

Business Culture in Central and Eastern European Countries: The Role of the Manager's Etiquette and Image

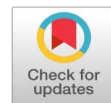
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Abstract: This paper aims to identify the behaviors and image of managers in terms of business culture and their synthetic description considering cultural differences pertaining to Central and Eastern European Countries (CEECs). The analysis used existing sources (desk research), i.e., Polish and foreign theoretical and empirical output concerning business culture. In the literature on the subject, it has not been fully empirically proven that how a manager behaves and the business image he or she projects are translated into the success or failure of the company. It is assumed that business etiquette matters in global business. There are opinions that managerial staff is not fully prepared to carry out tasks in international business conditions. It is necessary to redefine educational programs in management to include the topic related to good manners and business etiquette. When considering the situation of managers of CEEC companies, their approach towards business culture may vary. These differences and discrepancies are most frequently reflected in the context of interpersonal communication as well as organizing and holding meetings, negotiations, and business events. The perceived decline with regard to the level of culture and the increase of the value of individuality among managers may constitute a basis for consideration for managers in charge of personnel, representatives of training centers, and researchers dealing with the issue of business culture. The presented information concerning business etiquette and the manager's image may be directly applied in business practice.

Keywords: Business etiquette, Interpersonal communication, Cultural differences, Manager, Good manners

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INTRODUCTION

It appears that few enterprises effectively compete on the global market, and some business entities cannot maintain their competitive advantage due to cultural imperialism or insufficient acculturation of their managers in relation to international business environment (Okoro, 2012). According to the data presented by Research and Markets (2019), the number of global business trips increases (from 2025 by 4.2%), which proves that enterprises are investing in new markets, and business trips themselves enable companies to strengthen their presence through face to face meetings and building a cooperation network. This situation, together with the global nature of business requires hiring managers who are competent, i.e., have proper knowledge, skills and approach, who will be fluent in intercultural communication and who will apply the principles of polite behaviour in their business dealings. This would allow companies to avoid misunderstanding that, unless eliminated, may contribute to their market failure.

Due to its history and geographical location, the Central and Eastern European Countries (CEECs) region is perceived as a bridge between Eastern and Western culture, and this factor is important in international business. The CEECs region is diversified in terms of economy, civilisation, ethnicity, religion and culture (Dabrowska & Lubowiecki-Vikuk, 2020; Debczynska, 2017; Jarczyński, 2015; Jaklic, Raskovic, & Schuh, 2018; Kloczowski, 1995; Lubowiecki-Vikuk & Dryglas, 2019; Turkina & Surzhko-Harned, 2014). There are different CEECs region systemizations in the subject literature, but the present paper assumes, in line with Kloczowski (1995), that CEECs includes: Albania, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Estonia, Hungary, Kosovo, Latvia, Lithuania, Moldova, Montenegro, North

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Macedonia, Poland, Romania, Serbia, Slovakia, Slovenia and Ukraine. It is also important to note that the role of company managers from CEECs is crucial, all the more because we may observe the level of culture of the society living in this part of Europe decreasing (Grzymala-Moszczyńska, 2009; Kaminska-Radomska, 2011b). This claim also concerns students, not only potential managerial staff. Their values change, which results, among others on intergenerational communication, e.g., respect for the elderly for Boomers appears automatically, for generation X they are polite, for generation Y/Millennials respect must be earned, not assumed that it will be, and for generation Z it is difficult to talk about respect, because this generation has problems establishing and maintaining interpersonal relationships they live in a virtual world (McQueen, 2010; Radulescu, Ghinea, & Cantaragiu, 2018).

In the subject literature to date show, that staff in managerial positions are expected to act efficiently towards building the competitive advantage of their enterprise in international or even global markets (Adamczyk, 2017; Bartosik-Purgat, 2014). According to Okoro (2012), it largely depends on managers whether international business relations established by them will bring profits or losses for the company. Undoubtedly, this may be related to the business culture Kaminska-Radomska (2011a), in other words different staff behavior. The scientific output so far has focused on the behaviour of some managers from Asian, American, Western Europe and Nordic countries (Hampden-Turner & Trompenaars, 2012; Okoro, 2012). There is still little research that would explain the impact of good managerial manners and his image on the success of the company, especially those on the CEECs market. In this context, the purpose of this article is to identify the behaviours and the image presented by managers in the area of business culture and the synthetic description of the phenomena with the consideration of cultural differences in the CEECs.

