**Cross-Cultural Communication Dynamics**

**in Contemporary Times**

**LDR 810-42 Cross-Cultural Dynamics**

**Peter Abraham Airewele**

**Omega Graduate School**

**Course Professor:**

**Dr. Jared Sorber (PhD)**

**February 22, 2024**

**Developmental Reading**

Assignment #2 – Developmental Readings (Cross-Cultural Dynamics)

1. Create Developmental Readings from seminal sources and scholarly peer-reviewed

journal articles. Review instructions for Assignment #3, the course essential elements,

Moreover, course readings to identify selections of books and journals to create entries.

a. Refer to the "Student Guide to Developmental Readings" in the General

Helps folder for updated information on sample comments, the grading rubric,

Moreover, critical definitions related to developmental readings.

**Cross-Cultural Communication Dynamics in Contemporary Times**

**Introduction**

Cross-cultural communication involves an interdisciplinary methodology, requiring knowledge of social and linguistic anthropology, cultural learning, psychology, and interactive communication. The elements of rudimentary and interactive communication dynamics inform the essential exchange of data and information, incorporating speaking and listening to others in a verbal conversation or discussion accompanied by feedback to be effective in a cross-cultural setting. However, cultural communication dynamics cut across multi-dimensional disciplinarity within organizations or interdisciplinarity among organizations under one umbrella or in the same industry**.** They include communication dynamics, culture, and relationship building through receptive listening and observing, mutual and group respect for each other’s traditions, norms, and values. Critical in the process are the existing levels of language blending, peoples’ connectivity, and cultural enculturation involving internalizing, cultural acculturation, and externalizing. As some studies show, these cultural dynamics are structured with real cultural learning and observing, empathy, and cultural Intelligence. Dialogic, cooperative discussions, linguistic anthropology, and training on socio-cultural reinforcements characterize them. Other study areas focus on the impact of sociological theories, postmodernism, cultural functionalism, societal structures, conflict theory and institutions, and the sociology of education. The developmental reading analysis will examine some of these integral factors and others to identify how each or collectively advances suitable cross-cultural communication dynamics for adequate contextualization. The aim is to determine how individuals from diverse cultural backgrounds engage with one another (Pawa, 2023), accommodating other cultural differences. However, amid this are ethnocentric religious persuasions. The scripture in the Old Testament, Leviticus 18:22, prescribes the dos and don’ts of human sexuality in modern social institutions. This scripture still resonates with conservative, nationalist Christianity worldwide. The sociological theories of functionalism, micro and macro sociology, and postmodernism are re-echoed with the hermeneutical framework of an epistemology of Christian and secular worldviews in global cross-cultural dynamics.

**Source One:** Pawa, A. (2023) Analysis of Cross-Cultural Communication Using the DEMATEL Method.

**Comment 1:** Cross-cultural communication involves interaction and the interdisciplinary exchange of ideas and information.

**Quote/Paraphrase:** Cross-cultural communication encompasses a diverse range of

interactions within cultural contexts involving the exchange of ideas and emotions.

This exchange can occur verbally and nonverbally, encompassing various cultural

norms, values, and customs (Pawa, 2023).

**Essential Elements:** Cross-cultural communication, a diverse range of interactions,

cultural contexts, exchange of ideas and emotions. Encompassing various cultural

norms, values, and customs.

**Additive/Variant Analysis:** The additive is “a diverse range of interactions within a

cultural context.” This indicates that such interactions can be verbal and nonverbal

or in written words. The spoken words convey ideas and information in the local

dialects, Spanish or English, reflected in their traditions, norms, and culture.

**Contextualization:** A well-spoken word during conversation offers a healthy form

of communication in cultural diversity and a modern office setting. The intonation

or accent may differ. However, the ideas and information exchange should be precise

and clear for easy comprehension.

**Comment 2:**  Cultural communication involves cooperative discussions, shared views

or clear perspectives and feedback.

**Quote/Paraphrase:** In a cooperative discussion, participants are interested in the perspective of everyone involved (Angel, 2020).

