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## CULTURAL PROBLEMS IN AN EXPATRIATE'S<sup>1</sup> WORK IN ASIAN COUNTRIES

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**Abstract:** The success of expatriation is conditioned by numerous factors which merge and include: manager's personality factors (psychological features) which might predestine or disparage the person for work in international environment. Personality features are, according to the majority of psychologists, innate and difficult to be changed, however, they might be strengthened with the use of different trainings or courses, if they constitute an advantageous expatriate's side.

**Key words:** expatriate, triad model of management, Asian model of management, international corporation.

### 1. Introduction

Moving business activities around the world becomes a standard and a sign of the times in contemporary business. The development of globalization is driven by foreign direct investment (FDI). China and India are leaders in this respect, as these countries are marked on the economic map of the world as counterbalance for the European countries and the United States of America. China is the largest supplier and recipient of foreign direct investment among the Eastern Asian countries,<sup>2</sup>

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<sup>1</sup> **Expatriate** – also expat, is a manager who comes from the country of origin of a headquarter company or from the third country and is ultimately transferred by the headquarters for long or short contracts to foreign branches of the company or travels among different branches of a given corporation (S. Przytuła, Rola menedżerów-ekspatriantów w transferze praktyk ZZL w przedsiębiorstwach międzynarodowych, [in:] M. Juchnowicz (ed.), *Kulturowe uwarunkowania zarządzania kapitałem ludzkim*, Oficyna Wolters Kluwer, Kraków 2009, p. 476).

<sup>2</sup> **China as a recipient of FDI: FDI in China focuses upon electronic, steel and petrochemical industry sectors.** Main investors include the USA, Japan, Germany, Great Britain and France. A motive for relocation of investment is access to cheap work force and land. China as a supplier of FDI: China is the main investor in the group of Asia-Pacific countries (65% of all investments), in Latin America (19%), in Europe (6%), in Africa (6%), in the USA (4%), A. Jankowiak, *Chiny – ekonomiczny lider regionu czy świata?*, [in:] B. Skulska (ed.), *Integracja Azji Wschodniej. Mit czy rzeczywistość?*, Prace Naukowe Uniwersytetu Ekonomicznego nr 67, UE, Wrocław 2009, p. 336. The main way to enter those markets is through mergers or take-overs made by Chinese corporations. The motives for relocation of investments abroad include demand for raw materials, i.e. petroleum, gas, iron, access to

which is undoubtedly connected with the liberal policy of “opening up to the world” (*kaifang*) and activities of international corporations.

The processes of internationalisation of business activities also entail intensification of human capital flows. Among the Asian countries one can distinguish countries which mainly import or export workers. The first group of the countries includes, among others, Japan, Hong Kong, South Korea, Taiwan and Singapore. The latter includes China, Cambodia, Indonesia and Vietnam.<sup>3</sup>

As compared to the beginning of the 1990s, in 2000 the number of affiliates of international corporations operating in China grew by 805%.<sup>4</sup> Research study by B. Fernandez and E. Mutabazi proves that there are more than 150,000 expatriates employed in 600 affiliates of French corporations operating in China and this number is expected to double during the next five years.<sup>5</sup>

Therefore, due to the growing number of affiliates in the South Asia region, it is worth examining conditions of work of expatriates sent to those countries from head offices of European and American corporations as well as problems which they may encounter most often. Identification of the problems will help to prepare the staff better as regards its selection, training and adaptation.

## 2. The influence of religious, social and cultural values upon activities of international corporations in Asian countries

Nowadays we deal with depreciation of the hitherto applied management Triad model (the American, European and Japanese model) which had been a basis of development of business worldwide relations since the 70s of the 20<sup>th</sup> century. Being one of the pillars of the Triad, Japan gives up to China which aspires to become the economic centre of the East Asia region as well as a world superpower as regards economic and military aspects. Often the Asian model is mentioned as one of the pillars of the Triad, which includes numerous diversified countries such as China, Japan, Singapore, Hong Kong, Korea and Vietnam. However, these countries may not be considered as a uniform structure.

According to F. Fukuyama, the homogeneous model of Asian countries may be built only due to the fact that the countries are the so-called “rice societies”.