RESEARCH METHOD

The article uses the analysis of existing sources (desk research). The study is based on the available data which have been collected, processed and developed in the form which makes it applicable in further considerations. However, they are quite diversified, and therefore, they need to be selected and reduced (Rzemieniak, 2012). The author used the sources available on the Web of Science and BazEkon databases, and other scientific papers as well as other popular science works analysing the issue. A literature search for papers was carried out using keywords combinations: manager, business culture, business etiquette, good manners. On topic and title field were used. The search was made since July 01, 2019 to August 25, 2019.

This review article consists of four parts. The first part presents a theoretical framework of business culture and its elements. Subsequently, the paper discusses the managers business etiquette in the context of dress and interpersonal communication against the background of CEECs characteristics, and more specifically intercultural communication which affects the image which executives present. In this context, the role of educating managers has been emphasised. Next, the author referred to the principles of precedence and other manager's attributes pointing to differences in selected CEECs. Due to specific limitations of this article, negotiating culture has only been signalled. In the last part of the paper, the author presented the conclusions and direction for further studies.

LITERATURE REVIEW

Business culture

Culture is an ambiguous concept. It can be perceived as a set of beliefs and principles shared by a given group, which allow an individual to answer the following questions: What is? What can be? What can you think about it? What can you do? How do you show others what you are doing? (Usunier, 2003). In the context of human nature, culture is associated with 'a proper behaviour in interpersonal contacts, with respect for other people, with the values of the spiritual and material sphere, education, intellect and broadly perceived art' (Kaminska-Radomska, 2011b). It has penetrated the business sphere setting new patterns of behaviour and manner of conduct in certain situations.

Business, as an economic activity, allows managers to be creative, flexible and independent. Adhering to specific (sometimes strict) principles of behaviour may leave little space for being one's true

self (being authentic). However, in the opinion of business students surveyed by Kokkoris and Sedikides (2019), such a concern was not justified. International business, which is understood by Bartosik-Purgat (2010, 2014) as any kind of business activity undertaken by an enterprise (or individuals not being legal persons), which is connected with the sale or purchase (as well as being an intermediary in the process) of goods (or services) abroad, may be perceived as a challenge by managers. In the international context, the managerial staff deal with the corporate culture of an enterprise, which is closely related not only with a man and his attitude towards values and social or cultural norms, but also organizational behaviour (Bartosik-Purgat, 2010, 2014).

Business culture relates to human behaviour in professional and business situations (Adamczyk, 2017; Kaminska-Radomska, 2011b). It encompasses a set of rules (etiquette a courtesy system), their description and application in a professional sphere. Its integral part is business etiquette, which concerns norms and principles which allow people to communicate with colleagues, workers and business partners in the country and abroad in a universal way (Jarczynski, 2015; Kaminska-Radomska, 2015). In other words, business etiquette is a carrier of culture, without which the latter cannot exist (Figure 1). Simultaneously, it is an important element of creating the image of an individual, and simultaneously, of a company or institution (Dunn, 2013). This concept was specified by Moore (1998) who claimed that business etiquette is a set of rules that allow us to communicate and interact in a civilized manner. These arbitrary rules involve the rites and mores, forms and manners that are required in a society or profession. Successful business people usually conform to this expected behavioural code. The rules are fairly simple to keep with minimal effort required, yet the benefits may be considerable. It can be directly translated into the etiquette of the manager and his/her business image, that is the general image of people running the company and all workers who represent it in dealings with external environment; the business image includes also their appearance and behaviour in different situations (Kowalska, Lakoma, & Szymoniuk, 2011). It should be assumed, that dimension of these principles is his/her appearance and competence in terms of interpersonal communication (including correspondence), precedence and other managerial attributes (business cards and invitations) including good manners, in all circumstances associated with performing their occupational duties (business meetings, negotiations, public speaking, business trips and events) (Jarczynski, 2015; Kaminska-Radomska, 2015; Orłowski, 2015).