**Essential Elements:** Cooperative discussion, participants, everyone's perspective.

**Additive/Variant Analysis:** The additive is that "participants are interested in the perspective of everyone involved." The participants either have different or familiar perspectives or shared views. The participants in a dialogue, conversation, or cultural environment accommodate each other’s perspectives or viewpoints.

**Contextualization:**  Accommodating each other’s viewpoint is critical. However, you may or may not accept each other’s viewpoints or perspectives, and shared views foster cultural communication. Each participant understands the cooperative dialogue. Moreover, one can relate to and provide feedback communication.

**Source Two:**Avineri, N., & Ahlers, J. (2023). Engaged Linguistic Anthropology. *A New Companion to Linguistic Anthropology*, 542-559.

**Comment 3:** Social and linguistic anthropology play vital roles in cross-cultural

communication dynamics.

**Quote/Paraphrase:** Engaged linguistic anthropology (ELA) is characterized by a commitment to cultivating ongoing relationships and mutual accountability with communities in the service of collaboratively defined social change (Avineri & Ahlers, 2023).

**Essential Elements:** Engaged linguistic anthropology (ELA), characterized by a commitment, cultivating ongoing relationships, mutual accountability, and collaboratively defined social change.

**Additive/Variant Analysis:** The additive, “collaboratively defined social change” is crucial. Social change demands cultural communication that has the vested interests of all parties. That is, in the form of a “commitment and cultivated “relationship.” In the process, human and social anthropology create an environment where cultural communication thrives ((Avineri et al., 2023).

**Contextualization:** People can relate through a common language with different, similar, or blending cultures, norms, traditions, and values. Apart from language, people from different cultures also identify with hairstyles, torn jeans (fads), common foods, and drinks. You have French fries, yogurts, oatmeal, etc., which are acceptable to most cultures.

**Comment 4:** Cross-cultural identity informs the characteristics and dynamics of nationality, ethnicity, and racial categorizations. **Quote/Paraphrase:** Identity - vis-à-vis culture - demonstrates how inscriptions

of- race, ethnicity, nationality, and class can be used to examine the dynamics of

situated intercultural encounters critically- it casts a light on how identities are

performed in diverse intercultural contexts (Darvin & Sun, 2024).

**Essential Elements:** Identity - vis-à-vis culture, inscriptionsof- race, ethnicity,

Nationality, dynamics of situated intercultural encounters, critically diverse

intercultural contexts.

**Additive/Variant Analysis:** The additive is “the dynamics of situated intercultural encounters” reveal “diverse intercultural contexts.” Such dynamics offer inroads into what constitutes cultural identity. The said cultural identity presents information about the interplay of nationality, race, and ethnicity of the people involved.

**Contextualization:** The identity dynamics also bear the elements or the commonality of language spoken and communication. The standard or assimilated language in cultural linguistics easily plays a crucial role in recognizing the groups’ cultural identity.

**Source Three:** Brett, J., Behfar, K., & Kern, M. (2020). *Managing multi-cultural teams* (pp. 155-164). Routledge.

**Comment 5:**  Cross-cultural communication can be complex when there is no universal

language either spoken or understood, perhaps due to a deep accent or conflicting

dialectics

**Quote/Paraphrase:** Cultural differences can create substantial obstacles to effective

teamwork. In cross-cultural negotiations, the non-Westerner can understand the

direct communications of the Westerner, but the Westerner has difficulty

understanding the indirect communications of the non-Westerner (Brett J. et al.,

2020).

**Essential Elements:** Cultural differences, substantial obstacles, effective

teamwork. In cross-cultural negotiations, the non-Westerner, Westerner.

**Additive/Variant Analysis:**Non-westerners from old British colonies speak

English as their Lingua-Franca, from childbirth. Sometimes, the English spoken is

tinted by a heavy, local accent. West Indies and West African people may not speak

like the British or American and yet understand them. Some Americans are not

exposed to cultural language differences and do not understand English spoken with

heavy accents.

