corporate governance and consider its dynamic nature, contributing to further research on the essence and peculiarities of using this concept in modern business practice.

*   **Key words:** corporate governance, triadic decryption, efficiency, stakeholders, theory of dynamic information systems, triad mutation method.*

CORRELATION BETWEEN CULTURAL DIMENSIONS AND THEIR INFLUENCE ON CONFLICT STYLE PREFERENCES

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*   **Abstract.** This paper offers a multifaceted exploration of the intricate interplay between cultural dimensions and preferences in conflict resolution styles. It delves into the profound influence of cultural values on the choices individuals make when managing conflicts, enhancing our understanding of this complex relationship. Defining culture and conflict as central constructs, the paper investigates several key cultural dimensions within Hofstede's framework. It focuses on individualism and collectivism, high and low power distance, and high and low uncertainty avoidance. Few studies cover the research on power distance and conflict style preference, underscoring the importance of understanding how individuals choose styles that align with their cultural norms, whether maintaining low or high power distance within their own cultures.*
*   The study uncovers the correlation between different cultural types and conflict management styles. In cases of individualism, there is a preference for an avoidance style of conflict management, while collectivist cultures typically lean towards compromising and obliging conflict styles. In situations marked by high power distance, members of high power cultures are more likely to adopt an avoidance conflict style. The research holds significance for managing intercultural conflicts across various contexts, particularly in the realms of global governance, international relations, and multicultural team management. The findings provide a valuable reference for managers striving to navigate intercultural tensions and promote effective conflict resolution strategies aligned with cultural values. While this study offers valuable insights, it highlights the need for further in-depth research on additional cultural dimensions. This paper contributes to understanding the intricate relationship between culture and conflict resolution. It serves as a guide for analyzing preferences in intercultural conflicts, promoting conflict resolution management in multicultural projects, and advancing cross-cultural cooperation and understanding. Continuous research in this field is essential for more effective conflict management in an increasingly diverse global landscape.*

*   **Key words:** cultural dimensions, intercultural communication, conflict style preferences, conflict management, intercultural conflict resolution, international relations, cross-cultural cooperation.*

Introduction. In the ever-changing global context, comprehending the dynamic interplay between culture and human behaviour holds paramount significance, particularly in the realm of conflict resolution. The increasingly interconnected world has led to frequent interactions between individuals from diverse cultural backgrounds, underscoring the necessity of comprehending how culture shapes our choices in conflict management. This article acts as a guide to navigate this complex terrain by examining the correlations between cultural dimensions and individuals' preferences for conflict management styles.

The modern age is characterized by unprecedented cultural mingling, facilitated by international business collaborations, global migration, and widespread communication networks. These interactions highlight the significance of exploring how cultural backgrounds and dimensions influence individuals' approaches to conflicts. Conflict, a fundamental component of human interactions, necessitates effective management to maintain healthy relationships, whether on a personal, professional, or international level.

Understanding the impact of cultural dimensions on conflict management styles can enhance conflict resolution strategies and promote harmonious coexistence among individuals from diverse cultural backgrounds. This understanding is especially critical given the potential consequences of poorly managed conflicts, which may include strained relationships, reduced productivity, or international diplomatic crises. The demand for intercultural conflict management skills is on the rise in the professional world. Multinational corporations, international non-governmental organizations, and even small local businesses increasingly comprise diverse workforces. In such contexts, the ability to navigate cultural differences and select appropriate conflict management styles is a highly sought-after skill for employees and leaders alike.

The contemporary relevance of this research lies in its capacity to illuminate how cultural dimensions influence individuals' choices in conflict resolution styles and, consequently, impact various facets of our lives. Through the exploration of this connection, we aim to uncover the underlying factors that lead individuals to prefer one conflict resolution style over another. The implications of this research are multifaceted. For individuals, it can provide insights that promote self-awareness and a better understanding of their tendencies regarding conflict management.

This knowledge can facilitate more effective communication and conflict resolution in personal relationships. In professional settings, these insights can translate into improved team dynamics and more successful cross-cultural collaborations.

On a broader scale, the findings of this study hold significant implications for international diplomacy and relations. Understanding how cultural dimensions affect conflict management styles can enhance diplomatic efforts, contribute to conflict prevention, and facilitate peaceful conflict resolution on a global scale. It serves as a stepping stone toward fostering international cooperation and mutual understanding.

