



**The influence of culture on cross-border
communication strategies and negotiation in the
Irish fast-fashion industry**

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Abstract

This research analyses the effect of culture on cross-border communication approaches and negotiation of the Irish fast-fashion business. Employee views, experiences, issues, and approaches in working with overseas business associates were investigated through this research. The research onion model has been used for designing research methodology. In this study, quantitative data have been acquired by conducting an online survey. Data was gathered through a survey of 107 respondents with cross-border business experiences via a structured questionnaire. The survey significantly involves both current and ex-staff of fast-fashion chains in Ireland who had direct experience of cross-border communication and negotiation to ensure relevant and context-appropriate findings. Results indicated that differences in cultures, particularly non-verbal communication, hierarchy, and negotiating style, often generated misunderstandings. Adaptable employees and those deriving benefit from organisational cultural awareness training appeared predominant, but issues related to differences in ethical perceptions and absence of teams' cultural competence remained an issue. Approaches involving cultural awareness schemes, knowledge of locals, translation instruments, and information technologies emerged as practiced extensively on all sides, though personal contact remained dominant. Implications of the research indicate the necessity of ongoing, locally-specific and balanced approaches towards awareness of cultures. Recommendations for organisations, employees, and policy on future improvement of intercultural awareness and enhanced international business relationships ensue.

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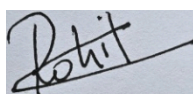
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Table of Contents

Abstract.....	2
Declaration.....	3
Submission of Thesis to Norma Smurfit Library, National College of Ireland.....	4
Project Submission Sheet.....	5
Acknowledgement.....	7
Chapter 1: Introduction.....	13
1.1 Overview.....	13
1.2 Background of the study.....	13
1.3 Research Rationale.....	16
1.4 Research Aim and Objectives.....	17
1.5 Structure of Research.....	18
Chapter 2: Literature Review.....	19
2.1 Introduction.....	19
2.2 Cross-border communication.....	19
2.3 Theoretical Understanding.....	20
2.4 Employees' perspective on how cultural differences affect cross-border communication	21
2.5 Employees' experience of culture-influenced negotiation practices in international	
partners.....	23
2.6 Challenges faced by employees in culture-influenced negotiation practices.....	24
2.7 Strategies used by employees for dealing with cultural challenges in cross-border	
processes.....	25
2.8 Conceptual Framework.....	27
2.9 Literature Gap.....	27
2.10 Summary.....	28
Chapter 3: Research Methodology.....	29
3.1 Introduction.....	29

3.2 Research Philosophy.....	29
3.3 Research Approach.....	30
3.4 Research Strategy.....	30
3.5 Research Choice.....	30
3.6 Time Horizon.....	31
3.7 Population size and sampling method.....	31
3.8 Data Collection Method.....	32
3.9 Data Analysis Method.....	33
3.10 Ethical Consideration.....	33
3.11 Summary.....	34
Chapter 4: Data Analysis and Findings.....	35
4.1 Introduction.....	35
4.2 Analysis and Findings.....	35
4.2.1 Demographic Questions.....	35
4.2.2 Analyses based on objective 1.....	39
4.2.3 Analyses based on objective 2.....	43
4.2.4 Analyses based on objective 3.....	47
4.2.5 Analyses based on objective 4.....	50
4.3 Summary.....	53
Chapter 5: Discussion.....	54
5.1 Introduction.....	54
5.2 Discussion.....	54
5.3 Summary.....	57
Chapter 6: Conclusion and Recommendation.....	59
6.1 Overview.....	59
6.2 Realisation of Research Aim and Objectives.....	59
6.3 Implication of Research.....	60

6.4 Limitations of Research.....	61
6.5 Recommendations.....	62
6.6 Summary.....	62
References.....	64
Appendix.....	71
Survey Questionnaire.....	71
Results of Survey Questions.....	75

List of Tables

Table 1: Frequency Analysis Table 1	30
Table 2: Frequency Analysis Table 2	31
Table 3: Frequency Analysis Table 3	32
Table 4: Frequency Analysis Table 4	33
Table 5: Frequency Analysis Table 5	34
Table 6: Frequency Analysis Table 6	35
Table 7: Frequency Analysis Table 7	36
Table 8: Frequency Analysis Table 8	37
Table 9: Frequency Analysis Table 9	38
Table 10: Frequency Analysis Table 10	39
Table 11: Frequency Analysis Table 11	40
Table 12: Frequency Analysis Table 12	41
Table 13: Frequency Analysis Table 13	42
Table 14: Frequency Analysis Table 14	43
Table 15: Frequency Analysis Table 15	44
Table 16: Frequency Analysis Table 16	45
Table 17: Frequency Analysis Table 17	46

List of Figures

Figure 1: Estimated post-consumer textile streams in Ireland	10
Figure 2: Conceptual Framework	23
Figure 3: Research Onion Model	25
Figure 4: Pie chart 1	31
Figure 5: Bar Graph 1	32
Figure 6: Bar Graph 2	33
Figure 7: Bar Graph 3	34
Figure 8: Bar Graph 4	35
Figure 9: Bar Graph 5	36
Figure 10: Bar Graph 6	37
Figure 11: Bar Graph 7	38
Figure 12: Bar Graph 8	39
Figure 13: Bar Graph 9	40
Figure 14: Bar Graph 10	41
Figure 15: Bar Graph 11	42
Figure 16: Bar Graph 12	43
Figure 17: Bar Graph 13	44
Figure 18: Bar Graph 14	45
Figure 19: Bar Graph 15	46
Figure 20: Bar Graph 16	47
Figure 21: Bar Graph 17	48

Chapter 1: Introduction

1.1 Overview

In the current globalized market, intercultural interaction cannot be avoided, and it becomes crucial for industries such as fast fashion. The practice of communication and negotiation contributes significantly to the efficacy of business, while cultural difference either supports this process (Cahya and Semnani, 2024). The fast-fashion sector, experts are continuously involved with suppliers, designers, and distributors who belong to various cultural settings, providing cultural sensitivity an important skill. Lack of miscommunication, breakdown in communication, and negotiation failures frequently arise because of an inadequacy in cultural attentiveness (Liu et al., 2020). The current research examines how culture influences the communication strategies and negotiation experience among fast-fashion sector employees in Ireland. It seeks to assess employee feedback regarding these challenges and investigate strategies employed with respect to surmounting cultural barriers. The research also identifies shortcomings in existing practice and contributes to understanding how intercultural awareness complements international associations and performance in the Irish fast-fashion sector scenario.

1.2 Background of the study

In this contemporary era, globalization has transformed the way business operates. Organisations are not confined to their nations anymore, and they operate with suppliers, partners, and customers worldwide. Due to this, cross-border communication has become the order of the day and an integral part of the process (Rukanova, Ubacht and Tan, 2024). Especially in sectors like fast-fashion, where contact with global vendors and producers is regular, communication and negotiation over borders cannot be avoided. In this scenario, culture plays an extremely significant role because individuals from other nations differ in the ways they talk, comprehend, respond, and even negotiate (Liu et al., 2020). If these aspects of culture are not managed well, then business transactions could collapse, misunderstandings could arise, and the efficacy of work may decline.

In the Irish fast-fashion industry, cross-border enterprise activity continues rising because the industry's fast-moving and international nature (The Journal of Cross Border Studies in Ireland, 2024). The industry relies on cross-border cooperation for procurement, manufacture, sale, and distribution. Irish fast-fashion companies frequently collaborate with partners in Asia, Europe, America, and other countries (Rymut, 2025). Each territory has their own

individual cultural behaviour, like how direct they communicate, like how they consider hierarchy, like how they deal with time and bargaining. For instance, while individuals in Western countries like direct and clear talk, individuals in Eastern countries follow indirect manner of speech and giving opinion (Rymut, 2025). These distinctions could make communication barrier and misunderstanding in professional talks along with bargaining process. Additionally, in Ireland, approximately 170,000 tones of post-consumer textile are produced every year (O'Leary et al., 2021). Post-consumer textiles are household clothes, shoes, and home fabrics thrown away at homes, workplaces, and public institutions. The largest portion ends up with the remainder waste stream, where it is commonly sent to waste-to-energy landfills. Secondary collections are those done by textile banks as well as community collections, wherein the majority are exported with the prospect that they might be reused, although actual reuse remains unclear. Charitable giving also plays an important role. The resale via vintage clothes and internet sites accounts for only 1% of the overall. Overall, the majority of Ireland's post-consumer textiles are not reused locally (refer to figure 1).

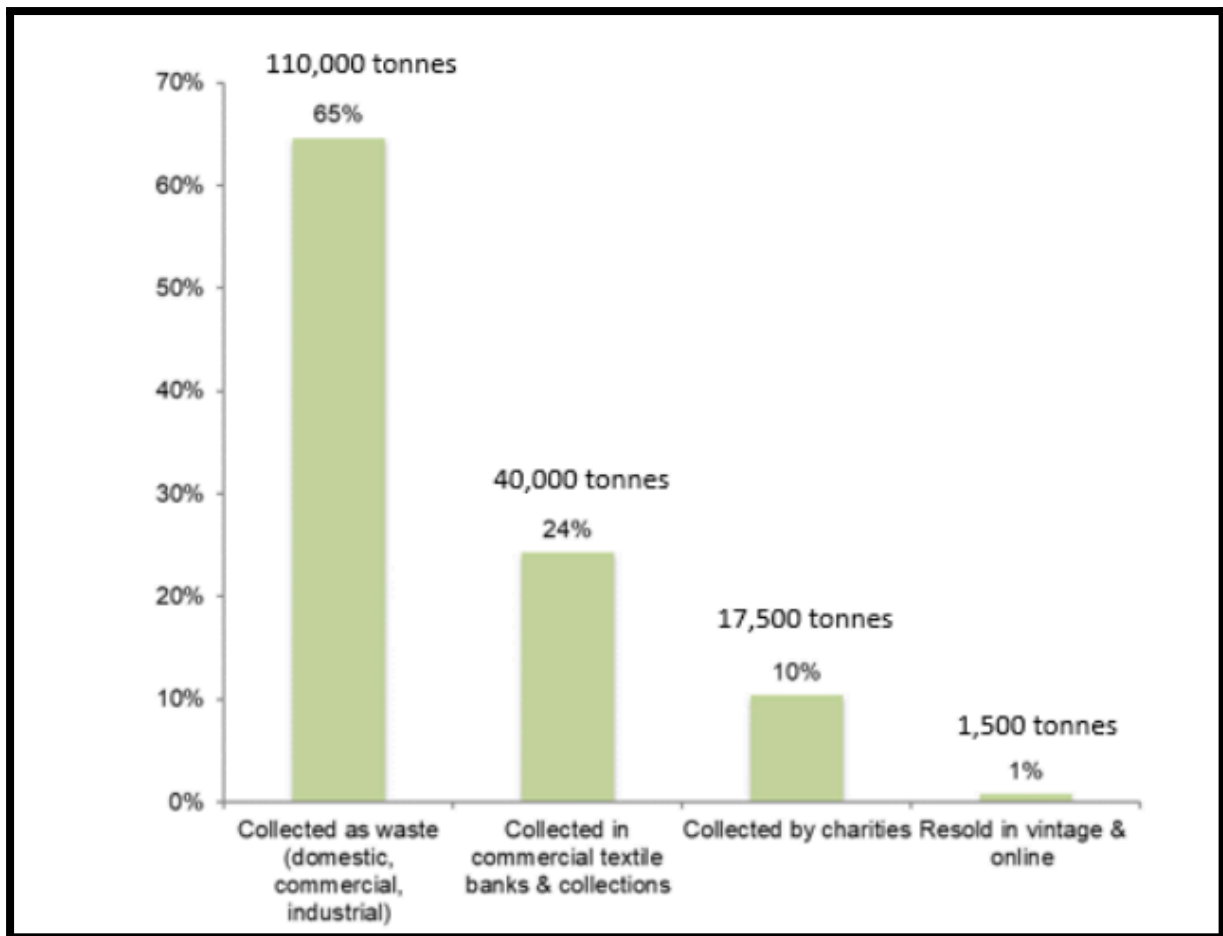


Figure 1: Estimated post-consumer textile streams in Ireland

Source: (O'Leary et al., 2021)

At the workplace, such cultural distinctions are experienced by employees who participate in international conversations (Shkoler and Kimura, 2020). Staff members who are continuously dealing with foreign partners tend to encounter challenges brought about by difference in negotiation style as well as communication. Emotional response such as stress, frustration, and even conflict result because of misunderstanding brought about by culture. Negotiation also continues to be one location where culture exerts important roles (Volonte, 2019). Negotiating styles move in the direction that is relationship-centered or task-centered. In countries, an establishment of relation and trust continues to be one essential part during negotiation, while others revolve around facts, figures, and price. For example, in countries like China, negotiation in commerce depends upon “guanxi” or personal connections (Shun and Boonsrianun, 2023).

In addition, some are risk-ambiguity tolerant while others are not. During negotiation, it means that some partners will push for fast deal making while others want prolonged

durations with minute discussions. These culturally ingrained values are expressed in the expectations of the people, and when not made clear, negotiation may fail or lead to an unsatisfaction with either party. Despite the assistance offered by digital technology, it is not always easy to eliminate this problem. Emails, chats, video calls are useful tools, but in the absence of the use of cultural sensitivity, the communication stands the chance of misinterpretation (Christian, 2023). Inability to grasp tone or sarcasm, misinterpreting level of formality, or even inappropriate use of words causes communication gap.

From the organisational point, it is essential to equip the staff with instruments and education that help them find their way around the cultural discrepancy. The staff should be provided with cultural competency training, improved awareness, as well as instructions on how they should interact with people of varying origins (Ivaldi, Scaratti and Fregnan, 2022). Even so, most firms underestimate this need and fail to equip their personnel adequately. This causes recurrent communication breakdown, discomfort, as well as, in some instances, tainted business relationships. Certain employees have also developed their own ways of dealing with such issues. These range from changing their style of communication, learning from past errors, making use of translation services, incorporating cultural liaisons, or placing greater reliance upon face-to-face interaction over written communication (Ye, 2024). It has also been observed that flexibility, patience, and empathy are appreciated among employees while working with people differing culturally. It is, however, an individual response, not always endorsed or advocated by their organisations.

This study focuses on the Irish fast-fashion sector, an under-investigated field in relation to cultural communication and negotiation challenges. While it has been heavily investigated at an international level with respect to intercultural communication, few studies explore concrete Irish fast-fashion employee situations. Ireland has its own working customs and cultural orientation, and when it crosses with the fast pace and global nature of fashion, the cultural process becomes greatly complicated. Thus, this research tries to bridge the research gap by gathering information from Irish fast-fashion sector's employees who possess cross-border communication and negotiation experience. The perception, experience, as well as strategy, of these people will provide an understanding of what exactly transpires at grass root level, and where improvement can be made. The intention is not just restricted to determining where the challenges lie but also to discover what works as well as what does not when dealing with cultural difference management in international communication.

It will also facilitate better international collaboration among Irish firms, help them cut down misunderstandings, and better educate their staff. In the process, it will make fast-fashion firms in Ireland more competitive, effective, and culturally sensitive in their cross-border operations.

1.3 Research Rationale

The motivation behind this research originates in the increased salience of cross-border communication in Ireland's fast-fashion sector. As firms in this market often cooperate with foreign suppliers, fashion designers, and distributors, cross-cultural communication skills are paramount. Even with this issue's strong relevance, limited research has been conducted with specific attention given to the Irish fast-fashion scenario, least of all with an employee-oriented focus reflecting people directly participating in cross-border interaction (Liu et al., 2020). Numerous past studies investigated cross-cultural communication in general or in larger business settings, but few consider how cross-cultural experiences are felt and navigated among workers employed in fast-paced sectors such as fashion (Rukanova, Ubacht and Tan, 2024). The current research aims to fill the gap by investigating real-time employee insights along with practical solutions in addressing cultural issues. Since Ireland's fast-fashion sector has direct connections with international supply chains, the current research's outcomes will be helpful in optimizing communication, minimizing misunderstandings, and negotiating better outcomes. Knowing how workplace interaction with other cultures helps firms educate their people better, engage better with overseas partners, and increase general effectiveness, this research could not be better timed.

1.4 Research Aim and Objectives

Aim

The aim of the study is to analyse the influence of culture on cross-border communication strategies and negotiation in the fast-fashion industry in Ireland.

Questions

- 1 What are the employees' perspectives on how cultural differences affect cross-border communication in the Irish fast-fashion industry?
- 2 What are the employees' experiences of culture-influenced negotiation practices when dealing with international partners in the Irish fast-fashion industry?

- 3 What are the challenges faced by employees in culture-influenced negotiation practices in the Irish fast-fashion industry?
- 4 What are the strategies applied by employees when dealing with cultural challenges when conducting cross-border processes of communication and negotiation in the Irish fast-fashion industry?

Objectives

- To assess employees' perspectives on how cultural differences affect cross-border communication in the Irish fast-fashion industry.
- To examine employees' experience of culture-influenced negotiation practices when dealing with international partners in Irish fast-fashion industry.
- To outline the challenges faced by employees in culture-influenced negotiation practices in the Irish fast-fashion industry.
- To identify strategies applied by employees when dealing with cultural challenges when conducting cross-border processes of communication and negotiation in Irish fast-fashion industry.

1.5 Structure of Research

This research has been organized into six chapters, each with a specific function in fulfilling the general objective of the research, that is, examination of the impact of culture on cross-border communication strategy and negotiation among fast-fashion firms in Ireland.

Chapter 1: Introduction includes an overview of the research, reflecting the background, rationale, research aim, research objectives, and research questions. In addition, it presents an outline of the dissertation structure.

Chapter 2: Literature Review discusses major theories and concepts in both culture, communication, as well as negotiation. It contains theories such as Hofstede's dimensions of culture and Hall's theory of context and discusses previous studies underlining employee attitude, negotiation conduct, cultural issues, and strategies. A conceptual framework along with literature gap are also discussed.

Chapter 3: Research Methodology defines the research philosophy, approach, strategy, method of data collection, sampling method, and ethics. It adopts a positivist and quantitative survey research approach.

Chapter 4: Data Analysis and Findings analyzes the survey with descriptive statistics, primarily frequency analysis, in order to explain employee reactions regarding cultural communication and negotiation experience.

Chapter 5: Discussion outlines key findings with previous literature discussed in Chapter 2 in an effort to recognize similarities, distinctions, and new developments.

Chapter 6: Conclusion and Recommendations presents key findings, discusses research aims, and proposes recommendations for firms' better cross-border communication and negotiation behaviour.

