THE ROLE OF INTERCULTURAL PRAGMATICS IN DIGITAL BUSINESS COMMUNICATION

Iulia PARA, Mihaela-Elisabeta PROTEASA-POPUȚA
West University of Timișoara, Romania

Abstract: Our study examines the critical role of intercultural pragmatics in digital business communication, focusing on the principles of politeness, clarity, and context as foundational components of effective global interactions. The paper highlights the unique challenges posed by digital platforms, including the absence of non-verbal cues, cultural variances in communication norms, and the potential for misinterpretation in text-based exchanges. The study concludes with a call for continued research into the evolving dynamics of intercultural pragmatics, particularly in relation to emerging digital tools, and underscores its importance in fostering inclusivity, collaboration, and innovation in an increasingly interconnected world.

Keywords: ESP, business communication, pragmatics, clarity, context, politeness

1. Introduction

The digital and connected economy demands cross-cultural communication as an essential requirement beyond its usefulness. Remote work has established itself as the standard professional practice which demonstrates the necessity of cross-cultural communication. The ability to communicate effectively extends beyond language compatibility. The process of understanding how meaning transforms based on cultural and contextual elements is essential.

Language functions beyond transmitting factual information according to the field of intercultural pragmatics. The goal of this approach is to create connections and resolve disputes by developing expressions that match cultural and social standards. The essence of communication extends beyond words because it includes both the methods and motivations behind our verbal and non-verbal interactions.

According to Kecskes (2014) this skill remains vital for success in our contemporary digital society. The absence of non-verbal signals such as tone and facial expressions during online communication creates opportunities for misunderstandings. Politeness Theory was introduced by Brown and Levinson in 1987. The theory explains how different cultures use language to preserve social equilibrium. The process of maintaining social harmony depends heavily on the specific word choices made by people.

Digital communication creates a high risk for people to misunderstand each other. The lack of body language and vocal tone in digital communication forces words to bear the entire responsibility for clarity. Writers and speakers need to select their words with extreme precision because of this reality. Writers need to maintain high sensitivity toward the delicate cultural signals which determine message reception. According to Radulescu (2023) and Kim & Lee (2021) even slight variations in tone or

BUPT

word selection significantly impact professional interactions. The precision of language serves as an absolute requirement for achieving authentic communication.

The way people express politeness through cultural norms creates an elaborate communication system. A particular expression which people value in their homeland may fail to impress audiences in different territories. The U.S. and Germany value directness as a sign of strength but Japan together with Southern Europe choose to use tactful communication.

The management of cultural subtleties requires precise skill from global professionals. Romanian professionals blend official courtesy with operational methods when they interact with foreign business partners.

Power dynamics create an essential pattern which runs through our communication processes. Romanian workplaces use formal language as an expression of workplace respect. The formal language serves to respect traditions while sustaining hierarchical structures (Stoica, 2021). Knowledge of these cultural specifics proves essential for achieving success within diverse teams. Different perspectives regarding respect and authority lead to conflicts.

The foundation of successful communication rests upon clear communication. Research evidence supports the use of well-organized language which should be adapted to match the expectations of the target audience. Hansen and Lee (2021) demonstrate that clear communication produces useful advantages. The process of clear communication results in faster decision-making and more effective teamwork.

Digital tools including translation software and email templates assist users in crossing language barriers. The effectiveness of these tools depends on users understanding how meaning transforms across cultural boundaries (Georgescu & Pavel, 2022). The implementation of English for Specific Purposes (ESP) programs remains essential. The programs enable students to learn language fundamentals and develop skills for applying them effectively in genuine professional situations. Through role-playing activities and reflective discussions learners develop their communication methods for interacting with various audiences (Dumitru, 2021).

