and transaction costs in international economic relations. The complexity of such analysis stems from the latent nature of the category of trust and the multidimensionality of transaction costs, a significant proportion of which cannot be observed directly. In this regard, contemporary research increasingly employs indirect indicators and composite indices [10], which make it possible to quantify the institutional and communicative aspects of economic interaction.

Indicators that indirectly reflect the level of trust in the international economy include the stability of long-term contracts, the frequency of repeated transactions, the degree of contractual flexibility, and the intensity of informal communication between partners. An increase in these indicators is usually accompanied by a reduction in the costs of legal support of agreements, a shortening of the negotiation process, and a decrease in the frequency of contractual disputes. Thus, trust formed as a result of effective intercultural communication materialises in the form of a reduction in both direct and indirect transaction costs.

A special role in the process of intercultural communication is played by cultural proximity and communicative adaptability, which influence the speed of institutional learning of economic agents. Under conditions of repeated international interactions, there is a gradual accumulation of specific communicative capital, which reduces the need for detailed contractual regulation and intensified control. As a result, transaction costs tend to decrease, and economic relations move into a more stable and predictable phase of development.

Also significant is the influence of intercultural communication on the governance structure of international economic organisations and networks. In an environment characterised by a high level of intercultural competence, decentralised and network-based forms of coordination predominate, distinguished by lower administrative and control costs. Conversely, in cases of communicative misalignment, hierarchical or excessively formalised governance models prevail, accompanied by rising transaction costs and reduced flexibility of economic systems.

In the macroeconomic dimension, intercultural communication affects the investment attractiveness of countries and the effectiveness of international economic integration. A high level of trust between economic agents of different countries reduces the risks of foreign direct investment, fosters the development of transnational production networks, and deepens the participation of national economies in global value-added chains. Accordingly, intercultural communication acts not only as a microeconomic but also as a macroeconomic factor in reducing transaction costs in the world economy.

Summarising the above, it can be argued that intercultural communication shapes an institutional environment of trust, which mediates the economic behaviour of actors in international relations and determines the level of transaction costs at different levels of the economic system. Its development facilitates the transition from conflict-oriented and cost-intensive forms of interaction to partnership-based models of cooperation founded on mutual understanding, predictability, and long-term economic interests. Thus, intercultural communication in the international economy acquires the status of a key institutional resource, which ensures greater transaction efficiency, lower costs of economic coordination, and stronger trust under conditions of growing global interdependence.

In the context of deepening the theoretical and methodological foundations of the study, it is appropriate to emphasise that intercultural communication is not a static factor but is formed in the process of the dynamic interaction of economic agents, institutional learning, and adaptation to changes in the global economic environment. Its influence on trust and transaction costs is cumulative in nature and intensifies under conditions of long-term and repeated international cooperation. Thus, intercultural communication can be regarded as an element of institutional capital, the accumulation of which enhances the effectiveness of international economic relations.

From the standpoint of evolutionary economics, the formation of trust through intercultural communication can be interpreted as a process of the gradual reduction of behavioural uncertainty and the adaptation of economic agents' strategies to the cultural specificity of their partners. A key role in this process is played by the capacity of actors in the international economy for reflection, the adjustment of communicative practices, and the integration of new norms of interaction. As a

consequence, transaction costs decrease not only through formal institutional changes but also through the internal transformation of models of economic behaviour.

At the same time, it should be emphasised that the positive influence of intercultural communication on trust and transaction costs is not automatic. In the absence of purposeful strategies for developing intercultural competence, cultural diversity may be transformed into a source of additional risks, conflicts, and institutional fragmentation. Hence, there arises a need for the institutional consolidation of intercultural communication mechanisms at the level of state economic policy, corporate governance, and international organisations.

In applied terms, this means that investments in the development of intercultural communication competences, in particular through education, the training of managerial personnel, corporate culture standards, and international communication protocols [15], should be regarded as economically justified expenditures, aimed at the long-term reduction of transaction costs. Such an approach makes it possible to broaden the traditional understanding of the factors of economic efficiency by including intangible yet institutionally significant resources.

In the macroeconomic aspect, intercultural communication affects the quality of integration processes, the effectiveness of the functioning of international economic associations, and the resilience of global value chains [2]. Countries and regions capable of institutionalising trust through effective communication mechanisms gain advantages in the form of lower systemic transaction costs, higher investment attractiveness, and greater adaptability to external shocks.

Thus, intercultural communication in the international economy emerges as a multilevel institutional phenomenon, combining microeconomic behavioural aspects, mesoeconomic organisational mechanisms, and macroeconomic integration processes. The influence of intercultural communication on trust formation and the structure of transaction costs determines not only the effectiveness of individual economic agreements but also the overall quality of the functioning of the international economic system.

The above substantiates the expediency of further empirical research aimed at quantitatively assessing the relationship between the level of intercultural communication, trust, and transaction costs in different sectors of the international economy. The results obtained provide a scientific basis for the development of adaptive models of managing international economic relations, oriented towards minimising institutional costs and enhancing the resilience of global economic interaction.

