

令和 6 年 4 月 21 日現在

機関番号：15301

研究種目：若手研究

研究期間：2020～2023

課題番号：20K13555

研究課題名(和文) Antecedents of Expatriate Cross-Cultural Adjustment and the Mechanisms of its Influence on Employee Outcomes

研究課題名(英文) Antecedents of Expatriate Cross-Cultural Adjustment and the Mechanisms of its Influence on Employee Outcomes

研究代表者

GONG YUANYUAN (GONG, Yuanyuan)

岡山大学・グローバル人材育成院・准教授

研究者番号：70827493

交付決定額(研究期間全体)：(直接経費) 3,200,000円

研究成果の概要(和文)：FY2020年からFY2024年にかけて、研究代表者は海外の共同研究者と積極的に協力し、「Organizational Behavior and Human Decision Processes」、「International Journal of Human Resource Management」、「Asian Business & Management」などの著名な国際的学術雑誌に11本の査読付き論文を発表し、その成果はヨーロッパ経営学会や日本労務学会大会で発表され、日本と中国での招待講演も行われました；2022年には、発表された論文が日本労務学会大会で最優秀論文賞を受賞しました。

研究成果の学術的意義や社会的意義

We identified individual, leader, and organizational characteristics that contribute to employee performance and well-being, which are essential for devising effective cross-cultural management strategies to enhance employee well-being and effectiveness in global business operations.

研究成果の概要(英文)：From FY 2020 to FY 2024, the primary investigator actively worked with overseas collaborators and published 11 refereed papers in international journals. These publications appeared in renowned journals such as Organizational Behavior and Human Decision Processes, International Journal of Human Resource Management, Asian Business & Management, Asia Pacific Journal of Management, Review of Managerial Science, and International Journal of Contemporary Hospitality Management, among others. The results have also been presented at the European Academy of Management Annual Conference, the Japan Society of Human Resource Management Annual Conference, and through invited talks in Japan and China. The paper "Linking Leader Overqualification to Supervisory-focused Organizational Citizenship Behaviour: A Moderated Mediation Model" received the best paper award at the Japan Society of Human Resource Management Annual Conference in 2022.

研究分野：Business administration

キーワード：emotion differentiation personality leadership overqualification internationalization business strategy CSR employee wellbeing

科研費による研究は、研究者の自覚と責任において実施するものです。そのため、研究の実施や研究成果の公表等については、国の要請等に基づくものではなく、その研究成果に関する見解や責任は、研究者個人に帰属します。

様式 C - 19、F - 19 - 1、Z - 19 (共通)

1. 研究開始当初の背景

Due to globalization, a growing number of international participants in the education and business arenas have brought surging business opportunities as well as significant challenges worldwide. One of the key issues is the management of people with different cultural backgrounds, which can lead to serious consequences in both work and life. Therefore, the motivation for the current project is to provide effective coping strategies for individuals and organizations, promoting individual well-being and organizational efficiency in an increasingly mobile and culturally diverse workforce.

2. 研究の目的

The goal of the project is to understand the process of cross-cultural adjustment among expatriates and its subsequent effects from an emotional standpoint. Furthermore, the project seeks to explore various organizational factors that may affect these dynamics.

3. 研究の方法

We applied both qualitative and quantitative research methods in the project. An extensive literature review and interviews were conducted to ensure the theoretical soundness and practical relevance of our research before the pilot study commenced. To address the research objectives, data analysis was conducted at the individual, group, and organizational levels. Both survey data and archival data were obtained to ensure the internal and external validity of the research results.

In the surveys, data were collected from employees and their immediate supervisors in China, Hong Kong, and Japan through a multi-source and multi-phase research design during the period from FY2020 to FY2023. Consent was acquired from all participants prior to data collection, and confidentiality and data safety were ensured. The psychological properties of the dataset were carefully examined before being utilized for data analysis.

To study organizational factors, data were obtained from archival databases in Japan and China, including the China Stock Market and Accounting Research, the State Administration for Religious Affairs of China, Orbis Global, Nomenclature of Economic Activities (NACE) Revision 2, Toyo Keizai, and the Thomson Securities Data Corporation (SDC) Mergers and Acquisitions Database.