As we embark on this exploration of the correlations between cultural dimensions and conflict management styles, it is essential to acknowledge the complexities and nuances inherent in this topic, which make it both intriguing and challenging. The subsequent sections of this article will delve into the intricate web of culture and its influence on human behaviour, offering valuable insights applicable to various aspects of life.

Analysis of recent researches and publications. In order to gain insight into an individual's behaviour within an intercultural conflict scenario and, consequently, their inclination toward specific conflict resolution styles, it is imperative to commence by examining how culture and one's cultural background exert influence on human conduct. To achieve this, it is necessary to provide a comprehensive definition of the concept of culture. The initial comprehensive definition of culture was articulated by anthropologist Edward Tylor (1871), who characterized culture as "the intricate entirety that encompasses knowledge, beliefs, art, ethics, legislation, customs, and all other abilities and habits acquired as a member of a society". It is crucial to emphasize that culture is a product of learning. Unlearned behaviours pertain to the physiological responses of the human body, such as the knee-jerk reflex, the blink reflex of the eye, respiration, while the full spectrum of sociocultural human behavioural patterns is learned through cultural assimilation. The exploration of cultural learning and one's cultural background can be traced back as early as the turn of the 20th century. Franz Boas (1940) contended that we must discern the roots of observed ethnological phenomena within the unique cultural context of specific societies. The emergence of cultural relativism, stemming from the works of M. Mead (1928), R. Benedict (1934), F. Boas (1940), and M. Herskovits (1973), underscores that comprehending behaviour necessitates a consideration of cultural context and the process

of cultural assimilation. According to M.J. Herskovits (1973), a fundamental tenet of cultural relativism asserts that "evaluations are constructed through personal experiences, and each individual interprets these experiences through the lens of their own cultural upbringing". Essentially, individuals do not have the liberty to select the culture into which they are born; instead, they embrace learned behaviours from their surroundings to foster a sense of belonging and connection to a specific group. In delving further into the influence of cultural learning and cultural background on behaviour, it is imperative to recognize that the definition of culture inherently encompasses all the values, stereotypes, beliefs, and rules distinctive to the members of a society, thereby distinguishing it from other societies. Culture and cultural background encompass domains such as the educational system, the historical context of a particular culture, shared values that define groups with similar languages and traditions, and patterns of conduct. A more recent definition of culture and cultural background, widely adopted in the realm of business, was put forth by G. Hofstede, characterizing culture as the "collective mental programming that sets one group apart from another" (Hofstede, 1980). This definition serves as the foundation for distinguishing between various cultures and quantifying their core values and norms through the formulation of dimensions. Hofstede further identified five contrasting cultural dimensions: individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, power distance, and short-term versus long-term orientation (Hofstede, 1980).

Based on the provided text and the exploration of the relationship between cultural dimensions and the preference for conflict resolution styles, a few key conclusions can be drawn:

– Culture, as a central factor, significantly influences the formation of historically ingrained values, norms of behaviour, and shared rules within a group. Understanding this context is crucial when analyzing human behaviour in conflict situations.

– Cultural learning and background play a vital role in shaping an individual's perspective and reactions to conflict. It highlights the importance of considering cultural factors when assessing conflict resolution preferences.

– The concept of cultural relativism underscores the idea that judgments and interpretations of experiences are inherently tied to an individual's cultural upbringing. This emphasizes the need to appreciate the diverse cultural backgrounds that shape people's conflict-handling approaches.

– G. Hofstede's definition of culture as "collective mental programming" provides a practical framework for differentiating cultures and understanding their core values and norms (Hofstede, 1980). The identification of five distinct cultural dimensions further enhances our ability to analyze and compare how various cultures approach conflict resolution.

Recognizing the profound impact of culture and cultural background on individuals' attitudes toward conflict styles is essential in understanding and addressing intercultural conflicts effectively. This knowledge can inform strategies for managing and resolving disputes in diverse cultural contexts.