Chapter 2: Literature Review

2.1 Introduction

This chapter includes literature review for the current study which concentrate on role of culture in international communication and negotiation practices. Review will elaborate key theories, concepts and employees' experiences that are associated with culture-influenced practices in international business context. Cross-border communication became a key part of fast-fashion sector, where international businesses are communicating more with overseas partners. In general, there are cultural distinctions which often generate misunderstanding and barriers that influence negotiation results and communication efficiency (Aririguzoh, 2022). After reviewing different literatures, this chapter will try to realise how employees are confronting such challenges and what kind of approaches they are applying. The theoretical knowledge provide foundation for examining the influence of culture while employees' point of view and practical knowledge provide global insight. Finally, conceptual structure will be designed after which literature gap will identified which still requires further investigation.

2.2 Cross-border communication

In the opinion of Huang (2022) cross-border communication in business implies that individuals who are settled in other countries and who have distinct culture converse with each other due to business purposes. It implies ideas, information, opinion exchanging, and decision-making between international teams, partners or customers. As a result of the present business circumstances, businesses are functioning throughout various nations, so communication across border became highly essential. Especially in businesses such as fast-fashion, whose chain and functioning are all around the world, communication is essential for smooth functioning. In fact, communication across borders is widely recognised as one of the key determinants of international business success (Aririguzoh, 2022). However, Salih (2024) argued that communication beyond borders is difficult even after technological advancement. Individuals of other culture has unique mode of communication, writing, body gestures, tone and even style of decision-making. For example, Individuals in some culture are more towards direct communication where as other individuals in other culture are more towards indirect mode. Such things sometimes result in misunderstanding, confusion or even disagreement amongst overseas business partners. Secondly, language barrier also poses quite a large issue sometimes which results in misinterpretation of critical message.

According to Eduardsen et al. (2023) technology has made it easy to improve communication beyond borders through email, video talks, messaging, etc. However, one still needs to have cultural sensitiveness and awareness to streamline communication further. Managers and employees should understand and respect their foreign counterparts' culture so that they do not face trouble and are able to develop communication trust. Cross-country communication also affects negotiation that takes place with other nation's suppliers, designers or distributors in business. If communication does not take place effectively, there may arise time loss, quality deterioration of product or loss of business potential. It is thus necessary that businesses train their individuals in intercultural communication skills and develop better understanding strategies.

In general, communication across borders is one of the key factors of international business success (Salih, 2024). It requires not just linguistic skills but also knowledge of culture and flexibility. When done right, it increases collaboration, enhances confidence and helps attain business success beyond borders.

2.3 Theoretical Understanding

As per the study by Himawan, Helmi and Fanggidae (2022) cultural dimensions theory introduced by Hofstede is one of the most widely used frameworks in international business communication. It outlines that individual values and behaviour are shaped by national culture. It has six dimensions that are Power Distance, Individualism vs Collectivism, Masculinity vs Femininity, Uncertainty Avoidance, Long-Term vs Short-Term Orientation, and Indulgence vs Restraint. It has been determined that in high power distance countries like China or India, staff will frequently hold back from public disagreement with senior staff, but in low power distance countries like Sweden, discussion becomes more acceptable. This theory comes in useful when one tries to understand ways in which different values in a culture specify communication style and negotiation style in business. Whereas, Abdelhady and Alkinj (2023) argued that Hall's High-Context and Low-Context Communication Theory also provide us with valuable insight. Cultures are high-context or low-context based on whether much information rests in speech or rests in non-verbal communication. Where communication relies more on movement of the body, intonation, and implicit understanding, high-context cultures are examples. Where communication relies more upon overt, direct communication, low-context cultures are examples. This theory helps us understand why misunderstanding arises in cross-border business when people of diverse context cultures are speaking (Abdelhady and Alkinj, 2023).

Furthermore, Sherefetdinova (2024) mentioned that Hofstede's theory of cultural dimensions offers a useful framework of understanding how cultural variations impact cross-border communication among workers. The extract identifies some essential dimensions like individualism vs. collectivism and long-term vs. short-term orientation, which have a considerable impact on employee behaviour and expectations. For example, workers with collectivist backgrounds can place greater emphasis on consensus in decision-making and group harmony, whereas those with an individualistic background can place emphasis on independence and frankness. In similar ways, variations in time orientation that is monochronic vs. polychronic affect scheduling, planning, and views of being on time. These variations can lead to miscommunication unless they are considered. By understanding such dimensions, greater intercultural understanding is facilitated, as well as greater collaboration among workers in an international context, while there is some potential for misunderstandings due to unexpressed norms as well as varied communication style (Sherefetdinova, 2024).

Both theories are very relevant to understand and deal with the challenges of cross-border communication. Both theories reflect that communication success goes beyond words, but also beyond understanding ways in which individuals of different cultures think, act, and perceive message. Both theories help companies adjust communication strategy towards international environment and improve negotiation success.

2.4 Employees' perspective on how cultural differences affect cross-border communication

According to Shanshan and Layarman (2022), employees who work for Chinese cross-border e-commerce businesses will at times face challenges due to varying cultures in the work setting. This study aimed to bring out ways in which handling cross-cultural conflicts affects the organisational work of employees, such as quality of work, work efficiency, and profitability. It came out that unless such conflicts are managed, they are likely to breed misunderstanding and low work among workers. Employees possess good cross-cultural communication skills to handle conflicts and blend well in various cultures (Shanshan and Layarman, 2022). On the other hand, Tian et al. (2021) argued that it has been discovered that mistrust in obtaining firm lead to employee withdrawal, e.g., absenteeism or turnover, which decrease their motivation to share tacit knowledge. It affects knowledge acquisition and transfer performance. Employees are threatened by unexpected leadership changes and power loss, which lead them to avoid interaction or express low motivation. It suggests that greater

communication and support by acquisition firm can improve trust and employee involvement. Socialisation program and communication process inclusion of initial management team, reduce employee withdrawal. It highlights that employee willingness to share knowledge are grounded on trust and integration strategy. It is essential to have knowledge about employee perception and trust that affect cross-border communication and international acquisition performance (Tian et al., 2021).

Moreover, Zahoor, Khan and Sinkovics (2022) has conducted study that finds that workers have emotional experiences of cross-border mergers and acquisitions, which lead to negative and positive effects. Workers will feel stressed, fearful, or excited depending on communication and management of changes. Anger, sorrow, or anxiety emotional reactions will undermine worker performance, increase withdrawal, and influence knowledge transfer. On the other hand, affirmative sentiments will better facilitate workers' adjustment and integration. Culture divergence, distrust, and communication reduce workers' emotional challenges, whereas high emotional resilience and communication will overcome workers' anxiety. It also highlights that personality, values, and digital competencies influence workers' emotional reactions. Workers who are digital or hold optimistic attitudes toward changes may better adjust. Therefore, understanding employee emotion is relevant when improving communication across borders, integration, and ensures the success of mergers and acquisitions (Zahoor, Khan and Sinkovics, 2022). Whereas, Bartosik Purgat and Rakowska (2023) have focused on the workers' views of cross-border communication, revealing how differing cultures impact B2B communication in foreign environments. Based on interviews with Polish managers working with Chinese as well as American partners, this research verifies main theory work conducted by Hall as well as Hofstede, demonstrating Americans are direct in communication and deal-oriented, whereas Chinese individuals prefer indirect, relation-based communication such as *guanxi*. Polish workers reported age as a huge communication influencer younger managers being more flexible and receptive towards understanding between cultures, with older managers being more traditional in relying on customary cultural norms. Industry type as well as cultural background further impact communication behaviour. Misunderstanding resulting from non-verbal communication, indirectness, as well as differing views of establishing a relationship, contribute towards communication issues in a cross-cultural communication context. Workers have reported face-to-face communication as valuable regardless of increased use of digital communication tools. Generally, this research verifies present culture models while adding new perspective in

understanding workers' everyday experience, particularly in highlighting variations of communication behaviour in a generational as well as contextual context (Bartosik Purgat and Rakowska, 2023).

2.5 Employees' experience of culture-influenced negotiation practices in international partners

According to Gupta and Gupta (2019) employees from different cultures have distinct values, beliefs, and work orientations. Employees who are high power-distance or uncertainty avoidance are oriented towards standardization and direct instructions, but individualistic cultures value adaptability. Culture also affects responses towards empowerment, satisfaction, and commitment. Increasing autonomy for employees in other cultures will increase satisfaction, but satisfaction will decline in other cultures. Communication and negotiation also differ depending on values such as masculinity, individualism, or contextual levels. Formal negotiation is acceptable in some cultures, but in other cultures, they honor relationship-building. These cultural differences have effects on teamwork, decision-making, and employee behaviour. In case if employees do not understand those cultural effects, they will have communication barriers that will result in misunderstanding or conflict when they are engaging in negotiation processes across international workspaces or international work projects (Gupta and Gupta, 2019). In contrast to this Mageroy et al. (2024) argued that communication and negotiation expertise by staff in nursing homes are also influenced to a great extent by leadership and organisational culture. Leaders explained that building shared culture is important, so when there are practice and systems differences following facility merger. Staff from other nursing homes had to adjust to a different mode of communication and work. Others were hesitant to incident report due to fear, misunderstanding, or staff culture. Leaders need to focus on improving communication, reporting, and better incident reporting through shared responsibility and trust. Cultural values also affected staff embracing changes in staffing and roles. Some staff were hesitant to work outside their department but became more accepting. It all depends upon leadership, shared knowledge about culture, and initiating changes in staff (Mageroy et al., 2024).

Moreover, Katongo and Hamusokwe (2022) have conducted study on Chinese multinational companies (MNCs) in Zambia, as employees there faced several culture-laden communication and negotiation issues. Interpreters, gestures, and spoken interactions ease day-to-day work, but certain employees feel they are not well perceived. Employees elaborate that Chinese colleagues sometimes skip greetings, grow impatient, and ignore Zambian

customs of respect, which hampers communication. Workers' union absence in most Chinese MNCs also hampers negotiation and articulation of workers' concerns. Most Chinese employees have permanent employment, but most Zambians are employed without complete entitlements. Such culture and structure create negative work environments. Workers believe that better intercultural communication methods and mutual understanding are necessary to improve work environments and negotiation at work, which will be to the companies' and workers' benefit (Katongo and Hamusokwe, 2022). Whereas, Balqis Ali et al. (2021) have conducted study to identify how workers' encounters with culture influenced negotiation processes can be influenced by context, linguistics, and local protocols. In adapting the PCPI-S (Person-centred Practice Inventory-Staff) tool among Malaysian healthcare providers, cultural and linguistic variations had a significant impact on interpretation and communication. Respondents in the process had challenges wherein terms and expressions carried distinct implications in the local setting, a reflection of how one's culture defines negotiation and comprehension. It was further identified in this study that response patterns and behaviour had been shaped through social desirability and culture based expectations, a prevalent issue in cross-cultural negotiation. Further, it was revealed in the adaptation process that even standardized measures need contextual fine tuning in order to be valid, further emphasizing that workers in negotiation with overseas partners need not only be aware of language, but of underlying values and practices innate in cultures. These research results imply that companies need cultural sensitiveness, semantic precision, as well as communication styles comprehension at the local setting in order to define successful international negotiation encounters (Balqis Ali et al., 2021).

2.6 Challenges faced by employees in culture-influenced negotiation practices

As per the study by Ellestad and Winton (2023) employees of multinational companies (MNCs) are often put to the test in communication and negotiation due to differences in national culture and moral values. Culture, as shown by the Ethical Decision-Making (EDM) model, impacts employees' perception, response, and decision-making. Where there are variations in cultural values, employees are put to the test by honesty and integrity, for example, what honest or respectful behaviour is. For example, a practice that will be interpreted as honest in one country will appear rude or dishonest in another. How employees negotiate and share information relies on their culture, which leads to misunderstanding and conflict. Where there is no understanding of right and wrong, honest communication becomes difficult. Such discrepancies also affect employees' moral thinking, emotion, and their

fairness when negotiating across cultures (Ellestad and Winton, 2023). On the other hand, Muller et al. (2019) have focused on why organisational culture can result in communication and negotiation problems when there is digital innovation. According to a case study of one large media organization in Denmark, staff suffered because there was a dominant control culture. Decisions were initiated at top management levels without staff discussion about planning, so communication languished and staff were frustrated. Staff had to work on changing work practice quickly, but changes were not commensurate with their genuine specifications. Lack of adaptability and low incorporation of diverse voices meant that staff could not negotiate or provide ways of improvement. Communication barriers and slower innovation were cultivated by such culture. It transpires that when culture represses free communication, staff are prevented from easily cooperating during digital change (Muller et al., 2019).

However, Dsouza (2025) explains that workers in culturally diverse work teams have difficulty communicating and negotiating due to differing cultures. Finnish-Indian project teams consist of Finnish workers who support candid talk and equal roles, but Indian workers value hierarchy and respectful, indirect communication. Such varying methods sometimes lead to misunderstanding and little trust. Workers also have difficulty with fuzzy ownership, responsibility, and conflict management. Whereas, some will hold back speaking because they feel they will demonstrate lack of respect towards other people, mainly in conflict avoidance cultures. Lack of leaders' cultural competence can make things worse. Without free and respectful communication, workers feel less included and valued. Such communication and value differences affect teamwork, causing stress and inhibiting collaboration. Leadership should champion emotional security and discriminate based on culture-motivated needs (Dsouza, 2025). Furthermore, Zhang, Bu and Liu (2023) have conducted study on work engagement levels shaped by conflict management style and emotional disorders amongst nurses in China. It also states that conflict occurs often in pediatric settings because of patient family pressure and workload. Nurses are also often exposed to emotional disorders including stress and anxiety, which lower their motivation and job engagement. Culture also rears its head, Chinese nurses preferring harmony and relying most on integrating (win-win) approaches, Western civilizations on avoidance. Differences in voicing concern and conflict resolution can lead to communication breakdowns. Lack of effective conflict resolution can dull trust, leads to frustrations, and damages collaboration. Leaders then need to train nurses

in conflict management and communication that are culturally sensitized so that engagement and teamwork can be fortified in diverse healthcare settings (Zhang, Bu and Liu, 2023).

2.7 Strategies used by employees for dealing with cultural challenges in cross-border processes

According to Tang et al. (2023) there are different cultural challenges experienced by employees due to globalization and differentiated systems of supplies in cross-border e-commerce. Management of such challenges is done by employees through intelligent approaches such as adoption of systems based on AI to predict and automate. Based on AI, systems like XGBoost are utilized in planning and management of product flow in different cultural and market situations. Decisions are made, and communication enhances through data analysis by employees. Such technologies facilitate better adjustment for customers, reduce misunderstandings, and enhance efficiency. Application of digital technologies also helps employees work easily with their overseas partners. By applying technology and local company expertise, employees are able to deal with cultural and process divergences. Such approaches help reduce mistakes and make cross-border processes efficient and smooth (Tang et al., 2023). On the other hand, Dhir et al. (2021) have conducted a study on cross-border acquisitions, including Bharti Airtel's acquisition of Zain in South Africa, employees utilize diverse strategies in managing work-associated culture. National cultural variations were identified to have a big effect on learning, knowledge transfer, and communication by teams. Organisational learning, and knowledge management, are utilised by employees in managing such problems. Such methods are useful to employees in learning local practices and adapting to company culture. Technological similarity in organisations, enabling tool and systems sharing, also relies on employees. Technological skills and training are useful in reducing misunderstanding and improving teamwork. Development of cultural expertise, improving capabilities, and sharing experiences are useful employee methods in managing work associated culture in cross-border operations and achieving acquisition success (Dhir et al., 2021).

Moreover, Bouncken et al. (2023) stated that employees of cross-border research and development collaborations utilise several methods for managing cultural matters when they cooperate across international partners. One of them is developing absorptive ability, which helps employees perceive and exploit knowledge in other cultures. It becomes more efficient when businesses possess shared technologies and employees are keen on cultural distinctions. Employees also try reducing digital biases, in which they assume digital technologies can

solve all problems. However, digital technologies often lose implicit meanings when communicating. To manage this, employees utilize more personal communication, which focuses on building trust, and try to perceive local context. They also cooperate more often with young or small partners to learn more. Such methods make it easier to manage misunderstandings and improve collaboration across diverse cultures in research and development collaborations (Bouncken et al., 2023).

2.8 Conceptual Framework

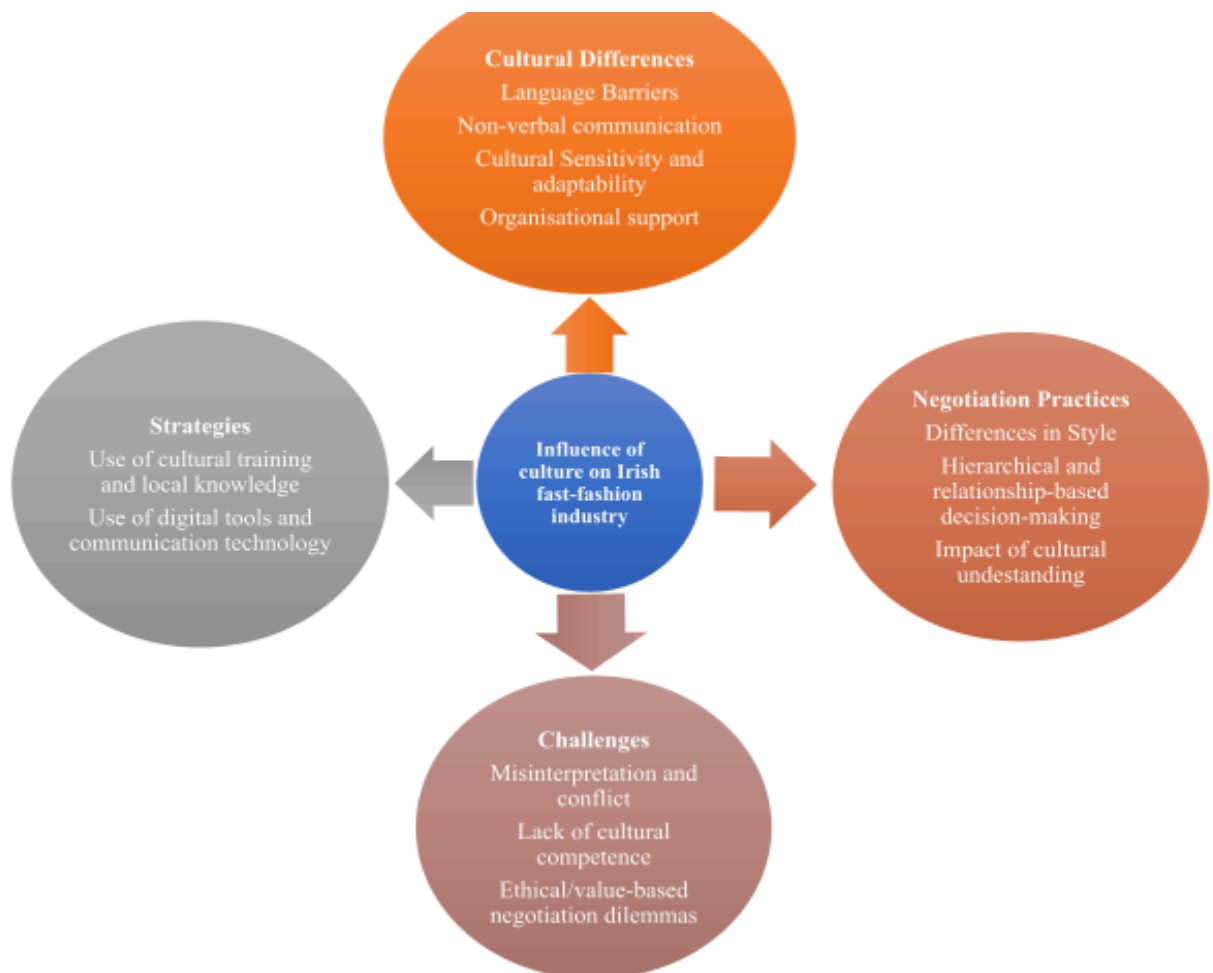


Figure 2: Conceptual Framework

Source: Author

2.9 Literature Gap

While extensive research is performed on cross-border communication and international business negotiations, there is limited research on employee understanding of the Irish fast-fashion industry. In studies performed by Shanshan and Layarman (2022), Zahoor et al.