The widespread adoption of Zoom, Teams and Slack in workplaces has generated new difficulties for users. The combination of video calls with text-based platforms leads to difficulties in determining who should speak next while text-based platforms make it challenging to detect tone. Chen and Starosta (2022) explain that delayed responses and unclear messages lead to misinterpretations about professional behavior and true intentions. The challenges demonstrate why it is crucial to develop pragmatic strategies which match the characteristics of particular platforms.

The ability to use digital tools effectively represents only one aspect of the complete solution. The comprehension of cultural language norms stands equally important to language understanding. Romanian professionals combine traditional politeness with brief and direct online communication methods (Radulescu, 2023). The inclusion of intercultural pragmatics in ESP education enables students to succeed in international work environments. These environments place high value on empathy together with flexibility and clear communication.

2. Theoretical Framework

The research examines cultural influences on digital communication practices in professional settings. The research draws from Politeness Theory together with Speech

BUPT

Act Theory and Edward T. Hall's high- and low-context communication model. These theories together create a comprehensive system for studying professional communication methods and relationship management across virtual cultural environments.

2.1. Politeness Theory

The Politeness Theory developed by Brown and Levinson (1987) represents a fundamental framework for intercultural pragmatics research. The theory examines the ways through which people use language to prevent conflicts while maintaining social harmony. The use of language becomes essential when people need to avoid causing offense or imposing on others.

The theory describes two fundamental approaches. Positive politeness serves to establish a pleasant relationship between people. Negative politeness maintains the other person's independence through indirect or careful communication.

Digital environments require these communication strategies to become even more important. The absence of tone and facial expression and body language in digital communication makes small wording variations produce significant effects. A message that seems neutral to one person may appear abrupt or cold to another person. The use of asynchronous tools including email and project boards leads to extended periods of time before responses are received. The resulting delays create more confusion which results in incorrect interpretations. The key to successful communication lies in both careful tone management and cultural reaction anticipation.

2.2. Speech Act Theory

Speech Act Theory which Austin introduced in 1962 and Searle expanded in 1969 provides additional understanding. The theory demonstrates that language functions beyond information transmission because it performs specific actions. A sentence exists to make requests and promises and to warn others. The interpretation of statements varies across multicultural teams based on their directness level.

The absence of tone and gesture in digital communication spaces creates challenges for understanding. This can lead to misunderstandings. A polite suggestion which seems vague to someone who prefers direct communication. The correct interpretation of your message depends on using proper language in collaboration tools such as Teams and Slack.

2.3. High- and Low-Context Communication

Edward T. Hall developed two communication styles known as high-context and low-context which prove useful in understanding cultural differences. The meaning in Japan and numerous Middle Eastern cultures emerges from established relationships together with common knowledge and unspoken elements. The communication style in U.S. and German cultures follows a direct and explicit approach which provides clear meaning.

The absence of shared context during virtual communication makes it challenging for high-context communicators to detect subtle cues. This can cause misunderstandings. The expectations regarding detail and clarity differ between team members. A person from a low-context cultural background might view brief messages as unprofessional. A high-context communicator would view detailed messages as either unneeded or impolite.

BUPT

2.4. Bringing It All Together

Each theory emphasizes a different part of communication. Politeness Theory explains how people handle sensitivity in conversations. Speech Act Theory looks at the intent behind messages. Hall's model shows varying expectations about how much to say aloud. The theories show that digital communication extends beyond written words. The tools we use and our cultural perspectives also influence how we communicate. Each communication tool including emails and chat threads and video calls requires specific expectations and presents unique challenges. The knowledge of these frameworks enables professionals to avoid mistakes and enhance their ability to interact with people from different cultures.

2.5. Application in ESP Education

Theoretical models have started to appear in educational settings especially within ESP (English for Specific Purposes) programs. Students in classrooms participate in role-plays and case studies and digital simulations. Students learn to modify their tone while adapting their language for different audiences and studying miscommunication patterns. The training enables students to develop essential skills which they need for business communication in real-world situations.

The main objective extends beyond theory comprehension. Students learn to transform their understanding into professional workplace communication skills that demonstrate cultural awareness.

