

シンポジウム

Selected papers from the Association of Japanese Business Studies (AJBS)*

【登壇者】

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【企画・司会】

大阪大学 関口倫紀

関口 それでは時間になりましたので始めさせていただきます。私は、経営行動科学学会で国際学術交流担当理事をやっております大阪大学の関口と申します。

このシンポジウムには「JAAS-AJBS 国際学術交流シンポジウム」という名前が付いております。経営行動科学学会の国際化を推進していくという目的の中で、海外学会との交流の促進が必要ではないかという趣旨に基づき、今回、経営行動科学学会と Association of Japanese Business Studies (AJBS) という2つの学会の交流を目的としたシンポジウムを開催することになりました。AJBSについては後ほど、前会長の竹内先生からご説明がございませう。

簡単に本シンポジウムのスケジュールをご紹介します。最初に Association of Japanese Business Studies の前会長でいらっしゃいます早稲田大学の竹内規彦先生より、AJBS のご紹介をいただきます。これは日本語で行います。次に、今回は AJBS 会員の中から研究発表というかたちで3名の先生をお招きしております、毎年やっております AJBS 年次大会で過去に発表された論文から選んだものを中心に、プレゼンテーションをしていただきます。

ここで AJBS を代表して今回ご発表いただく

3名の先生を簡単にご紹介いたします。最初に発表していただくのが、ドイツのゲッティンゲン大学からいらっしゃいました、Fabian Jintae Froese 先生です。2番目の発表は、北陸先端科学技術大学院大学からいらっしゃいました、Vesa Peltokorpi 先生です。3人目に発表していただきますのが、一橋大学のICS（国際企業戦略研究科）からいらっしゃいました、Tish Robinson 先生です。この3名の先生から約20分ずつ英語で発表していただきます。

最後に私のほうからこの3つの発表について簡単に日本語で解説を行い、その後にはディスカッションをさせていただくというかたちで進めていきたいと思っております。どうぞよろしく申し上げます。

それでは最初に、前会長でいらっしゃいます竹内先生から、AJBS の紹介をお願いいたします。

1. Association of Japanese Business Studies (AJBS) の紹介

早稲田大学 竹内規彦

竹内 皆さん、こんにちは。ただ今ご紹介にあずかりました、早稲田大学の竹内です。いろいろなご縁がありまして、私は2011年から昨年

*本稿は経営行動科学学会第17回年次大会におけるシンポジウム（2014年11月8日）の記録を一部修正したものである。

(2013 年)の6月までこの学会の責任者をやらせていただいております。今日は本来でしたら、現会長の Gary Knight 先生(米国ウィラメット大学)がここに馳せ参じて、お話しすべきところなのですが、あいにく本日はアメリカから来られないため、私が代わりに紹介させていただきます。

AJBS は、Association of Japanese Business Studies、日本語で言えば「日本ビジネス研究学会」という名称になるかと思えます。設立は1987年と古く、一昨年前のワシントン D.C にて、設立 25 周年の記念大会をいたしました。既に 30 年近く、日本のビジネス・経営研究に特化した、歴史のある国際学会です。

設立時のことは、私もよく存じ上げていませんが、ペンシルベニア大学のウォートン・スクール(Wharton School)にて、同校の初代会長・多賀利明元教授がご尽力されて、産声を上げたとなっております。

会員数は、今現在は 100 名強です。必ずしも大きな学会ではありません。ただし、全盛期は、例えば 1996 年に名古屋で国際大会を開催した際、私はまだ院生で受付などのお手伝いをしていましたが、その時は実に 400 人近くも全世界から名古屋にお集まりいただきました。その後、日本の経済の減速と連動するように会員数が減少をたどり、AJBS にとっても一時期、厳しい時期がありました。しかし、最近再び、勢いを増し始めています。特に日本国内の若手日本人研究者、またアジアやヨーロッパ在住の研究者が積極的に AJBS に足を運んでいただけるようになってきています。

歴代の会長から振り返りますと、先ほどお話しした初代会長の多賀利明先生、それからイリノイ大学名誉教授で経済学者の平恒次先生と、最初のころは日本人の先生が会長でした。

第 3 代目会長の George Graen 先生のお名前は、経営行動科学学会の皆様はよくご存じかと思えます。リーダーシップ研究の重鎮であり、“Leader Member Exchange (LMX)” のコン

セプトを最初に世に送り出した著名な研究者です。

それから 6 代目には、経営行動科学学会の初代会長である故・若林満先生(名古屋大学名誉教授)が就任されました。先ほど申し上げた 1996 年の名古屋大会では、若林満先生が盛大な大会を開きましたが、今日ご発表いただきます Tish Robinson 先生が当時の AJBS の理事としてご活躍いただいていたことは、私もよく覚えております。

それから 7 代目の Tom Roehl 先生(ウェスタンワシントン大学・教授)です。Tom Roehl 先生は、AJBS の設立当初から今日に至るまで素晴らしい貢献をずっとされています。先ほど申し上げた世界の経営学研究者の日本離れ後も、Tom Roehl 先生は AJBS の立て直しに多大なご尽力をいただきました。

(スクリーンの)右側にいきまして、第 10 代目の会長、香港中文大学の牧野成史(しげふみ)先生は、本学会誌『経営行動科学』の特別編集委員にもなっております。ご存知の通り、国際経営の分野で世界的に著名な研究者です。

現在(13 代目)の会長は先ほど申し上げた Gary Knight 先生、副会長は James Hagen 先生(米国ハムライン大学)、財務担当理事が、井口知栄先生(慶應義塾大学)、そして総務担当理事が、本日、後ほどご発表いただく Fabian Froese 先生(ゲッティンゲン大学)がご担当されています。