(2022), and Bartosik-Purgat and Rakowska (2023), issues related to cross-cultural communication and multinational negotiation behavior are discussed and do not target cultural dynamics unique to Ireland and fast-fashion business environments. Moreover, while there are theoretical contributions from Hofstede's and Hall's work, limited studies have adopted these models to evaluate frontline employee experience in the face of real-time communication and negotiation practices. Lastly, limited industry-specific analyses turn up into practical employee practices utilised to negotiate cultural disparities. As a result, limited research on cultural disparities being experienced, managed, and strategized during cross-border communication by industry professionals. This research study attempts to contribute to the research gap with the help of context-specific understanding derived from primary data from industry professionals.

2.10 Summary

This chapter discusses the effects of culture on cross-border communication and negotiation between fast-fashion companies. It defines cross-border communication as inter-country transfer of decisions and ideas between international teams, highlighting challenges that is when diverse cultures lead to challenges such as communication barriers, non-verbal communication, and manners of making decisions. The chapter discusses two influential theories, Hofstede's Cultural Dimensions, and Hall's High- and Low-Context Communication, that give an understanding into the manner national culture impinges upon communication and negotiation behavior. There are also studies presenting employee's perspective, revealing how misperceptions regarding cultures impact working quality, trust, as well as emotional well-being. It becomes evident from studies that values, communication, and organisational culture variance could result in stress, conflict, as well as isolation among international teams. The cultural presumptions regarding negotiation process, such as developing relationships vs. direct formal negotiation, are also covered. Challenges that were identified are ethics challenges, emotive response, and organisational challenges caused by variance in cultural fit. Staff employ differing strategies in coping with them, including adopting home practice, utilizing digital technology, and enhancing cultural awareness with training. Finally, the chapter identifies a gap in the literature that is a lack of studies centered exclusively on the experience of Irish fast-fashion workers. Consequently, this research focuses to provide practical understanding about how cultural influences are managed in communication and negotiation in this industry.

Chapter 3: Research Methodology

3.1 Introduction

This chapter defends the approach adopted towards conducting this research study, in successfully conducting investigation on the influence of culture on Irish fast-fashion companies' cross-border communication strategies as well as negotiation. The research objective as well as research aim required a systematic as well as structured approach towards data gathering as well as data processing. As such, this chapter applies research onion framework in order to present a stepwise approach towards ascertaining research design, method, as well as strategies (Deshpande and Magerko, 2024). Each of the layers of an onion is discussed in order to justify decisions undertaken at each research stage.

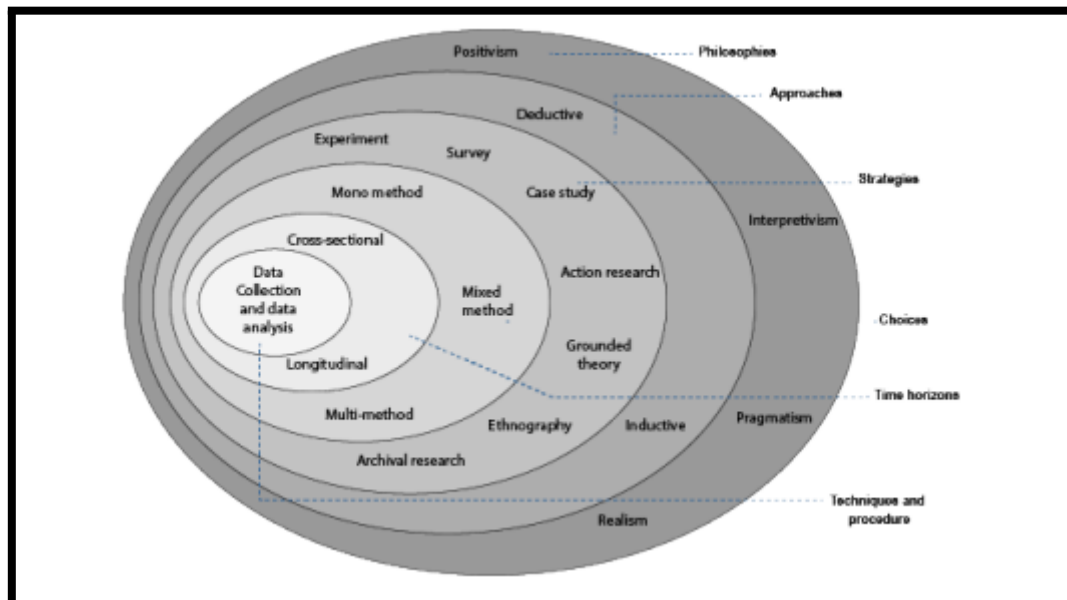


Figure 3: Research Onion Model

Source: (Deshpande and Magerko, 2024)

3.2 Research Philosophy

The research onion's first layer is concerned with the research philosophy, with this defining the researcher's perspective on how knowledge is developed. In this research, positivism has been used as the philosophical method. Positivism philosophy presumes that reality is objective and can be quantified using observable measures of data and fact (Ali, 2024). This research is setting out with a desire to collect measurable data among workers within the Irish fast-fashion sector using a structured questionnaire, the positivism philosophy is most appropriate. It is in favour of quantitative research, in which the researcher stands at length with regards to participants in order to prevent bias, with results being generalizable across a

larger population. It is believed that one can derive a measure of truth using observable experience, with no element of opinion or interpretation involved in research. A concentration on the perceptions of employees extracted from a standardized instrument is compatible with the positivism orientation of empirical testing. This offers an objective and reproducible approach with minimum researcher bias.

3.3 Research Approach

Second layer of onion is research approach and this research has followed a deductive approach. In a deductive research approach, the researcher starts with available theory and conceptual ideas, and it is tested through empirical data (Cillis et al, 2022). Here, in this research, the conceptual ideas of Hofstede's theory of cultural dimensions have already been presented in the literature review. These conceptual ideas assist in framing questionnaire items in order to test the effect of culture on cross-border communication and negotiation. Deductive approach is valuable because it enables the researcher to test assumptions on culture's effect on communication in a systematic manner. Moreover, it is compatible with closed-ended questionnaire design and quantitative analysis, thus with a positivism philosophy. It also reflects the transition from theory (Hofstede's) to practice by quantifying such in the practical world through quantitative outcomes from surveys, providing empirical evidence for the concepts examined in Chapter 2.

3.4 Research Strategy

Survey strategy is used in this study as survey is suitable for gathering primary data among a large sample of respondents in a limited period. It is cost-effective, easy to deploy, and allows gathering of standardised data among various individuals (Chen and Song, 2019). It allows participants to reveal the degree of agreement with different communication and negotiation experience-based statements. Survey strategy allows capturing a rich understanding of employee views, which is in alignment with study aims to explore cultural influences on communication and negotiation. Moreover, the systematic design of the surveys allows for testing and comparing of patterns essential in drawing inferences regarding cultural influences as the literature presents.

3.5 Research Choice

This study uses a mono-quantitative method since only quantitative data is gathered and examined. The selection of using quantitative method is due to the research questions, which need standard data that can statistically be analysed. Qualitative method, such as interviews

or focus groups, were not adopted since they take time and lack generalizability. Clarity, objectivity, as well as uniformity in interpretation, is obtained using quantitative data (Bauer et al., 2021). Since data is collected using closed-ended questions with Likert scale, a mono-method quantitative approach is adequate in answering the research aim and objectives.

3.6 Time Horizon

This study follows a cross-sectional time frame as it signifies that data is obtained at one point in time as opposed to a long-term span. The cross-sectional research design is appropriate since it enables one as a researcher to collect responses from research participants in the present time, based on current experience as well as opinion. The issue is concerned with workers' current perceptions of cross-border communication as well as negotiation, there is no need to examine changes across time (Gazmararian, 2024). Longitudinal research is costlier as well as better applicable in studying behaviour or performance over time, neither of which is of primary focus in this instance.

3.7 Population size and sampling method

The research population in this study considered and utilised is Irish fast-fashion companies who are engaged in cross-border communication or negotiation. Non-probability purposive sampling is applied that is, only those employees with experience in dealing with international partners, suppliers, or colleagues are chosen (Nyimbili and Nyimbili, 2024). This is done in order to have responses related to research goals. A total of 120 participants were sent questionnaires on Google Forms, and the link was forwarded on the professional groups of LinkedIn and WhatsApp groups targeting the fast-fashion workers of Ireland. Purposive sampling helped in including only the individuals with international work experience. This sample is large enough to be able to distinguish patterns as well as undertake elemental statistical processing.

The respondents are workers and former workers of fast-fashion companies in Ireland with experience in cross-country contact and global negotiation functions. Sampling remains restricted to individuals residing in Ireland or with experience in Irish ventures, where cross-country coordination of work is common. There are no age restrictions but, in this questionnaire, they are targeting working individuals with age 18 and above with global exposure. These selection criteria ensure that the respondents are of the right experience in cultural contact, given the objectives of this study. Participants who are invited through the

online resources in order to complete the survey form. All answers remained anonymous in order to preserve confidentiality as well as promote truth and trust in response.

3.8 Data Collection Method

The data collection comprised a structured questionnaire designed on primary themes in the literature review. There are two parts in the questionnaire. The first is a set of demographic items including gender, age, work experience in years, and working with partners outside of Ireland. The second is on Likert-scale items based on four central themes drawn from research objectives that are cross-border communication, negotiation behavior, issues of culture, and strategies used by workers. The questionnaire includes a total of 17 questions in which 4 demographic and 13 Likert-scale questions (refer to appendix).

These were drawn in a simple manner from the focal issues in the literature review.

Assertions relating to cross-border communication difficulties (Q5-Q8) are consistent with those that indicated linguistic, non-verbal, and contextual barriers (Huang, 2022); (Eduardsen et al., 2023)

Negotiation-related questions (Q9-Q12) that outline differences in negotiation practice in terms of style of conversation, hierarchy sensitivity, and collectivism (Gupta and Gupta, 2019); (Bartosik Purgat and Rakowska, 2023)

The challenge section questions (Q13-Q15) that informed about ethical dilemmas, misunderstanding, and emotional reactions created due to culture.

Strategy issues related to (Q16-Q17), which described the role of technology, training, and local adaptation in handling cultural friction (Bouncken et al., 2023); (Tang et al., 2023).

This design ensures content validity and correspondence between questionnaire content and theoretical orientations. Each item is of such a sort that only one of five alternatives between “strongly disagree” can be ticked by the participant in order to “strongly agree” (Yaddanapudi and Yaddanapudi, 2019). Online medium that is Google Forms will be used in distributing the questionnaire since it was easy and efficient in reaching a larger population of fast-fashion workers in Ireland. Access to the respondents shall be pursued through the professional network on LinkedIn, who possess experience in the field. Invitation will be sent on LinkedIn and the relevant WhatsApp groups targeted at current and former professionals possessing the relevant cross-border communication or negotiation experience. The respondents will be requested to verify eligibility before returning the questionnaire. The

multi-channel distribution ensures a broad-reaching target base of respondents possessing the relevant experience while enabling voluntary and anonymous participation.

3.9 Data Analysis Method

The process of data analysis involved only descriptive statistics, with emphasis on frequency analysis. Individual items on the Likert scale were examined by determining how many of the participants used each response (Breinl et al., 2021). This method is useful in determining trends in employee perceptions and experience in issues of cultural communication and negotiation. For instance, it is useful in determining how many employees think or do not think that cultural misunderstandings have led to tension in negotiation.

The data will be analysed through the help of SPSS software, which will enable the creation of frequency tables, mean scores, and cross-tabulations. SPSS will be used due to its ability to handle quantitative data and generate statistically reliable summaries of the response effectively. This supports the positivism philosophy and the mono-method quantitative approach that will feature in this research. In this research it is aimed at investigating general patterns through, frequency analysis was most appropriate. It offers a clear employee response summary and is in harmony with the study being concerned with real-time practical experience.

3.10 Ethical Consideration

The study was careful to strictly abide by all principles of ethics in administering the research in order to protect the rights, confidentiality, and well-being of research participants. In the first page of the questionnaire, at the front a clear unambiguous information sheet with the research purpose and scope, volunteer status of participant take-up, participant right of withdrawal at any stage with no ill effect, as well as a condition of no identifying or sensitive personal information being sought at any time. Anonymity and confidentiality were upheld throughout. Answers were encoded in a protected digital way and kept in a system with only a password, accessible only by the researcher. Data gathered was used only in academic work in reference to this research study and was not disclosed to any third parties. Respondents were further assured that there was no question in the questionnaire capable of inducing any feeling of distress or discomfort. Further, at research completion and submission of results, participant data will be entirely removed from the system in order to maintain privacy as required in ethically correct research. By submitting the questionnaire already completed,

participants have given their informed consent to participate in the research under such conditions.

3.11 Summary

Finally, this chapter has outlined research methodology based on the research onion model. It has outlined the philosophy, approach, strategy, selection, time horizon, as well as data collection and data analysis techniques. In supporting the general objective of comprehending culture's impact on cross-border communication and negotiation strategies in the Irish fast-fashion sector, a positivism, deductive, quantitative approach is adopted with a survey strategy and frequency analysis. In this way, research design ensures reliable and relevant data is gathered. Methodology is also respectful of ethics guidelines, with each decision being undertaken with reference to study nature. It is anticipated this methodology will facilitate provision of correct and insightful results useful in enhancing fast-fashion companies' international communication practices.

Chapter 4: Data Analysis and Findings

4.1 Introduction

This chapter reports the analysis and results from the questionnaire completed by 107 participants working in Ireland's fast-fashion sector and with experience in cross-border negotiation and communication. Data is analysed using SPSS and explored using frequency analysis to evaluate patterns in participants' views, experiences, challenges, and strategies toward cultural differences. Results are structured based on the study's themes, such as communications, negotiation, cultural challenges, and coping. By carefully interpreting frequency distributions, the chapter presents a clear illustration of employees' opinions, facilitating the study to link empirical evidence together with theoretical concepts and literature discussed in previous chapters.

4.2 Analysis and Findings

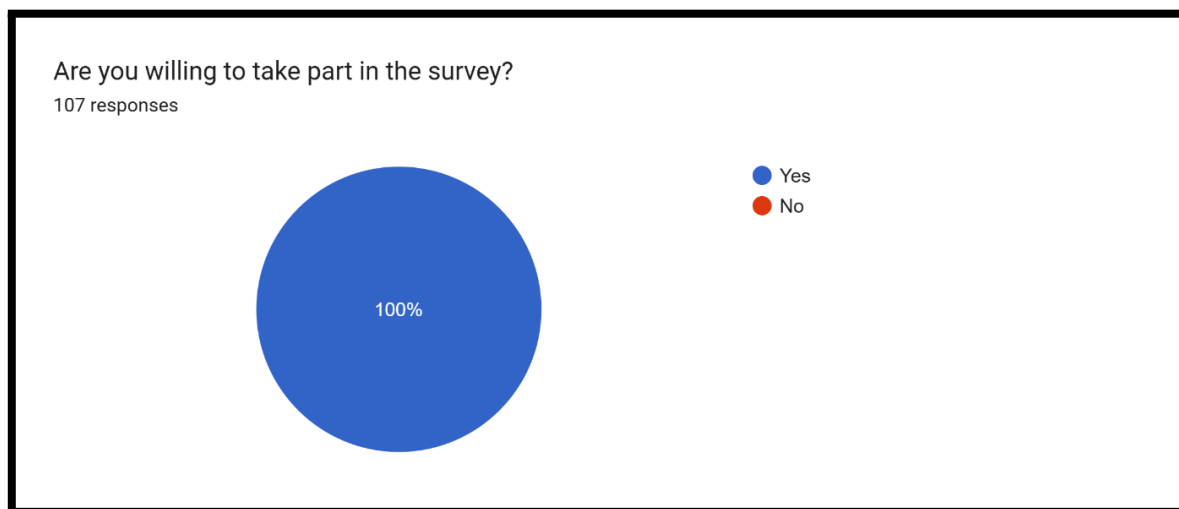


Figure 4: Pie chart 1

Source: Google Form

Analysis: From the above-mentioned pie graph, it is interpreted that 107 participants have willingly agreed to participate in the study to share their opinions and knowledge based on their experience.