**Contextualization:** Most times, Americans are not quite used to people speaking

English with accents different from their own. The mainstream man from New York

or Los Angeles would better understand the baritone, deep voice, and accent of a

man from Texas, Louisiana, or Mississippi (perhaps a cowboy farmer) than a

foreigner. The missing puzzle is cultural education.

**Comment 6:** Listening is an indispensable function of communication.

**Quote/Paraphrase:** The art of listening with awareness is a vital empathic skill that

is rooted in consciousness and needs attention and practice to be developed. When

mastered, this can create a sense of genuine connection and transform the overall

experience of your reality (Karsunik, 2015).

**Essential Elements:** Listening with awareness, vital empathic skill, consciousness

and needs attention and a sense of genuine connection.

**Additive/Variant Analysis:** The additive is “Listening with awareness,” which is

paying attention with conscious knowledge of what is being said. Having an accurate

perception of the information exchanged. The speaker and listener can relate to the

participatory conversation.

**Contextualization:** Listening attentively helps the participants in a given dialogue

or conversation. Through listening, you easily comprehend whether the speaker is

making sense. Listening is a precursor to participatory communication, even in

questions and answers that follow. It is required to understand the speaker's

information being exchanged.

**Source Four:** McKay, M. (2018*) Messages (The Communications Skills Book)* Paperback.

**Comment 7:** Real Listening and observing are like training reinforcements. They are

essential functional elements of Cultural communication. People learn through listening

and observing.

**Quote/Paraphrase:** Real listening is more than being quiet while someone talks. It

is based on your intention to understand someone, to enjoy someone, to learn

something from them or to give them help (McKay, M., 2018).

**Essential Elements:** Real listening, intention to understand, to enjoy someone, to

learn something from them.

**Additive/Variant Analysis:** The additive in the quote is “based on intention to

understand” the speaker. This paves the way to learn from the other or each other’s

exchange of verbal and cultural communication. Understanding creates room for

effective communication.

**Contextualization:** The apparent desire to understand communication creates an

enabling environment for two or more people to engage in meaningful

dialogue. In the process, the participants respect the other’s shared opinions.

There is mutual or collective participation.

**Comment 8:** Relationship building responds to receptive listening, mutual or group respect, and connectivity.

**Quote/Paraphrase:** The art of listening is critical to successful relationships; if listening strengthens our relationships by cementing our connection, it also fortifies our sense of self. In the presence of a receptive listener, we can clarify what we think and discover what we feel our lives are defined in dialogues (Nichols, Straus, 2021).

**Essential Elements:** The art of listening, critical, successful relationships, cementing our connection, fortifies, receptive listener,

**Additive/Variant Analysis:**  The additive in the quote is, “Listening is critical to a successful relationship.” It implies mutual respect between two or more communicating, perhaps in a cultural environment. Moreover, it reveals an existing bond “cemented” by trust and “connectivity.”

**Contextualization:** The other connectivity element is a sustained, friendly communication culture. This implies —the conscious or unconscious act to blend into their cultural environment. Able to exchange information with utmost confidence and participation.

**Source Five:** Vaghefi, S. (2023) Enculturation: 10 Examples and Definition (Anthropology)

Peer Reviewed by Chris Drew (PhD) / March 15, 2023).

**Comment 9:** Cultural **Enculturation is a crucial element in cross-cultural dynamics.**

**Quote/Paraphrase**: **Enculturation refers to learning and internalizing one's cultural rules, values, and expectations (Grusec & Hastings, 2014)** (Vaghefi, 2023). Enculturation is similar to indigenization and adaptation but occurs in anthropological contexts, referring to adapting to culture by adopting its ways. (Bruckner, et al., 2015).

**Essential Element: Enculturation, learning, and internalizing one's cultural rules, values, and expectations,**  indigenization and adaptation, anthropological contexts. **Additive/Variant Analysis:** The additive in the quote is, “**Enculturation refers to learning and internalizing.” This refers to learning and relating to one’s cultural norms, traditions, and values. There are severe commitments to internalizing one’s cultural norms and behaviors despite other competing cultures.** Enculturation begins at birth and is primarily subconscious. It makes a specific culture integral to a person's identity and self-concept, typically within a single cultural framework. It is a lifelong process of learning one's native culture (Grunland & Mayers, 2010).