3. Illustrative Miscommunication Examples

While digital tools have made it easier than ever to work across time zones and borders, they've also brought new types of confusion. Without nonverbal hints, like facial expressions or tone, even clear messages can get mixed up. Here are some examples of intercultural pragmatics in business. Small changes in wording or approach can make a big difference.

Tone Trouble in a Brief Email

Scenario: A German project manager sent this email to an Indian colleague:
"Please send the report by EOD. No delays tolerated."

What went wrong: Though the manager meant to convey urgency, the message came across as harsh and commanding. In Indian workplace culture, respectful tone and relational politeness are expected, especially in formal settings.

Why it matters: This message missed friendliness and respectful hedging. Hall's idea of high-context communication explains why the message felt jarring. It ignored the subtle cues that are usually part of Indian communication.

A better version: "Thanks for your help so far. If possible, could you please send the report by the end of the day? It's important for our next steps."

Takeaway: Even in short emails, tone matters. Adding a few polite phrases can completely change how a message is received.

Too Casual on Slack

Scenario:

An American intern sent a Slack message to their Japanese supervisor:

BUPT

"Can I skip the check-in today? Feeling behind."
What went wrong: The message seemed too informal and even slightly dismissive. In Japanese business culture, there's a strong emphasis on hierarchy and respectful communication—even in casual channels.
Why it matters: According to Speech Act Theory, this was a request, but it didn't include the right signals for a respectful ask. It overlooked the importance of deference in senior–junior interactions.
A better version: "If it's alright, may I delay our check-in today to finish a task I'm working on? I'll send an update later this afternoon."
Takeaway: Even when using informal tools like Slack, cultural expectations around formality and politeness still apply.

Humor That Didn't Land

Scenario: A Brazilian team leader joked during a Zoom call:
"This project is like my in-laws—never-ending and always complaining."
What went wrong: The American teammates chuckled, but the Korean colleagues didn't respond at all. For them, humor—especially sarcastic or personal jokes—isn't usually appropriate in formal meetings.
Why it matters: This is a classic mismatch between high- and low-context cultures. Humor, especially when culturally specific or ironic, often doesn't translate well across borders.
What helped: The team leader later followed up to clarify the intent and adjusted their tone in future meetings.
Takeaway: Humor can build connection, but it can also backfire. When working in diverse teams, it's best to keep things neutral until you know your audience well.

Blunt Feedback Gone Wrong

Scenario: A German executive reviewing a proposal from a Brazilian partner wrote:
"The proposal is too weak. Revise section two completely."
What went wrong: The comment was clear—but came across as blunt and discouraging. In Brazilian culture, criticism is often softened with praise or suggestions.
Why it matters: This is a clear example of a direct communication style clashing with a more indirect, face-saving approach. The lack of politeness strategies made the feedback feel like a personal attack.
A better version: "Thanks for the work so far—good direction overall. To strengthen section two, we could add more detailed examples to support the main ideas."
Takeaway: Criticism travels better when it's balanced with encouragement and framed constructively.

The examples above show that digital communication isn't neutral. It's influenced by culture, context, and the platforms we use. Miscommunication often arises not from language barriers, but from missing subtle cues that affect message reception. By focusing on tone, politeness, and context, professionals can prevent misunderstandings. This approach helps build stronger and more respectful connections across cultures.

BUPT

4. Practical Implications and Recommendations

Research on intercultural pragmatics in digital communication serves purposes that extend beyond academic investigation. The field affects educational environments as well as professional settings and various business sectors. Remote work and international teamwork require employees to adapt their language usage according to cultural differences. The following section demonstrates practical applications of this knowledge in educational and business environments.

4.1. For ESP Educators

The core of English for Specific Purposes (ESP) education depends on pragmatics knowledge for successful communication. Teachers need to assist their students in advancing beyond their knowledge of grammar and vocabulary. Students require training to understand proper polite expression and how to make considerate requests while learning to detect potential cultural misunderstandings in messages.