4.2.1 Demographic Questions

Table 1: Frequency Analysis Table 1

1. What is your Gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	38	35.5	35.5	35.5

Male	69	64.5	64.5	100.0
Total	107	100.0	100.0	

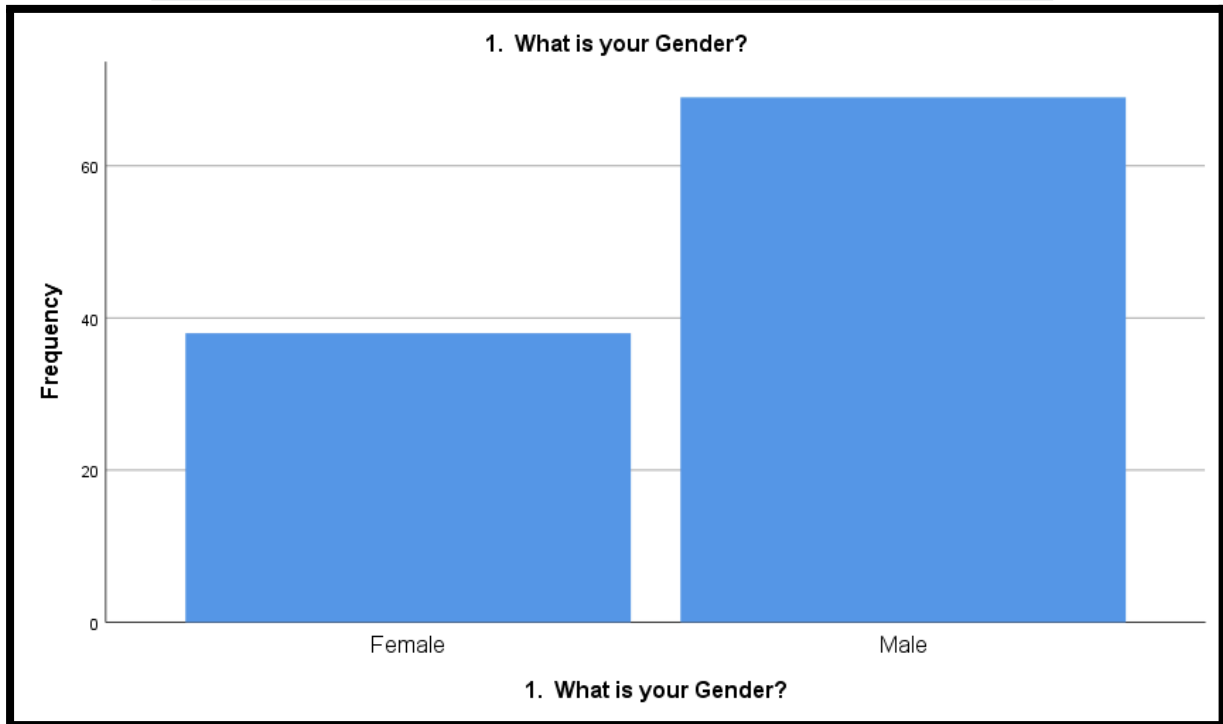


Figure 5: Bar Graph 1

Source: SPSS

Analysis: It is analysed that among all the participants, 64.5% were male and 35.5% were female. These figures show greater representation among men in the sample population. Gender composition might represent employment trends within Ireland's fast-fashion industry or among the specific population sample approached for the study. Gender composition is valuable information because diversity in thought is known to impact communication and negotiation skills during cross-border interactions, potentially affecting how cultural issues are framed and addressed.

Table 2: Frequency Analysis Table 2

2. What is your age?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	43	40.2	40.2	40.2
	25-30	44	41.1	41.1	81.3
	31-34	10	9.3	9.3	90.7
	35 and above	10	9.3	9.3	100.0
	Total	107	100.0	100.0	

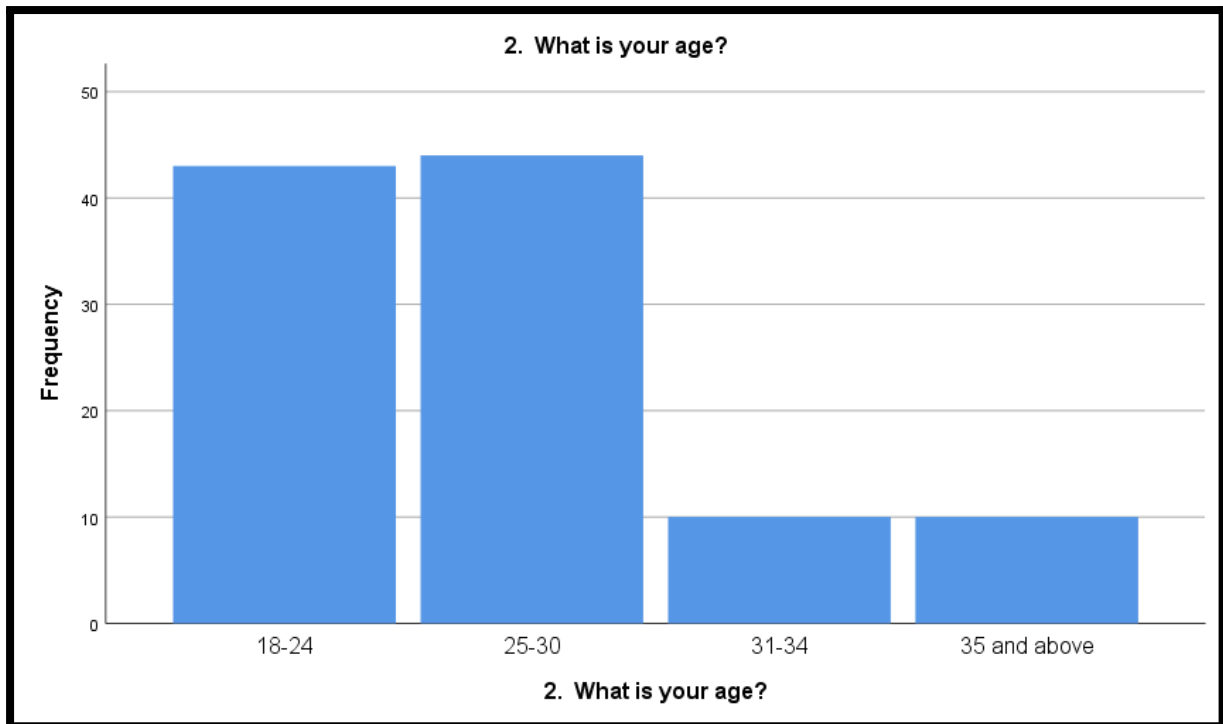


Figure 6: Bar Graph 2

Source: SPSS

Analysis: The age group 25-30 had the highest number with 41.1% participants, followed closely by 18-24 years with 40.2%. Participants aged between 31-34 years and 35 years and above were at 9.3% respectively. A young labour force can bring into play flexibility and openness to cultural diversity, but at the same time, it can suffer from an inability to experience complex cross-border negotiation and communication scenarios.

Table 3: Frequency Analysis Table 3

3. How many years of experience do have working in Fast-fashion industry in Ireland?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	51	47.7	47.7	47.7
	4-6 years	25	23.4	23.4	71.0
	7 years and above	9	8.4	8.4	79.4
	Less than 1 year	22	20.6	20.6	100.0
	Total	107	100.0	100.0	



Figure 7: Bar Graph 3

Source: SPSS

Analysis: It is interpreted from the above-mentioned frequency table that close to half (47.7%) had between 1-3 years of experience, then 23.4% had between 4-6 years, 20.6% had less than 1 year, and only 8.4% had 7 plus years of experience. Such levels of experience could imply that they would have experience with international work but possibly limited long-term involvement in managing cultural negotiation and communication issues.

Table 4: Frequency Analysis Table 4

4. Have you interacted with international colleagues, suppliers, or partners as part of your role?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	8	7.5	7.5	7.5
	Yes	99	92.5	92.5	100.0
	Total	107	100.0	100.0	

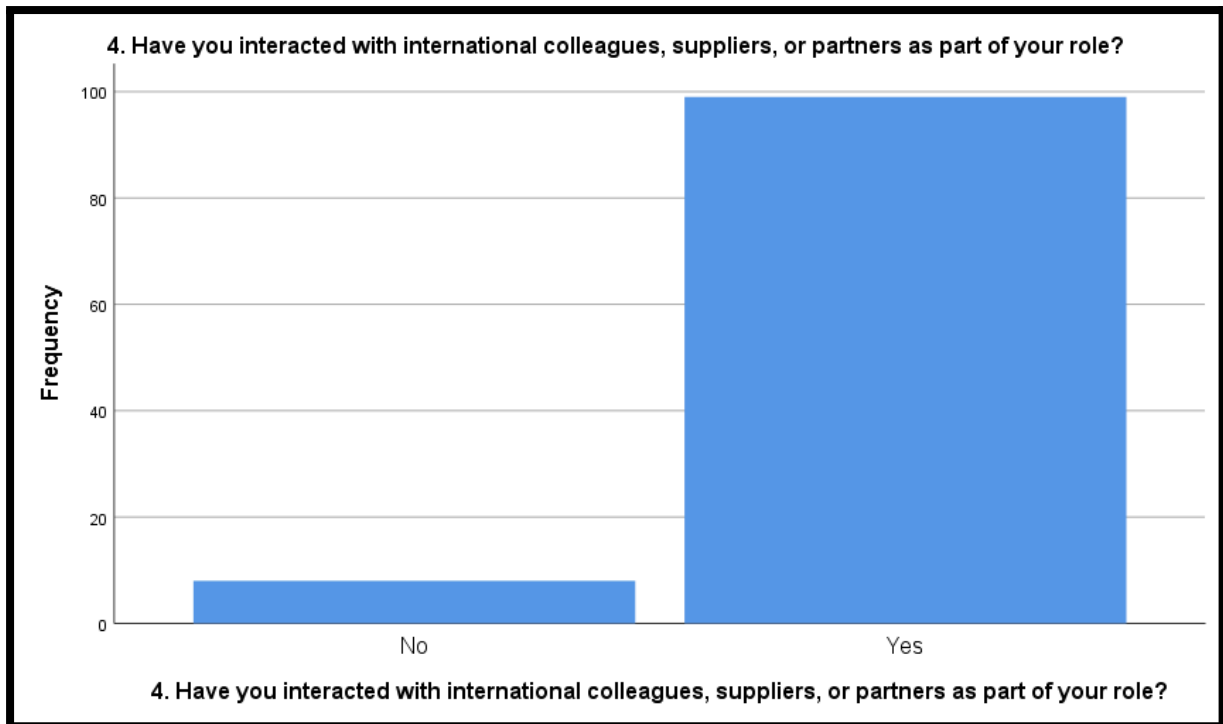


Figure 8: Bar Graph 4

Source: SPSS

Analysis: It has been analysed that 92.5% reported they had dealt with international colleagues, suppliers, or partners, as opposed to 7.5%, who had not. Such extensive international engagement would serve present research into cross-border negotiation and communication in such a labour force. It indicates most participants had first-hand contact with cultural diversity, which would make their information rich for analysis into the contribution of culture in building workplace interaction in Ireland's fast-fashion industry.

4.2.2 Analyses based on objective 1

Table 5: Frequency Analysis Table 5

5. I have experienced communication challenges due to cultural differences in my work with international colleagues.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	5.6	5.6	5.6
	2	10	9.3	9.3	15.0
	3	25	23.4	23.4	38.3
	4	40	37.4	37.4	75.7
	5	26	24.3	24.3	100.0
	Total	107	100.0	100.0	

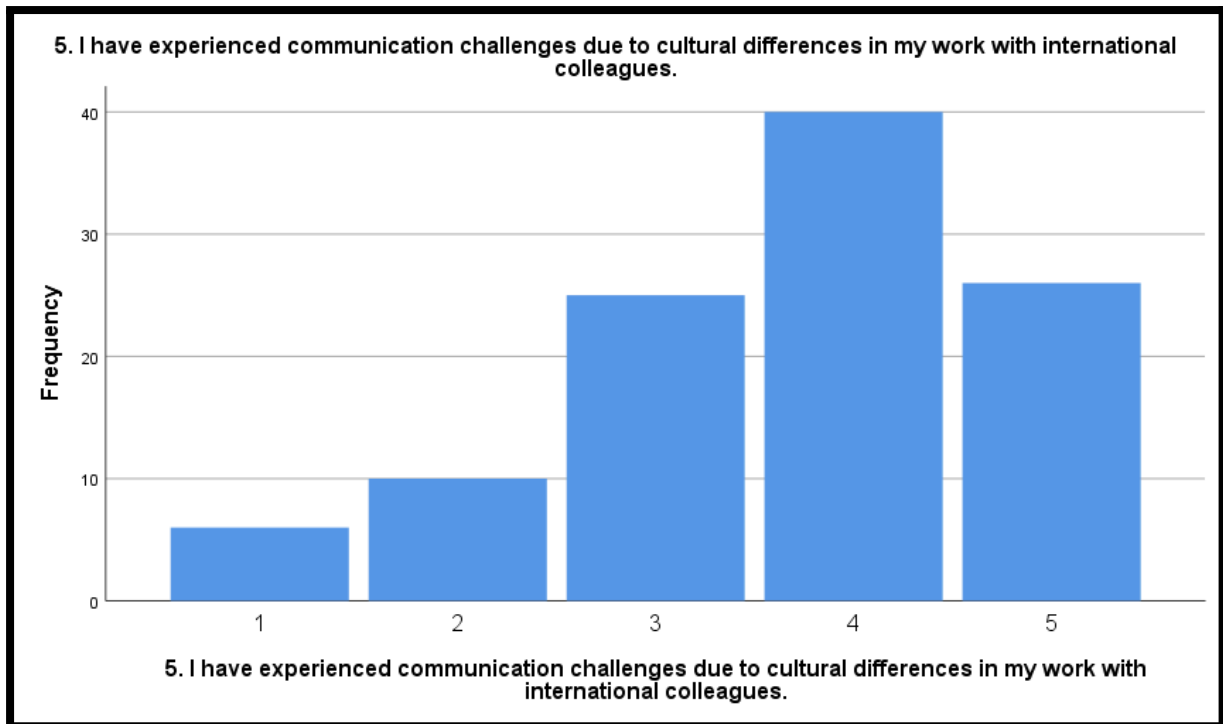


Figure 9: Bar Graph 5

Source: SPSS

Analysis: A low percentage strongly disagreed (5.6%) or disagreed (9.3%), indicating minimal rejection of the statement. Neutral answers made up 23.4%, showing mixed experiences. A considerable percentage agreed (37.4%) and strongly agreed (24.3%), implying more than 61% had experience with such challenges. These results indicate that communication challenges as a result of cultural variations are prevalent among professionals working in Ireland's fast-fashion industry, emphasizing the requirement for intercultural skills in international business environments.

Table 6: Frequency Analysis Table 6

6. Non-verbal cues (e.g., gestures, tone, body language) vary significantly across cultures and cause misunderstandings.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.8	2.8	2.8
	2	9	8.4	8.4	11.2
	3	21	19.6	19.6	30.8
	4	39	36.4	36.4	67.3
	5	35	32.7	32.7	100.0
	Total	107	100.0	100.0	

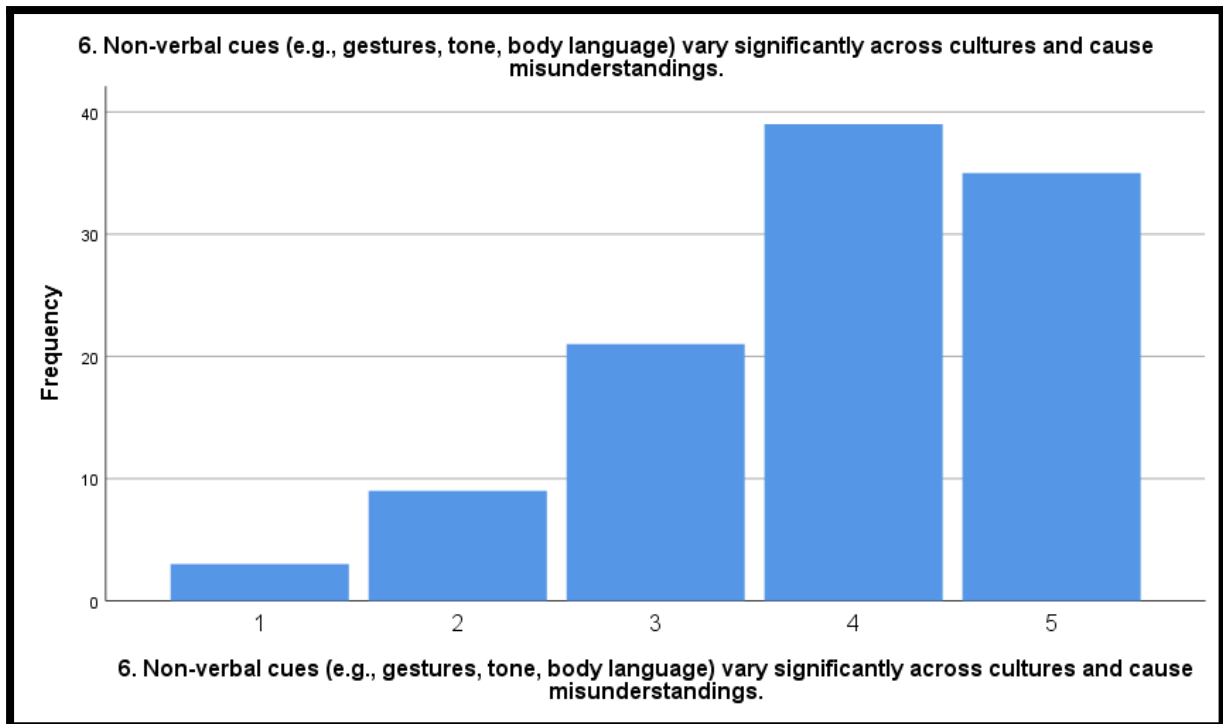


Figure 10: Bar Graph 6

Source: SPSS

Analysis: It is interpreted that only 2.8% strongly disagreed and 8.4% disagreed, reflecting negligible rejection of such opinion. 19.6% were neutral in opinion. Agreement was strong, as 36.4% agreed and 32.7% strongly agreed. Hence, nearly 69% accepted that differences in gesture, tone, and body movements cause cross-cultural misunderstanding. These results provide substance to awareness toward cultural non-verbal communication because it impacts perceptions immensely and prevents misinterpretations during international business dealings.