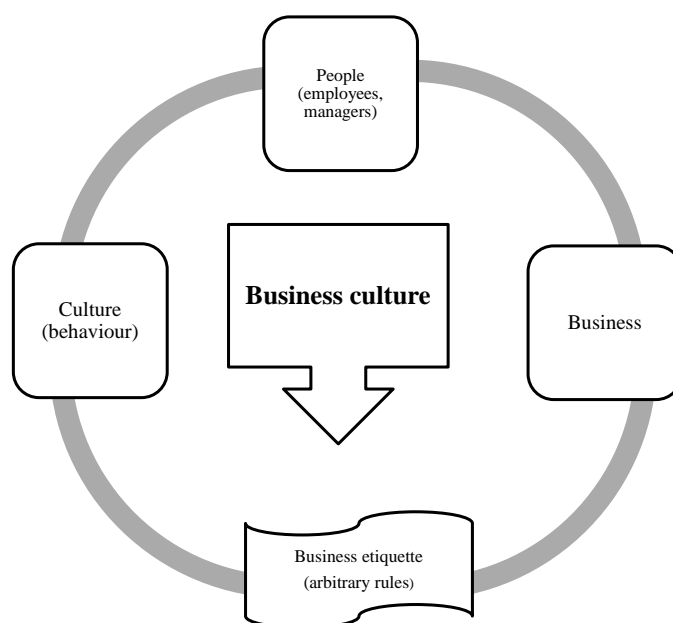


Figure 1. Business culture and its elements. Source: The author's own illustration

According to Kaminska-Radomska (2014), foundations of business culture include seven interfering principles: sincerity and legality as manifestations of moral and ethical norms, precedence, respect for other people, perfectionism, nobility, modesty and the principle of adapting (in the context of culture

of the country, where business contacts are conducted). [Orlowski \(2015\)](#) additionally mentioned the principles of tolerance, discretion, punctuality and common sense. The last principle seems to be special since it refers to situations which cannot be foreseen, where we are required to be spontaneous and innovative while remaining well-mannered (the qualities associated with gentility, Kinderstube, good manners, savoir-vivre/bon ton). Such behaviour is described with the use of an English acronym IMPACT: Integrity, Manners, Personality, Appearance, Consideration and Tact ([Orlowski, 2015](#)). The listed principles refer to the rules of the political protocol, which is broadly understood as 'an instrument of the state's foreign policy' ([Orlowski, 2015](#)). According to [Orlowski \(2015\)](#) in the business world, the term protocol is most often used, which allows improving the image, increases the credibility and negotiation efficiency, which are common characteristics of diplomacy.

Manager's business etiquette and image

It emerges that business culture is essential in the management of an international enterprise. Operating within the adopted rules concerning behaviour within different cultures and social groups (in the work environment as well as during a business trip) it is assumed that a manager will act with caution, and in this way affect the process of internationalization of his or her enterprise. Thus, following the business etiquette is a situation where the interests of the employer and the employee are combined, because, on the one hand, it facilitates efficient management in creating positive relationships with clients and subordinates, and on the other, it paves the way for success in professional life ([Klobukowska, 2017](#)). In the opinion of ([Kaminska-Radomska, 2014](#)), a manager not only creates the image of the organization by its actions, but also he or she has the possibility to impose and effect specific behaviour of his workers either using management tools or by setting the example. The manager directly affects the culture of the organisation, which greatly facilitates the process of human resources management and enables him to improve personal communication and, as a consequence, achieve the assumed goals ([Kaminska-Radomska, 2016](#)).

Interpersonal communication, i.e., exchanging communications (verbal and non-verbal messages) between two or more people ([Berger, 2008](#)), is one of the most important areas of business culture ([Griffith, 2002](#)). Particular significance is attached to verbal communication, where proper linguistic culture is applied ([Dunn, 2011](#)). Managers from CEECs, in particular from Croatia, the Czech Republic and Estonia, use far-reaching courtesy in this regard ([Schroeder, 2018](#)). It is worth noting that poor command of foreign languages and difficulty in understanding interlocutors are the most common cultural barriers in business. This causes misunderstandings and limitations in communication. What is more, this issue translates into potential threats for the companies which undergo internationalisation and is a serious obstacle in obtaining clients and business partners ([Bartosik-Purgat, 2014](#)).