それから忘れてはいけないのが、このお二人ですね。2014 年の Conference Chair、この次のスライドでご紹介しますが、年次大会が既に 6 月に、カナダのバンクーバーで開催されました。それを仕切られたのが、今日のオーガナイザーの関口先生です。2015 年は、後でまたご紹介するので、場所は今、控えておきますけれども、サンノゼ州立大学の Carol Reade 先生、彼女が Chair をすることになっております。

では、ここで AJBS の主な活動をご紹介します

ましよう。第1に、AJBSは毎年、初夏（6～7月）に国際年次大会を開いております。特色としては、AJBS独自の年次大会を関連学会と共催で世界各国の魅力ある都市で開いている点です。具体的には、米国の国際ビジネス学会、Academy of International Business (AIB) という、国際経営の分野において、世界で最も権威のある学会と共催で、毎年大会を開催しております。直近では、2012年はワシントンD.C、2013年がイスタンブール、そして2014年がバンクーバーと、非常に魅力的な都市で開催されておりますので、ぜひご参加いただければ嬉しく思います。

第2に、英国出版社との提携事業があります。具体的には、イギリスの大手出版社であるPalgrave Macmillan社と提携して、会員の皆様にとって有意義な機会とサービスを提供しています。

1つは、大会の最優秀論文に贈られるBest Paper Awardのスポンサーになっていただいております。AJBSの国際年次大会には毎年、約50から60件ぐらいの研究発表がプログラムに含まれます。その中で厳正な審査をしまして、最優秀論文 (Best Paper) 1点が選ばれます。受賞者には、賞状のほかに英国ポンドで賞金が贈られます。実は今年のBest Paper Awardの受賞者は、今日ここにいるVesa Peltokorpi先生です。本日この後で発表いただく内容がこの受賞論文ですので、ぜひご注目いただければと思います。

それからもう1つは、Palgrave Macmillan社が発行する英国の学術誌、*Asian Business and Management (ABM)*の会員への無料定期購読とAJBS特集号の発行です。ご存知の方も多いかと思いますが、ABM誌は、SSCI (Social Sciences Citation Index)にも登録されている国際的に評価の高いジャーナルです。

特に後者の特集号について少しご説明しますと、まず、AJBSの国際年次大会での発表論文の中から優れたものが、事前の査読評価結果や

査読者からの推薦などをもとに候補論文として複数選ばれます。その後、候補となった論文の著者に、特集号へのエントリーの意思を確認した後、再査読の手続きを踏みます。もちろん、その過程で一定以上の修正を求められることもあります。既にAJBS大会にて事前審査をしているので、通常の査読プロセスよりは格段に掲載のチャンスは高まります。

その他の会員サービスとしては各種研究会の開催があります。これは不定期ですが、例えば年次大会の前にプレ・コンファランスとして若手研究者向けのドクトラル・コンソーシアムを開催する年もあります。

また、メーリング・リスト・サービスも会員の皆様にとって重要な資源になります。AJBSに会員登録すると、自動的にAJBSのメーリングリストに登録されますので、例えば関連学会や研究会の開催情報などが定期的に送られてきます。

さて、2015年のAJBS-AIB Conferenceは、インドのバンガロールで開催されます。AJBSは6月25～26日の2日間、それからAIBはその後の27～30日というスケジュールで開催されます。AJBSの発表論文の締め切りは、例年大体2月中旬ごろ（注：2016年以降は12月に変更）ですので、まだまだ時間があります。発表には、英文フルペーパーの投稿が必要になりますが、もちろんドラフトの段階でも歓迎します。2名の匿名査読者からのコメントも得られますので、奮ってご執筆・ご投稿いただければありがたいと思います。詳細な情報は、AJBSのウェブでご確認いただければありがたいと存じます。

それから、これは2015年インド大会の目玉の一つになるかと思うんですけども、経営行動科学学会と共催で特別セッションを、関口先生がご企画されるということですので、ぜひそちらのほうも注目していただければありがたいと思います。

[スクリーン上にGary Knight会長の顔写真と

「バンガロールでオマチシテマス！」という吹き出しが投影されて・・・] また、Gary ですね (笑)。Gary もこう申しております。ぜひ奮って、バンガロールにご参加いただければと思います。

ご清聴ありがとうございました。

関口 どうもありがとうございました。ぜひこちらへのご参加を考えていただけたらと思います。

2. AJBS 会員による研究発表

関口 それでは、研究発表にまいりたいと思います。最初に発表いただきますのが、Fabian Froese 先生です。タイトルは ‘Discrimination and turnover of expatriate academics in Asia’ です。ここから英語でご発表をしていただきます。

■ Discrimination and turnover of expatriate academics in Asia

Georg-August University Göttingen
Fabian Jintae Froese

Fabian Froese Thank you very much Tomoki and Norihiko for the great introduction through the association and also for having us here. It’s a great honor and great pleasure to be here with you and to share some of our research findings. And I think as probably expressed earlier, we very much welcome you next year—next year’s June AJBS conference in Bangalore.

Today, I would like to give a talk on the paper that I presented in a slightly different version earlier this year. This is a very different and much revised version that I would like to

present here.

My name is Fabian Froese. I am from the University of Göttingen in Germany and currently I am on sabbatical in Kobe University, so I am not so far away.

My talk is as the title says about ‘Discrimination and Turnover of Expatriate Academics.’ I don’t know if I should share this piece of information. I used to be a foreign professor and expatriate manager myself. However, I didn’t experience so much discrimination and turnover and the many bad things that could happen to you. But while living abroad in many different countries, in Korea, Japan, Singapore, Shanghai and so forth, this topic came up. People leave the country, and they leave the job because they felt being discriminated against.