Table 7: Frequency Analysis Table 7

7. I feel confident adapting my communication style when interacting with culturally diverse partners.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	3.7	3.7	3.7
	2	8	7.5	7.5	11.2
	3	24	22.4	22.4	33.6
	4	32	29.9	29.9	63.6
	5	39	36.4	36.4	100.0
	Total	107	100.0	100.0	

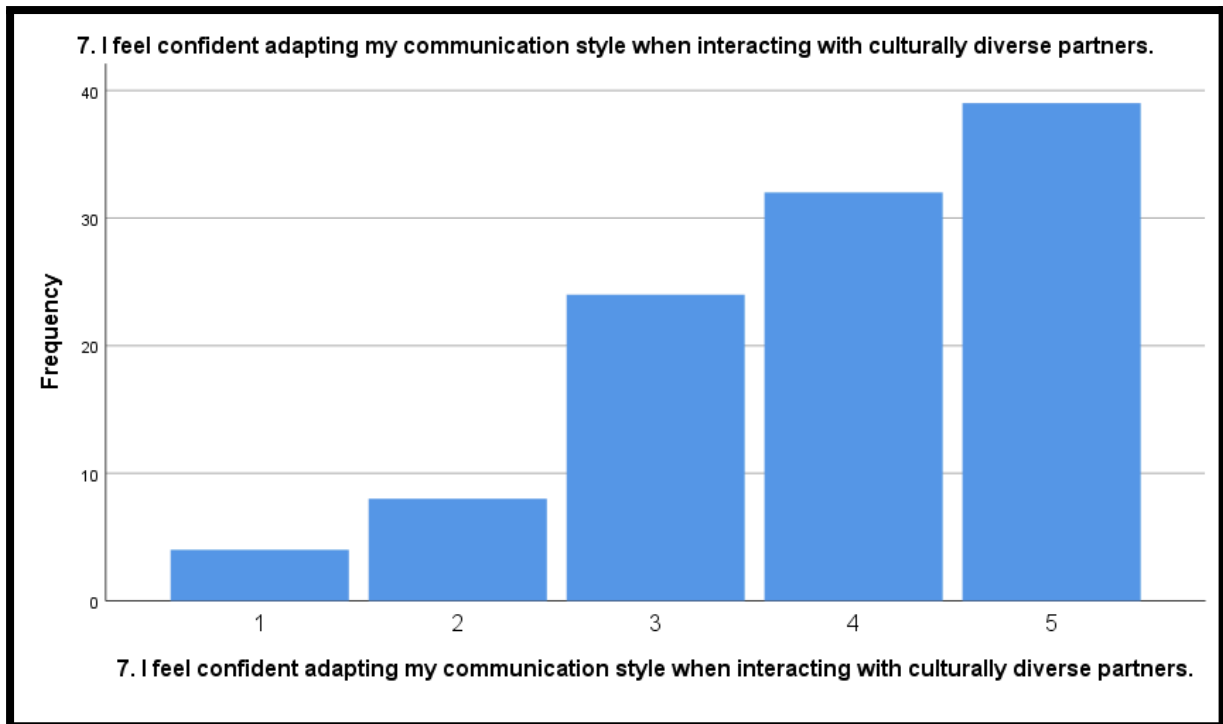


Figure 11: Bar Graph 7

Source: SPSS

Analysis: From the above table and graph, it is analysed that strong disagreement was low at 3.7%, with 7.5% disagreeing, reflecting limited lack of confidence. Neutral responses, that is, 22.4% reflect some uncertainty among participants. However, 29.9% agreed and 36.4% agreed strongly, meaning over two-thirds were confident in adapting their communication. It is concluded that there is an overall positive self-perception among participants regarding their intercultural adaptability, which is beneficial to provide stronger professional relationships in diverse cross-border contexts.

Table 8: Frequency Analysis Table 8

8. My organisation supports cultural awareness and sensitivity in international communication.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	5.6	5.6	5.6
	2	8	7.5	7.5	13.1
	3	15	14.0	14.0	27.1
	4	39	36.4	36.4	63.6
	5	39	36.4	36.4	100.0
	Total	107	100.0	100.0	

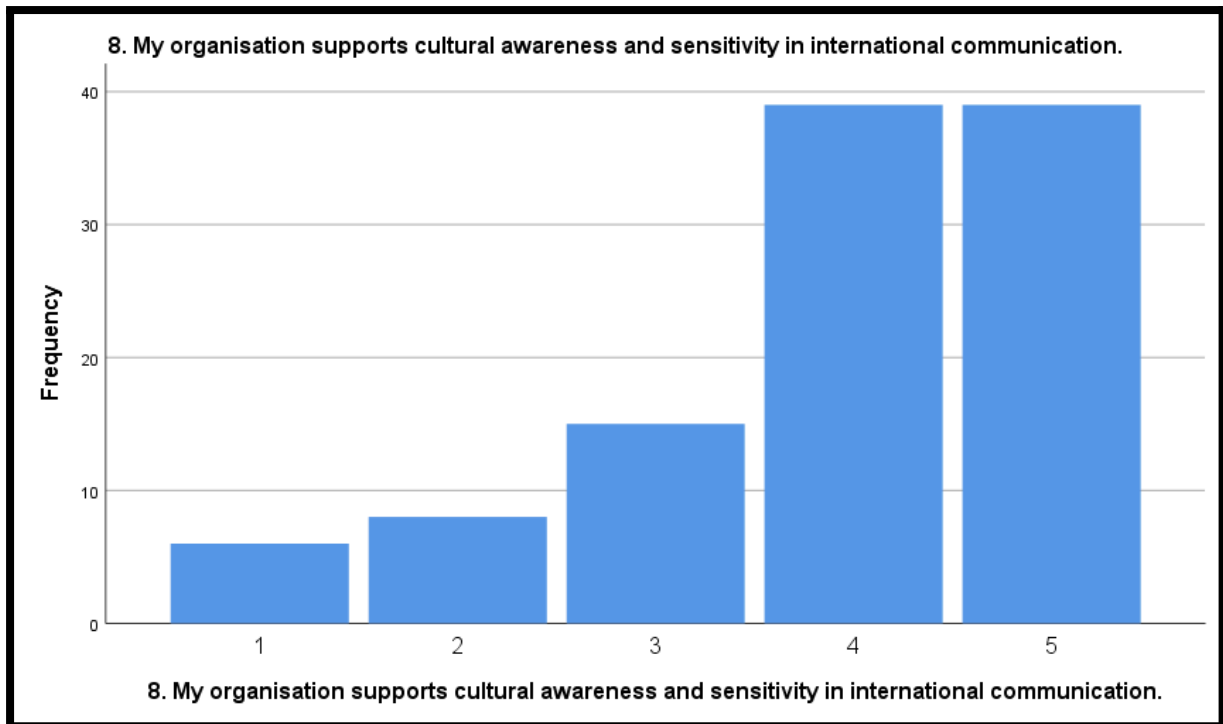


Figure 12: Bar Graph 8

Source: SPSS

Analysis: It is interpreted that just 5.6% strongly disagreed and 7.5% disagreed, demonstrating low levels of dissatisfaction. 14% were neutral. Agreement was strong, with 36.4% agreeing and a further 36.4% strongly agreeing. That means that 72.8% of participants believe their organisation does much to encourage cultural sensitivity, implying that most employers within the Irish fast-fashion industry are doing what they can to respond to cross-cultural issues through policies, training, or organisational culture initiatives.

These results confirm previous studies by Huang (2022) and Eduardsen et al. (2023), which emphasize the fact that differences in linguistics, non-verbal communication, and contextualization can pose major obstacles in trans-border communication beyond technological aids. High levels of adaptability are in agreement with Shanshan and Layarman (2022), who indicated that employees who possess higher intercultural competencies better overcome such barriers.

4.2.3 Analyses based on objective 2

Table 9: Frequency Analysis Table 9

9. Negotiation styles differ greatly between cultures I have worked with.

Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	1	3	2.8	2.8	2.8
	2	4	3.7	3.7	6.5
	3	23	21.5	21.5	28.0
	4	38	35.5	35.5	63.6
	5	39	36.4	36.4	100.0
	Total	107	100.0	100.0	



Figure 13: Bar Graph 9

Source: SPSS

Analysis: It is interpreted that little disapproval was evident, with 2.8% strongly disagreeing and 3.7% disagreeing. Moreover, 21.5% were neutral, implying some did not see much difference. However, 35.5% agreed and 36.4% strongly agreed, so in excess of 71% acknowledge differences between negotiation styles between cultures. This confirms that negotiation behaviour and success depend highly on cultural norms in cross-country business environments.

Table 10: Frequency Analysis Table 10

10. I find it challenging to negotiate when cultural expectations about hierarchy and decision-making differ.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	11	10.3	10.3	11.2
	3	26	24.3	24.3	35.5

4	31	29.0	29.0	64.5
5	38	35.5	35.5	100.0
Total	107	100.0	100.0	

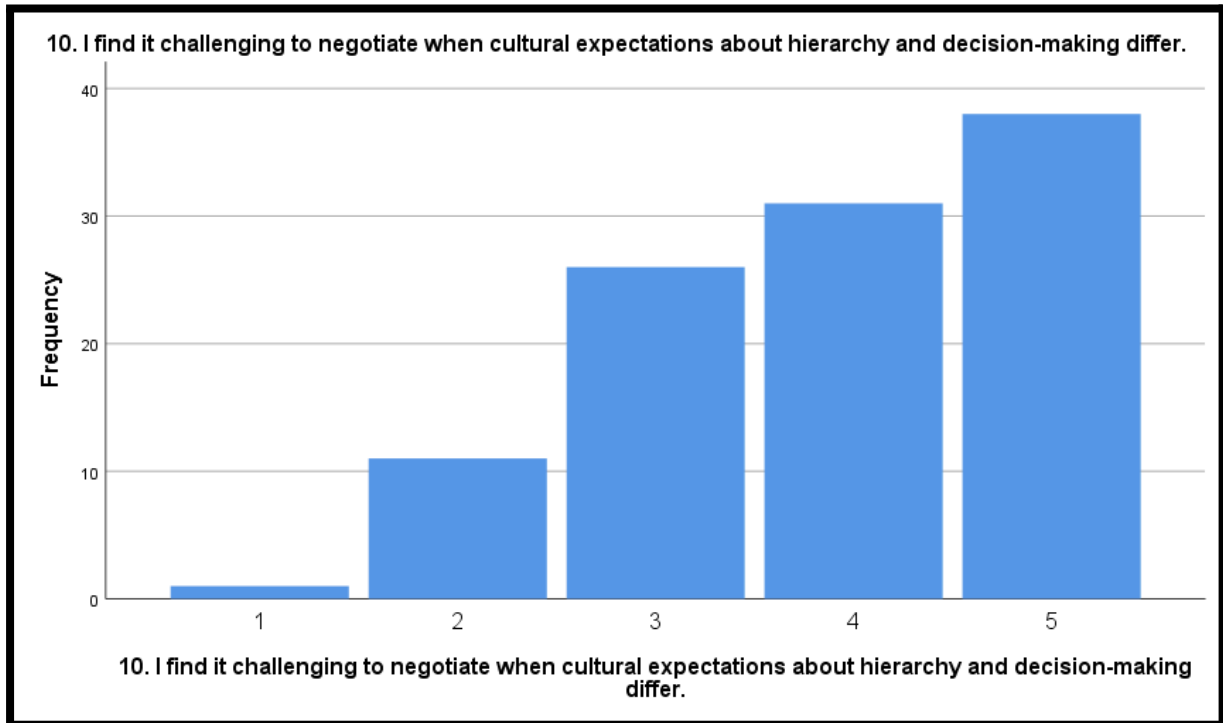


Figure 14: Bar Graph 10

Source: SPSS

Analysis: It is analysed that 0.9% strongly disagreed and 10.3% disagreed, indicating most do not discount the notion. Neutral answers were 24.3%. Agreement levels were significant, as 29% agreed and 35.5% strongly agreed, indicating almost two-thirds have difficulties with hierarchical or difference-based decisions. This indicates organisational and cultural power structures may cause complications in international negotiation.

Table 11: Frequency Analysis Table 11

11. In some cultures, personal relationships are more important than formal negotiation terms.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.9	1.9	1.9
	2	11	10.3	10.3	12.1
	3	25	23.4	23.4	35.5
	4	29	27.1	27.1	62.6
	5	40	37.4	37.4	100.0
	Total	107	100.0	100.0	

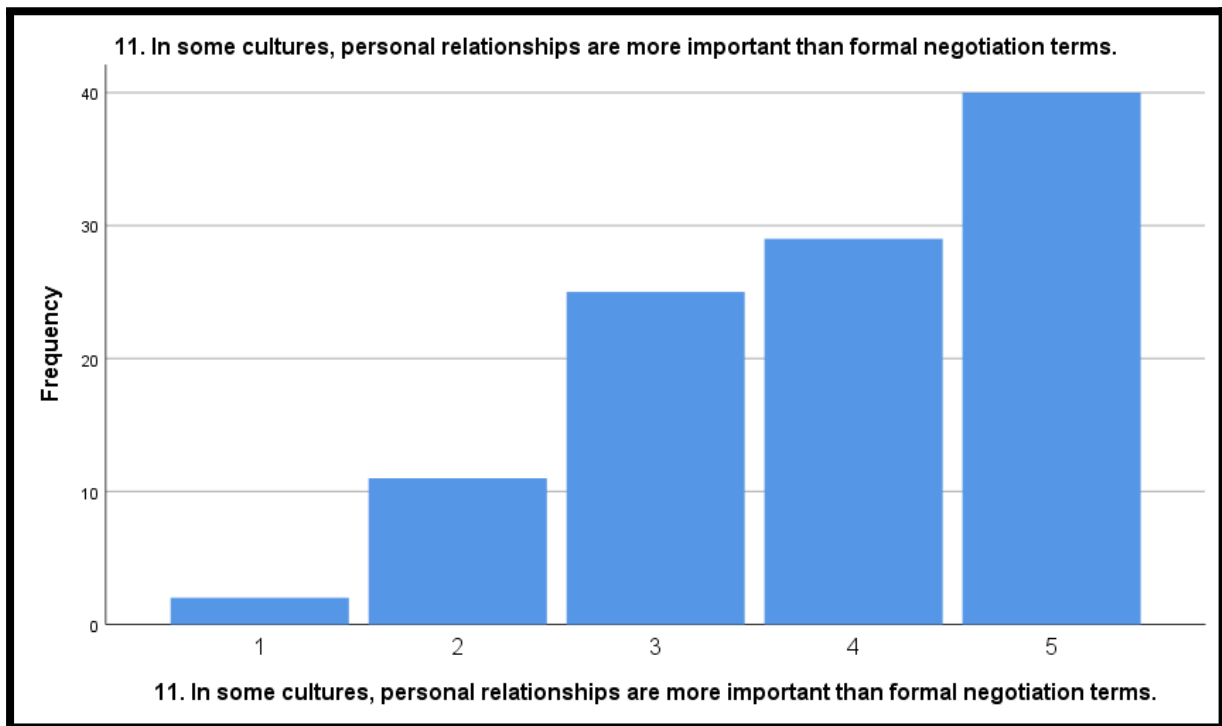


Figure 15: Bar Graph 11

Source: SPSS

Analysis: From the above table, it is evaluated that only 1.9% strongly disagreed and 10.3% disagreed whereas 23.4% were neutral. Agreement was strong with 27.1% agreeing and 37.4% strongly agreeing, hence 64.5% were aware of the focus on relationships in certain cultures. It is indicated that relationship skills are necessary in negotiations among certain cultural counterparts.

Table 12: Frequency Analysis Table 12

12. Cultural understanding has helped me reach better negotiation outcomes with international partners.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	3.7	3.7	3.7
	2	7	6.5	6.5	10.3
	3	23	21.5	21.5	31.8
	4	37	34.6	34.6	66.4
	5	36	33.6	33.6	100.0
	Total	107	100.0	100.0	

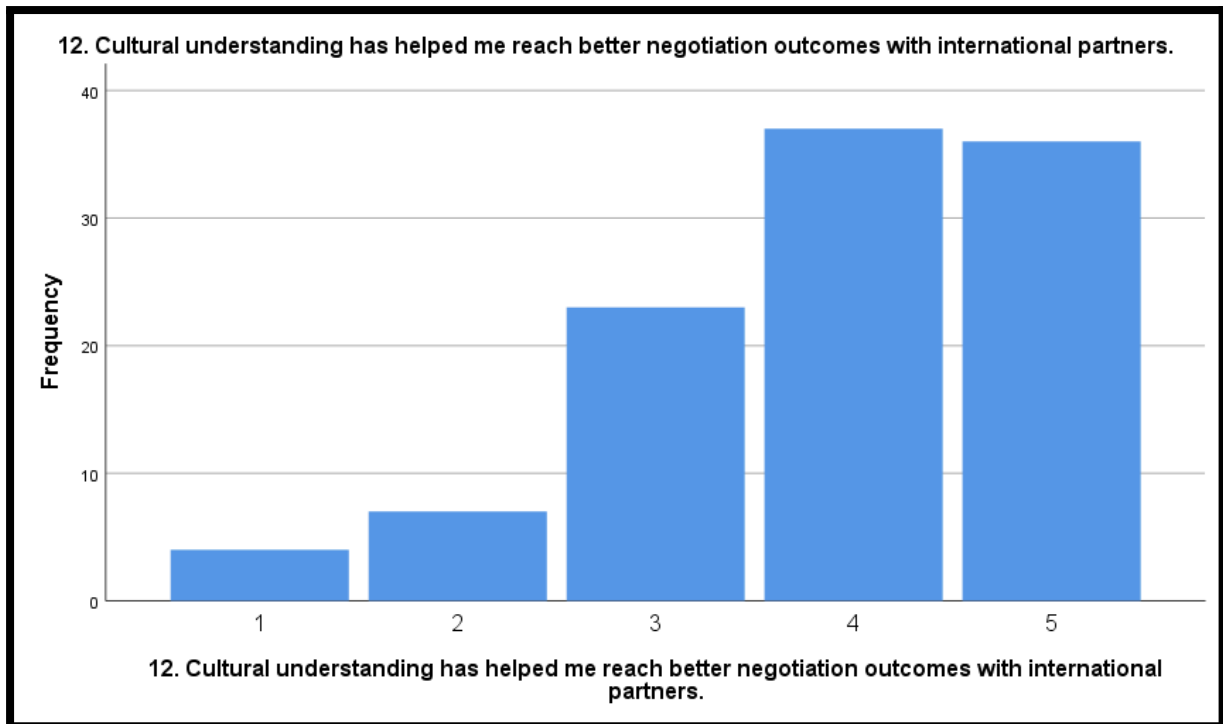


Figure 16: Bar Graph 12

Source: SPSS

Analysis: It is analysed that strong disagree (3.7%) and disagree (6.5%) were low. However, 21.5% were neutral, while 34.6% agreed and 33.6% strongly agreed. That means 68.2% thought cultural understanding had been useful for successful negotiation. Intercultural competence would benefit the negotiation outcome directly, as suggested by the data.

These findings of Gupta and Gupta (2019) and Katongo and Hamusokwe (2022) demonstrate cultural values of hierarchy and relationship-building directly influencing negotiation styles. The priority for personal relationships also fits with Hall's High-Context Communication Theory, highlighting the importance of trust-establishing in some cultures prior to agreement terms being formalised.