[Bukhantseva \(2015\)](#) drew attention to specific forms of language, the so-called corporate communication, whose aim is to identify specific problems and make mutual decisions. In business practice, the linguistic cultures may differ, ranging from the language used colloquially, on a daily basis, to the one used in international business meetings, public speaking or official correspondence. In CEECs, as a general rule, the languages used are either official languages of the host countries receiving foreign delegations, or negotiations are held in English or German, and in the case of more senior managers in Russian. In Romania exchanging correspondence in English or French is of greater significance than in Romanian ([Schroeder, 2018](#)). Sometimes, as in the case of Albania, the language of managers may be perceived as coarse.

Non-verbal communications may play an equally (or even more) important role than verbal communications ([Berger, 2008](#)), which may be observed in the case of managers from Slovenia and Romania. This is accompanied by, among others, strong expression of the message, which is characteristic of Albanian businesspeople, or moderate expression visible in the case of Slovaks ([Schroeder, 2018](#)). Polish managers are friendly, and their approach to many issues may be very emotional ([Przytula, Rozkwitalska, Chmielecki, Sulkowski, & Basinska, 2014](#)). The group of spontaneous people may also include Ukrainian managers ([Schroeder, 2018](#)). It is also worth noting that in Bulgaria the gesture typically associated with nodding differs: the non-verbal communications representing yes and no are different than those in other

CEECs (Sabath, 1999). A similar difference may be observed in Hungary men who were brought up in a traditional way bow their heads when shaking hands with a woman.

In the case of non-verbal communication, we need to pay attention to interactive messages, i.e., eye contact, distance and touch (Berger, 2008). In the business sphere in CEECs, you should maintain eye contact with your contractors, which is perceived as a measure of the manager's integrity and credibility. The touch is only used in the situation of a firm handshake when greeting someone or saying goodbye. In business etiquette (except Romania) kissing women on the hand is seen as inappropriate. The communication distance in business contacts established by Hall (2003) as the social distance (1.2-3.6 metres) is frequently broken and moved to a personal space (approximately 45-120 centimetres), which may be observed e.g., in the case of Albanian and Bulgarian managers. For many interlocutors such a situation is not comfortable. However, it is important to bear in mind that the essence of interpersonal communication is particularly influenced by cultural differences, which in the global economy can significantly affect business in the international context (Adamczyk, 2017). This is translated into interdisciplinary nature of intercultural competence understood as 'the ability to work effectively on the border of different cultures' (Gajek, 2011) and the process of shaping them.

In the literature on the subject, a lot of attention has been devoted to intercultural communication, where the effects of the studies and experience of the authors take the form of recommendations for managers and business practitioners with the consideration of particular cultures, the nature of corporate activity, or its marketing methods and communications e.g., (Bartosik-Purgat, 2010, 2014; Budzanowska-Drzewiecka, Marcinkowski, & Motyl-Adamczyk, 2016; Debczynska, 2017; Lubowiecki-Vikuk & Gnusowski, 2016; Przytula et al., 2014; Wach, 2015). Moreover, the authors pointed to cultural aspects of business negotiations e.g., (Grzymala-Moszczynska, 2009), risk arising from establishing an intercultural merger Lopacinska (2013) as well as the problems of increasing stress experienced by executives working in international conditions.

In the opinion of Grzymala-Moszczynska (2009), there occurs an almost complete lack of prior preparation of workers delegated to function in a new cultural environment. Enterprises sending employees abroad or establishing cooperation with foreign companies in the territory of their own country only to a limited extent take actions aimed at shaping workers competencies that may contribute to their success in a culturally different environment. Therefore, considering foundations of building training programmes for business individuals, the author suggested the need to use the elements of Bennett's development model shaping intercultural sensitivity, Kolb's theory of learning through experience and its modification by Ratiu. The earlier so-called 5 C's model proposed by Tomalin and Nicks (2007) was based on five elements: (1) cultural knowledge, (2) cultural behaviour, (3) cultural values and attitudes, (4) cultural preferences, and (5) cultural adaptation. In turn, Gajek (2011) has discovered that the relevance of the phenomenon of multiculturalism in an enterprise stems from two other types of organizational culture the model of culture coexistence and the model of culture cooperation. On the other hand, Maheshkar and Sharma (2018) put forward the Global Industry Academia business education model, which allows exploring the basic contextual elements of the paradigms of changes and the interpretation of the complexity of business practice in various environments in order to develop a framework of educating the culturally-sensitive "managers of tomorrow".

