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研究課題名(和文)異文化の伝統的・新しい次元、及び多国籍企業に及ぼすそれらの効果の実証研究

研究課題名(英文)Research into traditional and emerging dimensions of cross-national cultures and their effects on multinational corporations

#### 研究代表者

咲川 孝 (Takashi, Sakikawa)

中央大学・国際経営学部・教授

研究者番号:80272805

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研究成果の概要(和文): これらの研究調査のなかで、異なる国、異なる国の文化環境と人的資源管理の慣行との関連、異文化の次元の追求、異文化と多国籍企業との関連などを研究してきた。これらの研究を通して、異文化研究の限界、つまり国の文化の測定、新しい次元の発見は困難であり、異文化よりも、組織文化から国の違い、国の文化の違いにアプローチをしたほうが、国の文化の違いが理解するには効果的ではないかと考えるようになった。

研究成果の学術的意義や社会的意義 多国籍企業に焦点を当て、国の文化と組織文化とのつながりを明らかにした場合、進出国の現地の文化、本社が ある国の文化からも影響をうけるので、複雑な組織文化の性質、その存在を解明でき、いわば組織文化の存在論 (オントロジー)を確立できる。

研究成果の概要(英文): Because organizations are surrounded by the society's cultural environment, organizational cultures are expected to be influenced by the national culture. However, the relationship between national cultures and organizational cultures is not as simple as once believed1 - - it becomes more complicated and more difficult to understand in the context of multinational corporations (MNCs) and their subsidiaries. Researchers who can shed light on these cultures are likely to gain deep, new insights into the connections between national and organizational cultures, because MNCs are useful as the context for expanding existing theories and developing new ones. In this paper, I explore and document the ontological and existential nature of MNC foreign subsidiaries' organizational cultures by building upon the theories of cross-cultural management, organizational culture, interactions between MNC subsidiaries and regional cultures, and international mindsets.

研究分野: 経営学経営学

キーワード: 異文化研究 多国籍企業

## 1.研究開始当初の背景

Hofstede (2001)によると、文化の次元には、権力の格差、個人主義対集団主義、男性化対女性化、不確定性の回避、長期的対短期的志向がある。Hofstedeによる文化の次元は、彼が50年以上前に IBM で働いていた際に実施した研究の結果に基づいており、これらの文化の次元のうち、どれが時代を超えて、現代にも通用するのかを理解する必要がある。一方において、倫理(ethics) 法令遵守(compliance) 環境と社会の持続性(sustainability) 異なる人々の包摂(inclusivity)などの文化の次元が時代にあっているかもしれない。社会、地域の文化の変わらぬ伝統的な次元、及び時代にあった、新しい文化の次元を明らかにすることが必要であるが、既存研究はこれに回答できていなく、この間隙を埋める必要がある。

### 2.研究の目的

異なる社会の言語、及び経済、社会的環境、とりわけ異なる国、地域や社会の文化を理解する能力が必要である。これを背景にして、社会、地域の文化の変わらぬ伝統的な次元、及び時代にあった、新しい文化の次元を明らかにすることが必要であるが、既存研究はこれに回答できていない。この間隙を埋めることが本研究の主たる目的である。

## 3.研究の方法

理論研究に加えて、調査期間において、コロナ禍があり、オンラインサーベイによってデータを 得た。

## 4. 研究成果

多国籍企業に焦点を当て、国の文化と組織文化とのつながりを明らかにした場合、進出国の現地の文化、本社がある国の文化からも影響をうけるので、複雑な組織文化の性質、その存在を解明でき、いわば組織文化の存在論(オントロジー)を確立できる。以下、英文であるが、本研究から主たる洞察である。

Based on my arguments and by expanding the framework for interactions between MNC subsidiaries and the regional cultures that Sasaki and Yoshikawa (2014) proposed, I present a framework for describing the nature and reality of the MNC foreign subsidiary, with the vertical dimension being the connection of the MNC subsidiary to the local or host-country culture or an influence of the local culture, while the horizontal dimension is the influence of the MNC HQ organizational culture on the MNC subsidiary's culture. I refer to that framework as the ontological framework of the MNC subsidiary's organizational culture, because it represents the nature and reality of the development of the MNC subsidiary's organizational culture, which in turn depends on the different circumstances under which the MNC subsidiary operates. That is, the subsidiary's culture depends on the extent to which the MNC subsidiary is connected to and is influenced by the local culture, as well as the extent to which the MNC subsidiary is under cultural control from the MNC HQ organization. The nature of the MNC subsidiary's organizational culture will be determined not only by those two dimensions--the connection of the MNC subsidiary organization to the local culture, and the influence exerted by the HQ organizational culture—but ultimately also by the HQ organization's culture of internationalization orientation. Figure 1 presents the ontological framework of the MNC subsidiary's organizational culture.

