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UNIVERSAL CORPORATE INTERACTION CODE AS A PSYCHO-LEGAL INSTRUMENT FOR PREVENTING INTERCULTURAL CONFLICTS

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In modern international corporations, conflicts in intercultural environments constitute a critical challenge to team effectiveness. Such conflicts arise due to differing value orientations, communication styles, psychological predispositions, and legal approaches to regulating behavior. This situation underscores the need to develop universal mechanisms that integrate psychological principles and legal frameworks to ensure constructive interaction while preventing conflict escalation. In this context, the **5D Corporate Interaction Code (5D CIC)** plays a significant role by combining psychological principles of trust, dialogue, and cognitive flexibility with the legal structure of corporate regulations. The Code establishes legally grounded frameworks for mediation, defines conflict resolution procedures, and guarantees the legal protection of participants in organizational interactions.

The purpose of this study was to identify shared aspects of mediation across diverse intercultural teams, allowing the strengths of some regions to complement the weaknesses of others. Based on the collected data, the objective was to develop a code capable of guiding any team out of conflict within an optimized timeframe, thereby enhancing productivity and reinforcing psychological resilience.

The **5D Corporate Interaction Code** is based on the integration of psychological and legal principles of corporate governance. The psychological components include the cultivation of trust and empathy, which create an atmosphere of psychological safety conducive to open discussion of conflicts, as well as promoting constructive dialogue and cognitive flexibility to adapt to diverse cultural and organizational contexts. The legal component involves formalizing



corporate rules, mediation procedures, and the legal protection of parties, thereby ensuring the legitimacy and stability of decisions. Research by Koshelev (2019) confirms the effectiveness of structured corporate behavior rules in minimizing conflict, while Sviderska (2021) emphasizes the importance of psychological factors in intercultural interaction.

To empirically assess the effectiveness of 5D CIC, a survey was conducted among employees of international companies in three regions: Europe, the Caucasus, and Asia. The following instruments were used: the **Conflict Resolution Styles Inventory (CRSI)** and **Organizational Conflict Inventory (OCI)** to analyze behavior strategies in conflict situations, the **Thomas-Kilmann Conflict Mode Instrument (TKI)** to identify conflict resolution styles, **ICSI** and **Edward Hall’s Cultural Dimensions Test** for evaluating intercultural sensitivity and communication orientations, and the **Orlova-Zhuravlyova method** to assess cognitive, emotional, motivational, and organizational-experiential adaptability.

The results were aggregated into a **5D model**, which allowed for the comparison of interregional differences across three primary indicators: X – intercultural orientations, flexibility, and social orientation; Y – mediation effectiveness and constructive behavior in conflict; Z – cognitive-emotional-motivational adaptability (Fig. 1).

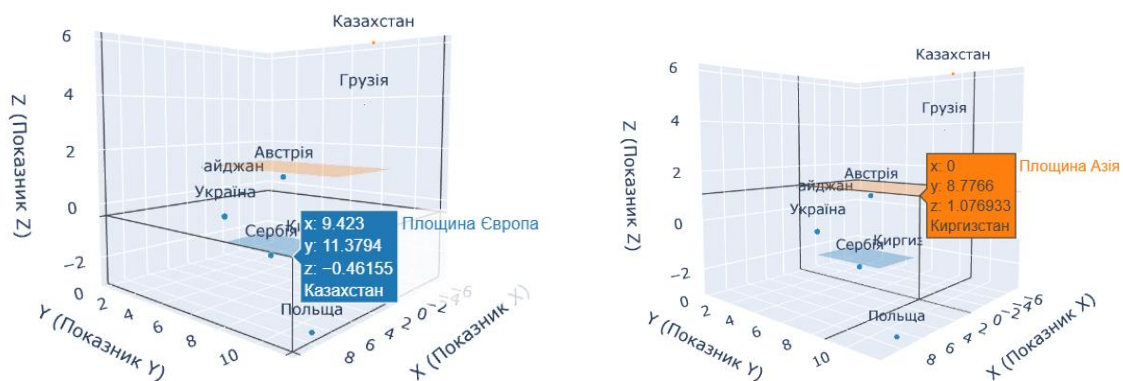


Fig. 1. 5D Survey Results Model, 2025

Analysis of intercultural sensitivity and communication orientations revealed that European teams exhibit high individualism (+1.89), cognitive flexibility (+0.97), and readiness for collaboration and autonomy, with Ukrainian teams demonstrating the highest adaptability (+0.54). Caucasus teams show high reactivity (+0.37), low group orientation (-1.08), and a tendency for direct expression, particularly in Azerbaijan. Asian teams are characterized by discipline, structured approaches, high personal responsibility (+0.15), and a focus on practical

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effectiveness, notably in Kazakhstan. These findings indicate the necessity for regional adaptation of corporate rules and mediation strategies.