Unresolved components of a common problem. Despite comprehensive research on the influence of cultural dimensions on the selection of conflict management styles, certain aspects remain underexplored. Specifically, there has been insufficient examination of the relationship between power distance and preferences for conflict management styles. Many facets of this issue demand further in-depth exploration. Although there has been discussion regarding the connection between low uncertainty avoidance and the choice of collaborative and compromising conflict styles, these aspects also necessitate further investigation and deeper analysis. This underscores the significance of future research in this domain. This paper provides a foundation for addressing these unresolved issues. It contributes to a more profound understanding of how cultural dimensions impact the selection of conflict management styles and offers a basis for future research and practical implementation in organizations and international relations.

The formulation of the objectives of the article. The objective of this study is to scrutinize the intricate relationship between cultural dimensions and the predilection for distinct conflict resolution styles. In this pursuit, it endeavours to furnish profound insights into the manner in which cultural factors exert influence over individuals' decision-making processes when confronted with conflicts. Particular emphasis is placed on the cultural dimensions of individualism and collectivism, power distance, and uncertainty avoidance, as delineated within Hofstede's seminal cultural dimensions framework. This paper aspires to illuminate the proclivity of individuals hailing from diverse cultural milieus towards

specific conflict management styles. In so doing, it aspires to engender a heightened comprehension of the nuanced interplay between culture and conflict resolution.

Statement of the main material of the research.

1. The correlation between culture and conflict styles.

To establish a connection between an individual's conduct in conflict situations and cultural dimensions, we will refer to the definition of conflict as articulated by Hocker and Wilmot (2010) in their work "Interpersonal Conflict". They define conflict as an "expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals."

The exploration of the relationship between conflict and conflict styles has been a subject of research in the field of conflict management. Scholars such as Blake and Mouton (1964) and Borisoff and Victor (1989) have provided insights into five primary conflict management approaches, including problem-solving, smoothing, forcing, withdrawal, and sharing. Subsequently, other authors have introduced variations in terminology for these concepts. For instance, Thomas-Kilmann (1974) developed a model that delves into five dimensions of conflict management, categorizing them into styles known as competing, collaborating, compromising, avoiding, and accommodating.

In the Thomas-Kilmann model, the Competing style is defined by assertiveness but lacks a cooperative orientation. This style emphasizes the exercise of power, with each party focused on pursuing their own goals and concerns, often disregarding the needs and concerns of the other party. The use of power to achieve victory is a central feature of the Competing style, which stands for upholding an individual's rights, defending their position as the correct one, or simply the sheer need to win.

Collaborating style is characterized by assertiveness along with a simultaneous willingness to cooperate. Within this style, individuals actively seek possible solutions with the other party, aiming to find mutually satisfying resolutions. Collaborative conflict resolution involves in-depth exploration of the underlying concerns and needs of all parties involved, replacing resource competition and confrontation with a shared interest in resolving the conflict.

The Avoiding style is marked by an approach that is both uncooperative and unassertive. In this style, individuals neither pursue their own goals nor those of the other party. Conflict confrontation is

avoided, often taking the form of postponement or complete withdrawal from potentially threatening situations.

The Accommodating style demonstrates a cooperative orientation but is unassertive. Individuals who adopt this style forsake their own needs and concerns to accommodate the needs and concerns of the other party.

In the Compromising style, individuals exhibit both cooperation orientation and assertiveness. The aim is to find an acceptable solution for both parties involved, with a willingness to reach a middle ground. This style indicates a somewhat lower willingness to work through the conflict situation compared to the Collaborating style.

Research, such as that by Ting-Toomey et al. (1991), has demonstrated that individual preferences for handling conflicts are culture-specific. This suggests that individuals tend to align their conflict resolution styles with their cultural values. Additionally, studies by Gunkel et al. (2014) have revealed a cultural fit, meaning a direct relationship between the preference for conflict resolution styles and cultural dimensions.

The correlation between culture and conflict styles is evident through the works of various researchers in the field of conflict management. Conflict resolution preferences are influenced by cultural dimensions, with individuals often gravitating towards styles aligned with their cultural values. Understanding how individualism, collectivism, power distance, and uncertainty avoidance correlate with conflict resolution preferences is crucial for addressing intercultural conflicts effectively. This knowledge can inform strategies for more harmonious interactions in culturally diverse contexts.

In this paper, we will explore the correlation between individualism, collectivism, power distance, and uncertainty avoidance and their influence on the preference for specific conflict styles.