It is important to indicate that managers should be characterised by courtesy manifested in ordinary, everyday life (interpersonal contacts at work and in the immediate environment, behaviour when using public transport, including culture on the road, doing sports and supporting sport teams), high sensitivity to cultural needs, the ability to adapt and learn from others, the ability to identify and combine the best elements from different cultures, communication skills in the conditions of cultural diversity and efficiency in the use of practical tools which may prevent or counteract the collision of cultures (Bieniek & Steinerowska, 2014; Chismar, 2001; Okoro, 2012; Zukowski, 2009). The skills listed above need to be continually improved (Butryn & Kuroпка, 2019).

Training programmes developing cultural intelligence of managers are desirable (Baranska, 2009), and they should be based on both traditional and modern forms of education (Gajek, 2011). These programmes should include common but arbitrary features of the long-term education process, whose

foundations should be good manners and taste (O'Doherty, 2016) as well as the proper language style and form (linguistic culture) (Dunn, 2013). Krishnan (2008) proved that among the graduates of Master of Business Administration programmes (the sample of Hindu respondents), the previously cherished values which were oriented towards others (including such qualities as being helpful, polite and well-mannered) became less important than the values which are oriented towards oneself. This tendency is confirmed by the findings presented by Huettinger (2008) in the context of Lithuanian and Latvian students as well as by the studies carried out by Bartosik-Purgat (2014) in the case of e.g., Czech students of economic specialities, who tended to value individualism more. It is difficult not to agree with O'Doherty (2016) who claims that at present there emerges a need to redefine programmes at schools teaching management and include the issues related to manners and taste in the curriculum. Simultaneously, we should bear in mind that building effective business relationships requires time, not solely competence. Chua (2012) emphasized that both cognitive trust and affective trust are of importance in this context. The first type concerns the manager's self-esteem and his skills, the latter (more difficult to develop) arises from the emotional closeness, empathy and relations with a business partner. It is facilitated by face to face meetings, preferred by most businesspeople (e.g., Bulgarian, Hungarian and Slovenian business practitioners). Importance is also attached to telephoning and correspondence (Cook, Cook, & Yale, 2005; Jarczynski, 2015), which are particularly appreciated in Latvia and Lithuania.

Correspondence should be factual, clear, serious, concise, and precise in terms of arguments used and indisputable from the point of view of logic, common sense, regulations and political rules (Sutor, 2008). Letters and documents should always be very polite and diligently prepared both in terms of their form and the language they use (linguistic culture), which is to indicate the respect with which the recipient is treated. The manager is engaged in the process of preparing commercial and business correspondence (business letters, enquiries, orders and complaints) sent more and more frequently via electronic mail. This involves netiquette, i.e., the necessity to get acquainted with a set of rules concerning behaviours acceptable on the Internet. These principles are largely in line with the rules of preparing traditional correspondence, and thus when writing e-mails we should remember about polite phrases and refrain from using emoticons.

As already mentioned, the manager's business image is affected not only by his or her appearance but to a large extent also his behaviour and way of communicating with the environment. In fact, the latter factors frequently create the so-called impression, especially taken into consideration by Latvian contractors. In the case of mistakes being made, the evaluation of the manager can be negative, and the manager may be unaware of the reason behind it if the level of knowledge in the field is too low (Kaminska-Radomska, 2011a). These errors should be treated as inappropriate behaviour, the so-called blunders faux pas, consisting in committing a gaffe (Appendix), which is a result of a slip of the tongue, awkwardness, error or inappropriateness (Orlowski, 2015). A significant share of them concern clothing, which should be adapted to appropriate circumstances and the position held by the manager. Simultaneously, it should be an expression of the respect felt for others, a sign of taste and elegance combined with moderation and simplicity. It is important to pay attention to the culture of the country where the manager e.g., conducts negotiations, or what the visitors nationalities are (Bartosik-Purgat, 2014). In CEECs conservative traditional dress code is expected, and in Western European countries businesspeople pay attention to high-quality attire (Okoro, 2012; Zator-Peljan, 2013). In some countries, we may observe a specific departure from business formal standard towards business casual style (Bulgaria, Estonia, and Slovenia) or smart casual (like Albania or Romania where in the summer men can wear short-sleeved shirts). This tendency is also connected with the size of the enterprise, e.g., in Lithuanian small and medium-sized companies dress code frequently does not apply at all (Schroeder, 2018).