**Comment 10:** Acculturation is more of externalizing, copying, or adapting to other cultures different from one derived from one’s own culture or in your cultural environment.

**Quote/Paraphrase:** Acculturation involves adapting to a new culture when exposed to it. It occurs consciously when individuals interact with different cultures. It involves navigating the dynamics of two or more distinct cultures (Grunland & Mayers, 2010).

**Essential Elements:** Acculturation, adapting to a new culture, individuals interacting with a different culture, dynamics of two or more distinct cultures.

**Additive/Variant Analysis:** The additive is “dynamics of two or more distinct cultures.” This implies that the accultured individual steps out of their internalized cultural environments into the external culture. Externalizing involves consciously expressing the desire to adapt to or adopt other cultures outside the immediate cultural environment.

**Contextualization:** Everyone, without exception, has a culture in common with either enculturation (internalized culture) or acculturation (the externalized culture). About 80% of Americans have French Fries on their menu every other day. It is like the Briton passionate with Texas Cowboy boots and hats, the British dress sense like the suits and ties, and the American local canvass shoes. Unsurprisingly, some staff wear canvas shoes while dressed in suits. You find the guy on one knee proposing to a lady in America, and such social-cultural tradition is not practiced in Africa or Asia. These are expressed in cultural norms, arts, symbols, and ways of life, intertwining or intersecting each other beautifully.

**Source Six:**  Gushee, D. P. (2015). Reconciling evangelical Christianity with our sexual

minorities: reframing the biblical discussion. *Journal of the Society of Christian*

*Ethics*, *35*(2), 141-158.

**Comment 11:** Most times, you find the conservative and liberal America driven by

ethnocentric religious persuasions and emotions to suit their dogmatic, cultural,

preferences, especially in human sexuality.

**Quote/Paraphrase**: “Most evangelical Christians have their faith rooted in a high

view of biblical authority, to be irreconcilable with Homosexuality." This meant that

devoted LGBT people raised as evangelical Christians have the privilege of choosing

to belong to one and between their sexuality and their faith/religious community

(Gushee, 2015).

**Essential Elements:** Evangelical Christians, faith is rooted in a high view of the

biblical, authority, irreconcilable with Homosexuality”, LGBT, sexuality and

their faith/religious community.

**Additive/Variant Analysis:** The variant is “irreconcilable with Homosexuality.” Such

issues with the LGBTQs and transgender in most evangelical Churches remain

unresolved to this day. This is due to the discriminatory practices of some clergy.

These situations can be skillfully handled through spiritual mentoring or

guidance, strategies, and moral principles. That is having Open-door policies that

accommodate everyone when and where necessary.

**Contextualization:**  The Evangelical leadership can stimulate some dialogic

conversations with homosexuals. That is, politely, the Church’s positions and

doctrinal policies should be without coercion. Moreover, they must refrain

from alienation. The two scriptures, Mark 2:17 and Romans 3:23, state that Jesus

came for the sinners, and all have fallen short of righteousness and the glory of God.

Matthew 7:1-3: Judge not for ye shall be judged.

**Comment 12:** Perhaps modern Christianity still relies on Old Testament biblical scriptures,

like Leviticus 18:22: "Do not practice Homosexuality, having sex with another man as

with a woman. It is a detestable sin,” Many still uphold this.

**Quote/Paraphrase:** Now, questions about its morality [i.e., homosexuality], its

Legality is a civil right, and its acceptability as a religious ethic is freely, openly,

ubiquitously and passionately discussed (Grisanti, 2017).

**Essential Elements:** Morality, homosexuality, Legality, civil rights, religious ethics,

ubiquitously, passionately.

**Additive/Variant Analysis**: The additive is “openly discussed.” If the scripture says

to be sexually straight in adultery and fornication, or homosexual, is forbidden, that is

what it is to nationalist Christianity. It is left to the clergy to address any issues politely

without judgment. The Holy Spirit prunes a man or woman (John 15:2).