4.2.4 Analyses based on objective 3

Table 13: Frequency Analysis Table 13

13. I have experienced tension or conflict during negotiations due to cultural misinterpretations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.8	2.8	2.8
	2	11	10.3	10.3	13.1
	3	15	14.0	14.0	27.1

4	37	34.6	34.6	61.7
5	41	38.3	38.3	100.0
Total	107	100.0	100.0	

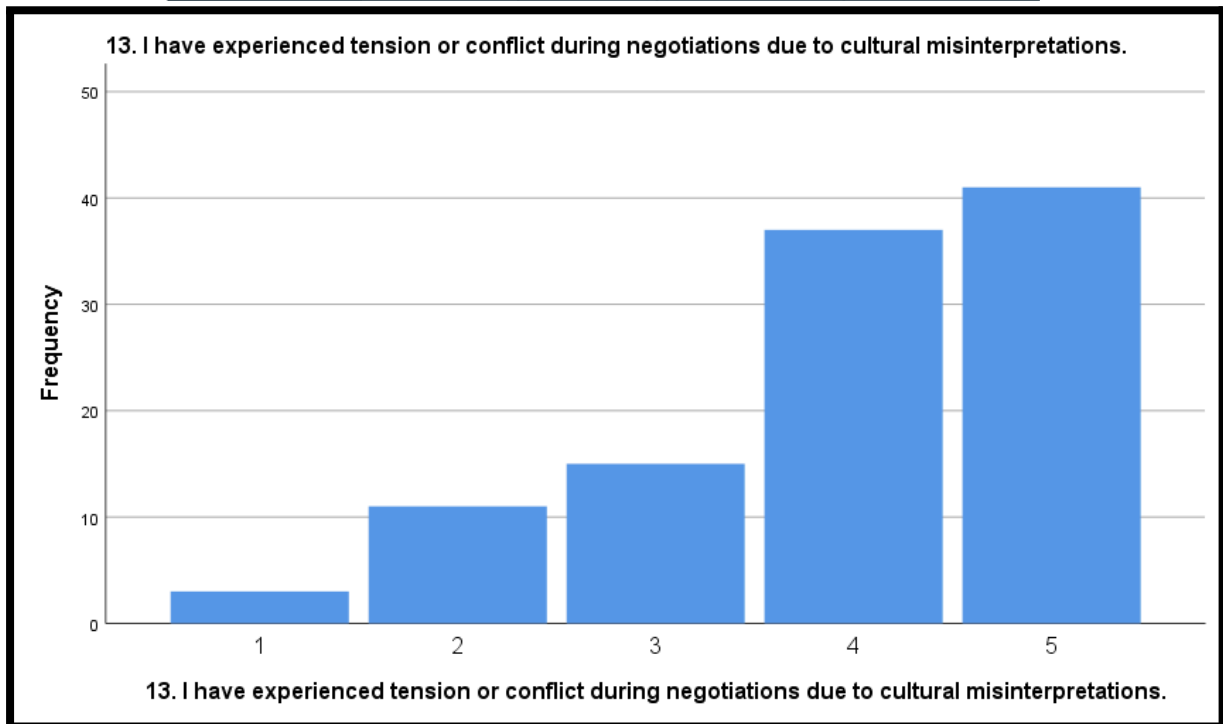


Figure 17: Bar Graph 13

Source: SPSS

Analysis: It has been analysed that strong disagree (2.8%) as well as disagree (10.3%) were low, whilst 14% were neutral. Agreement was high since 34.6% agreed and 38.3% strongly agreed, indicating that 72.9% did have such tensions. Training appears as key to prevent cultural misconceptions at negotiations.

Table 14: Frequency Analysis Table 14

14. Lack of cultural competence in my team has affected collaboration with international clients or suppliers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	8.4	8.4	8.4
	2	7	6.5	6.5	15.0
	3	21	19.6	19.6	34.6
	4	33	30.8	30.8	65.4
	5	37	34.6	34.6	100.0
	Total	107	100.0	100.0	

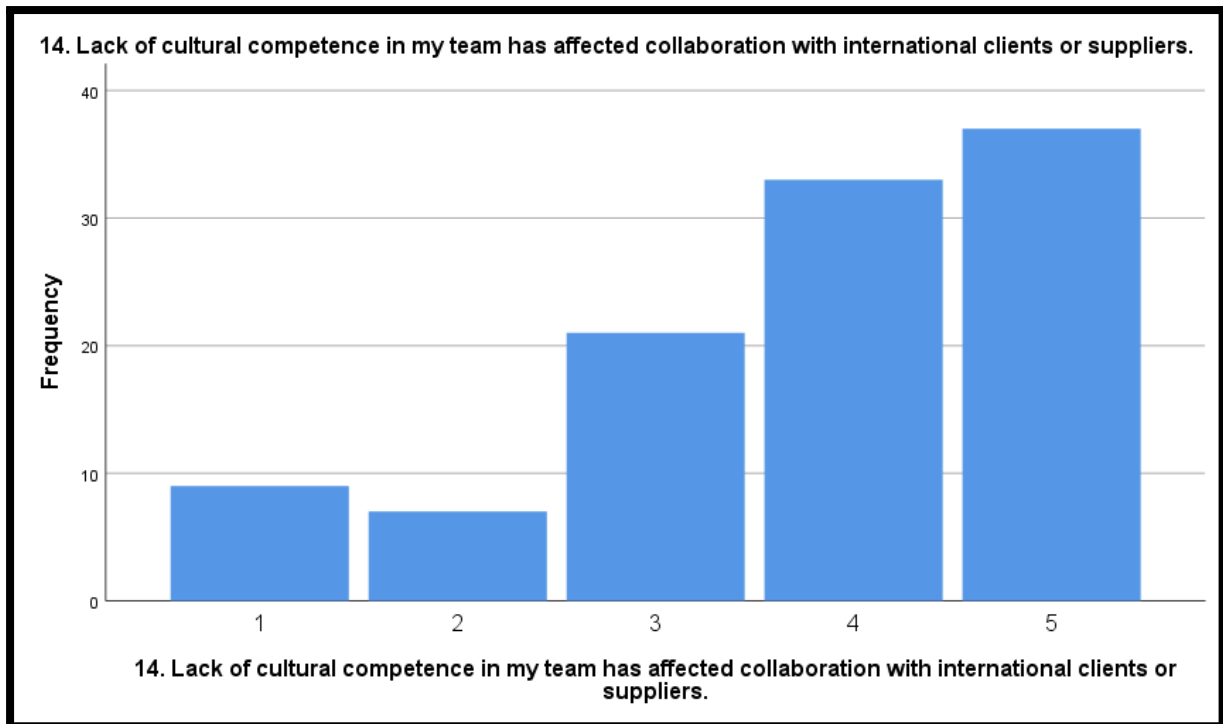


Figure 18: Bar Graph 14

Source: SPSS

Analysis: There were 8.4% who strongly disagreed and 6.5% who disagreed, whereas 19.6% were neutral. Agreement levels were significant, as 30.8% agreed and 34.6% strongly agreed, which together add up to 65.4%. This indicates that low cultural competence among team members can reduce their effectiveness.

Table 15: Frequency Analysis Table 15

15. Ethical views and negotiation fairness often vary across cultures, which can lead to confusion or disagreement.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	3.7	3.7	3.7
	2	4	3.7	3.7	7.5
	3	25	23.4	23.4	30.8
	4	31	29.0	29.0	59.8
	5	43	40.2	40.2	100.0
	Total	107	100.0	100.0	

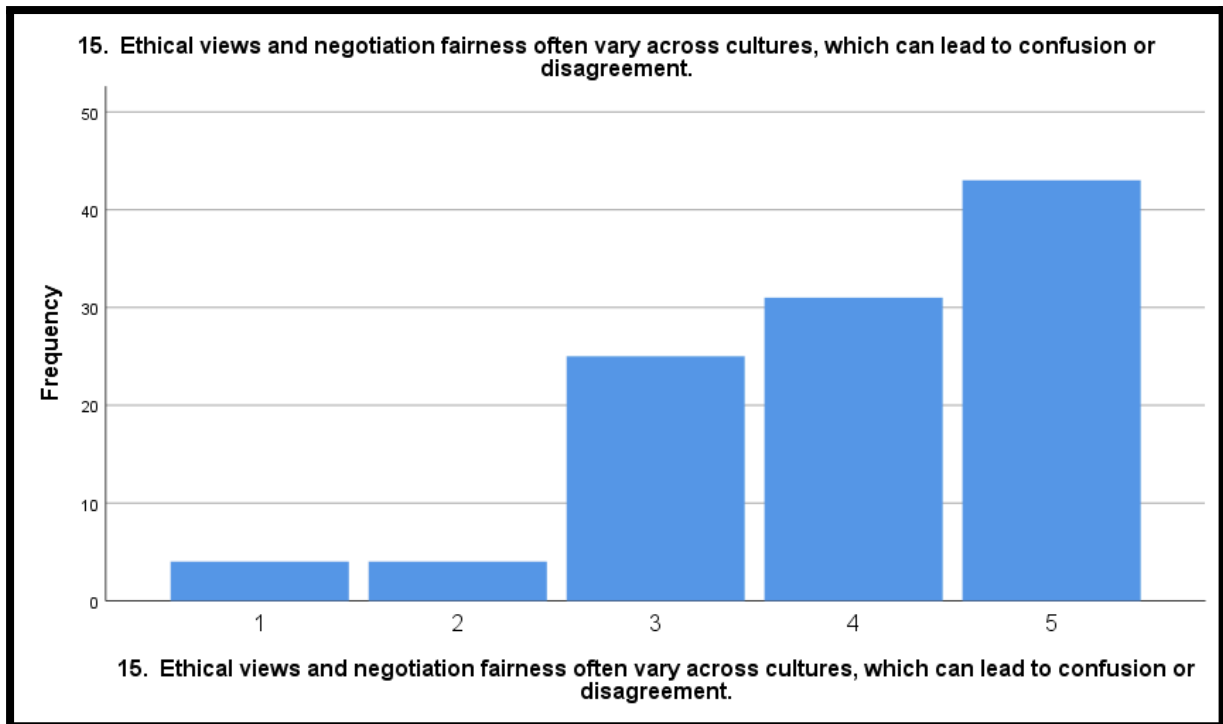


Figure 19: Bar Graph 15

Source: SPSS

Analysis: It has been analysed from the table and graph that 3.7% strongly disagreed, 3.7% disagreed, and 23.4% were neutral. Agreement was strong, as 29% agreed and 40.2% strongly agreed, representing 69.2% acknowledgement of such differences. What this reveals is that ethical perceptions are relative and can affect negotiation clarity.

These results are in agreement with Ellestad and Winton (2023), who determined that varying ethical benchmarks and norms of communication can heighten conflict in negotiations. They are also in agreement with Dsouza (2025), who referenced that team cultural incompetence undercuts trust and teamwork in global business environments.

4.2.5 Analyses based on objective 4

Table 16: Frequency Analysis Table 16

16. I use specific strategies (e.g., cultural training, local knowledge, translation tools) to manage cross-border communication effectively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.9	1.9	1.9
	2	6	5.6	5.6	7.5
	3	16	15.0	15.0	22.4

4	36	33.6	33.6	56.1
5	47	43.9	43.9	100.0
Total	107	100.0	100.0	

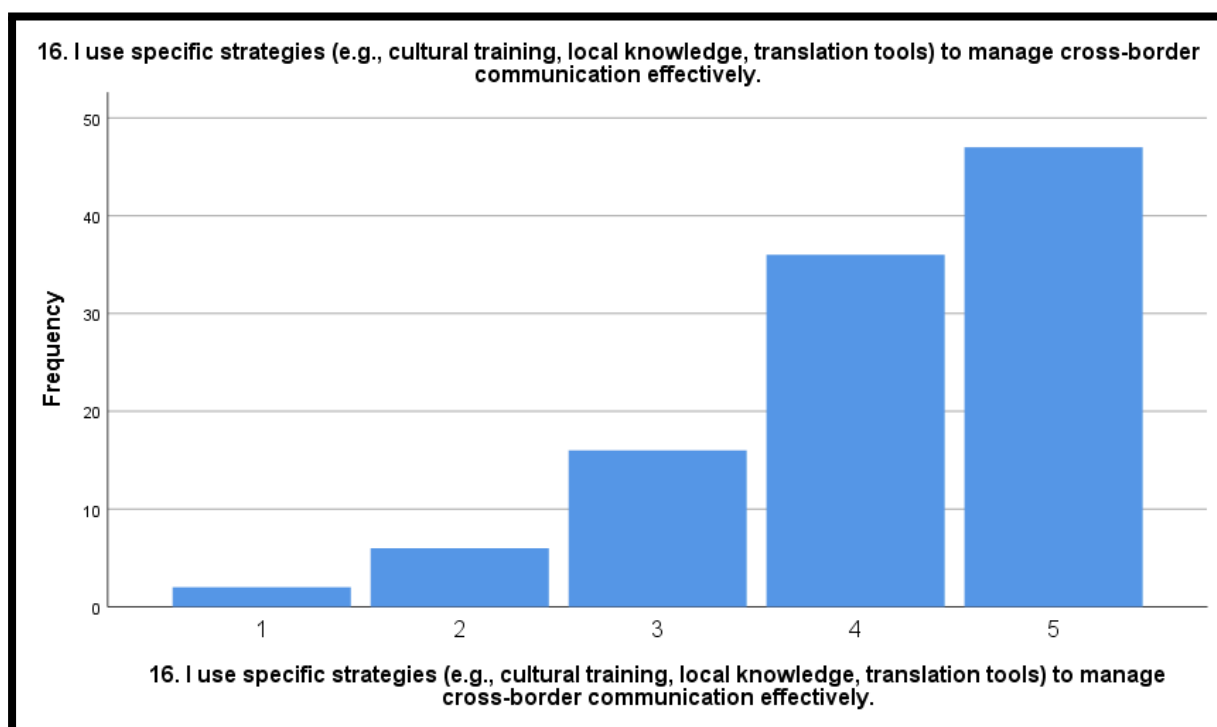


Figure 20: Bar Graph 16

Source: SPSS

Analysis: There were just 1.9% who disagreed strongly and 5.6% who disagreed. 15% were neutral, 33.6% agreed, and 43.9% agreed strongly. It suggests that 77.5% apply certain strategies such as cultural training, knowledge of locals, or translation aids in order to carry out cross-border communication.

Table 17: Frequency Analysis Table 17

17. I believe digital technologies help reduce cultural misunderstandings during international communication and negotiation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	4.7	4.7	4.7
	2	6	5.6	5.6	10.3
	3	15	14.0	14.0	24.3
	4	40	37.4	37.4	61.7
	5	41	38.3	38.3	100.0
	Total	107	100.0	100.0	

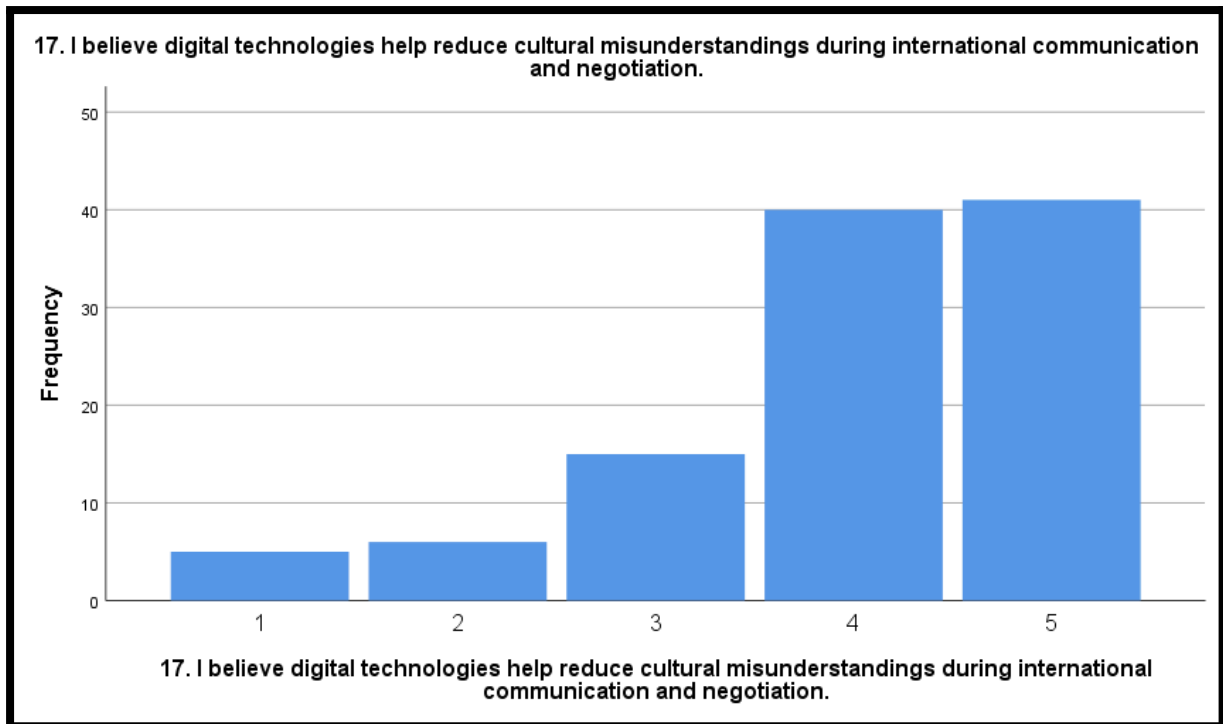


Figure 21: Bar Graph 17

Source: SPSS

Analysis: It has been analysed from the above table and graph that strong disagree (4.7%) and disagree (5.6%) were minimal. Neutral answers were at 14%, whereas 37.4% agreed and 38.3% strongly agreed, summing up to 75.7%. It presents a strong conviction toward the use in filling cultural gaps in communicating.

These findings confirm Tang et al. (2023) and Dhir et al. (2021), who established in their research that the integration of cultural training, indigenous knowledge, and information and communication technologies substantially enhances cross-border negotiations and communication. Technology must supplement and not substitute for personal contact, as urged by caution from Bouncken et al. (2023).

Limitations based on overall analysis: Though the results are strong, the research used only self-reported survey information, and this could lead to response bias. The cross-sectional nature focuses on one point in time, and the non-probability sampling constrains generalizability to the Irish fast-fashion environment.

4.3 Summary

It is summarized that this chapter investigated the answers from 107 participants to evaluate the impact of culture on cross-border negotiation and communication in Ireland's fast-fashion industry. Demographic information showed an extraordinarily young, globally active

workforce with diversely experienced employees. With frequency analysis, most participants were found to have experienced communication issues, especially from non-verbal variations, hierarchical expectations, and differently negotiated styles. Cultural knowledge and organisational support were essential in obtaining favourable results. Respondents largely agreed that inability in terms of cultural competence would present an obstacle to working together and that perceptions of ethics vary between cultures. Many utilised measures like cultural training, insider knowledge, and translation aids, while information technologies were considered successful at eliminating misunderstandings. In total, findings indicate the importance of cultural knowledge in global operations.