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technological knowledge and thought of developed countries such as European countries and the USA, M. Wyrzykowska, *BIZ w Chinach a bezpośrednie inwestycje Chińskiej Republiki Ludowej – najnowsze trendy i perspektywy*, [in:] B. Skulska (ed.), *Procesy integracyjne w regionie Azji i Pacyfiku*, Prace Naukowe Uniwersytetu Ekonomicznego nr 13, UE, Wrocław 2008, p. 160.

<sup>3</sup> P. Szwiec, *Integracja w Azji Wschodniej – geneza, przejawy, skutki, perspektywy*, [in:] B. Skulska (ed.), *Procesy integracyjne w regionie Azji i Pacyfiku*, Prace Naukowe Uniwersytetu Ekonomicznego nr 13, UE, Wrocław 2008, p. 16.

<sup>4</sup> M. Wyrzykowska, *op. cit.*, p. 160.

<sup>5</sup> B. Fernandez, E. Mutabazi, *International executives, identity strategies and mobility in France and China*, *Asia Pacific Business Review* 2006, Vol. 12, No. 1, p. 53.

For theoretical purposes, this global perspective of “the Asian model” is assumed. However, in attempting to characterise the model, one should indicate the diversity of described countries which belong to the geographical region, as, according to F. Fukuyama, “there is no ideal model of development or management for Asia”.<sup>6</sup> There are diametrical differences in religion, rites, economic development and political system between particular countries of the Asian platform. S. Huntington also distinguishes between the Chinese civilisation (Confucian civilisation) and Japanese civilisation which emerged from the Chinese civilisation between 100 and 400 A.D.<sup>7</sup>

The Asian countries marked on the cultural map of the world by G. Hofstede have been qualified as highly collectivistic, characterized by great distance of power, masculinity and great degree of uncertainty avoidance. However, in the opinion of some observers, the Koreans are often much more individualist than other Asian nations, which makes them even more similar to western countries. Thus, it is difficult to unify such diversified countries in one model.<sup>8</sup>

The term “Asian values” itself arouses scepticism. The idea of a common aim of numerous national and native cultures ranging from Indonesia, through Korea and China to India, cannot be defended due to its very definition. However, it is emphasized that the following assumptions constitute foundations for creation of Asian values: the process of glorification of special rights over individual rights, the economic welfare over human welfare as well as priority of authoritarianism to liberal democracy.<sup>9</sup>

Asia-Pacific is a specific social and cultural melting pot, which creates enormous problems for enterprises operating in this region. Some of the countries, such as China, are much diversified internally with their provinces characterised by great cultural differences.

“According to the liberal western thought, a state is to guarantee, most of all, compliance with laws and freedom of the individual, whereas, according to thinkers and politicians of the Far East, it is to represent, in the first place, social interests, even if it leads to restricting of the individual's activities”.<sup>10</sup> The business systems of East Asia are characterised by common respect for relations based on social status

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<sup>6</sup> F. Fukuyama, *Zaufanie. Kapitał społeczny a droga do dobrobytu*, PWN, Warszawa–Wrocław 1997, p. 387.

<sup>7</sup> S. Huntington, *Zderzenie cywilizacji*, Wydawnictwo “Muza”, Warszawa 2007, p. 54.

<sup>8</sup> According to G. Hamilton, the Asian solutions applied in business are extremely diversified and, at the same time, show much similarity to European and American standards. They seem to be mirror reflections of their western equivalents, B. Skulska, Powiązania sieciowe przedsiębiorstw w regionie Azji i Pacyfiku, [in:] B. Skulska (ed.), *Procesy integracyjne w regionie Azji i Pacyfiku*, Prace Naukowe Uniwersytetu Ekonomicznego nr 13, UE, Wrocław 2008, p. 182.

<sup>9</sup> B. Skulska (ed.), *Azja-Pacyfik. Obraz gospodarczy regionu*, UE, Wrocław 2007, p. 83.

<sup>10</sup> M. Domiter, Znaczenie polityki handlowej Japonii dla jej dominującej pozycji w regionie Azji i Pacyfiku, [in:] B. Skulska (ed.), *Procesy integracyjne w regionie Azji i Pacyfiku*, Prace Naukowe Uniwersytetu Ekonomicznego nr 13, UE, Wrocław 2008, p. 255.

emphasizing cooperative business relations rooted in informal family relations with an emphasis upon the role of the state. Contrary to those systems, Western business systems put an emphasis upon individualism and contractual relations.<sup>11</sup> According to K. Gawlikowski, “in societies of the Eastern Asia, an individual identifies with a group and its social status determines the position in its collective body and well as its position in social hierarchy”.<sup>12</sup>

Therefore, Asian religious, social and cultural conditions for activities of foreign affiliates will constitute a subject of descriptive analysis of this paper as based upon theoretical studies.