And so I embarked on a research project looking through these aspects from an academic point of view. My research is among the first to do so. I wanted to address basic questions. First, does discrimination lead to increased turnover among expatriate academics? And second, what factors can reduce the negative effect of discrimination?

I’ll give a very brief introduction on who expatriate academics are, with some of their characteristics. Some of you are familiar with international human resource management in general, or expatriate management specifically. And some of you have experienced yourselves studying and working abroad and are part of a category of expatriates.

Some people call these types of people self-initiated expatriates because they go on their own volition, and are very different from corporate expatriates. Corporate expatriates are usually sent by the companies such as Sony, for instance, sending a Japanese manager to the US, and then providing all kinds of ben-

efits: housing, company cars, and all kinds of services which is quite a contrast between expatriate academics, and also self-initiated expatriates, who have to find everything on their own and they do not receive huge compensation packages.

I have heard that foreign professors in Japan will get the same salary as a Japanese professor, so there are no extra benefits. So, as a foreign academic or as self-initiated expatriates, you need to adjust to local conditions, and that could be somewhat stressful and challenging.

I will give a brief literature overview, but today I would more like to focus on our empirical findings. In our studies we combine different aspects, different streams of research. One is the literature stream on expatriation, and the other one is on discrimination and gender.

Previously, there has been no combination of these areas. Both in themselves are very established fields of research. As for expatriate research, there was a recent review article by Ingmar Björkman. He found that expatriation is a dominant research topic in international human resource management and also international business. What has very often been a focus within this line of research is cross-cultural adjustment; meaning, to what extent can you adjust to living and working and also interacting with locals in a foreign environment. Take the example, as a Japanese you go to Germany, to my country. Can you eat German sausage? Can you drink German beer? Most of you would say, yes, I can. Maybe, we'll see tonight during the dinner session. Yeah, but it's not always easy. It can be very different.

In practice, everything is very different from what you are used to and to what extent

people can adjust and want to and are satisfied with that situation. And this cross-cultural adjustment then in turn is related to all kinds of consequences such as job satisfaction, their job performance and so forth; this has been very much established in the expatriation literature. Related to discrimination might be justice, justice at work or fairness. It's not exactly the same but there is some relation to it. There is also an impact on turnover, which is the focus of my study here.

The dominant theory is very often, I would say, stress theory. Because living and working abroad can be a lot of fun, but also it can be a lot of stress. And also, stress related theories have been very important in this line of research.

Some other theories include conservation of resources. This theory is concerned about how you can utilize, keep your resources, your mental health and so forth. And the other one is cognitive dissonance, meaning it is a completely different environment. And it might be very difficult than what you are used to and there's a dissonance in these aspects and how that can be related to all these kinds of outcomes.

Then on the other side, discrimination is not really a common topic in business research. I think what we hear in our association today and tomorrow, there might be no paper on discrimination. However, it is a very important topic in psychology and sociology and also public health literature, and to a lesser extent also has been adopted by management research. But I am not aware of any studies connected to expatriation research, and that's what we do.

If you only look at the typical discrimination literature, what we see and read a lot is about

discrimination. There is a negative influence in all kinds of aspects. It could be, for instance, discrimination in the recruitment context, meaning if you are a foreigner, in Japan it is very difficult to find a job; or if you are Japanese, finding a job in the US might be more difficult compared to a local American manager. Or as for performance appraisal and layoff decisions, people who are from a different country are usually disadvantaged. Such findings have been consistently shown in many, many studies. I think in Germany, in one interesting study they submitted the same resume and everything exactly the same but different names. One name was Ali Bilgi, a very typical Turkish name, and the other one was Peter Muller, a very typical German name. And if Peter Muller submitted 100 applications, he gets maybe 80 invitations for a job interview. If Ali submits exactly the same document, he received 1 invitation for a job interview.

That's an example of very pronounced, very severe discrimination in job entry in Germany but also many other countries. And this reflects discrimination and also leads to all kinds of negative health and mental and physical health aspects.

Inter-group theory, social exchange, and social identity are typical theories in this line of research.

In our study, we use a different theoretical approach, Relative Deprivation Theory. Have you heard of this theory? It originated from sociology. Discrimination and all these aspects are also important aspects in sociology, so we adopted a sociological theory. It has also been used in management research to a lesser extent.

Some of the basic principles of this theory are as the term relative deprivation theory

already suggests, somehow you are missing something, you are deprived, you are lacking something, and particularly resources. If you are in a foreign country, you do not possess the same resources. You don't have access to information maybe because of language barriers or all kinds of barriers that prevent you to access available resources, information, all kinds of things in general.

The particular aspect of this theory also is subjective, it may not be the reality but it is what is perceived by the person. So, maybe the foreigner might perceive that he or she doesn't have the same chances, or opportunities, but the reality might be different. Maybe, he or she has these chances, but thinks that he/she is disadvantaged or being discriminated against.

The second aspect is relative. It's not an absolute, it's not objective, it's more subjective. It's also relative compared to what you expect: your expectations versus what you perceive to receive, and how you evaluate that.

Another aspect that has been used in this theory is the comparative aspect, compared to others. For instance, I don't get this but my friend gets it, so I am relatively disadvantaged compared to my peer, to my colleague, and so forth.

And the consequences are very negative. There have been quite a few studies in sociology, in psychology and also recently in management. If you are dissatisfied, maybe you show negative behavior, commit crimes, engage in social movements, and leave your organization, which is very closely related to my topic here.

So I am now trying to put this all into a model. Look, that's the model that I came up

with. If you are being discriminated against, you are dissatisfied and would like to quit your job. And then on the very end we have actual turnover behavior. People leave the company or also the country and that is measured two years later. And then we have these moderating variables I will talk about it later.