RESEARCH RESULTS AND DISCUSSION

Present and future managers ability to conduct effective conversations requires getting acquainted with the admissible business etiquette of their counterparts and business partners (Okoro, 2012). In business practice, principles and good manners apply in the context of public speaking, business meetings and other special events, e.g., parties whose primary objective is to meet or become better acquainted

with a business partner. It is necessary to know the rules concerning precedence and proper use of the attributes associated with the performance of professional duties, since, as indicated in Table 1, there are differences in this regard.

Table 1: Differences of some elements of business etiquette in selected CEECs

Country	Greeting and addressing	Business meetings and events	Negotiating*
Albania	<ul style="list-style-type: none"> • when the director enters the room, all people sitting should stand up • no protocol concerning the exchange of visiting cards 	<ul style="list-style-type: none"> • Albanians casual approach to business meetings - sometimes organised in private flats, cafes or taxis • tolerance for being late • consumption of strong alcohols (rakia) during lunch • the ritual of drinking coffee (12 hours) 	<ul style="list-style-type: none"> • using the services of a professional translator/interpreter • bargaining as a mandatory negotiating point
Belarus	<ul style="list-style-type: none"> • only well-acquainted business people embrace and kiss on the cheeks when greeting • respect for the title of professor • addressing someone using their (two) family names 	<ul style="list-style-type: none"> • punctuality in relation to the guest, not the host • traditional hospitality (meetings in private homes, restaurants), abundant meals and strong alcohols, toasts 	<ul style="list-style-type: none"> • bureaucracy, which extends negotiations • required approval of business relations by administrative officials • the need to engage a local intermediary
Bulgaria	<ul style="list-style-type: none"> • using titles and surnames 	<ul style="list-style-type: none"> • punctuality • hard drinks and smoking at the table 	<ul style="list-style-type: none"> • applying protocol
Croatia	<ul style="list-style-type: none"> • using titles and surnames • no protocol with regard to the exchange of visiting cards 	<ul style="list-style-type: none"> • punctuality • lunch with hard drinks (plum brandy) 	<ul style="list-style-type: none"> • several meetings are needed to make final decisions
the Czech Republic	<ul style="list-style-type: none"> • respect for professional and academic titles/ degrees • rank 	<ul style="list-style-type: none"> • punctuality • sometimes meetings take place in the host's home, where you have to remove your shoes 	<ul style="list-style-type: none"> • the restrained style of negotiating talks • professional and realistic business offers

Table 1: Continued...

Estonia	<ul style="list-style-type: none"> • a woman first reaches out in meetings • it is important to address someone with the title and surname (not emphasise the scientific title/degree) • business cards are treated with respect 	<ul style="list-style-type: none"> • punctuality • lunch for older managers is the time to establish relationships, for younger executives • to do business 	<ul style="list-style-type: none"> • the precision of meetings, reliability and efficiency in preparing presentations • sharing minutes from meetings
Hungary	<ul style="list-style-type: none"> • a woman extends her hand first • business cards are important • surname is given before the name 	<ul style="list-style-type: none"> • punctuality • a cocktail party is welcome after negotiations 	<ul style="list-style-type: none"> • negotiations are rarely held in a peaceful/calm atmosphere
Latvia	<ul style="list-style-type: none"> • addressing someone using an academic/professional title, name and surname 	<ul style="list-style-type: none"> • punctuality • placing a napkin at the table, next to the place setting, not on your lap 	<ul style="list-style-type: none"> • employee's rank is important • precise messages
Lithuania	<ul style="list-style-type: none"> • attaching importance to academic titles and official dignities 	<ul style="list-style-type: none"> • punctuality 	<ul style="list-style-type: none"> • employees hierarchical approach to negotiations • a list of participants of the meeting with a biographical note • sharing minutes from meetings
Romania	<ul style="list-style-type: none"> • a woman extends her hand first when greeting, elderly men may kiss her hand • using titles and surnames 	<ul style="list-style-type: none"> • punctuality in relation to the guest, not the host (being late up to one hour) • the honour of receiving guests • placing a napkin next to the place setting, not on your lap 	<ul style="list-style-type: none"> • long negotiating process • women in business are treated in a patronising but courteous way

Table 1: Continued...