**Table 1.** Chosen religious, socio-cultural and business values in Asian countries

Religious values:	Confucianism, Buddhism, Taoism
Socio-cultural values:	<i>guanxi, mianzi, renqing</i> long-term orientation, collectivism, high power distance, masculinity, high uncertainty avoidance (Hofstede’s dimensions)
Business values:	<i>kaizen</i> , TQM, enterprise unionism, lifetime employment, seniority system, <i>keiretsu</i> relational psychological contract

Source: own presentation.

**Religious values.** Confucianism determines moral values, social order and political system. It depicts a human being as a social creature as well as its position in the world. The loyalty of a subject (subordinate) is based upon submissiveness and honesty in relation to the master (employer). It focuses upon the term of obligations and actions of an individual in a society for the purposes of assurance of harmony. A special manifestation of the Confucian tradition is the so-called *nemawashi*, i.e., “digging around the roots”. As far as business is concerned, this term means great diligence attached to each step of procedure. The respect for the principle of diligence and devotion to work has its roots in Buddhism, and Taoism means the idea of relation between human being and nature. This means that the present values in Asian cultures have not changed and it is only in the contexts of human activities that they changed.

**Social and cultural values.** According to D. Hitchkoc, among most appreciated social values in East Asia there are: social order and good organisation, harmony in society, freedom of speech, respect for power, strenuous work, respect for learning and education, honesty, self-reliance, self-discipline and fulfilment of duties for others.<sup>13</sup>

<sup>11</sup> B. Skulska, *op. cit.*, p. 183.

<sup>12</sup> B. Skulska (ed.), *op. cit.*, p. 70.

<sup>13</sup> *Ibidem*, p. 81.

Cultural dimensions for China according to G. Hofstede are: long-term orientation, collectivism, high power distance, masculinity, high uncertainty avoidance (Figure 1).

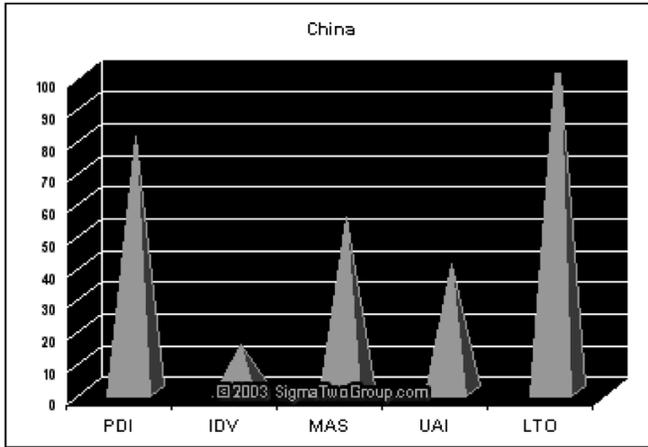


Figure 1. Cultural dimensions for China

Source: <http://www.geert-hofstede.com>.

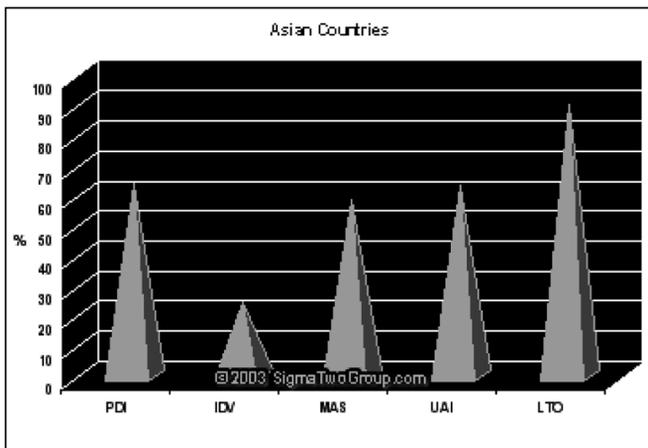


Figure 2. Cultural dimensions for Asian countries

Source: <http://www.geert-hofstede.com>.