2. Individualism and Collectivism in conflict resolution.

According to G. Hofstede's cultural dimensions (G. Hofstede, 1980), our behaviour is profoundly influenced by cultural learning. In the context of Individualism/Collectivism, Individualism pertains to the pursuit of personal interests, whereas Collectivism focuses on the common interests of the collective or community (John W. Berry, 1997). Individualists place a premium on independence, self-reliance, uniqueness, and individual competence, while collectivists prioritize the welfare of the group, self-restraint, and respect for their social community (G. Hofstede, 1980).

Furthermore, behavioural aspects like expressiveness and assertiveness are associated with individualism, as opposed to the preference for listening, silence, and face/dignity preservation in collectivist cultures.

Individuals with an individualist orientation tend to prioritize satisfying personal needs and often favour a competing conflict resolution style over obliging or avoiding styles. In contrast, collectivists are more inclined to sacrifice personal needs for the benefit of the group and tend to prefer an integrating conflict resolution style.

The concept of "face" holds particular significance in Asian cultures in the context of conflict management. The concept of face, as defined by the Chinese writer Yutang Lin in 1935, can be "granted," "lost," "fought for," or "presented as a gift". As described by Brown (1977): "protecting against loss of face becomes so central an issue that it swamps the importance of the tangible issues at stake and generates intense conflicts that can impede progress toward agreement and increase substantially the costs of conflict resolution".

Augsburger points out that face-saving, while important, does not always resolve conflict, especially when it results in conflict avoidance or fails to bring conflicts into the open (Augsburger, 1995).

Further studies have shown that collectivists are more likely to prefer an obliging conflict management style, while individualistic cultures tend to favour an avoiding style (Meera Komarraju, Stephen J. Dollinger, Jennifer L. Lovell, 2008). Research by Holt and DeVore (2005) has confirmed that collectivistic cultures show a greater preference for compromising and avoiding conflict styles than individualistic cultures. Dominating style preference, on the other hand, is more characteristic of individualistic cultures.

The contrast between individualism and collectivism plays a pivotal role in shaping conflict resolution preferences, with cultural values and orientations significantly influencing the choice of conflict management styles. Understanding the interplay between these cultural dimensions and conflict resolution can help individuals and organizations navigate intercultural conflicts more effectively.

3. High and low power distance and their correlation with conflict style preference

Power distance is a concept that relates to how a society handles inequalities (Hofstede, 1980). In cultures with high power distance, there

is a significant deference to authority figures, and inequalities are generally accepted as the basis of social order (Hofstede, Hofstede, & Minkov, 2010). In contrast, low power distance cultures uphold ideals of small inequalities and strive for equal treatment of all individuals. In low power distance cultures, efforts are made to flatten inequalities and promote equal relationships.

Despite the significance of power distance in cultural contexts, relatively few studies have explored its impact on conflict resolution. It is suggested, however, that high power distance cultures may have a negative influence on conflict resolution scenarios. As Lazear & Rosen (1981) pointed out, members of organizations with hierarchical power structures, especially those in top positions, may perceive themselves and be perceived by others as winners. This perception, coupled with highly competitive behaviours, can hinder effective conflict resolution (Garcia, 2006).

In contrast, in teams or organizations that promote shared leadership and have low power distance cultures, conflict resolution may be more effective. Such environments intentionally equalize power distance, fostering teamwork and dedication among individual members to achieve common goals (Carson, Tesluk, & Marrone, 2007; Katz & Kahn, 1978).

Bruins & Wilke (1992) suggest that individuals with immediate access to power may be less willing to relinquish that power when working in a team setting. This implies that individuals in high power distance cultures may be less inclined to adopt conflict resolution styles that reduce power distance. Conflict resolution styles like integrating, obliging, and compromising require cooperation, which is not in line with a high power orientation. On the other hand, the competing style is likely associated with the exertion of control, low tolerance for differing viewpoints, a preference for competitiveness, and uncooperative behaviour to assert one's needs in a conflict (Rahim, 1983). Similarly, the avoiding conflict style may align with the maintenance of power distance and is likely to be favoured by members of high power cultures.

While limited research has directly examined the correlation between power distance and conflict resolution, Purohit and Simmers (2006) suggested a positive correlation between power distance and both the competing and avoiding conflict styles.