**Contextualization:** The constitutional legality of freedom is one aspect. But,

conservative Christianity still grapples with accepting the “person” as a “child of

God” if the homosexual is involved in any sexual perversions, including the

heterosexual adultery, fornication, or homosexuality, sin is sin. John 15:2 indicates the

Intervention for righteousness is the duty of the Holy Spirit.

**Source Seven:**Stammler, P. (2023) Social Institutions in Sociology (11 Examples & Definitions) Helpful Professor.com, Peer Reviewed by Chris Drew (Ph.D.) / April 10, 2023.

**Comment 13:**Social institutions are vital in societies. They enhance groups' social engagement and interactions, abiding by the public code of conduct (courts and police).

**Quote/Paraphrase:**Social Institutions are organizations or systems that establish relationships, behavior, beliefs, rules, and norms that arrange society- They are organizations or entities that reproduce the norms, expectations, and functions to meet the social needs of society (Stammler, 2023). Introduction. "Furthermore, Institutions are structures within society, such as police stations, schools, and businesses, that provide order and stability" (Khan et al., 2023, video clip).

**Essential Element:**This is associated with the role social institutions (family, police, and schools) play in relationship building, incorporating norms, rules, order, and peace.

**Additive/Variant Analysis:**The established "norms, rules, and expectations are the additive that resonates." These elements collectively create a sense of group collaboration, including an environment of order and peace.

**Contextualization:**This study will be valuable and applicable during staff training and organizational culture, vision, and mission statements. This is a by-product of transformational leadership based on group norms and common goals.

**Comment 14:** Knowledge of information, integrity, and trust are critical in any social institution.

**Quote/Paraphrase:**"After an unprecedented year of global pain, loss, and uncertainty, a new report finds that 2020 marked "an epidemic of misinformation and widespread mistrust of societal institutions and leaders worldwide." (Aguilera, 2021), Yahoo Publication.

**Essential Elements:**Unprecedented year of global pain, loss, and uncertainty "an epidemic of misinformation, widespread mistrust of societal institutions and leaders worldwide.

**Additive/Variant Analysis:**The variant is "misinformation and widespread mistrust" and can even lead to violence like the January 6, 2021, Capitol Hill unrest. However, the seemingly missing bolts in the saga are the culture of political extremism brewed and sown through leadership greed. Hosea 4:6 (People perish for lack of knowledge).

**Contextualization:**Employees are reminded of how crucial education, organizational culture, group collaboration, and team efforts are. Moreover, they are reminded to demonstrate equal participation in training and discussions and engage in criticism based on facts, not malice. No leader must be idolized, or the cookies crumble.

**Source Eight:** Paul, C. (2023) Functionalism in Sociology: Definition, Examples, Criticism Peer Reviewed by Chris Drew (Ph.D.) / April 21, 2023. https://helpfulprofessor.com/

functionalism-in-sociology.

**Comment 15:** Functionalism is a theory of society that focuses on the structures that create the society and how the society can remain stable (Sydney et al., 2023, video clip).

**Quote/Paraphrase:** Functionalism examines social institutions' role in keeping the social structure intact. Society is interwoven, like a complex web. It is comprised of different institutions. Each institution fulfills a specific role that keeps society functional (Paul, 2023).

**Essential Element:**Functionalism, role, social institutions, social - structure, Society, interwoven, complex web, institution, specific role that keeps society functional.

**Additive/Variant Analysis:** The inter-connectedness also refers to how these social institutions**,**"a multitude of social structures (e.g., economic conditions, family relationships, religious practices, media outlets, etc.) fulfill their purpose and how they operate concerning other structures, and to ensure stability.

**Contextualization:**The ultimate goals of Functionalism include social interactions, stability, and structural order like in one's organization, and they are encouraged in modern societies. This resorts to sustainable teamwork, collaboration, and cohesiveness.

**Comment 16:**Functionalism tends to focus on leadership and cultural roles rather than what they accomplished by social institutions.

**Quote/Paraphrase:** "Functionalism - is still the dominant style of thought in the special sciences, like economics, psychology, and biology. Generally construed, Functionalism is the view that states or processes can be individuated based on their roles rather than what they are constituted or realized." (Beck & Grayot, 2021).