Geert Hofstede’s analysis for China has long-term orientation (LTO) the highest-ranking factor (118), which is true for all Asian cultures. This dimension indicates a society’s time perspective and an attitude of persevering; that is, overcoming

obstacles with time, if not with will and strength (Figure 2). The Chinese rank lower than any other Asian country in the individualism (IDV) ranking, at 20 compared to an average of 24. This may be attributed, in part, to the high level of emphasis on a collectivist society by the Communist rule, as compared to the one of individualism.

The low individualism ranking is manifest in a close and committed member “group”, be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount. The society fosters strong relationships where everyone takes responsibility for fellow members of their group.

Of note is China’s significantly higher power distance ranking of 80 compared to the other Far East Asian countries’ average of 60, and the world average of 55. This is indicative of a high level of inequality of power and wealth within the society. This condition is not necessarily forced upon the population, but rather accepted by the society as their cultural heritage.

These cultural values determine the behaviour of Chinese managers if they are sent abroad as expatriates. Chinese expatriates perceive themselves as disadvantaged, with respect to both corporate level policies and individual level career management issues.<sup>14</sup> Worth pointing here is the research conducted over the personality of the Chinese managers. In psychological test Myers-Briggs Type Indicator (MBTI),<sup>15</sup> conducted on 200 senior managers from *China Non-Ferrous Metals Corp*, a profile of a traditional Chinese manager was developed. It was found out that nearly all Chinese managers are strongly attuned to reality, tending to be practical and observant. The predominant type of Chinese manager (60%) is punctual, logical, objective, organized, good with facts and details, impatient of opposing views, wary of feelings and intuitions, abrupt, blunt, logical, dependable, a good family man and very resistant to changes. Though this survey does not describe all the Chinese managers or workers in China, basic understanding of such a profile may help prepare other managers to succeed in China.<sup>16</sup>

Another social factor is *guanxi*<sup>17</sup> base (relationship) that can be classified into the three categories: relationship by birth or blood (family), relationship by nature

<sup>14</sup> J. Selmer, B.P. Ebrahimi, L. Mingtao, Career management of business expatriates from China, *International Business Review* 2002, Vol. 11, p. 27.

<sup>15</sup> MBTI indicators: sensing, intuition, thinking, feeling, introversion, extraversion, judging, perceiving, S. Przytuła, *Psychologia zarządzania. Wybrane zagadnienia*, UE, Wrocław 2008, p. 90.

<sup>16</sup> V.P. Goby, Z.U. Ahmed, M. Annavarjula, D.N. Ibrahim, A. Osman-Gani, Determinants of expatriate success: An empirical study of Singaporean expatriates in the Peoples Republic of China, *Journal of Transnational Management Development* 2002, Vol. 7. No. 4.

<sup>17</sup> The literal translation of the term *guanxi* means “relationships” or “connections” and is recognized as being enormously significant within the context of Chinese society. It is a social power which helps to overcome difficulties that personal power may not be able to influence, W. Teng, H. Barton, An initial exportation of the extent and influence of *guanxi* on the process of HR selection within the Chinese public sector, [in:] W. Scroggins *et al.* (eds.), *Diversity in the Modern Global Organization*, Conference Proceedings, Santa Fe, NM, 2009.

(locality, neighbour, co-worker, e.g. colleague or superior-subordinate), relationship acquired (sworn brotherhood, friend, knowing the same person).<sup>18</sup>

Important value or social concept is *mianzi* (face). It describes one's dignity, respect, status and prestige. *Mianzi* appears to be an individual's public image, gained by performing one or more specific social roles that are well recognized by others. People who "have face" are seen to be powerful and are mostly respected by others.<sup>19</sup>

In addition to the importance that *mianzi* serves as being one of the key elements which describe the nature of Chinese culture another main concept is *renqing* – the process of favour exchange. It refers to a resource that an individual can present to another as a gift in the course of social interaction.<sup>20</sup>

**Business values.** *Kaizen* (*kai* – change, *zen* – good) introduced by M. Imai in 1986 is defined as "ongoing improvement involving everyone-top management, managers and workers".<sup>21</sup> The three pillars of human resource management (*Sanshu no jingi*),<sup>22</sup> are based upon: seniority system, lifetime employment and enterprise unionism. I. Holden and L. Glover indicate the following scope of activities and responsibilities of trade unions in Japanese corporations: supervision over work safety, reform of the company's organisational system, establishment of a system of participation in decisions among employees, supervision over employee rights and interests.<sup>23</sup>

*Keiretsu* is a mechanism of partnership and communications between main co-operators and customers as established in the 1980s by Honda and Toyota.