4. 研究成果

The project addressed the research objective at both an individual and an organizational level, providing findings that can be summarized into two broad categories. On the individual level, our investigations into the emotional dimensions of employee cross-cultural adjustment have produced compelling insights that address various aspects of emotional regulation, leadership influence, and individual reactions in multicultural contexts. Below are the details of how each paper contributes to the research topic:

(1) “Sympathy or Distress? The Moderating Role of Negative Emotion Differentiation in Helping Behavior” published in the *Asia Pacific Journal of Management*, sheds light on the critical skill of emotional differentiation, which enables expatriates to effectively navigate their emotional responses, distinguishing between similar negative emotions and converting potential personal distress into constructive sympathy. This capability significantly enhances interpersonal dynamics and is vital for productive collaboration in culturally diverse teams.

(2) “Requested to Do Right Things Excessively: How Citizenship Pressure/Future Focus Influence Health and Work Outcomes in Health Organizations During the Pandemic” published in the *Journal of Health Organization and Management* focuses on the pressures of organizational citizenship behaviors and their impact on employee health and work outcomes during the stress of a pandemic. It discusses the dual-edged nature of high expectations and future-focused organizational cultures, emphasizing the need for balanced emotional demands in stressful work environments.

(3) “How Emotional Regulation and Conscientiousness Break the Reciprocal Circle

Between Customer Mistreatment and Surface Acting: An Experience Sampling Study” published in the International Journal of Contemporary Hospitality Management contributes to our understanding of how emotional regulation and conscientiousness can mitigate the negative impacts of customer mistreatment, breaking the cycle of surface acting and promoting genuine and sustainable employee engagement.

(4) “When Do Resilient Employees Work Harder? Exploring the Moderating Roles of Overqualification and Family Motivation” published in Personality and Individual Differences examines how personal resilience, perceived overqualification, and family motivation interact to influence employee effort. It underscores the buffering role of resilience and family motivation against the potentially demotivating impact of overqualification, providing key strategies for enhancing employee engagement and productivity in foreign settings.

(5) “Linking Perceived Overqualification to Work Withdrawal, Employee Silence, and Pro-Job Unethical Behavior in a Chinese Context: The Mediating Roles of Shame and Anger” published in Review of Managerial Science reveals how overqualification can lead to negative emotional states like shame and anger, which mediate harmful workplace behaviors such as withdrawal, silence, and unethical actions. Understanding these emotional pathways is crucial for managing and supporting overqualified employees in expatriate roles.

On the organizational level, the findings explore the influence of organizational factors on cross-cultural dynamics, leading to several important findings through five distinct studies. These studies have highlighted how strategic decisions, corporate culture, and international policies shape employee behaviors and contribute to their well-being in global settings.

(6) “Investment or Divestment as a Near-Term Solution to Performance Shortfalls? The Moderating Role of Vicarious Learning” published in the Asia Pacific Journal of Management examines the strategic responses of firms to performance shortfalls through foreign investment or divestment decisions. It highlights the role of vicarious learning from other firms in these decisions, providing a framework for understanding how organizations can leverage external experiences to guide their strategies and improve employee outcomes in international settings.

(7) “Is Failure the Mother of Success? Prior Failure Experience and Cross-Border M&A Completion by Emerging Market Firms” published in the Asia Pacific Journal of Management explores how prior failures in cross-border mergers and acquisitions (M&A) can serve as learning opportunities that enhance the success rates of subsequent ventures. The insights from this study inform how organizations can better prepare and support their employees through complex international operations, turning past failures into strategic assets for future cross-cultural engagements.

(8) “Uncovering the Nonmarket Side of Internationalization: The Belt and Road Initiative and Chinese Firms’ CSR Reporting Quality” published in Asia Pacific Journal of Management examines the influence of China's Belt and Road Initiative, providing a deep dive into how international strategies and geopolitical considerations influence corporate social responsibility practices. It discusses how these strategic decisions impact employee perceptions and alignments with organizational values, which are crucial for successful adaptation in multinational settings.

(9) “Unraveling the Stagnation of Employee Pay in Japanese Firms: The Impact of Profit Creation, Employee Productivity, and Employee Share” published in Asian Business & Management analyzes how internal economic factors such as profit creation, employee productivity, and shareholding patterns impact wage stagnation in Japan. The study reveals critical insights into how organizational policies and economic conditions can demotivate or motivate employees, affecting their overall performance and emotional

well-being in cross-cultural contexts.

(10) “Buddhist Leaders and Family Firms’ Acquisition Behavior” published in *Asia Pacific Journal of Management* uniquely examines how Buddhist leadership principles influence the acquisition behaviors in family-owned firms, highlighting the impact of cultural and religious values on business practices. It offers a deep insight into how these cultural underpinnings can affect strategic decision-making processes and employee interactions within and beyond Asian contexts.