The educational activities should mimic authentic business scenarios by teaching students to write emails to foreign managers and resolve misunderstandings during virtual meetings. The use of authentic miscommunication examples should trigger student discussions and analytical activities. Students should practice their skills through the use of Slack and Google Docs and Zoom platforms. This practice enables students to feel more comfortable using polite language in their professional environment. Students should understand that meaning changes more frequently than words do because of tone and context.

4.2. For Curriculum Designers

The traditional teaching approach that focused on sentence structure and interview phrases no longer applies in modern education. The modern workplace demands that ESP programs adjust their approach to both digital communication and multicultural environments. Students need preparation to handle both cultural communication breakdowns and platform tone variations. The curriculum should incorporate the following elements:

- The curriculum should include modules that focus on intercultural pragmatics.
- The curriculum should teach students about feedback delivery and conflict resolution and digital tone management.
- The curriculum should incorporate knowledge from multiple academic fields.
- The curriculum should incorporate knowledge from linguistics together with business communication and organizational behavior and technology.
- Virtual exchanges between international students and professionals should be established by the program.
- The hands-on practice enables learners to gain experience.
- The curriculum should introduce students to digital tools which analyze tone and politeness.

Students can use these tools to examine their choices but the tools should not substitute their critical thinking abilities.

4.3. For Business Professionals

Any industry professional who works with international colleagues requires more than their technical abilities. Professionals need to learn effective methods for delivering

BUPT

respectful feedback. The ability to recognize both delayed responses and silence in communication should be developed by professionals. The ability to modify communication tone according to both communication channels and target audiences is essential for professionals.

4.4. How companies can apply this:

- Organize training programs that teach employees about cultural communication differences specifically regarding conflict resolution and feedback delivery and authority dynamics.
- Establish team norms which define specific expectations regarding tone and timing and tool usage between Slack and email platforms.
- The organization should implement mentoring and peer-sharing programs between employees who come from different cultural backgrounds.
- A team charter should define respectful communication standards while preventing misunderstandings and establishing procedures to handle conflicts when they arise.

4.5. Beyond the Office and Classroom

These abilities prove essential for all professional and personal interactions. Your ability to become a flexible and considerate communicator will improve through these skills. Digital literacy requires an understanding of language and cultural connections because societies are becoming more diverse. The training programs of NGOs and public institutions and schools should teach people to understand implicit messages. The organization should teach employees how to modify their messages when addressing different target groups.

The ability to succeed in a global workplace extends beyond English grammar knowledge. The ability to deliver messages with care while selecting appropriate tones for specific audiences while establishing trust through differences defines this skill. The described communication approach enables better task completion while creating a more efficient and welcoming team environment.

5. Typology of Pragmatic Challenges in Intercultural Digital Communication

The main problems in digital communication stem from language usage and interpretation rather than grammatical mistakes in today's global digital environment. These problems run deeper than surface level because they stem from cultural norms about tone and intent and how people signal meaning. The following section identifies six main points where digital cross-cultural communication fails. The section applies Brown and Levinson’s Politeness Theory together with Searle’s Speech Act Theory and Hall’s context framework.

The following table presents six standard “fault lines” which occur in digital business communication. The table presents a typical trigger followed by an example of the misunderstanding and the cultural or pragmatic difference and a prevention or resolution strategy. The analysis of miscommunication aims to develop tools which enhance intercultural interactions in daily situations.