Hypothesis 1, the link between discrimination and turnover intention, I think, is very obvious. If you are being discriminated against you want to leave. Also in the first picture I showed you, if you are an outsider and you are disadvantaged, why would you stay, and would you rather leave this situation that is not desirable to you.

Then hypothesis 2, 3 and 4 are about the moderating effects. These concern boundary conditions, why discrimination has more or less negative effects on turnover intention and eventually turnover.

So, the first one, H2a would be on cultural distance. Remember, relative deprivation theory is about expectations, subject to feelings, and so forth. What we think, or what I thought is discrimination generally is the more you are being discriminated against, you would like to leave the situation, you would like to leave the company.

However, there's a difference if you think about the country you are in. In a country that is very different from your own country, probably you have the expectation that it is different, and you might be more ready to accept differences and also that you might be discriminated against. But if the country is very similar, then you will not expect discrimination, you might expect you will be treated similarly.

To give an example, you are Japanese, you go to the US, it is culturally a very different

country. Maybe you are in some situation that is not so favorable. You might be discriminated against, but then you will say, okay, it's the US, it's a very different country. But then you compare to South Korea. About Korea and Japan many people say they are relatively similar cultures. Of course, maybe you might not always agree, but compared to the US, and then you do not have the expectation you will be discriminated against because you look a little similar, black hair and so forth. And you are still discriminated against, and then you will be more upset and frustrated being discriminated against because maybe you don't think there is a need for such discrimination.

The second one, hypothesis 3, is a boundary condition of organizational support, so now looking at the organization level, discrimination has a negative effect. If your organization supports you, that will reduce the effect of discrimination. To give you a very simple example, in Japan it is very difficult to rent an apartment for Japanese, but particularly for foreigners. Finding a guarantor is for a foreigner not easy to establish. And if you have one, it's still a lot of hassle. Also I had difficulty finding my own apartment in Tokyo when I used to live there many years ago. But I know from my friend from Nigeria, he could not rent an apartment. No one would allow him because he is from Africa.

However, in that situation, if your company organization supports you, they will help you to find an apartment and so forth, so you might be less affected by discrimination; and if you are, there is someone who helps you in such situation so that's less stressful for the expatriate.

And the next boundary condition is cross-cultural adjustment. Here again is the mis-

match of expectations and what you have perceived and the reality. So, the point is here, if you are very well adjusted to living in a foreign country, then maybe you will also expect discrimination will be less because you are adjusted and then also there is no need for discrimination. Maybe you speak the language or you know how things are done but still you face discrimination, in which case you get upset.

Imagine you've been living as a foreigner in Japan for 10 years and still being treated as a foreigner and discriminated against, which makes you really mad. That is one possible explanation. And all these effects in turn affect the actual turnover behavior by internal dissatisfaction.

Very briefly about the methods. We surveyed 434 professors in Japan, Korea, China, and Singapore, mostly from South Korea and Singapore. I think 110 respondents from Japan, foreign professors and only I think eight or so from China because we conducted it in 2009 or 2010. There were not many foreign professors in China but now we have many. It's very recent.

However, Japan has a much longer history of foreign professors. We have a response rate of 20% roughly. The average respondent is 44 years old, 81% male and has been living for around six years in the host country.

Then we did all kinds of statistics to validate our scales and test our hypotheses. To investigate turnover we collected data two years later, so it's a longitudinal study. We look at the actual turnover process and also considered the usual control variables such as age, gender, country and contracting/permanent status. For obvious reasons, if you are a contract worker, then you might be more dis-

criminated against, and so disadvantaged compared to full-time prominent faculty members.

Discrimination was measured by a scale by Noh and Kaspar, from the physical health literature. The scale includes items such as being handled roughly, name calling, treated rudely, treated unfairly, threatened and so forth. Can you guess in which countries do foreign professors receive the most discrimination?

Here are the results. Japan is number one in this ranking. It's probably not a ranking you want to win. Korea is same level. There is no significant difference. But there are significant differences compared to China or Singapore. Maybe not a complete surprise considering that both Japan and Korea are very homogeneous societies, and there is very little history of migration and so forth.

As for cross-cultural adjustment across these three to four countries, you can also see differences. In Japan, they have perceived discrimination, at the same time they are relatively well adjusted, high on work adjustment, general adjustment, and interaction adjustment, meaning they were very well adjusted.

And turnover, so how many people actually leave within 2 years? In Japan, it's close to 15%, in Korea it's an astonishing 25% in 2 years, so it's lots of turnover. In China, it's very high but we only have I think 8 people, so 2 out of 8, that's not very representative. And Singapore has a very low turnover rate.

And then coming to the results, everything confirmed as we suggested, that discrimination leads to more turnover intention which eventually leads then to the actual turnover of people. And coming back to the previous slide, in the case of Korea, China, and Singapore when the foreign professors leave the universi-

ty, this means leaving the country. In the case of Japan, mostly also it means 70% leave the country; but still many people want to leave the organization but stay in Japan. Overall, very often leaving the company means leaving the country.

And these were all the interaction plots as we predicted. I have some slides prepared for those findings. One would be here on organizational support. You can see here low versus high discrimination and then the organizational support. It's a little difficult to understand. But what we can see here—turn our attention to that axis, and the red one—if the foreign professor does not receive support, then more discrimination leads to more turnover intention. However, if you look at the dotted line, it implies there is no change, low or high discrimination, more or less, so it implies that organizational support can buffer, can reduce or actually cancels the negative effects of discrimination.