Slovenia	<ul style="list-style-type: none"> • when greeting/saying goodbye, you should first shake hands with a woman • respect for academic degrees/titles 	<ul style="list-style-type: none"> • punctuality • it is common to leave footwear in front of the host's home 	<ul style="list-style-type: none"> • information about members of the negotiating team • the qualities like modesty and humility are greatly appreciated • egalitarianism
Slovakia	<ul style="list-style-type: none"> • men (regardless of the rank of a woman) always extend their hands first • business cards: academic degrees and titles are appreciated; the year of establishing the company should be presented on a visit card 	<ul style="list-style-type: none"> • punctuality • meetings take place not only in restaurants but also in pubs, taverns and wine bars • placing a napkin at the table next to a place setting, not on your lap 	<ul style="list-style-type: none"> • information on the team members of the negotiating team • possible negotiations combined with alcohol consumption (plum brandy)
Ukraine	<ul style="list-style-type: none"> • no rules concerning priority 	<ul style="list-style-type: none"> • punctuality in relation to the guest, not to the host (being 12 hours late) • vodka and champagne are obligatory drinks served during business dinners 	<ul style="list-style-type: none"> • the rank of employees • theatrical gestures in negotiations (leaving the room, showing indignation) when the director enters the room, all people sitting should stand up • no protocol concerning the exchange of visiting cards

* The negotiation culture in CEECs is part of a mixed style, that is it is moderately protransactional, ceremonial and moderately monochronic (Bartosik-Purgat, 2010, 2014).

Source: The author's own study based on (Sabath, 1999; Schroeder, 2018)

Precedence, that is a protocol priority principle, has a wide application in managers activities. It is used when welcoming and saying goodbye to delegation members, seating guests at the table, giving speeches, raising toasts, taking seats at the conference table or in the car (Jarczynski, 2015; Orłowski, 2015). In all these situations we need to take into account classes, ranks, seniority/age and gender. The last factor, however, appears to be debatable. For example, in France, according to Lecherbonnier (2012), the same principles of courtesy towards women apply both in enterprises and in social life. This can also be observed, among others in Romania. However, the studies carried out by Kaminska-Radomska (2014) clearly show that the greater the difference in an occupational hierarchy, the lower the tendency to differentiate between sexes. The rank may be seen as a superior criterion with regard to precedence in business and work situations, which is practised in some CEECs, e.g., in the Czech Republic. Precedence is especially visible during negotiations, where attention is paid to the correct protocol and etiquette.

The manager's obligatory attribute is his or her business card, which, for instance in Estonia and Hungary is treated with great respect. Usually, a one-sided business card contains personal data and company contact details and depending on the country of origin of the business partner his or her

professional or academic title. This is especially appreciated in Slovakia (Schroeder, 2018). Sometimes business cards have two sides printed, in such a case one page contains information given in English, the second page in the native language of the business partner. As Schroeder (2018) claims, this kind of business cards is expected by businesspeople from Croatia, Estonia, Latvia, Slovakia, Slovenia and Ukraine. The exchange of business cards should take place at the time of presentation, but not in all CEECs such a protocol applies (e.g., Albania).

Business meetings and parties, where meals and (strong) alcoholic beverages are served are an indispensable element of the manager's work. Cook et al. (2005) commented on the role of the manager in such situations: *If you are eating with others for business purposes, the snack bar, cafeteria, or restaurant becomes an extension of your office. Enjoy the food and company, but always stay focused on the fact that you are doing business.* In addition, you should also remember about punctuality, which is greatly appreciated and highly valued by Slovenian businesspeople, similarly to Western cultures (Okoro, 2012). However, the above-described rule is not always observed, like in the case of Albania, Belarus or Ukraine. It should also be noted that not every meeting takes place in a restaurant. Sometimes business partners invite visitors to their homes; in such a situation, they should familiarise themselves with the local customs.