BUPT

Table: Pragmatic Fault Lines in Digital Global Communication

Category	Trigger	Typical Manifestation	Underlying Pragmatic Clash	Strategic Remedy
1. Tone Misfire	Overuse of direct, task-centered language in low-context cultures	Messages perceived as blunt or rude (e.g., "Send this ASAP. No delays.")	Clash in **politeness strategies**; lack of mitigation in high-context norms	Use **softeners**, appreciation cues, and deferential framing
2. Silence Misread	High-context communicators use silence or non-response as implicit feedback	Silence mistaken for consent or disengagement	Misalignment in **speech act interpretation**; **implicit vs. explicit feedback norms**	Clarify expectations; **meta-communicate** about silence and follow-up
3. Hierarchy Blindness	Egalitarian team member addresses senior figure informally in digital chat	Seen as disrespectful or overly familiar	Violation of **power-sensitive politeness norms**	Adjust tone by role/status; use **honorifics**, formal openings, or deferential language
4. Humor & Informality Collapse	Attempt to build rapport through jokes or casual banter	Humor perceived as inappropriate or unprofessional	**Contextual mismatch** in norms around workplace demeanor and face	Avoid culture-bound humor; prioritize **relational safety** over wit
5. Feedback Friction	Direct negative evaluation without relational framing	Feedback perceived as personal attack or demotivating	**Face-threatening acts** unmitigated; differing norms for **criticism**	Employ **feedback buffers** (compliment → critique → suggestion); add relational cushioning
6. Platform Pragmatics Mismatch	Switching between communication platforms without tone adjustment	Formal language in chat; casual language in email	Inconsistent **genre expectations** across tools (e.g., Slack vs. Outlook)	Align register with platform norms; provide guidance for digital etiquette

Source: authors' model

Each communication gap reveals a fundamental disagreement between expectations. The gaps in communication stem from different perspectives about language usage and respect standards and appropriate message length in specific contexts. Digital platforms do not eliminate these cultural tensions. The digital environment makes these cultural tensions more difficult to detect and handle.

Tone Misfire

The use of short messages proves suitable for low-context cultures that emphasize efficiency. The direct communication style in certain cultures may be perceived as impolite or abrupt when used in cultures that prefer more relational or indirect communication. The absence of tone and facial expressions makes written

BUPT

communication difficult to understand. Senders need to adjust their language tone when necessary. The use of hedges together with polite phrases and appreciation signs helps to achieve effective communication.

Silence Misread

Silence during a conversation can have multiple interpretations in certain cultural contexts. The expression of thoughtfulness and disagreement and polite hesitation can be indicated through silence. Most digital communication platforms such as emails and task boards interpret silence as a sign of agreement or disengagement. The different interpretations of silence between groups can result in misunderstandings and incorrect assumptions. Teams need to establish specific guidelines about response periods together with definitions of what silence signifies to their group.

Hierarchy Blindness

The use of digital chat tools makes it difficult to distinguish between different levels of authority. A junior employee might send casual messages to senior leaders because they believe it is acceptable to do so. In societies that maintain hierarchical structures this behavior appears improper to them. The ability to display status through word selection and greetings and timing becomes essential for successful mixed-cultural team collaboration.

Humor & Informality Collapse

The use of humor helps build rapport but people often fail to understand its meaning correctly. Jokes that incorporate cultural references and sarcasm together with informal language usually fail to translate properly. A joke that seems innocent in one culture might be considered offensive in another. The team should avoid using humor until they establish a solid mutual understanding because clarity and professionalism remain the best choices.

Feedback Friction

Some cultures value direct feedback but others view it as harsh. Feedback that contains only criticism without positive comments tends to damage both relationships and employee morale. The practice of face-saving and indirect communication in certain cultures requires feedback to be delivered with care and diplomacy. A proper feedback approach includes both positive reinforcement and constructive recommendations instead of basic evaluations.

Platform Pragmatics Mismatch

Each platform requires its own set of unspoken rules that users must follow. The lack of a unified method for tool utilization creates an easy path for misalignment to develop. A person might perceive a message as abrupt even though the sender meant no offense because they were unaware of the platform's specific communication conventions. Teams can avoid communication errors by establishing specific rules about tone and tool usage. It’s all about striking the right balance!