Chapter 5: Discussion

5.1 Introduction

This chapter critically interprets findings from the present research in response to the reviewed literature. It tries to examine how primary data from employees from Ireland's fast-fashion industry supports earlier research studies on cultural effects in cross-border negotiation as well as communication. Discussion is structured according to the four research objectives, such that each one is addressed in a systematic manner. For each goal, first, there is a summary of research findings from the survey, followed by comparisons to appropriate empirical research studies. With such an approach, detailed insight into how negotiation success in the workplace, challenges, as well as strategies are influenced by variations in culture is obtained, thereby providing significant information as to how better cross-cultural competence and operational effectiveness could be built by Ireland's fast-fashion businesses.

5.2 Discussion

The *first objective* is to assess employees' perspectives on how cultural differences affect cross-border communication in the Irish fast-fashion industry. Questionnaire response reveals that 61.7% agreed or strongly agreed that they had experienced problems with communication due to variations in culture. In addition, 69.1% confirmed that differences in non-verbal communication, i.e., tone, gesture, and body language, created misunderstanding. Moreover, (66.3%) confirmed that they were self-assured in adapting their mode of communicating during interaction with culturally diverse counterparts, denoting fairly high intercultural adaptability. Lastly, 72.8% confirmed that their organisations exhibit cultural awareness and sensibility, proving that Irish fast-fashion organisations are actively adopting some form of intercultural training programme or policy.

These results are in line with Huang (2022) and Eduardsen et al. (2023), who point out that linguistic differences, styles of communicating, and non-verbal variations may drastically impair cross-border communication despite sophisticated technology. The participants' awareness regarding non-verbal challenges in communicating can reflect Bartosik-Purgat and Rakowska's (2023) comment that tone, gesture, and norms for building relationships largely differ from culture to culture and may cause scope for incorrect interpretations. Also, the high level of self-identified adaptability from respondents aligns with Shanshan and Layanman (2022), who explain that employees possessing excellent cross-cultural communication skills better navigate misunderstandings and adapt to varied working environments. That most

organisations endorse cultural awareness is aligned with Ivaldi et al. (2022), who urge organisations to invest in cultural competence training as a way to better prepare employees.

Furthermore, while in the study reference is made to cultural awareness as being essential, other study that is Tian et al., (2021) mentioned that organisational support as a separate measure will not cure deep-rooted problems with mistrust in intercultural situations. These findings suggest that Ireland's fast-fashion enterprises are faring reasonably well in terms of creating supportive environments, but since there is still so much difficulty reported in communicating, training will need to better align with cultural realities as they are lived by employees at a day-to-day level.

The *second objective* is to examine employees' experience of culture-influenced negotiation practices when dealing with international partners in the Irish fast-fashion industry. Over 71% of those surveyed concurred that negotiation styles differ considerably between cultures, and 64.5% reported difficulty where perceptions around hierarchy and decision-making do not coincide. A similar proportion (64.5%) also agreed that personal relationships are favored at the expense of formal terms of negotiation in some cultures. Further, 68.2% believed cultural awareness yielded better negotiation outcomes, reflecting an actual payoff from cultural competence in cross-country negotiations.

These results conclusively support Gupta and Gupta (2019) findings, where negotiation strategies are guided by cultural values, such as power distance, individualism, and communication style. Hierarchy and decision challenges faced were similar to those by Katongo and Hamusokwe (2022), where a lack of respect for customs or workplace hierarchy variations impacted negotiation effectiveness. The priority given by some interviewees to interpersonal relationships supports Bartosik-Purgat and Rakowska (2023) and Balqis Ali et al. (2021) that relationship-based countries, such as those from East Asia, will prioritize building trust but not contract terms. What also rings true in this context is High- and Low-Context Communication Theory by Hall because relationship-based negotiation will be high-context and less straightforward. The positive impact of knowledge of culture supporting negotiation success reconfirms Mageroy et al. (2024), who state that leadership and mutually reciprocal cultural awareness facilitate working together and obtaining agreements more easily.

However, like in most cases where participants from the present study primarily reported positive effects from cultural competence, negotiation difficulties remain, which can imply

that awareness in itself will not do other than with practice-based application in real negotiations, also commented upon by Balqis Ali et al. (2021), who propose communicative instruments tailored to culture. Hence, present findings align with that of the studies mentioned in literature review section.

The *third objective* is to outline the challenges faced by employees in culture-influenced negotiation practices in the Irish fast-fashion industry. A significant 72.9% of respondents felt tension or conflict while negotiating as a result of differences in cultural interpretation. Furthermore, 65.4% believed that the absence of cultural awareness on their team prevented them from effectively collaborating with overseas clients or suppliers. Finally, 69.2% concurred that disparities between ethical perspectives and perceptions of fairness between cultures might result in confusion or disagreement. These findings support the idea that misunderstandings of cultures are more than problem and actually affect business relationships and results.

These results reinforce Ellestad and Winton (2023) position that variations in cultural standards have an effect on ethical decision-making and could result in misunderstanding and conflict. This observed deficiency in cultural understanding of teams follows the work of Dsouza (2025), where differences in communication expectations, for example, favouring hierarchy over equality, dissolve trust and collaboration. Also, Muller et al. (2019) indicate that communication barriers may be enhanced by organisational culture, where it affects free conversation or does not take into account different views on a problem, potentially still occurring in certain Irish fast-fashion industries. Prevalence of disputes about ethical perceptions also underlines Zhang et al. (2023), whose research indicated that fairness-related and conflict-resolution norms vary extensively and sometimes lead to breakdowns of negotiations.

Hence, though literature points out that leader influence plays an important role in overcoming these issues, data from the current study does not explicitly deal with the influence of the leader as an indication of future research direction.

The *fourth objective* is to identify strategies applied by employees when dealing with cultural challenges when conducting cross-border processes of communication and negotiation in the Irish fast-fashion industry. Most of 77.5% of the respondents said that they have taken certain measures such as cultural training, indigenous knowledge, and translation devices, for effective cross-border communication. In addition, 75.7% believed that information

technologies help reduce intercultural misunderstanding while negotiating internationally. This is an example of employees being proactive in dealing with cultural diversity in their careers.

These results support Tang et al. (2023), which puts into focus the importance of technology, including AI-powered systems, in overcoming cultural differences and enhancing cross-border operations. Usage of cultural training and in-house expertise also reflects Dhir et al. (2021), who established that organisational learning and adaptability of locals improve negotiation success. Bouncken et al. (2023) reinforce this further, commenting that employees of cross-border collaboration build “absorptive capacity” through the combination of local cultural knowledge and not being overly dependent on digital media. Further, though digital technologies were considered useful by three-quarters of respondents during the current research, Bouncken et al. (2023) caution that technology itself will not be able to fully absorb the aspects of cultural meaning and that an integrated method involving technology and personal contact is strongest of all.

Overall, the present study discovers that awareness and action on behalf of Irish fast-fashion employees exist in terms of employing strategies of overcoming differences between cultures. Still, literature suggests that these strategies may need constant adaptation so as to become unique not only for certain cultures but also for negotiation contexts.

Directions for Future Research: Longitudinal designs may be used in future research to capture dynamic cultural processes in negotiation, or qualitative interviews in order to gather more in-depth information. Generalizability could be improved and interindustry differences become clearer by conducting research in other industries and nations.

5.3 Summary

In this chapter, the primary research findings, in addition to the literature, are examined. Findings confirmed that cross-border communication and negotiation in Ireland's fast-fashion industries are significantly impacted by differences in cultures and define opportunities and challenges. While employees possess great adaptability, organisational support, and intentions for strategy implementation, repeated issues of misunderstandings, differences in hierarchy, and differences in ethical views continue as barriers. Results strongly similar to developed theories and past studies, while the Irish fast-fashion context possesses specific strengths in organisational support of cultural awareness. Future improvement may include

more effectiveness, context-specific training, and a balance of technology and human interaction to support more successful negotiation outcomes and collaboration.

Chapter 6: Conclusion and Recommendation

6.1 Overview

This chapter presents the conclusion and recommendations of the study based on the function of culture in cross-border communication strategies and negotiation within the Irish fast-fashion industry. The conclusions are made through connecting the outcomes from the primary data analysis with the literature that was reviewed in the previous chapters. It also examines if the purposes and aims of the research have been fulfilled, offers remarks on implications for literature, theory, policy, and practice, and evaluates the limitations of the study. The chapter thereafter advises recommendations that can help organisations, employees, and industry associations improve cross-border communication and negotiation outcomes in multicultural business settings.

6.2 Realisation of Research Aim and Objectives

Aim

The aim of the study is to analyse the influence of culture on cross-border communication strategies and negotiation in the fast-fashion industry in Ireland, which has been accomplished using frequency data analysis. From the findings, it is evident that culture significantly influences communication as well as negotiation conduct among employees of international collaborators. Communication issues, differences in negotiating methods, and inconsistency in ethical standards all support the allegation that awareness of culture is not just applicable but also vital in ensuring business success.

Objectives

The first objective is to assess employees' perspectives on how cultural differences affect cross-border communication in the Irish fast-fashion industry, which has been achieved by conducting a primary investigation. It was attained through survey findings indicating that over 60% of respondents had found communication difficulties associated with cultural differences. The non-verbal communication aspects of body language, voice, and gesture proved a significant source of misinterpretation. A majority of employees felt aligned to adapt their communicative approach, and the majority of organisations offered resources in

the form of cultural awareness training. These findings confirm the significant impact of cultural diversity on communication as theorized in the literature.

The second objective is to examine employees' experience of culture-influenced negotiation practices when dealing with international partners in the Irish fast-fashion industry, which has been accomplished through conducting a survey. Over 70% of respondents agreed that negotiating methods vary considerably between cultures. Disparate expectations between cultures over hierarchy and decision-making often produced difficulties, and informalized relationships over contract terms were valued in some cultures. Cultures also significantly impacted more favorable negotiation outcomes, as also seen in the results. This confirms that negotiation processes within the fast-fashion business operate on the basis of cultural beliefs and traditions and that it takes a skill of working within cultures that have a direct influence on the outcome.

The third objective is to outline the challenges faced by employees in culture-influenced negotiation practices in the Irish fast-fashion industry has been accomplished. The research found that tensions or conflicts in negotiation were not exceptional caused by misunderstanding, a lack of the team's cultural competence, and differences in beliefs regarding ethics. These problems reduced collaboration with overseas business partners and at times interrupted business procedures. These findings accompany earlier research that highlights the importance of cultural competence for trust and collaboration to be maintained in global business settings.

The fourth objective is to identify strategies applied by employees when dealing with cultural challenges when conducting cross-border processes of communication and negotiation in the Irish fast-fashion industry has been achieved using frequency analysis. From the findings, most respondents indicated that they applied methods of cultural training, indigenous knowledge, translation instruments, and information technologies to facilitate cross-border communication and negotiation. Although technology proved helpful, the study and literature indicate that it must accompany face-to-face interaction to facilitate full comprehension.

In conclusion, all the objectives were attained, and the research objective was achieved through the provision of in-depth understandings of the role of cultural variables in communication and negotiation within the Irish fast-fashion business.

6.3 Implication of Research

Literature implications: The results of this research hold a range of significant implications. At the literature level, the research makes a contribution by concentrating on the Irish fast-fashion sector specifically, an area where not much research has appeared in business communication and negotiation studies on cultural influences. It confirms global studies that document the centrality of non-verbal communication, hierarchy, and relationship-based methods and provides country-specific evidence applicable to Ireland.

Theoretical implications: From a theoretical perspective, the findings provide support for Hofstede's dimensions of culture and Hall's high- and low-context communication framework. These differences in negotiation styles, ethical beliefs, and building relations behaviours in the findings provide support for these theoretical models. These results also suggest that best outcomes occur where awareness of cultures translates into action through efficient strategies.

Policy implications: The policy implications of this research indicate that it is necessary for organisations in the Irish fast-fashion industry to create culturally competent policies that build on more than a basic awareness programme. These policies must involve ongoing review of communication approaches, guidance on intercultural negotiation for leaders, and the set of cultural sensitivity within human resource administration and international partnership arrangements.

Practical implications: The practical effects are also extensive. Firms can enhance their trans-border interactions through the delivery of recurrent intercultural training specifically designed for the nations and territories of greatest relevance to their business. Firms should also favor a balance between digital media and face-to-face interaction with a global speaker, offer language support and culture guides for employees, and integrate intercultural ability into recruitment and orientation procedures.

6.4 Limitations of Research

While the research effectively fulfilled its purpose, it is necessary to recognise some of the weaknesses. With a sample size of just 107 respondents, the results might not provide an accurate view of all employees working within the Irish fast-fashion sectors or other industries. Adoption of a purely quantitative method involving a survey also prevented the research from obtaining the more personal and in-depth experiences that might be determined through other forms of qualitative research, like interviews or focus groups. Relying on

self-report measures also creates the risk of socially desirable answers, particularly where respondents were questioned regarding their adaptability or organisational support. Finally, that the research is of a cross-sectional design brings into focus the fact that it represents experiences at one time only and fails to address how the process of negotiating or being culturally competent changes over the long term.

6.5 Recommendations

From the research results, it is possible to make the following recommendations. Organisations within the Irish fast-fashion business community should expand their cross-cultural training programs beyond broader awareness and into more specific regions and markets of relevance in their business operations. Organisations must establish mentorship programs where junior employees will benefit from learning from more experienced employees with good cross-cultural exposure. Relationships with international business associates should be governed through balanced communication models where electronic media is complemented through regular face-to-face or video meetings in building stronger trust and inter-understanding. Organisations may create in-house knowledge-sharing forums where employees will have easy access to information on the norms of cultures, etiquette, and business conduct of the nations. Organisations should hold periodic workshops on business ethics and fairness, where employees will be enabled to cope with disparities in business ethical standards between cultures.

For employees, it is advised that they also play an active part in their own learning of other cultures through using outside resources like online courses on other cultures, exposure through other culture exchange programs and books on other cultures. They must also observe partner behaviours during meetings and be willing to adapt communication style where needed. Establishing close relationships prior to formal negotiations is also necessary, particularly when dealing with cultures where personal trust is valued. Finally, employees must also utilize trusted translation and interpretation equipment while working where language differences exist so as to avoid misunderstandings and ensure accurate communication.

At the broader industry and policy level, it would be useful to establish cultural competence standards that hold for the broad fast-fashion industry in Ireland. Trade organisations could collaborate with government agencies to offer training materials, especially for those small and medium-sized companies that might be lacking in-house proficiency. Export support

programs should also incorporate cultural awareness as part of businesses for new overseas markets.

6.6 Summary

Overall, this study has found that cultural issues have an obvious and significant influence on inter-border communication and negotiation within the Irish fast-fashion industry. Staff frequently encounter non-verbal differences, hierarchy, ethical views, and different negotiation styles. Although the majority of organisations train and employees exhibit adaptability, cultural misconceptions continue to act as obstacles towards fruitful collaboration. Interventions like cultural training, country-specific knowledge, translation resources, and information technology can diminish these obstacles but must be continually refocused in response to evolving circumstances.

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Appendix

Survey Questionnaire

Survey to analyse the influence of culture on cross-border communication strategies and negotiation in the fast-fashion industry in Ireland
Demographic Questions
1. What is your Gender?
<ul style="list-style-type: none">• Male
<ul style="list-style-type: none">• Female
<ul style="list-style-type: none">• Prefer not to say
2. What is your age?
<ul style="list-style-type: none">• 18-24
<ul style="list-style-type: none">• 25-30
<ul style="list-style-type: none">• 31-34
<ul style="list-style-type: none">• 35 and above
3. How many years of experience do have working in Fast-fashion industry in Ireland?
<ul style="list-style-type: none">• Less than 1 year
<ul style="list-style-type: none">• 1-3 years
<ul style="list-style-type: none">• 4-6 years
<ul style="list-style-type: none">• 7 years and above
4. Have you interacted with international colleagues, suppliers, or partners as part of your role?
<ul style="list-style-type: none">• Yes
<ul style="list-style-type: none">• No
Likert Measurement Scale
Cross-Border Communication and Culture
5. I have experienced communication challenges due to cultural differences in my work with international colleagues.
<ul style="list-style-type: none">• Strongly disagree
<ul style="list-style-type: none">• Disagree

<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
6. Non-verbal cues (e.g., gestures, tone, body language) vary significantly across cultures and cause misunderstandings.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
7. I feel confident adapting my communication style when interacting with culturally diverse partners.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
8. My organisation supports cultural awareness and sensitivity in international communication.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
Cultural and Negotiation Practices
9. Negotiation styles differ greatly between cultures I have worked with.
<ul style="list-style-type: none"> • Strongly disagree

<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
10. I find it challenging to negotiate when cultural expectations about hierarchy and decision-making differ.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
11. In some cultures, personal relationships are more important than formal negotiation terms.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
12. Cultural understanding has helped me reach better negotiation outcomes with international partners.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
Challenges
13. I have experienced tension or conflict during negotiations due to cultural misinterpretations.

<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
14. Lack of cultural competence in my team has affected collaboration with international clients or suppliers.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
15. Ethical views and negotiation fairness often vary across cultures, which can lead to confusion or disagreement.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree
Strategies
16. I use specific strategies (e.g., cultural training, local knowledge, translation tools) to manage cross-border communication effectively.
<ul style="list-style-type: none"> • Strongly disagree
<ul style="list-style-type: none"> • Disagree
<ul style="list-style-type: none"> • Neutral
<ul style="list-style-type: none"> • Agree
<ul style="list-style-type: none"> • Strongly agree

17. I believe digital technologies help reduce cultural misunderstandings during international communication and negotiation.

- Strongly disagree

- Disagree

- Neutral

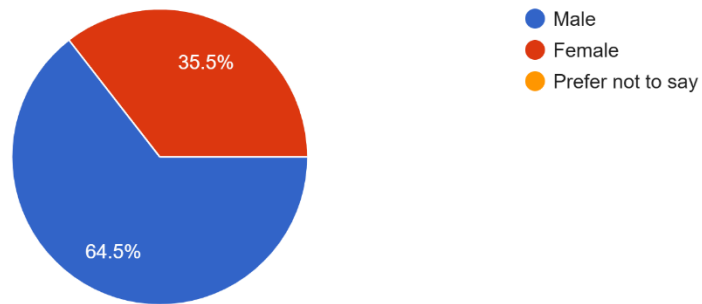
- Agree

- Strongly agree

Results of Survey Questions

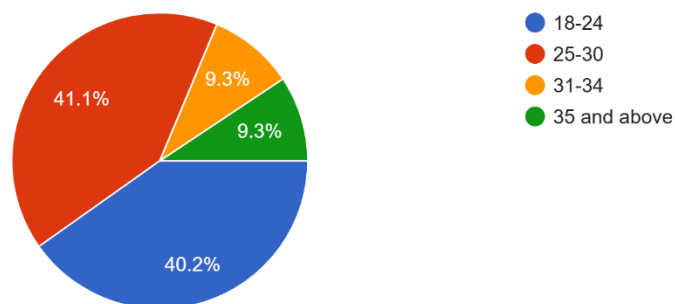
1. What is your Gender?