We have a similar problem with cultural distance, same axis, only now replaced by low cultural distance. And then we can see a low cultural distance meaning if you believe the country is relatively similar to you, you are really affected by discrimination. Discrimination gets at you more. You get really frustrated by this.

If living in a very different country, if you are being discriminated against more, it doesn't affect you so much. Here the logic is it is a very foreign, very strange country, so things are different including also I might be discriminated against. That's expected. And the last thing that I actually thought looking among the different facets of low work adjustment was a statistically significant interaction

with work discrimination may be also because our dependent variable is turnover intention which is very closely related to work, what you experience at work and work in general.

And here we see again, as expected, here we have – if low work adjustment doesn't make so much difference, but here on the job you are very much satisfied and adjusted and if you then experience discrimination, that then results in increased turnover intentions. At the same time, we have to acknowledge, if you have low work adjustment you just have a higher likelihood of turnover intention.

Now, I will come to my summary and theoretical implications, as I tried to explain, and tried to integrate these different streams of research. Here's what we did, we looked at discrimination in its context. Discrimination is a new variable and as the findings have shown, it's a very important variable that explains why foreign professors leave the country. As we can see it explains expatriate turnover above and beyond cross-cultural adjustment.

Relative deprivation period seems to be a good explanation for the direct effects of discrimination on turnover intention and turnover and the different boundary conditions. I think it's also very important to understand under what circumstances discrimination is determined more or less. And that also leads then to some implications, what organizations or what people, expatriates can do to reduce discrimination and the negative effects of it.

Motivation doesn't mean you will prepare and support self initiated expatriates so that discrimination is not so detrimental to them. People considering moving abroad, might not want to go or move to countries where discrimination is very prevalent or at least be prepared that they might be discriminated

against or disadvantaged when compared to others. I think with that I would like to close my presentation. Thank you.

関口 もし会場の皆さんのほうで簡単な質問があれば、今、手を挙げていただけますでしょうか。

Female Questioner So maybe this is such an interesting topic and I think everybody in the room because we are an active audience where we are interested. Some of the things that came to my mind were I wonder if the institutional structure of the country has any effect. So, for example, in the United States you must be in a tenure track and then after some amount of years maybe you could get tenure, whereas in other countries when they hire you, you have tenure and because the cost is so high it sounds like when you leave the organization you actually leave the country, it is such big thing, isn't it?

So, I was just curious if you have any observations. And the other thing I thought was in terms of discrimination, I actually think there is kind of a ranking in the countries like you gave the example of the Nigerian. I think he might be more discriminated in Asia than somebody who is white like me. Do you know what I mean?

I am wondering if there might be some differences between I feel very warmly received. You gave the story of renting an apartment. So anyway, I just thought you are branching into something that is very, very interesting. It touches all academics. And maybe you are starting a new field because it touches on this issue of discrimination, which hence more people cross borders, it's very interesting. So, those are my two issues, the institutional

effect and also is there kind of ranking experience in terms of—do you know what I mean, like either by the name or country—

Fabian Froese Thank you very much for your question. First point, institutional differences. I think there is also the background of academics in these different countries. And I think about Japan, I don't need to tell you what the situation is. For foreigners also, maybe let me tell you some background of this sample. In Japan many of the foreign professors who participated were tenured. We excluded instructors and English teachers; they are almost always on special contracts. Many professors in the different disciplines are tenured or similar situation. I think the majority were tenured or had permanent contracts.

The turnover rate is relatively high and while staying in the same country maybe they find a job at a better or different university.

In Korea it's different. There, the majority are on contracts, 2-year, 3-year, 5 years, and the minority are tenured. There are very few tenured professors in Korea, but there's quite a substantial amount of tenure track people these days. In many Korean universities, particularly top schools, you only get tenured if you are full professor. Associate professor and assistant professor are all tenure track. Singapore has a very rigid tenure track system, similarly to the US. You get 6 years, 7 years then either you make it, you get tenure or they kick you out. It's a very competitive model, also, they pay good salaries, so there are quite some regional differences.

We did include contract for those reasons as one variable and there's probably more we could add to increase our insights in terms of institutional differences. It's not the focus of our study, but we need to at least control, and

find if there are more explanations that could add knowledge.

The second question is different types of foreigners. We included some very touchy questions. We included 'what is your race'. Americans were aghast, how can you ask such a question?

Female Questioner No, I think we have to.

Fabian Froese Yes, we did. But many people did not respond to that question. They did not like this question. Some even commented, why do you ask about my race? We also asked about the nationality and the same about the spouse. Again, some complained why do you care about that? That is none of your business. So, some refused and some filled out.

We tried to go into it, there are some issues related to that. But in our sample we have very few black foreign professors in Asia, I mean also black people in general, so we cannot really analyze it. Also, very few Hispanics. So, the majority of our professors in Asia are Asians, Chinese in particular, but also Koreans in China or Japan we have many of them, and then also many Americans and many Germans.

Female Questioner Many Germans.

Fabian Froese Maybe biased because I invited people to respond to this survey and then I know some, but still many Europeans—and there are differences. We have conducted interviews I think with 30, 40, 50 professors. And there is a difference as well. If you are a white Caucasian professor, particularly in all these Asian countries, you face discrimination, at the same time advantages.

If you are from Africa, if you are from Southeast Asia, usually you only face discrimination, but no advantages. Alright, these

are very interesting dynamics that would be worthwhile to look further into it.

Female Questioner It would be really interesting.

Fabian Froese Okay, thank you.