**Essential Element:**Functionalism, social structures, constituent elements, process.

**Additive/Variant Analysis:** The additive is “empirical and new Functionalism may seem partly individuated” or different. The commonality is the interconnectedness of the social structures. Despite their characteristic structures, roles may differ in specific cultural settings.

**Contextualization:**It is like employees sharing the same goals but determining what specific processes to engage or utilize (like groups, timing, teamwork, dedication). Furthermore, the results analyzed are crucial for policy and decision-making.

**Source Nine:** Hayes, A. (2022). Conflict Theory Definition, Founder, and Examples.

**Comment 17:** Conflict theory highlights the functions of power, control, and struggles concerning different social institutions, groupings, peoples, and communities.

**Quote/Paraphrase:**Conflict theory, first developed by Karl Marx, is that society is in perpetual conflict because of competition for limited resources. Conflict theory holds that social order is maintained by domination and power rather than by consensus and conformity (Hayes, 2022).

**Essential Elements:** Conflict theory, first developed by Karl Marx, theory, social order, domination and power, consensus and conformity.

**Additive/Variant Analysis:**Hayes rightly states that "Current conflict theory has four primary assumptions that are helpful to understand: competition, revolution, structural inequality, and war." Competition between type A employees, assertive, perhaps with higher performance, and type B employees with low performers are familiar in organizations compared to other factors.

**Contextualization:**Issues about the status quo, ethnocentrisms, promotion, envy, fraud, race, discrimination, and the inability to adjust to cultural change are some of the conflict issues in modern organizations. Sometimes, simple conflict resolution strategies have paid off through training, counseling, and therapy services. Even suggestion boxes and feedback in communication can help curtail conflicts before becoming too complex in each situation.

**Comment 18:**Conflict resolution starts with unbiased mediation to gain the respect of the disputing parties. The mediator can resolve the issues amicably.

**Quote/Paraphrase:**We isolate the effect of symbolic conflict by looking into a dispute with no material stakes (for one side) (Martínez et al., 2023).

**Essential Elements:** Isolate, effect of symbolic conflict, dispute, no material stakes.

**Additive/Variant Analysis:**The "no material stakes" implies little vested interest favoring disputing parties. However, a vested interest can prevent fostered mediation. Moreover, facts and truth must triumph over falsehood or faulty lines.

**Contextualization:**The non-biased strategy is embraced in one's organization through group participation involving the disputing parties on the one hand. Furthermore, the disputing parties randomly select trusted mediators from among the staff on the other. This has provided a much-needed resolution package acceptable to all parties.

**Source Ten:** Scott, J. (2023). *Sociological Theory: Contemporary Debates*. Edward Elgar Publishing.

**Comment 19:**Social and progressive sciences are critical in Sociological Theory for their empirical rational discourse in the 20th century.

**Quote/Paraphrase:**Sociology studies social influences on human behaviors, a product of modernity (Scott, 2023, p. 1, para. 1).

**Essential Element:** Sociology studies social influences and human behaviors, a product of modernity.

**Additive/Variant Analysis:**Modernism shows that the era was more socially progressive. It witnessed few challenges until the postmodernism era. The period has had social and scientific progressivism subject to intellectual criticism and challenges based on logical and rational facts.

**Contextualization:** The Christian worldviews in workplaces are often challenged by post-modernist ideologies, which are logically framed, with questions demanding possible answers and actions. Nevertheless, a modern Christian organization may or may not be swayed by logical inferences outside the seeming absolute-looking Christian doctrines of Truth. To the conservative views, biblical truth finds expression. The liberal tends to gravitate toward logical facts.

**Comment 20:** Postmodernism ushers in more intellectual paradigms and theories attempting to justify their philosophical thoughts, partly similar and different.

**Quote/Paraphrase:**Modernity implies "the progressive economic and administrative rationalization and differentiation of the social world" (Sarup, 1993, p.1) Abstract). "This phenomenological study explores how Southern Baptist pastors perceive any postmodern influences in their churches and their effect on how the Church presents and teaches biblical Truth (Mitchell et al. (2023).