107 responses



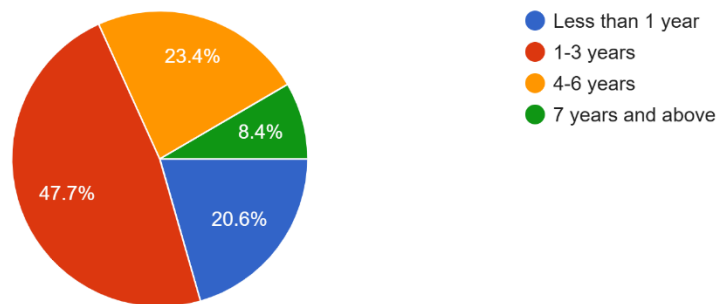
2. What is your age?

107 responses



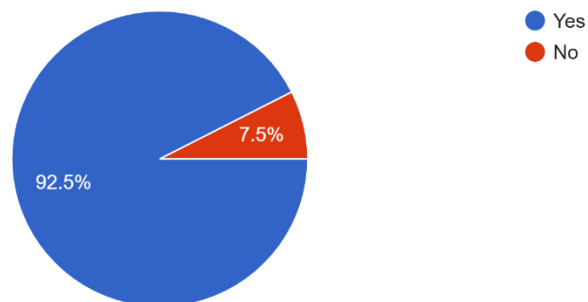
3. How many years of experience do have working in Fast-fashion industry in Ireland?

107 responses



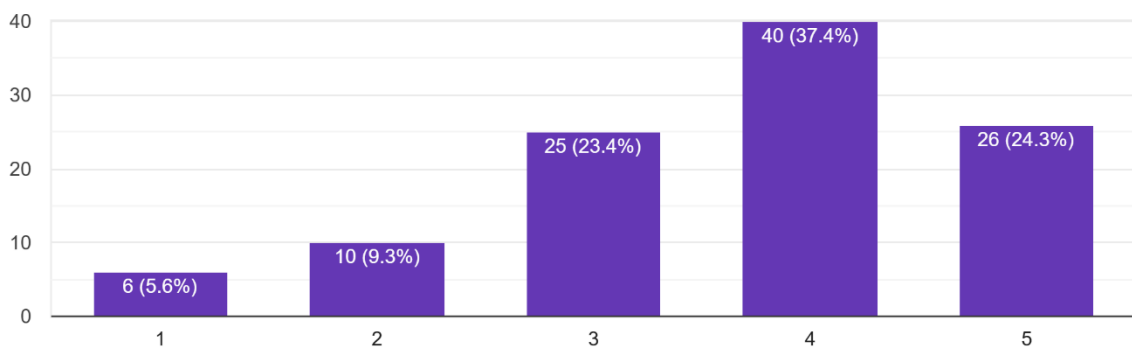
4. Have you interacted with international colleagues, suppliers, or partners as part of your role?

107 responses



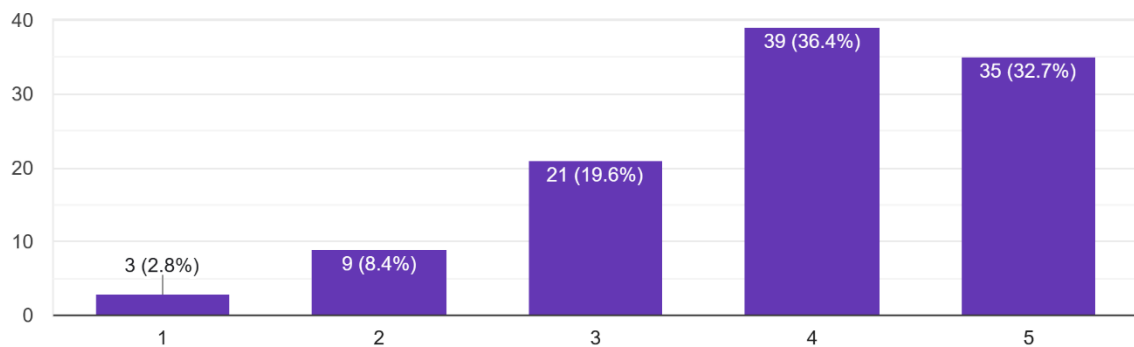
5. I have experienced communication challenges due to cultural differences in my work with international colleagues.

107 responses



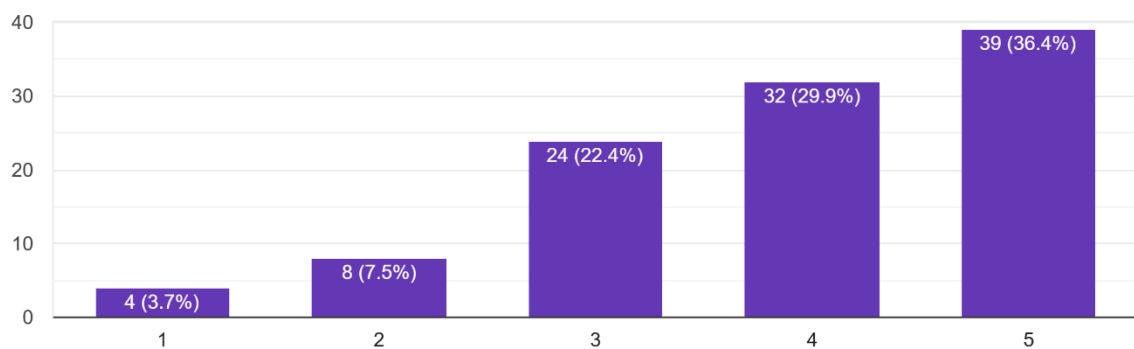
6. Non-verbal cues (e.g., gestures, tone, body language) vary significantly across cultures and cause misunderstandings.

107 responses



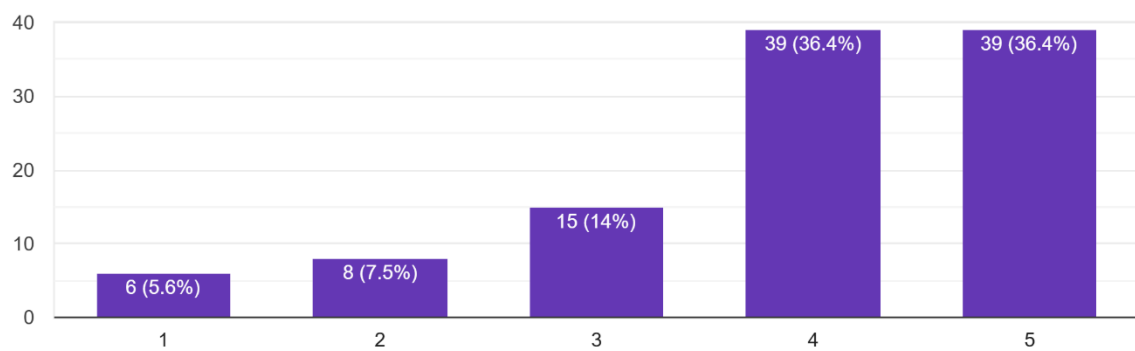
7. I feel confident adapting my communication style when interacting with culturally diverse partners.

107 responses



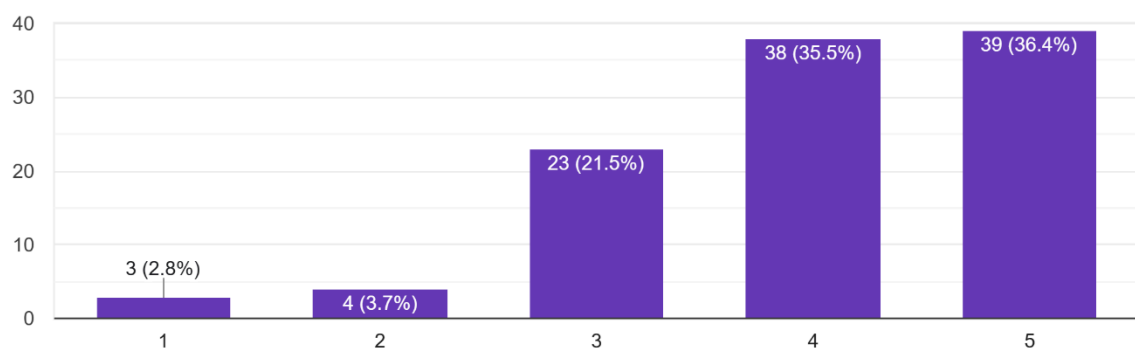
8. My organisation supports cultural awareness and sensitivity in international communication.

107 responses



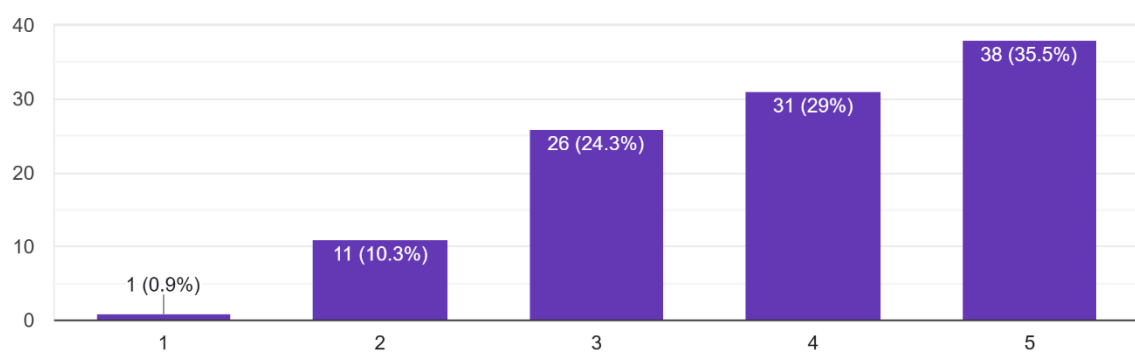
9. Negotiation styles differ greatly between cultures I have worked with.

107 responses



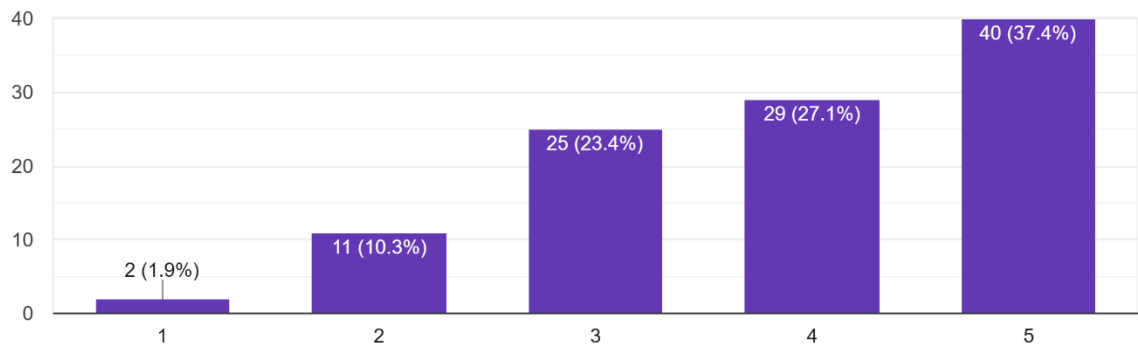
10. I find it challenging to negotiate when cultural expectations about hierarchy and decision-making differ.

107 responses



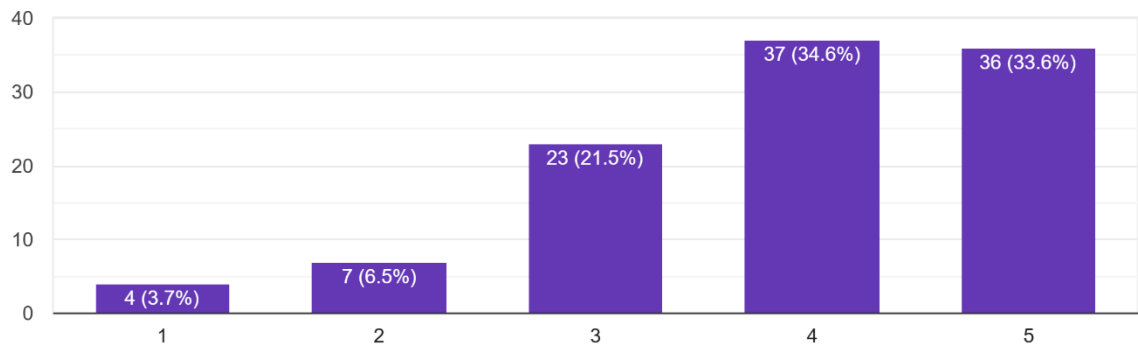
11. In some cultures, personal relationships are more important than formal negotiation terms.

107 responses



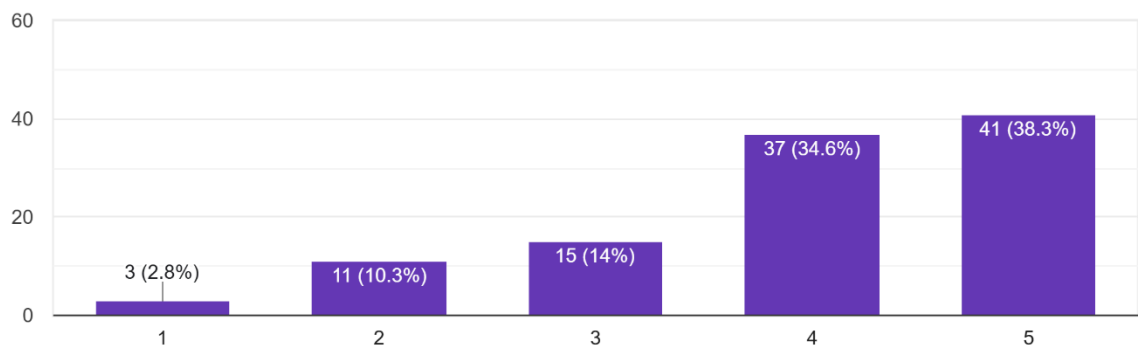
12. Cultural understanding has helped me reach better negotiation outcomes with international partners.

107 responses



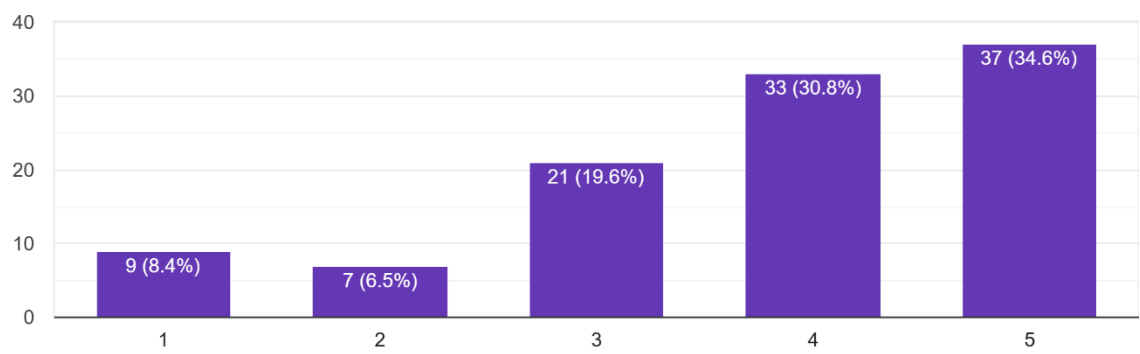
13. I have experienced tension or conflict during negotiations due to cultural misinterpretations.

107 responses



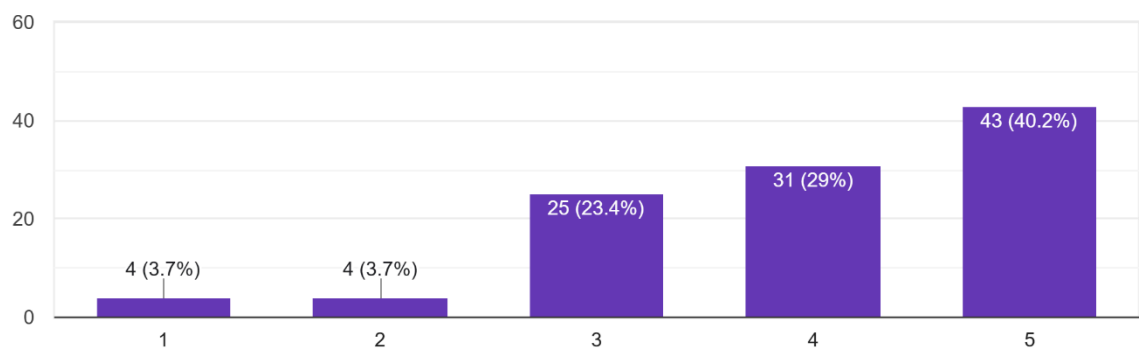
14. Lack of cultural competence in my team has affected collaboration with international clients or suppliers.

107 responses



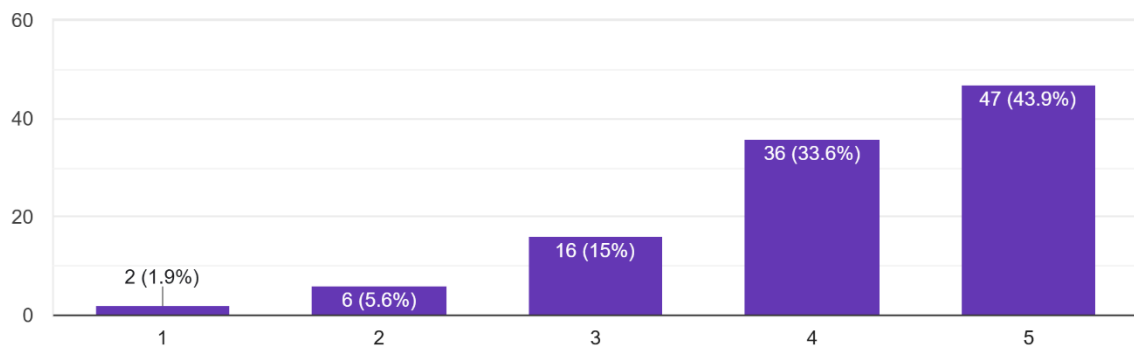
15. Ethical views and negotiation fairness often vary across cultures, which can lead to confusion or disagreement.

107 responses



16. I use specific strategies (e.g., cultural training, local knowledge, translation tools) to manage cross-border communication effectively.

107 responses



17. I believe digital technologies help reduce cultural misunderstandings during international communication and negotiation.

107 responses