One of the types of psychological contract<sup>24</sup> is transactional contract – perceived by the parties as short-term exchange of experiences and economical benefits. The area involved by the contract includes work in exchange for remuneration. Relational psychological contract concerns long-term cooperation of economic, social and emotional character.<sup>25</sup> The Chinese are more relational oriented and prefer contracts based on long-lasting confidence and *guanxi* rule in the place of work. However, transactional contract is characteristic of Americans who adopt the attitude of "player" working for the company until the situation is advantageous for him/her.

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<sup>18</sup> Y. Fan, Questioning *guanxi*: Definition, classification and implications, *International Business Review* 2002, Vol. 11, p. 547.

<sup>19</sup> W. Teng, H. Barton, *op. cit.*

<sup>20</sup> *Ibidem.*

<sup>21</sup> M. Imai, Mała zmiana, wielki efekt [interview], *Manager Magazine* 2007, nr 1 (26), p. 32.

<sup>22</sup> I. Beardwell, L. Holden, *Human Resource Management: A Contemporary Approach*, Pearson Education, Harlow 2001, p. 710.

<sup>23</sup> *Ibidem.*

<sup>24</sup> P. Makin, G. Cooper, *Organizacje a kontrakt psychologiczny. Zarządzanie ludźmi w pracy*, Wydawnictwo Naukowe PWN, Warszawa 2000, p. 10.

<sup>25</sup> J. Miroński, *Zarys teorii przedsiębiorstwa opartej na władzy*, SGH, Warszawa 2004, p. 115.

### 3. Problems of expatriates in Asian countries

The literature on the subject includes numerous research on various aspects of expatriation, however, most of the studies were conducted by American researchers. Therefore, the studies relate to the American context, which some researchers assess as barely objective for the purposes of reference of some regularities to expatriates originating from other cultural regions.<sup>26</sup> One even refers to the so-called “Americentric” approach to studies on the population of managers.<sup>27</sup>

As regards the above-mentioned characteristics of Asian values, attention should be paid to problems in expatriates’ work in the context of Asian cultures in order to suggest effective methods of staff management (selection, development, remuneration, motivation and assessment of the staff).

The causes of problems in expatriates’ work in Asian markets should be sought in the personal and socio-cultural spheres.

a) The first of the spheres relates to personal characteristics of a manager, which will allow for better accommodation to work outside his/her own country. It seems that such characteristics as being extrovert, openness to experience, territorial mobility and easy adaptation to changes may determine the success of expatriation.<sup>28</sup>

According to J. Selmer prior international experience will not affect the level of psychological adjustment.<sup>29</sup> Other psychological features include also high motivation for achievements, which means high tendency to undertake difficult tasks, the willingness and readiness for continuous learning and increasing abilities. Next psychological factor making expats’ work abroad even more successful, might be his/her high resistance to stress which means big ability to cope with depression arising from breaking away from expat’s country or close family.

The above features are also connected with locus of control feature.<sup>30</sup> In international setting, inside control localization is required. This feature characterizes people who are aware of control over their life and make decisions on their own. This fact comes from their own experience and knowledge.

Another required expats’ feature is proactiveness which means that the person is able to control his/her future situation and social environment at present. Such a person is characterized by new goals and possibilities orientation, maximum concentration on person’s achievements, stubbornness and sticking to his/her plans.

b) However, the considerable group of problems can be seen in the socio-cultural sphere. This applies to such issues as ability to adapt to work in a culturally different country, ability to cooperate with people representing different work approach or

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<sup>26</sup> A. Harzing, Response rates in international mail surveys: Results of 22-country study, *International Business Review* 1997, Vol. 6.

<sup>27</sup> V.P. Goby *et al.*, *op. cit.*

<sup>28</sup> S. Przytuła, *Psychologia zarządzania...*, p. 54.

<sup>29</sup> J. Selmer, B.P. Ebrahimi, L. Mingtao, *op. cit.*, p. 82.

<sup>30</sup> S. Przytuła, *Psychologia zarządzania...*, p. 58.

style, ability to adapt to climatic, economic and infrastructural conditions, knowledge of principles of business and local language. Therefore, apart from the personality profile, the process of recruitment for managerial jobs in affiliates of Asian countries also takes into account experience and length of time spent in such countries. In the opinion of J. Selmer, experience from Asia contributes more to socio-cultural adjustment than experience from outside Asia.