**Essential Elements:** Modernity, the progressive economic and administrative rationalization, differentiation, the social world, phenomenological study, Southern Baptist pastors, postmodern influences, Church biblical Truth. **Additive/Variant Analysis:**"Southern Baptists tend to express higher levels of religious commitment than Americans. Overall, the majority of Southern Baptists (61%) say abortion and homosexuality should be illegal. (Fahmy, 2019, para 9 and 10).

**Contextualization:**Some factions among the youths are rooting for some social adjustment to its Christian teaching approach. **"**In 2014, a survey by the SBC showed nearly one-fourth (24.68 percent) of attendees were younger (Strode, 2015). The takeaway is that some level of religious diversity and accommodation may be required in one's place of work.

**Source Eleven:** Garlitz, D., & Zompetti, J. (2023). Critical Theory as post-Marxism: The Frankfurt School and beyond. Educational Philosophy and Theory, 55(2), 141-148.

**Comment 21:** The philosophy of critical Theory comes with knowledge, which is significant in multi-dimensional skill development and application.

**Quote/Paraphrase:** Critical Theory as a post-Marxist discourse is a category of academic thought that broadly involves theoretical scholarship to interrogate the structures and discourses of power. As such, it casts a broad net to include interdisciplinarity, ranging from cultural studies, Marxism, linguistics, sociology, philosophy, psychoanalytic criticism, and others (Garlitz & Zambetti, 2023).

**Essential Elements:**Critical Theory, post-Marxist discourse, category of academic thought, theoretical scholarship, interrogation of the structures, and discourses of power. A broad net, interdisciplinary thinkers, cultural studies, Marxism, linguistics, sociology, philosophy, and psychoanalytic criticism.

**Additive/Variant Analysis:**The additive "theoretical scholarship" is a macrocosm of interdisciplinary research studies spanning a broad spectrum of philosophy and sociology, cultural studies, and psychoanalysis. These theories are significant for one's leadership thinking and staff training.

**Contextualization:**The study ofPhilosophy unfolds the "fundamental nature of knowledge, reality, and existence, especially when considered as an academic discipline" (Webster's Dictionary). The recipe of knowledge enhances the skill-set development, performance, and growth of staff.

**Comment 22:** The sociology of education is vast. It contributes a hermeneutical framework for knowledge, interpreting culture, or interdisciplinary social research aimed at clarifying social issues and solving social problems to promote family, Church, and community.

**Quote/Paraphrase:**The empiricist view of knowledge has been most natural. Social scientists have appealed to provide genuine or authoritative knowledge to meet people's commonsense intuitions. Seeing is believing" (Benton & Craib, 2023, p.4, para. 1).

**Essential Elements:**  Empiricist view of knowledge, social scientists, authoritative knowledge, commonsense intuitions. Seeing is believing.

**Additive/Variant Analysis:**The additive "commonsense intuition" relates to commonly held perceptions based on factual and practical observation backed by logical, rationalistic premise (Mathematical). Employees are reluctant to change their long-held culture and attitude to work. They prefer demonstrable change, which -is applicability and results to believe or buy into it.

**Contextualization:** Employees are still trained in logical (rational/mathematical) and empirical (experimental) analytical processes. This is to demonstrate critical analysis based on sound judgment. This paves the way for realistic outcomes.

**Conclusion**

Glaring in this study is the clash of modernity and post-modernity of cultures involving set precedents that always prefer the old-school precepts without an iota of reforms or change in functional institutions. The clash between the Christian faith and the secular worldviews unfolds in their cross-cultural dynamics, sometimes partly fixed or continually changing, to reflect their peculiar dogmatic principles inherent in the people’s belief systems, norms, traditions, and values. This study shows that religious conservativism still adopts the Old Testament doctrines in Leviticus 18:22, which forbids sexual immorality. Most evangelical Christians have their faith rooted in a high view of biblical authority, to be irreconcilable (Gushee, 2015), with seeming sexual promiscuity not aligned to biblical scriptures. In Catholic papacy, “the challenges seem to lie in balancing the teachings on homosexuality with the belief that God is merciful and loving” (Nwosu, 2020), Abstract. Nevertheless, some see every sinful act as a sin, but should not be judgmental about it. However, cross-cultural communication is required, it encompasses a diverse range of interactions within cultural contexts involving the exchange of ideas and emotions-verbally and nonverbally, encompassing various cultural norms, values, and customs (Pawa, 2023). The power and beauty of cultural enculturation (internalizing cultures) and acculturation (externalizing, expressing other cultures) are contingent on freely learned, and adopted cultures which are not coercive but open to preferences, will, and choices.