Conflict typology within corporate environments shows that European teams primarily employ collaboration and compromise styles with high mediation effect sustainability (2.03), Caucasus teams favor accommodation with high ethical and social harmony (+15–20%), while Asian teams demonstrate disciplined behavior and controlled strategies with high mediation effect sustainability (+2.07). These results highlight the need for differentiated application of 5D CIC according to regional specifics.

Average adaptability indicators revealed that European teams maintain a balance of cognitive and emotional components and stable organizational-experiential activity (leaders: Austria and Serbia), Caucasus teams display an emotional-affective dominance and high social sensitivity (Georgia), and Asian teams demonstrate motivational-practical adaptability, discipline, and efficiency (Kazakhstan). These findings emphasize the importance of considering psycho-emotional and motivational aspects in corporate code development.

Integration of results into the 5D Corporate Interaction Code involves the development of the psychological component by fostering trust, empathy, cognitive flexibility, and constructive dialogue, formalizing mediation procedures and legal protection of parties, and adapting to regional cultural characteristics. Empirical validation of effectiveness was conducted using CRSI, OCI, and GSDRC scales, enabling the assessment of outcomes and psychological safety. The strategic component of the Code supports intercultural competence, team effectiveness development, and conflict prevention.

Table 1

Unified Corporate Interaction Model (5D Corporate Interaction Code)

Dimension / Principle	Content	Key Region	Example of Application
D1 — Trust	Fostering psychological safety and openness	Caucasus	Ethical communication and trust-building within the team
D2 — Dialogue	Communication flexibility and mutual understanding	Europe	Use of constructive mediation in decision-making
D3 — Discipline	Organizational structure and responsibility	Asia	Adherence to agreements and hierarchy support
D4 — Diversification	Recognition of cultural differences	All regions	Integrating diverse thinking styles toward common goals
D5 — Development Dynamics	Continuous improvement of intercultural competence	Ukraine, Kazakhstan	Training programs, mentorship, exchange programs

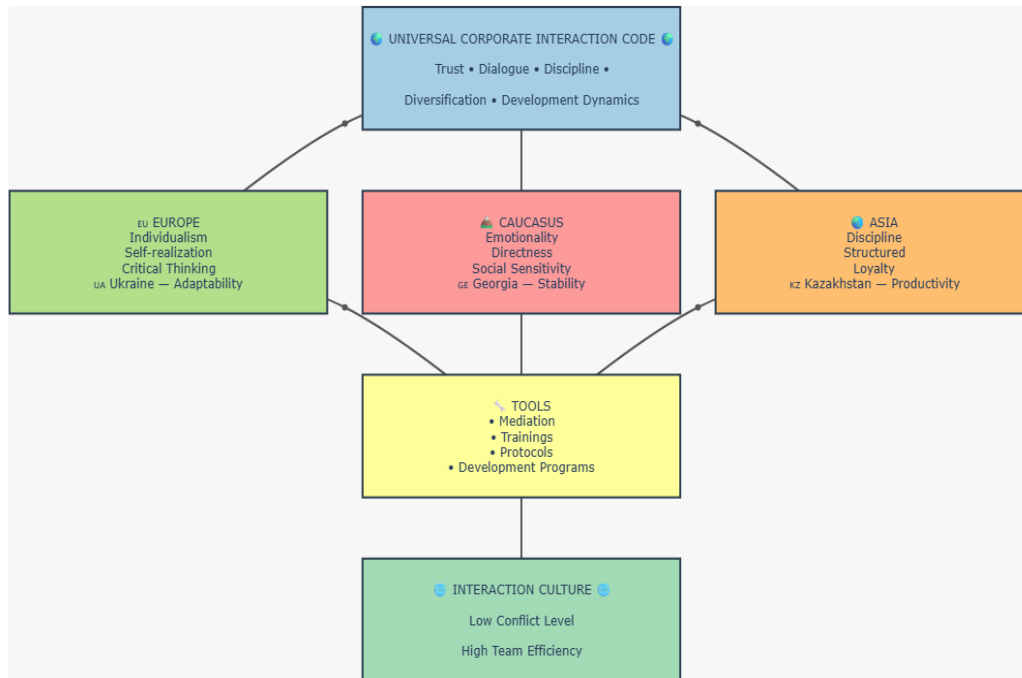


Fig. 2. **Schematic Representation of the Corporate Code**

Thus, the 5D Corporate Interaction Code simultaneously fosters trust and empathy, formalizes legal interaction mechanisms, and ensures effective mediation and legal protection of parties. Its implementation in international companies promotes psychological safety, intercultural competence, reduced conflict, enhanced team interaction effectiveness, and provides legal protection and stability of corporate decisions. Consequently, the development and application of a corporate interaction code become a key mechanism for integrating psycho-legal approaches and optimizing the performance of multicultural teams.

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