Power distance plays a significant role in shaping conflict resolution preferences. High power distance cultures may hinder effective conflict resolution due to power imbalances and competitive behaviors, while low

power distance cultures promote cooperation and shared leadership, fostering more effective conflict resolution styles. Understanding the relationship between power distance and conflict resolution is crucial for managing intercultural conflicts in various organizational and societal settings.

4. Uncertainty avoidance and its correlation with conflict style preference.

Uncertainty avoidance can be understood as a society's tolerance for dealing with uncertain and ambiguous situations (Hofstede, 1980). In cultures characterized by high uncertainty avoidance, unregulated, disorganized, or abrupt situations are often perceived as uncomfortable and unpleasant. In such high uncertainty avoidance cultures, the management of uncertainty is typically achieved through the imposition of laws, procedures, and regulations. Conversely, in cultures with low uncertainty avoidance, there is a higher tolerance for the unknown and uncertain, and relatively less protection from uncertainty is offered through laws and regulations (Hofstede, 1980). In high uncertainty avoidance cultures, there is a tendency to maintain rigid codes of belief and behaviour, along with intolerance towards unorthodox behaviour and ideas (Hofstede, 1980).

While there is limited research examining how uncertainty avoidance relates to conflict resolution and, more specifically, the choice of conflict styles, some studies have provided valuable insights. For instance, Purohit and Simmers (2006) demonstrated a negative relationship between uncertainty avoidance and the choice of a competing conflict style, while they found a positive correlation with the choice of an avoiding conflict style. He, Zhu, and Peng (2002) supported this by showing that high uncertainty avoidance is negatively related to a collaborative conflict style and positively related to a compromising style.

W. L. Mangundjaya and Ayuningtyas Runi Putri (2018) found a significant correlation between high uncertainty avoidance and a preference for the avoiding conflict style. This can be attributed to the fact that in cultures with a high uncertainty avoidance index, there is a strong preference for regulated and organized situations, making unregulated and disorganized situations uncomfortable and perceived as threats.

On the other hand, research conducted by M. Gunkel, Ch. Schlaegel, and V. Taras (2016) suggests a connection between low uncertainty avoidance, particularly when combined with collectivism and long-term

orientation, and the preference for collaborative and compromising conflict styles. This can be explained by the fact that in low uncertainty index cultures, unregulated and disorganized situations are not perceived as direct threats, and therefore, there is no strong preference for excessive regulation (Hofstede, 2001).

According to M. Gunkel, Ch. Schlaegel, and V. Taras (2016), only four studies have explored the correlation between uncertainty avoidance and the preference for conflict styles, indicating the need for more research to establish conclusive evidence in this area.

The level of uncertainty avoidance in a culture can significantly influence individuals' conflict style preferences. High uncertainty avoidance cultures tend to favour avoiding conflict styles, while low uncertainty avoidance, particularly in conjunction with collectivism and long-term orientation, may promote collaborative and compromising conflict styles. Understanding the relationship between uncertainty avoidance and conflict resolution is essential for effectively managing conflicts in culturally diverse contexts.

Conclusion. This paper highlights a significant correlation between cultural dimensions, specifically Individualism and Collectivism, as well as High and Low Power Distance, and their influence on conflict style preferences. It also establishes a connection between conflict style preference and Uncertainty Avoidance. However, the dimensions created by Hofstede, such as Masculinity and Femininity, Long and Short Term Orientation, Indulgence and Restraint, require further and more conclusive research to establish definitive correlations with conflict style preferences.

In light of the presented theories and research findings, this paper holds relevance for managers working in international teams, where intercultural tensions within projects can be managed with a deeper understanding of conflict style preferences and their alignment with cultural values. It can serve as a valuable reference in the management of multicultural conflict situations, particularly in the context of global governance and management, as well as in international relations. Furthermore, the paper can function as a guide for analyzing preferences in intercultural conflicts, fostering increased awareness of conflict resolution management in multicultural projects.

It is essential to recognize that further research on cultural dimensions and their role in shaping conflict style preferences is necessary

to gain a more comprehensive understanding of the link between cultural values and their impact on conflict situations. Ongoing research in this field can provide valuable insights and contribute to more effective conflict management in diverse cultural settings.