関口 Thank you very much. 続きまして、Vesa Peltokorpi 先生に発表していただきます。タイトルは 'Language and reverse knowledge transfer in multinational corporations: Interactive effects of communication media richness and headquarters commitment' です。このペーパーは、先ほど紹介がありましたように、AJBSの今年のBest Paperを受賞しました。では宜しく願いいたします。

■ Language and reverse knowledge transfer in multinational corporations: Interactive effects of communication media richness and headquarters commitment

Japan Advanced Institute of Science and Technology Vesa Matti Peltokorpi

Vesa Peltokorpi My name is Vesa Peltokorpi and I'm working as an Associate Professor for Japan Advanced Institute of Science and Technology. My presentation is about language in reverse knowledge transfer. Even though the language is one of the most essential things when we talk about the knowledge transfer, the topic has been overlooked over the years. But I have been quite active actually in this field. One of the papers that I published in 2007 was about language. And recently, actually the interest in language in MNCs and international cooperation is increasing quite a lot. There was a special issue in the International Journal of Business Studies published this year and I was fortunate to get

my paper accepted and published in that journal as well.

The interesting thing is that in countries where the local people on the average have low language proficiency in the MNC official or unofficial language, you will find out that surprisingly many people who are working for their foreign subsidiaries are unable to speak the corporate language.

So, what the contributions in this study I am having, I am linking language to several things. One is I am linking the language proficiency to the means, the media that the people are using to transfer knowledge to the MNC operations. And I will explain that more in detail later.

The other one is I am looking at the motivational aspect, which neither has been accounted in previous studies. What I expect and what the studies are showing is that the more motivated, the more committed the employees are in the MNC operations, the more motivated they are to transfer knowledge to the MNC operations.

The third contribution is that most of the studies on language and MNC operations including mine are qualitative studies, and there is nothing wrong with qualitative studies. But for this study, I am using a relatively large dataset, more precisely from 660 MNC subsidiaries in Japan. The model that I am talking more in detail next is shown here is the moderated mediation model basically showing that the more proficient the people are in the corporate language, the more richer language media, communication media they are using and higher is the reverse knowledge transfer. And as I mentioned, the headquarter commitment is moderating the relationship between communication media richness and reverse

knowledge transfer.

So, now we have some literature showing that the language is important thing in knowledge transfer. There is some sort of articulation and process. When you want to transfer knowledge, you need to write down a certain language or you need to speak it in a certain language.

The obvious thing here is, no surprise, is that the more the similar language you have or the high proficiency in a certain language you have, the higher is the reverse knowledge transfer. Here, we have the studies also showing the same thing. Qualitative studies also show that the language differences have a negative impact on knowledge transfer. It is not very surprising at all.

So, based on this evidence, the first part of this here is that the more proficient the employees are in corporate language, the more positive the impact is on reverse knowledge transfer.

The media richness theory, in principle the theory is showing that the richer the media is, the more able people are to transfer their ideas to other people. So, when we look at the MNC subsidiaries, more and more so there are more and more different type of media that people can use to transfer their ideas and knowledge to overseas operations. And basically, when we look, there is some sort of hierarchy of different media. The richest media is the face-to-face interaction because you had chances of immediate interaction and body language and so forth. And the leanest media could be letters and memos that are transferred from subsidiaries to other subsidiaries or to headquarters.

There are some studies showing more so actually the arguments, I know that many

empirical studies are showing that the richer media is more efficient and effective way to transfer knowledge in the MNC operations.

In the earlier studies, the arguments were that tacit knowledge is easier to transfer through rich media and the explicit knowledge through – well, basically the richer media is a better way to transfer knowledge.

The other interesting action, there are a couple of studies recently showing that linking the language, the communication media. A friend of mine Jakob Lauring from Denmark saying that the language has an impact for current media, they are using them and then to study also for study the general business showing that the lower the language proficiency is, the people tend to use the leaner media.

It takes a longer time for them to construct messages. They want to spend time in writing email messages or memos and to transfer knowledge and by doing so maybe they are not able to transfer as in a rich way as people who are communicating through face-to-face interactions.

So, basically the hypothesis that falls out is that the media richness has a mediating effect between language proficiency and knowledge transfer. There is also some research drawing from the social identity theories by saying that the more committed people are to the company operations, the more they try to help the operations to prosper and knowledge transfer is one way to do that. So, the commitment should have or hypothesis that should have already impacted the media richness and process of knowledge transfer.

The data for this study was collected in Japan a couple of years ago and I considered and I still consider Japan as an extremely interesting research context for many reasons.

For this paper, I suggested that I have done a lot of interview study or interviews in foreign subsidiaries. And the one striking thing as I mentioned before was that quite a few people who actually work for foreign subsidiaries in Japan are not able to speak English really well. And that was the kind of striking thing why these people are working actually for foreign subsidiaries is they are not able to speak the company language, which is most often English these days.

So the one thing, when we look at the TOEFL scores, Japan is not doing really well. When we look at actually a little bit more detailed information TOEFL scores to verbal part of TOEFL scores, in 2013, Japan and the Ivory Coast had the lowest scores in the world, which is not really doing a favor for Japan either.

But when we look at the other way around, the many MNCs consider Japan as an extremely vital and interesting testing ground for their products and services. And that's why they would like to get information and knowledge from the local companies in Japan.

When we think about it—I am originally from Finland. The Finnish, a little bit sad story about Nokia. They established the R&D center in Japan years back to gain knowledge about the antenna technology that they considered Japanese companies to have. But, well we don't have any more Nokia mobile phones and probably don't have the R&D center either.

But anyway, so how I collected the data, I used a research company. It is very, very difficult to collect this large dataset by harassing people in the foreign subsidiaries. I think it will take like 12 years or so to do it. So, what I did is that I contacted a Japanese research

company and I made the surveys. I made the screening criteria and so forth and I ended up—the other thing about the screening criteria, I thought that the middle managers would have a rather thorough understanding what is happening in the organizations and what is happening in their units. And I also considered that maybe the middle managers roughly working for their company more than 5 years would have understanding how the things work in there.