CONCLUSION AND RECOMMENDATIONS

Business culture can be considered as an obvious element in corporate management, but business etiquette itself can be treated as a strict courtesy system. As a result, it is assumed that business etiquette is of importance in global business. The analysis of secondary sources does not clearly indicate that the manner in which the manager behaves and his or her business image are directly translated into a success or failure of the company they represent. However, in business practice examples can be found that lack of good manners of the manager or his/her ignorance of the culture of another country oftentimes led to non-conclusion or even termination of business contracts or the failure of the product, because an advertisement contained inappropriate words. To date, many authors have emphasised differences in interpersonal communication or the attitudes and behaviour of managers during meetings, negotiations or business parties.

In CEECs, managerial staff are not fully prepared to carry out tasks under the conditions of international business. This necessitates redefining educational programmes in the scope of management to incorporate the principles of business etiquette and good manners in them and requires further developing the already existing models of multiculturalism. It appears that, apart from significant cultural differences, we should also consider the issues strictly related to an enterprise and the relevant criteria such as its size, type and characteristics. Considering the specific circumstances of internationalisation of enterprises associated with, among others, placement of companies with foreign capital in another country, the specificity of various sectors, e-business, or even a trend of open space arrangement may be helpful when analysing and justifying the proposed changes to the educational programmes. At the same time, you cannot ignore the features of individual generations. The juxtaposition of these factors and examination whether business etiquette and good manners of the personnel are used at all in corporate management (and if this is the case, to what extent and what are the foundations of business culture there) will allow indicating the expectations regarding the proper attitudes and behaviour of a contemporary manager and his/her image.

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APPENDIX A

Gaffes concerning business image in men and women

- lack of care in clothing and no sense of aesthetics
- lack of consequence in using dress code adopted by the company or organisation
- a label on clothes, a price tag on the sole of a shoe
- lack of adjustment (excessive number of colours) of the outfit to the time of day or season, climate, place, silhouette or age
- being overdressed (more festive clothing than that worn by others) or being underdressed (less festive clothing than that of other people)
- visible tattoos
- piercing in the tongue, lips, nose and other parts of the face
- lack of personal hygiene (hairdo, teeth, nails, excessive sweating)
- too intense perfume fragrance
- telephone conversations at the table/ in public transport
- interrupting, excessive friendliness/familiarity, patting and poking someone
- speaking in a specific manner, e.g., using English words, borrowings from a native tongue or jargon
- noting down items on the received business card (no available business card to offer)
- ignoring cultural differences of business partners
- body language: hands kept in your pocket, leg showing calf, crossing legs when standing, eating at one's desk and chewing gum, waving your finger, no eye contact with the interlocutor* (wearing sunglasses in the room)
- stand-up/buffet parties: leaning against the wall, eating dishes at the buffet table, eating with your mouth full, taking out food
- sit-down parties: wrapping a napkin under your neck, picking your teeth, mean comments on the served dishes, alcohol abuse, clinking glasses, mobile phone on the table
- initiating conversations concerning sex, religion, health, death, private life, politics or money (some topics are acceptable/common in CEEC, in economically developed countries they remain taboos)
- telling inappropriate jokes

Men	Women
- make-up	- too strong make-up (long false eyelashes, painted eyebrows)
- jewellery (apart from a wedding ring and a watch)	- too long (fake) nails in excessively bright colours with ornaments
- long hair in an unnatural colour	- exposed parts of the body and showing underwear
- sandals and socks (often on a business trip)	- tight/ excessively loose, translucent clothing, visible undergarments in bright colours
- colourful (too short) socks, a t-shirt under a white shirt in a formal business style	- too much jewellery
- short-sleeved shirt worn under a jacket	- too short skirts
- unpolished shoes	- (open) footwear, platform shoes or very high heels
- bare legs	
- suspenders worn together with a belt	
- fully buttoned jacket/vest	

*In China and some African countries, direct eye contact is perceived as rude, in India it is interpreted as lack of respect or hostility. Source: The author's own study.