Although not directly related to cross-cultural dynamics, the primary investigator collaborated with a large group of international scholars on research methodology.

(11) “Same Data, Different Conclusions: Radical Dispersion in Empirical Results When Independent Analysts Operationalize and Test the Same Hypothesis” published in *Organizational Behavior and Human Decision Processes* reveals that even with the same dataset, different assumptions and theoretical frameworks may lead to significantly different models and results. The implications for cross-cultural management are profound, suggesting that organizational strategies must be carefully analyzed and contextualized to avoid misinterpretations that can negatively impact decision-making and research credibility.

Each of these papers provides a unique lens on the cross-cultural adjustments required by expatriates, illustrating the profound influence of emotional differentiation, emotional regulation, leadership dynamics, and personal resilience on successful integration and effectiveness in multicultural workplaces. Meanwhile, our findings also underscore the importance of considering cultural, organizational, and individual factors in leadership and management research. They offer valuable insights into the challenges and opportunities presented by cross-cultural dynamics, enhancing our understanding of global organizational behavior. Collectively, these studies enhance our understanding of the landscape employees navigate and inform targeted interventions to support their adjustment and performance globally.

There are several key areas where further investigation could provide deeper insights and practical solutions. First, with the rise of remote working and digital communication tools, research could focus on the effectiveness of virtual reality, augmented reality, and other digital tools in facilitating cross-cultural training and adjustment. Second, we have only studied the employees in China and Japan. Further comparative research across different cultural contexts could help identify unique cultural variables that impact the effectiveness of cross-cultural management strategies. Understanding these nuances could lead to more tailored and effective management practices. Third, there is also a need to explore the ethical dimensions of cross-cultural management, especially in terms of equity, fairness, and respect for local practices and norms. Research could focus on developing ethical guidelines for managing culturally diverse teams. By continuing to explore these areas, future research can provide more nuanced insights and robust frameworks to support the successful integration of employees in multicultural environments, thereby enhancing both individual well-being and organizational performance on a global scale.

5. 主な発表論文等

〔雑誌論文〕 計11件（うち査読付論文 11件 / うち国際共著 11件 / うちオープンアクセス 2件）

1. 著者名 Gong Yuanyuan, Hui Kent Ngan-Cheung	4. 巻 -
2. 論文標題 Buddhist leaders and family firms' acquisition behavior	5. 発行年 2023年
3. 雑誌名 Asia Pacific Journal of Management	6. 最初と最後の頁 -
掲載論文のDOI (デジタルオブジェクト識別子) 10.1007/s10490-023-09935-z	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する
1. 著者名 Gong Yuanyuan, Makino Shige, Liu Aqi, Liu Huanchen, Wang Jingyi	4. 巻 22
2. 論文標題 Unraveling the stagnation of employee pay in Japanese firms: the impact of profit creation, employee productivity, and employee share	5. 発行年 2023年
3. 雑誌名 Asian Business & Management	6. 最初と最後の頁 1743 ~ 1772
掲載論文のDOI (デジタルオブジェクト識別子) 10.1057/s41291-023-00228-3	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する
1. 著者名 Liu Fang, Zhang Cao, Gong Yuanyuan, Zhang Juncheng, Sun Lijun	4. 巻 210
2. 論文標題 When do resilient employees work harder? Exploring the moderating roles of overqualification and family motivation	5. 発行年 2023年
3. 雑誌名 Personality and Individual Differences	6. 最初と最後の頁 112214 ~ 112214
掲載論文のDOI (デジタルオブジェクト識別子) 10.1016/j.paid.2023.112214	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する
1. 著者名 Liu Fang, Li Jinxin, Lan Junbang, Gong Yuanyuan	4. 巻 18
2. 論文標題 Linking perceived overqualification to work withdrawal, employee silence, and pro-job unethical behavior in a Chinese context: the mediating roles of shame and anger	5. 発行年 2023年
3. 雑誌名 Review of Managerial Science	6. 最初と最後の頁 711 ~ 737
掲載論文のDOI (デジタルオブジェクト識別子) 10.1007/s11846-023-00619-y	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

1. 著者名 Lan Junbang, Gong Yuanyuan, Liu Tao, Wong Man-Nok, Yuan Bocong	4. 巻 34
2. 論文標題 How emotional regulation and conscientiousness break the reciprocal circle between customer mistreatment and surface acting: an experience sampling study	5. 発行年 2022年
3. 雑誌名 International Journal of Contemporary Hospitality Management	6. 最初と最後の頁 4007 ~ 4028
掲載論文のDOI (デジタルオブジェクト識別子) 10.1108/IJCHM-09-2021-1102	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

