厦门大学

中国大陆工作的外籍人员工作适应度、工作投入度影响因素研究：文化匹配的视角

Factors impacting work adjustment and work engagement among foreign expatriates in mainland China － a cultural fit perspective

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摘　要

当前中国作为世界第二大经济体，并在全球的经济上扮演一个关键的角色。因为中国的经济发展和中国经济体的规模吸引全世界的关注，中国已经变成全球受最多来自国外投资的国家之一。欧美大部分的大企业在中国设有分部或合资公司。同时，越来越多中国企业在国外经营生意。在这个中国经济国际化的背景下，多数的中国员工被外派到国外工作。与此同时，在中国的外企或中国企业工作的外国人人数也不断地增加。因为企业的全球化，发生了跨文化研究的猛涨，特别是关于外派人员与其适应度和工作行为的研究。这个新一代的跨文化研究的一部分关注在华西方外派人员的文化适应度。

此研究建立在跨文化管理学，人力资源，社会学和心理学各方面的理论基础上。笔者研究的创新点是采用自创的文化匹配框架来解释在中国大陆的外派人员的工作适应度和工作投入度。此研究使用的文化匹配框架包含三个维度：辩证思维能力，集体主义和权力差距。这三个维度在中国文化里面都表现得比较强。本研究预测文化匹配会提高在华外派人员表现的工作投入度，并且工作适应度在文化匹配度和工作投入度的关系之间具有中介作用。

为了测量样本的辩证思维能力，集体主义，权力差距，工作适应度和工作投入度，作者使用五个成熟的量表。192个在华外派工作人员参与此项目研究并填写了问卷。数据结果用SPSS和Lisrel统计软件分析。数据结果显示集体主义对工作投入度有正向影响，工作适应度在二者关系中起中介作用。另外，辩证思维能力还起到调节集体主义和工作适应度之间关系的作用。本研究为跨文化管理学研究领域引入了全新的变量，为管理学理论贡献了较为重要的理论价值。此外，对于国际企业的人力资源部在进行外派项目的设计考虑和外派人员的挑选培训来说，也具有较强的实践意义。

　　　　文化匹配；辩证思维能力；工作投入度

Abstract

China is the second largest economy in the world, and has for many years been an important player in the global economy. Accordingly, China is one of the largest recipients of Foreign Direct Investment (FDI) in the world, and most major international foreign companies have subsidiaries or joint-ventures in China. Also, Chinese companies are becoming increasingly global. In the course of this global integration of the Chinese economy, ever larger numbers of Chinese specialists are assigned on posts abroad. Similarly, an increasing number of foreign professionals work in China, either in foreign or Chinese companies. As a result of corporate globalization, cross-cultural management research has seen a surge in studies of foreign expatriates and their work behavior. A part of this research has focused on western expatriates in the greater China area, with the most emphasis on cross-cultural adjustment.

This study builds on research from the fields of cross-cultural management, human resources, sociology and psychology as a theoretical basis. The study focuses on mainland China, and seeks to explain work adjustment of foreign expatriates using a self-defined cultural fit model. The cultural fit model is based on three variables: dialecticism, collectivism and power-distance. These cultural variables are characteristically strong in Chinese society. It is assumed that cultural fit will benefit expatriate work engagement, which is defined by higher levels of vigor, dedication and absorption on the job, with work adjustment as a mediator.

Established scales were used to measure individuals' dialecticism, collectivism and power-distance, as well as work adjustment and work engagement. 192 individuals participated in the study. The results were analyzed using SPSS and Lisrel. The results showed a positive relationship between collectivism and work

engagement, mediated by work adjustment. Furthermore, dialecticism was shown to moderate the relationship between collectivism and work adjustment. The results have important theoretical implications by introducing new, relevant variables into cross-cultural research. In addition, the results have practical, managerial implications regarding the selection and training process for international companies seeking to assign workers to China as well as Chinese companies employing westerners.

Keywords: Cultural Fit; Dialecticism; Work Engagement

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