**Works Cited**

Aguilera, J. (2021). 'An Epidemic of Misinformation.' New Report Finds Trust in Social

Institutions Diminished Further in 2020. *TIME Magazine*.

Avineri and, N., & Ahlers, J. (2023). Engaged Linguistic Anthropology. *A New Companion to*

*Linguistic Anthropology*, 542-559.

Bertrand, C. J. (2018). *Media ethics and accountability systems*. Routledge.

Brett, J., Behfar, K., & Kern, M. (2020). *I am managing multi-cultural teams* (pp. 155-164).

Routledge.

Bruckner, L, Ward, D, Reichard, J, & Omega Graduate School (2015). Contextualization For

Social Change. Supplemental Study Guide

Darvin, R., & Sun, T. (2024). Intercultural Communication and Identity. *Elements in*

*Intercultural Communication*.

Glover, J., Friedman, H., & van Driel, M. (2016). Cultural Dilemmas and Sociocultural

Encounters: An Approach for Understanding, Assessing, and Analyzing Culture.

In *Critical Issues in Cross-Cultural Management* (pp. 53-60). Springer, Cham.

Grunland, S. A., & Mayers, M. K. (2010). Enculturation and acculturation: A reading for cultural

Anthropology.

Glover, J., Friedman, H., & van Driel, M. (2016). Cultural Dilemmas and Sociocultural

Encounters: An Approach for Understanding, Assessing, and Analyzing Culture.

In *Critical Issues in Cross-Cultural Management* (pp. 53-60). Springer, Cham.

Gushee, D. P. (2015). Reconciling evangelical Christianity with our sexual

minorities: reframing the biblical discussion. *Journal of the Society of Christian*

*Ethics*, *35*(2), 141-158.

Hayes, A. (2022). Conflict Theory Definition, Founder, and Examples.

Kasunik, M. (2015). The Art of Listening with Awareness; publication by The Universal Talks |

Thoughts Become Things.

Martínez, S., Valentim, V., & Dinas, E. (2023). Symbolic Conflict Resolution and Ingroup

Favoritism. Journal of Conflict Resolution, 00220027231155323.

McGrath, A. E. (2024). *The Nature of Christian Doctrine: Its Origins, Development, and*

*Function*. Oxford University Press.

McKay, M. (2018*) Messages (The Communications Skills Book)* Paperback

Mitchell, D. R. (2023). The Effects of Postmodernism on Southern Baptist Churches and

The teaching of Biblical Truth: Quantitative Research Method.

Nichols, M. P., & Straus, M. B. (2021). *Lost Art of Listening*. P.8. Guilford Publications.

Nwosu, P. U. (2020). Roman Catholic Perspective of Sin and Homosexuality Scrutinizing the

Signs of the Times. *International Review of Humanities Studies*, *5*(2).

Pawa, A.(2023). Analysis of Cross-Cultural Communication Using the DEMATEL Method.

Paul, G. C. (2023) Functionalism in Sociology: Definition, Examples, Criticism.

Scott, J. (2023). *Sociological Theory: Contemporary Debates*. Edward Elgar Publishing.

Stammler, P. (2023). Social Institutions in Sociology (11 Examples & Definition) Helpful

Professor.com, Peer Reviewed by Chris Drew (Ph.D.) / April 10, 2023.

Vaghefi, S. (2023) Enculturation: 10 Examples and Definition (Anthropology)

Peer Reviewed by Chris Drew (PhD) / March 15, 2023).