The six categories demonstrate that technology does not eliminate cultural differences. The platform transforms how cultural differences become visible to others. The goal is to reveal the fundamental causes of miscommunication instead of forcing uniformity in communication. Professionals who understand these principles can establish meaningful connections across borders with greater intention and sensitivity.

BUPT

6. Methodological Note and Limitations

The research conducts a conceptual educational approach in its methodological framework. The approach avoids traditional research techniques such as interviews and surveys. The paper uses established theoretical frameworks instead of presenting data from empirical research findings. The pages display communication patterns which appear in real-world interactions.

The goal? The paper establishes a system to help people handle digital intercultural communication complexities. The framework delivers its greatest value when used for teaching purposes as well as training activities and curriculum development initiatives. The educational framework turns obstacles into chances for students to learn and expand their knowledge.

The provided examples along with typology function as practical tools which benefit all users. The observed patterns in these examples resemble those found in professional environments. The analysis lacks empirical evidence from documented case studies. The research methodology maintains flexibility through this approach because it enhances understanding for learners from various backgrounds. The approach presents certain restrictions which need recognition.

The proposed typology lacks testing and its theoretical framework requires empirical verification. Our six fault lines require systematic evaluation to verify their validity because they rely on research evidence and personal insights. The investigation should continue with discourse analysis together with real-time team observation and cross-cultural communication audit methods. The model requires additional methods to boost its effectiveness and impact.

The research examines various cultural backgrounds throughout its study. The research combines Romanian with Western European and East Asian and American cultural elements. This research has just started to investigate global communication patterns. The rich cultural traditions of Sub-Saharan Africa along with Southeast Asia and the Middle East need increased attention. Each has unique traditions that are worth exploring. Future research needs to extend its cultural viewpoint. This will include these diverse perspectives and enhance the conversation.

The research centers on English because it serves as the primary language in international business activities. The study investigates how English functions within multicultural environments. Many workplaces adopt English together with additional languages as their communication tools. Code-switching and translanguaging and multilingual exchanges make the communication process more complicated. The study requires more detailed analysis of these factors separately.

The framework together with its insights present strong practical value even though it faces certain limitations. This model assists learners and teams when they want to enhance their communication abilities. The model functions effectively in educational environments as well as training programs and professional learning environments. It gives us a strong base. The analysis enables us to identify essential elements which influence online communication dynamics.

7. Conclusion: Pragmatic Precision in a Borderless World

Modern digital communication extends past verbal communication. The practice of intercultural pragmatics requires understanding both people and their environments together with their cultural norms. The research demonstrates that intercultural

BUPT

pragmatics functions as a practical ability which global professionals require for daily operations. The success of emails and feedback together with video calls depends on both the content of your message and your delivery approach. Different cultural backgrounds influence how messages are received by receivers.

The expansion of businesses and institutions across the globe requires organizations to select appropriate communication words. The success of smooth collaboration depends on both tone adjustments and proper formality management. The dynamics of intercultural communication can be explained through strategies from Politeness Theory and Speech Act Theory and Hall's context model. These strategies enable professionals to prevent misunderstandings while establishing trust and achieving effective communication.

Digital platforms increase the level of difficulty in communication. The absence of nonverbal signals including voice tone and facial expressions makes messages prone to misinterpretation. The importance of intercultural pragmatics reaches critical levels in this digital environment. The approach provides both analytical tools and practical guidance for teams. The method enables teams to work together more effectively despite their physical or linguistic or cultural differences.

This paper unites theoretical knowledge with the 6-Faultline Typology as a practical application. The tool provides educators and trainers and professionals with a method to detect potential miscommunications. The team members can then communicate their responses with greater clarity and sensitivity. These are not abstract issues. The issues impact how teams work together and how leaders perform and how productive the team is and finally how much trust exists.