And I collected out basically five studies that are advocating actually to look at the middle managers rather than the top managers. Top managers tend to know more about the policies that are happening within the organization rather than the practices. But the practices can be different than the policies and many times the managers don't know what kind of practices are actually happening at the shop floor.

And I collected the data from different functional departments because the studies are showing that there are differences in the language proficiency in different departments. So with this screening criteria the research company informed that they have 1300 plus managers meeting this criterion. So, what I did, I collected the data at different points in time basically to decrease the common method bias.

So, the first survey was sent to those 1300 plus people and out of them 73% replied, which I was quite surprised that the replying percentage was so high. And then six months later another survey was sent to those people and I got 771 replies which was pretty good as well.

I used established scales. The scale corporate language proficiency comes from the

expat study I basically used.

Actually, from the same authors about the earlier study comes the HQ commitment and the reverse knowledge transfer comes from Anderson & Anderson I think and one other study. The outputs for the scales are pretty good. What I did after that, I aggregated basically the data and I used the aggregation methods and that worked pretty well as well.

Now, I have—sorry, about this slide, a small font. This paper actually has been resubmitted and the reviewers have been harassing me to include more control variables and they are quite a few. I won't go these through in detail but I tried to look at all the angles, all kinds of things which influence the reverse knowledge transfer and so forth.

Luckily, the mediating hypotheses 1, 2, and 3 were supported. I used first the Barron and Kenny approach to look at it. After that, I used the Sobel and the Process Application with bootstrapping and with that as well, the hypothesis was supported.

The one additional, actually another thing I did, one of the reviewers said that it would be interesting to see how the media would be linked with different type of knowledge. So, I also created a scale from that looking for different tacitness and that was actually supported as well. So the richer the media should be more efficient for more tacit type of knowledge as well. I hope that they are happy with the findings as well.

So, what are the contributions? We don't have too many studies even though the language is very important, the employee's language proficiency is important. We don't have too many studies linking these two things. And what I am doing here is that I am showing with a large data set the host country

national language proficiency is very important. It has a positive impact on vigorous knowledge transfer and I am not aware of any previous studies that have linked these few things.

The other interesting thing is also that I found some support for the media richness theory that how the knowledge is transferred matters as well. So, the media impact was also important.

And lastly I also looked at the HQ commitment that has not received too much attention in previous literature. So, basically what happens and what counts in MNCs and their subsidiaries and when we look at the knowledge flow, how motivated the people are to their employees, employers, and to the MNCs they work for.

So, how much they actually identify being as a part of the global MNC operations, not only as the local.

The practical implication is well, yeah, the language matters and the foreign subsidiaries should do something about it. Look at the language thing more closely in recruitment, also should offer more language training but also I have to—the MNCs need to be or the subsidiaries need to be cautious about the language as well in their recruitment decisions.

Me and Eero Vaara published a paper a couple of years ago saying that sometimes the recruiters in their foreign subsidiaries overemphasize the language skills and tend to overlook or not to pay as much attention to functional skills, and that is a very, very important thing. That later on actually, the recruiters honestly told me that they were wrong in their first recruitment decisions and those people were good at talking but not really good at doing in subsidiaries.

The limitations, well, many times when we publish or try to publish stuff in international journals, context can be the limitation. But I do believe that when we look at their countries, the operations in countries where local employees have low proficiency in the company, language you would probably find a similar prominence.

A cross-section of data would be interesting to do once you begin your studies here as well. And then the last shortcoming is to use the perception instruments but it would be very hard or difficult to measure these things in some other ways.

Not only the companies could provide some sort of TOEFL scores if they have taken those things into account, but many times they don't have that sort of archival data. So, I had to use what I could use in my study. So, that was my presentation. Thank you very much.

関口 もし、会場の皆様の中で quick question があれば、今、受け付けますがいかがでしょうか。ありますか、はい。

Female Questioner Excuse me for dominating questions. You mentioned the use of the TOEFL score and so I was curious, are most of the headquarters in English-speaking countries? I didn't catch that point.

Vesa Peltokorpi Yeah, actually I have in my revision I think it was the corporate language. I had a question and I think it was 98% of the MNCs, regardless where they are based, have English as their corporate language. So, that would probably not affect findings too much.

Female Questioner I wasn't thinking - I just thought it's quite interesting because if English is the corporate language, the head-

quarters might not. If it's in Spain, their corporate language might not be English and then the Japanese subsidiary might also not be in English and so it just shows how complicated it is to convey knowledge, tacit knowledge.

Vesa Peltokorpi Yeah.

Female Questioner It's really interesting. I mean I was surprised.

Vesa Peltokorpi Yeah, I mean, I think I also did some analysis looking at the headquarter country and the language there but I didn't find any significant reason and I had a very long list of our control ...

Female Questioner We saw.

Vesa Peltokorpi Yeah, I didn't want to add more. And I wanted to please as much the reviewers as I could. But yeah, I didn't find. Most of the companies have English as their corporate language whether it's official or unofficial. But when we look at for example the German company, especially when we look at the Dutch companies, most, if not all of them, larger MNCs are using English as their corporate language, yeah.

関口 Thank you very much. 最後のプレゼンテーションは一橋大学の Tish Robinson 先生です。タイトルは 'Reality of multi-institutional construction: press and social perceptions of corporate performance in Japan' です。

■ **Reality of multi-institutional construction: press and social perceptions of corporate performance in Japan**

Hitotsubashi University
Patricia Tish Robinson

Tish Robinson Thank you Sekiguchi-Sensei for inviting me. And Takeuchi-sensei, thank

you for everything you do for AJBS. It's very nice to be here among friends.