6. Conclusions

The study has established that intercultural communication is an important institutional factor in international economic interaction that directly affects trust formation and the level of transaction costs. It has been demonstrated that effective intercultural communication contributes to reducing information asymmetry, limiting opportunistic behaviour, and increasing the predictability of the economic actions of actors in international relations.

It has been substantiated that trust acts as a mediating institution through which intercultural communication influences the economic efficiency of international operations. The formation of trust-based relations makes it possible to reduce the costs of negotiation, control, monitoring, and the enforcement of contractual obligations, thereby contributing to the optimisation of the structure of transaction costs.

The systematisation of theoretical and contemporary empirical studies has demonstrated the need to integrate intercultural factors into models of transaction costs and international economic interaction. A conceptual model of the relationship between intercultural communication, trust, and transaction costs has been proposed, and a set of scientific hypotheses has been formulated, with the key variables operationalised for their further empirical testing.

Prospects for further research lie in conducting an econometric analysis of the influence of intercultural communication on trust and transaction costs at the cross-country level, as well as in developing practical recommendations for the institutionalisation of intercultural communication as a tool for enhancing the effectiveness of international economic relations.

References

1. Ahmad, I. (2025). The strategic role of artificial intelligence in overcoming intercultural barriers for SME internationalization: A systematic literature review. *Journal of Intercultural Communication*, 25(2), 148–163. <https://doi.org/10.36923/jicc.v25i2.1065>
2. Aksonova, O. (2024). Mizhkulturna komunikatsiia u protsesi yevrointehratsii [Intercultural communication in the process of European integration]. *Visnyk Khmelnytskoho natsionalnoho universytetu. Serii: Ekonomichni nauky*, 332(4), 45–57. <https://doi.org/10.31891/2307-5740-2024-332-79>
3. Aksonova, O. V., & Yatsenko, O. M. (2025). Instytuttsiino-ekonomichni mekhanizmy rozvytku mizhkulturnoi komunikatsii v umovakh transformatsii mizhnarodnykh vidnosyn [Institutional and economic mechanisms for the development of intercultural communication under the transformation of international relations]. *Ekonomika ta suspilstvo*, (71). <https://doi.org/10.32782/2524-0072/2025-71-173>
4. Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386–405. <https://doi.org/10.1111/j.1468-0335.1937.tb00002.x>
5. Coase, R. H. (1960). The problem of social cost. *Journal of Law and Economics*, (3), 1–44. <https://doi.org/10.1086/466560>
6. De Mattos, C., Salciuviene, L., & Sanderson, S. (2025). Can conflict be a desirable step in trust-building within international strategic alliances? A systematic literature review and typology. *Journal of International Management*, 31(2), 101234. <https://doi.org/10.1016/j.intman.2025.101234>
7. Hammami, H. (2025). Intercultural negotiation strategies: Enhancing e-business performance through cultural intelligence and trust building. *Academy of Marketing Studies Journal*, 29(S2), 1–10. <https://www.abacademies.org/articles/intercultural-negotiation-strategies-enhancing-ebusiness-performance-through-cultural-intelligence-and-trust-building-17264.html>
8. Hasiuk, N. V., Virsiuk, O. D., & Kutsela, M. M. (2024). Mizhkulturna komunikatsiia u suchasnomu biznes-seredovyshchi [Intercultural communication in the modern business environment]. *Zakarpatski filologichni studii*, 34(2), 34–49. <https://doi.org/10.32782/tps2663-4880/2024.34.1.22>
9. Hofstede, G., Hofstede, G. J., Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill. <https://lnk.ua/sLXdbMBPp>
10. Jiao, J., Jin, J., Feng, X., & Zhao, X. (2025). Towards an Enterprises' Cross-Cultural Competence Scale. *Sage Open*, 15(3). <https://doi.org/10.1177/21582440251363312>
11. North, D. C. (1990). *Institutions, institutional change and economic performance*. Cambridge University Press. <https://doi.org/10.1017/CBO9780511808678>
12. North, D. C. (1991). Institutions. *Journal of Economic Perspectives*, 5(1), 97–112. <https://doi.org/10.1257/jep.5.1.97>
13. Romaniuk, O. I. (2024). Mizhkulturna komunikatsiia v mizhnarodnomu biznesi: Perevahy i nedoliky, vyklyky i perspektyvy [Intercultural communication in international business: Advantages, disadvantages, challenges, and prospects]. In *Proceedings of the IX International Scientific and Practical Conference* (pp. 78–86). Kyiv National Economic University. <https://ir.kneu.edu.ua/handle/2010/44935>
14. Williamson, O. E. (2000). The new institutional economics: Taking stock, looking ahead. *Journal of Economic Literature*, 38(3), 595–613. <https://doi.org/10.1257/jel.38.3.595>
15. Xia, S., & Liu, W. (2025). Cultivating harmony across borders: Chinese cultural values and corporate communication in global contexts. *Frontiers in Communication*, (10), 1650733. <https://doi.org/10.3389/fcomm.2025.1650733>