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ВЗАЄМОЗВ'ЯЗОК МІЖ КУЛЬТУРНИМИ ВИМІРАМИ ТА ЇХ ВПЛИВ НА ВИБІР СТИЛІВ ВИРІШЕННЯ КОНФЛІКТІВ

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Анотація. Стаття пропонує багатогранне дослідження складної взаємодії між культурними вимірами й тим, якому стилю вирішення конфліктів надається перевага. Робота детально розглядає глибокий вплив культурних цінностей на вибір, який роблять керівники у процесі управління конфліктами, покращуючи наше розуміння цього складного зв'язку. Визначаючи культуру та конфлікт як центральні поняття, стаття досліджує кілька ключових культурних вимірів у рамках методики Хофстеда, яка фокусується на індивідуалізмі та колективізмі, високій та низькій владній дистанції, а також високому та низькому ступенях уникнення невизначеності. Деякі роботи охоплюють дослідження щодо дистанції влади та стилю вирішення конфліктів, що підкреслює важливість розуміння того, як певні люди обирають стилі, що відповідають їхнім культурним нормам, підтримуючи низьку або високу дистанцію влади в межах власних культур.

Дослідження розкриває глибокий зв'язок між різними типами культур та стилями управління конфліктами. В умовах індивідуалізму перевага надається стилю уникнення при управлінні конфліктами, тоді як типовим вибором у колективістських культурах є такі стилі управління конфліктами, що передбачають компроміс і виконання зобов'язань. Крім того, в умовах високої дистанції влади представники владних культур більш схильні обирати стиль уникнення вирішення конфліктів. Дослідження буде важливим для управління міжкультурними конфліктами в різних контекстах, особливо в глобальному управлінні, міжнародних відносинах і управлінні багатонаціональними колективами. Запропоновані результати дослідження надають рекомендації для керівників, які намагаються вирішити міжкультурне напруження та просувати такі ефективні стратегії вирішення конфліктів,

які б відповідали культурним цінностям. Стаття пропонує цінну інформацію, яка підкреслює необхідність подальших поглиблених досліджень додаткових культурних вимірів. Також вона сприяє нашому розумінню складних взаємозв'язків між культурою та вирішенням конфліктів і могла б бути певним орієнтиром для аналізу преференцій у міжкультурних конфліктах, сприяння управлінню розв'язанням конфліктів у мультикультурних проєктах та просування міжкультурного співробітництва і розуміння. Постійні дослідження в цій галузі необхідні для більш ефективного управління конфліктами в умовах дедалі більш різноманітного глобального ландшафту.

Ключові слова: культурні виміри, міжкультурна комунікація, вибір стилів вирішення конфліктів, управління конфліктами, міжкультурне вирішення конфліктів, міжнародні відносини, міжкультурне співробітництво.

CREATIVE INDUSTRY OF CITIES AND REGIONS: MAIN FEATURES

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Abstract. The article focuses on the importance of the developing creative industries in cities and regions as impulses for increasing the economic potential of territories and expanding the range of goods and services produced within territories. They could also be of tremendous importance working as translators of the territory's local identity to the global world. Analysis of recent research and publications underscores the creative sector's importance as a critical growth factor and a magnet for intellectual, creative personnel in the global arena. Theoretical and methodological foundations of the creative economy, popularized in recent decades, continue to be promising scientific developments in the search for progressive drivers of economic growth. Unresolved components within the creative industry demand meticulous examination, outlining primary challenges that persist and merit further exploration. The objectives of the article are to illuminate the pivotal role of creative industries in urban and regional development, emphasizing their contribution to economic, social, and cultural dynamics. The study explores stimulating conditions and production factors propelling the development of creative spheres, contributing to the ongoing discourse on progressive drivers of economic development in the contemporary world. Beyond economic parameters, the paper elucidates the profound intellectual and cultural implications of the creative industry. It serves as a reservoir for generating new knowledge, ideas, and technologies, preserving cultural heritage, promoting intercultural interaction, and transferring knowledge to subsequent generations. The main material of the research emphasizes the role of creative spheres as a special human activity meeting modern requirements for progressive development. The creative industry, as a branch of the economy, is based on the development of ideas, human intellectual activity, and technologies. It is concluded that the main feature of creative industries is the presence of a source of individual creativity, skills and talent