7.1. A Call for Future Research

The public needs to grasp the ways through which new technologies transform how people perceive things. AI translation tools together with tone analysis software and virtual reality drive this transformation. What happens when feedback is filtered through an algorithm? How do machine-generated messages affect cross-cultural trust? These are questions worth asking.

We also need to look at long-term outcomes. Does pragmatic training delivered to teams result in superior performance throughout the long term? Does learning about intercultural communication lead to better retention rates and higher morale and increased innovation? These questions need answers from different fields. They combine linguistics, psychology, business, and tech.

The paper focuses mainly on the Western frameworks developed by Brown and Levinson, Searle, and Hall. However, it's essential to widen our lens. The combination of Ting-Toomey's Face-Negotiation Theory with Chinese communication concepts *mianzi* and *lian* provides deeper understanding of face and power dynamics and respect in intercultural interactions. Future research should incorporate these perspectives to create a global outlook for intercultural pragmatics.

7.2. Final Thought: From Communication to Communion

The core of intercultural pragmatics exists to build relationships instead of preventing mistakes. Our diverse virtual multicultural environment requires us to build shared meaning alongside information exchange. The complex communication system provides advantages to both business operations and human relationship development.

.

BUPT

References

1. Austin, J. L. 1962. *How to do things with words.* Oxford University Press.
2. Brown, P., & Levinson, S. C. 1987. *Politeness: Some universals in language usage*. Cambridge University Press.
3. Chen, Y., & Starosta, W. J. 2022. *Tone, timing, and teamwork: Politeness strategies in asynchronous business communication tools post-COVID.* Business Communication Research and Practice, 5(1), 77–94.
4. Dumitru, A. 2021. *Teaching pragmatics through business simulations*. ESP Today, 9(1), 27–43.
5. Georgescu, D., & Pavel, I. 2022. *AI tools and intercultural tone management.* Journal of Technology and Pragmatics, 3(2), 61–75.
6. Hall, E. T. (1976). Beyond culture. Anchor Books.
7. Hansen, K., & Lee, M. 2021. *Clarity and tone in international team performance*. Business Communication Quarterly, 84(3), 201–218.
8. Ionescu, A. 2022. *Virtual politeness: A study of Romanian professional emails.* Journal of ESP Research, 8(1), 22–40.
9. Kecskes, I. 2014. *Intercultural pragmatics.* Oxford University Press.
10. Kim, H., & Lee, J. 2021. *Tone calibration in intercultural email exchanges*. Journal of Pragmatics, 178, 15–29.
11. Kwon, S., & Jung, E. 2021. *Turn-taking and face management in intercultural Zoom meetings: A pragmatics perspective*. Journal of Computer-Mediated Communication, 26(4), 233–251.
12. Levinson, S. C. 2017. *Politeness: Theory and applications in communication*. Pragmatics and Society, 8(3), 321–338.
13. Lewis, R. D. 2018. *When cultures collide: Leading across cultures*. Nicholas Brealey Publishing.
14. Mihai, R. 2022. *Pragmatic clarity in formal digital communication.* Intercultural Business Linguistics Review, 7(1), 34–49.
15. Popa, C. 2021. *Formal tone and professional alignment in Romanian-English business communication*. Eastern European Pragmatics, 4(1), 55–73.
16. Radulescu, M. 2023. *Hierarchy and register in remote Romanian business discourse*. Global Pragmatics, 5(2), 88–101.
17. Searle, J. R. 1969. *Speech acts: An essay in the philosophy of language*. Cambridge University Press.
18. Smith, R., & Garcia, L. 2019. *Intercultural challenges in hybrid business teams.* Journal of Applied Linguistics in Professional Contexts, 6(2), 111–125.
19. Stoica, D. 2021. *Language, hierarchy, and digital feedback loops in Romanian corporations*. Discourse & Society, 32(4), 344–363.
20. Thomas, J. 2020. *Pragmatic competence in global digital teams*. International Journal of Intercultural Communication, 12(3), 145–162.

BUPT