# The influence of the MNC headquarters (HQ) organizational culture

HQ and local Local organizational organizational Strong culture cultures The connection of the MNC subsidiary to the local culture Non-HQ and non-local HQ organizational culture organizational Weak cultures Strong Weak

Notes: Organizational culture(s) in each quadrant represents the mainstream organizational culture(s).

Figure 1
The Ontological Framework of the Multinational Corporation's (MNC) Foreign Subsidiary Organizational Culture

I summarize the nature of an MNC subsidiary's organizational culture into the four modes of cultural existence that are described in the different quadrants in the framework shown in Figure 1. The organizational cultures in the quadrants in the framework represent the mainstream or dominant organizational cultures within the MNC subsidiary. The indigenous, local organizational culture of the MNC subsidiary that is reflective of and is influenced by the local culture is expected to emerge when the connection of an MNC subsidiary culture to the local culture is strong and the influence of the HQ's organizational culture is weak. For instance, provided that a collectivist national culture is connected to a clan organizational culture, an MNC subsidiary whose organizational culture is connected to the local culture of collectivism is expected to have a clan organizational culture. The development of the unique local organizational culture of the MNS subsidiary as the mainstream organizational culture is ultimately influenced by the HQ organization's orientation toward internationalization. A unique MNC subsidiary culture emerges when the MNC HQ organization is host-country-oriented and has a polycentric orientation in its organizational culture.

The HQ's organizational culture is expected to emerge and dominate in an MNC subsidiary when the influence of the MNC HQ organizational culture is strong, while the connection of the MNC subsidiary to the local culture and the influence of the local culture are not strong. The MNC HQ that is host-country oriented and has an ethnocentric orientation may tend to transfer its own organizational culture to its overseas subsidiaries and control those subsidiaries with the organizational culture, which is likely to be strong and powerful.

When the influences of both the MNC's HQ organizational culture and the local culture are strong, the mainstream, MNC subsidiary organizational cultures will be the HQ organizational culture and the unique, local organizational culture that is tied to the local culture. World-oriented, geocentric MNCs and their HQ organizations will tend to integrate the HQ organizational culture and the local organizational culture at their foreign

subsidiaries.

However, in the circumstance that corresponds to what Sasaki and Yoshikawa refer to as *integration*, there may instead just be a process toward integration, because there would be no complete integration between the local organizational culture influenced by the host-country culture and the HQ organizational culture embracing the home country's cultural elements, unless and until there is no tension between the two organizational cultures. I thus propose three stages during which the two cultures become integrated: tension, eclecticism, and integration. The tension stage is a period during which the HQ organizational culture is not congruent with the local organizational culture, and the two cultures do not coexist. The eclecticism stage is perhaps the next period, in which the two cultures do coexist. In this stage, the HQ organizational culture adapts to the local culture such that the HQ organizational culture exists in parallel with the local organizational culture at the MNC subsidiary. The integration stage is the final period, in which a new organizational culture—that is, a hybrid of organizational cultures that incorporates cultural elements of both the home country and the host country—develops within the MNC subsidiary. For instance, the US-based units of Honda neither Japanized themselves and their organizational culture nor did they simply mimic American styles of management (Sakikawa, 2017). In Honda's effort to adapt its culture to U.S. culture, Honda got their American employees, who were (and still are) called "associates," to interpret the Honda Way by judiciously selecting from the elements that make up American culture and ideology. Honda's endeavor to adapt the Honda Way to the U.S. culture allowed the Japanese automobile company to fit its organizational culture into the regional culture. In addition to that, it fostered the development of a new culture in Honda's U.S. plants.

Finally, there is the nature of an MNC subsidiary's organizational culture when the influences of both the HQ organizational culture and the local culture are not strong. In such a circumstance, similar to what Sasaki and Yoshikawa (2014) called *marginalization*, the mainstream, MNC subsidiary's organizational culture is likely to develop out of a non-HQ organizational culture and a non-local culture.

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