In 2008, China, the United Kingdom and the USA were considered as most popular destinations for development of direct investment in the world. China took the first rank as regards greatest challenges for expatriates (similarly to India) and became the most popular destination among the group of developing markets.

**Table 2.** Popular destinations for FDI

No.	2003	2004	2006	2007	2008
1	UK	USA	USA	USA	<b>China</b>
2	USA	<b>China</b>	UK	<b>China</b>	USA
3	<b>China</b>	Belgium	<b>China</b>	UK	UK
4	Singapore	Japan	Germany	Singapore	Singapore
5	Germany	Hong Kong	France	Germany	Switzerland
6	Hong Kong	Mexico	Singapore	Japan	Germany
7	France	Ireland	Japan	Australia	Japan
8	Japan	India	Switzerland	the Netherlands	Belgium
9	Canada	Canada	Australia	Switzerland	Australia
10	Switzerland	Nigeria	Mexico	Belgium	Russia

Source: <http://gmacglobalrelocationtrends.com>.

The popularity of some countries of future secondment of an expatriate manager overlaps with the list of difficulties and challenges connected with work in such countries. The largest percentage of problems related to trips to China (indicated by 17% of the respondents), India – 8%, Japan – 5% and Russia – 5%.

Detailed problems connected with stay and work in China, India and Japan related to the issues are shown in Table 3.

The most frequent reasons for failures of American and Japanese managers, as divided according to frequency of occurrence, are presented in Table 4.

According to A. Rakowska, the high percentage of failures among managers working in other countries proves that they have not been adequately prepared for management in the new markets. It is estimated that among American managers working in foreign markets, as many as 25-40% experience failures due to the lack of adequate competences. The percentage is slightly lower among European managers

**Table 3.** Problems appearing in expatriate assignments in China, India, Japan

China	India	Japan
<ul style="list-style-type: none"> <li>• distinctive standard and quality of life</li> <li>• cultural and linguistic differences</li> <li>• safety</li> <li>• climate</li> <li>• potentially high political risk</li> <li>• polluted environment</li> <li>• difficult access to western European goods, services</li> <li>• bureaucracy</li> <li>• costs of living in Shanghai</li> <li>• lack of support from family and subordinates</li> </ul>	<ul style="list-style-type: none"> <li>• cultural shock</li> <li>• hygiene</li> <li>• lack of transport and communication infrastructure</li> <li>• tax law is changing every day without any meaningful reason</li> </ul>	<ul style="list-style-type: none"> <li>• Tokyo seems to be very difficult city for the Europeans to adapt</li> <li>• specific “Tokyo business culture”</li> <li>• cultural and linguistic differences</li> </ul>

Source: <http://gmacglobalrelocationtrends.com>.

**Table 4.** The reasons of American and Japanese expatriates' failure

American managers	Japanese managers
Difficulties in spouse's adaptation	inadequate skills in coping with greater responsibilities on the new market
Inability of manager to adapt to the new environment	problems associated with new environment
Other family problems	personal and emotional problems
Emotional problems	inadequate technical competencies
Inadequate skills in coping with greater responsibilities on the new market	difficulties in spouse's adaptation

Source: A. Rakowska, *Kompetencje menedżerskie kadry kierowniczej we współczesnych organizacjach*, Wydawnictwo Uniwersytetu M. Curie-Skłodowskiej, Lublin 2007, p. 109.

(5-15%), whereas among managers of developing countries, the percentage may even reach 70%.<sup>31</sup>

Other research carried out by J. Shen and V. Edwards among American and Japanese expatriates confirms that the most common reasons of expatriation failure are expats' personal and family problems as well as psychological features and adjusting to other culture.<sup>32</sup>

<sup>31</sup> A. Rakowska, *Kompetencje menedżerskie...*, p. 109.

<sup>32</sup> Eadem, *Bariery kulturowe w transferze wiedzy w organizacjach globalnych*, [in:] T. Listwan, S. Witkowski (eds.), *Sukces w zarządzaniu kadrami. Kapitał ludzki w organizacjach międzynarodowych*, Prace Naukowe Uniwersytetu Ekonomicznego nr 1130, UE, Wrocław 2006, p. 409.