1. 著者名 Zhu Hua, Hui Kent Ngan-Cheung, Gong Yuanyuan	4. 巻 40
2. 論文標題 Uncovering the nonmarket side of internationalization: the Belt and Road Initiative and Chinese firms' CSR reporting quality	5. 発行年 2022年
3. 雑誌名 Asia Pacific Journal of Management	6. 最初と最後の頁 1703 ~ 1731
掲載論文のDOI (デジタルオブジェクト識別子) 10.1007/s10490-022-09835-8	査読の有無 有
オープンアクセス オープンアクセスとしている (また、その予定である)	国際共著 該当する

1. 著者名 Lan Junbang, Gong Yuanyuan, Yuan Bocong	4. 巻 36
2. 論文標題 Requested to do right things excessively: how citizenship pressure/future focus influence health-related work outcomes in health organizations during the pandemic	5. 発行年 2022年
3. 雑誌名 Journal of Health Organization and Management	6. 最初と最後の頁 748 ~ 766
掲載論文のDOI (デジタルオブジェクト識別子) 10.1108/JHOM-10-2021-0374	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

1. 著者名 Jeong Sophia Soyoung, Gong Yuanyuan, Henderson Alexandra	4. 巻 40
2. 論文標題 Sympathy or distress? The moderating role of negative emotion differentiation in helping behavior	5. 発行年 2022年
3. 雑誌名 Asia Pacific Journal of Management	6. 最初と最後の頁 1429 ~ 1458
掲載論文のDOI (デジタルオブジェクト識別子) 10.1007/s10490-022-09819-8	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

1. 著者名 Zhou Chenxi, Hui Kent Ngan-Cheung, Zhou Kevin Zheng, Gong Yuanyuan	4. 巻 40
2. 論文標題 Is failure the mother of success? Prior failure experience and cross-border M&A completion by emerging market firms	5. 発行年 2022年
3. 雑誌名 Asia Pacific Journal of Management	6. 最初と最後の頁 775 ~ 813
掲載論文のDOI (デジタルオブジェクト識別子) 10.1007/s10490-021-09802-9	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

1. 著者名 Hui Kent Ngan-Cheung, Gong Yuanyuan, Cui Qi, Jiang Naipeng	4. 巻 39
2. 論文標題 Foreign investment or divestment as a near-term solution to performance shortfalls? The moderating role of vicarious learning	5. 発行年 2021年
3. 雑誌名 Asia Pacific Journal of Management	6. 最初と最後の頁 1481 ~ 1509
掲載論文のDOI (デジタルオブジェクト識別子) 10.1007/s10490-021-09778-6	査読の有無 有
オープンアクセス オープンアクセスではない、又はオープンアクセスが困難	国際共著 該当する

1. 著者名 Schweinsberg Martin et al.	4. 巻 165
2. 論文標題 Same data, different conclusions: Radical dispersion in empirical results when independent analysts operationalize and test the same hypothesis	5. 発行年 2021年
3. 雑誌名 Organizational Behavior and Human Decision Processes	6. 最初と最後の頁 228 ~ 249
掲載論文のDOI (デジタルオブジェクト識別子) 10.1016/j.obhdp.2021.02.003	査読の有無 有
オープンアクセス オープンアクセスとしている (また、その予定である)	国際共著 該当する

〔学会発表〕 計3件 (うち招待講演 0件 / うち国際学会 1件)

1. 発表者名 Gong Yuanyuan
2. 発表標題 When do resilient employees work harder? Exploring the moderating roles of overqualification and family motivation
3. 学会等名 日本労務学会大会
4. 発表年 2023年

1. 発表者名 Gong Yuanyuan
2. 発表標題 Linking leader overqualification to supervisory-focused organizational citizenship behaviour: A moderated mediation model
3. 学会等名 日本労務学会大会
4. 発表年 2022年

1. 発表者名 Sophia Jeong, Yuanyuan Gong, Alexandra Henderson
2. 発表標題 Negative Emotions and Helping Behavior: the Moderating role of Negative Emotional Differentiation
3. 学会等名 European Academy of Management Annual Conference (国際学会)
4. 発表年 2020年

〔図書〕 計0件

〔産業財産権〕

〔その他〕

-

6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考

7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関			
中国	Xiamen University	Guangzhou University	Sun Yat-sen University	他3機関
アラブ首長国連邦	Zayed University	New York University Abu Dhabi		
オーストラリア	University of New South Wales			
米国	Bloomsburg University of Pennsylvania			