**Table 5.** Contrasting Japanese and American values and behaviour patterns

	American	Japanese	
action	man controlling nature, risk-taking, spontaneity, improvisation, outspokenness, logical reasoning, clarity and frankness, confronting	man within nature, caution, incremental improvement, adherence to form, silence, emotional sensitivity, indirectness	<b>patience</b>
freedom	individuality, personal principle, legal safeguards, independence, being heard, proving oneself	consensus building, conformity, group convention, trustem relationship, collective strength, saving face	<b>harmony</b>
equality	autonomy, level playing field, industrial competition, informal ranking, racial and tender equality	dependency, loyalty, generalists, obligations, same, strict ranking, racial and tender differentiation	<b>hierarchy</b>

Source: *The Japanese manager’s traumatic entry into the US: Understanding the American-Japanese cultural divide*, 2003, p. 277.

The research conducted by A. Osman-Gani indicates that as little as 20% of local affiliates in Singapore conduct intercultural training for expatriated employed under contracts.<sup>33</sup> Local managers from Singapore also emphasize low effectiveness of management conducted by expatriates, who are not able to adapt flexibly to local cultural standards. Additionally, the managers isolate from the local business community and propagate their own expatriate lifestyles.<sup>34</sup>

The half of the examined managers in M. Hailey’s population manifested a rather anti-expatriate attitude towards their colleagues from the head office.<sup>35</sup> Moreover, as many as 70% of managers from Singapore state that expatriates rely too much upon procedures of the head office and “follow their guidelines blindly”.

The research study of Walsh, Wang and Xin (1999) conducted among American and Chinese managers in 10 *joint-venture* companies in China shows a negative image of American managers as perceived by the Chinese. The Chinese respondents admitted that the Americans are “hot-blooded” and “lost in the Chinese reality from the very moment of their arrival”.

Due to the cultural distance between the Western countries and the countries of the Asian region it seems that one should assume a polycentric approach, i.e., employ local managers for management of affiliates, as tacit knowledge, unwritten

<sup>33</sup> A. Osman Gani, *International Human Resource Development*, [in:] G. Thong (ed.), *Human Resource Issues in Singapore*, Addison Wesley Publishing, Reading, MA, 1996, p. 313.

<sup>34</sup> D. Da Silva, *Expatriates that stay at home? New typologies for understanding the role of cross-boundary employees in IHRM*, [in:] P. Benson et al. (eds.), *The 9<sup>th</sup> International HRM Conference. Conference Proceedings*, NMSU College of Business, Tallinn, Estonia, 2008.

<sup>35</sup> The author collected similar opinions during her research conducted in international corporations (see: S. Przytuła, *Pozyskiwanie menedżerów do przedsiębiorstw międzynarodowych*, Oficyna Ekonomiczna, Kraków 2007).

rules of conduct and knowledge of local mentality are a basis of the business success in that area.

It is worth noting that the results of numerous studies on international managerial staff<sup>36</sup> conducted also in Poland prove that an ethnocentric<sup>37</sup> approach to recruitment of managerial jobs can be observed in affiliates originating from Asian countries (Japan, South Korea and China).<sup>38</sup>

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<sup>36</sup> T. Listwan, M. Stor (eds.), *Zarządzanie kadrą menedżerską w organizacjach międzynarodowych w Polsce*, o UE, Wrocław 2008, p. 278; P. Wachowiak, *Kulturowe i kadrowe problemy internacjonalizacji przedsiębiorstw*, SGH, Warszawa 2008, p. 69.

<sup>37</sup> The ethnocentric strategy of affiliate management involves implementation of methods, procedures and solutions applied in the native country to the visiting country. Thus, the managerial staff originates from the country, from which the head office originates.

<sup>38</sup> P. Wachowiak, *op. cit.*

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## PROBLEMY KULTUROWE W PRACY EKSPATY W KRAJACH AZJATYCKICH

**Streszczenie:** Sukces w pracy ekspaty jest uzależniony od wielu czynników, takich jak: cechy osobowości ekspaty, system wartości społeczno-kulturowych kraju jego pochodzenia oraz czynniki kulturowe kraju oddelegowania. Warto zatem przyrzeć się czynnikom kulturowym krajów azjatyckich, w których zauważa się rosnący napływ inwestycji zagranicznych. Wartości społeczne, religijne i kulturowe są bardzo odległe od kręgu kultur europejskich, co dla menedżerów wywodzących się z krajów Europy lub USA stanowi przyczynę licznych problemów, a nawet niepowodzeń kontraktu ekspatranckiego.