Imagine that you are Japanese undergraduate. You are entering your fourth year of university and you are looking for a job. When you are considering where to apply for a job, what determines your impression of the companies where you might apply? My own experience of college graduate Japanese job seekers is that job seekers are very thorough and do quite a bit of research about companies where they might work.

This research explores what shapes job applicants' impressions of companies in Japan. The question driving this study is: Which shapes job applicants of companies more strongly? Is it their direct research on the company or are there other factors that shape their perceptions of a company? It is these perceptions of companies that collectively make up the "reality" of the Japanese labor market.

This particular study draws on two bodies of literature. The first body of literature is the sociology of knowledge literature which argues that reality is a social construction. Reality as a social construction proposes that concepts like profit, money, reputation, etc. are all created by people.

The second body of literature is institutional theory, which argues, in part, that companies are not purely economic entities, but also social entities that are embedded in society.

This study explores three competing hypotheses, as to what shapes the "reality" of the firm in the eyes of the labor market.

First, from an economic perspective, market perceptions of companies are based on its corporate performance. So the first hypothesis is that the labor market perceptions of Japanese

college graduates entering the Japanese labor force are related to the company's financial performance. As an "economic animal" looking at employment in a company, a job applicant would logically care about the company's financial performance because if the financial performance is poor, the long-term prospects of the company are probably not good.

Second, from a behavioral perspective, market perceptions of companies are based on company behavior. The second hypothesis is that labor market perceptions are related to the actual company's actual behavior. So, if a job applicant sees that a company is downsizing, they would likely not want to work there; because if they see the company downsizing other people, there is the potential that the company might downsize them.

Third, institutional theorists would say there are institutions that are not part of the company which also shape market perceptions of a company. Specifically, the third hypothesis is that a company's reputation in the eyes of perspective employees is actually related to the press reporting of the company rather than to the company's own downsizing behavior.

Thus, the goal of this research was to compare which shapes the reputation or market "reality" of a company more strongly:

- A. the company's financial performance
- B. the company's actual downsizing behavior
- C. the way the press reports on the company?

To assess the labor market perceptions of companies in Japan, we used Recruit Rankings, which ask college graduates which companies they want to work for the most. Press coverage of downsizing behavior reflected all articles and headlines for those 14 years

between 1989 and 2003. Actual downsizing behavior was gathered from the Thompson database.

In terms of the findings from this study, of the three factors shaping labor market "reality," (financial performance, actual downsizing behavior, or press articles about downsizing), the strongest effect size was between downsizing and press coverage, and the relationship was significant.

To illustrate the power of the press, let's conclude with a brief story about Pioneer and its initial attempts at downsizing in the early 1990s. In 1993, articles came out in Nikkei Shimbun that Pioneer was downsizing. The public outcry was so strong, that, actually Pioneer reversed its decision to downsize. Later, it turned out that Pioneer was not actually firing people but just offering people an option to take early retirement. This was front page news in Nikkei Shimbun. How many people do you think were offered early retirement? The answer is 35 people. And there was so much public outcry at the downsizing of 35 people, that the decision was reversed.

This an example of what a key role the press plays in shaping how the labor market perceives companies. The scope of this research is the 20 years since the bubble burst, from 1989 to 2013.

This paper contributes to institutional theory by looking at the role of an institution in creating market reality. The press shapes reality in many realms. In 2011, we again saw the role of the press in shaping our reality of Tohoku Disaster, in that facts were largely "filtered" through press coverage.

In terms of practical implications, American reviewers were very surprised that more Japanese firms do not employ professional public

relations. In the United States and Europe, a lot of companies use professional relations, public relations companies to shape the image of the company. So this might be something for Japanese companies to consider in shaping their image in the labor market.

Thank you.

関口 もし quick question がございましたら、いかがでしょうか。

Male Questioner What's the correlation between actual downsizing and the press reports about downsizing because you would expect there would be high correlation?

Tish Robinson Actually, that's a great, great question. I can go back and look and give you the exact correlation. Of course, there is a correlation between the reporting and the downsizing but it's almost as if you are a famous company, you will receive more press reporting about your downsizing – famous, and let me define that in terms of if you are a large Japanese company and an old Japanese company you will have a more press reporting about your downsizing than if you are a newer or smaller company.

So, actually it's a big penalty to be large and downsized, right, because the press will catch you. That's a great question. That's interesting.

関口 ありがとうございます。

3. 解説およびディスカッション

大阪大学 関口倫紀

関口 それでは、今度は私のほうから、3人の

先生からいただきました内容を簡単に日本語で解説いたします。私の解説が必ずしも正しいとは限らないので、間違っていると思われる部分がありましたら適宜ご指摘をいただければと思います。

最初の発表は、Fabian Froese 先生の研究ですが、この研究は expatriates に関する研究です。日本語では海外派遣社員というような言い方をします。特に、Froese 先生の研究では、学者、いわゆる私ども大学教員のような研究者で、国外で活躍している研究者が対象となっている研究です。

その研究者が外国において、この研究の場合だとアジアですけども、いわゆる差別を受けることがあるということです。差別されるという経験をしますと、このまま研究を続けたくないということになり、離職意図につながります。それが実際の離職行動につながるのではないかとこの研究でございます。

特に Japanese Business Studies という点でいえば、日本とは非常に関連が深い点が幾つかあります。1つは、この研究自体が国際人的資源管理の海外派遣の問題と関連があるということです。もう1つは、私たち研究者が大学などで仕事をこなしていく中で、いわゆる国際化ということが最近叫ばれていますけれども、そういった中で外国人教員の先生方に対するさまざまな処遇やサポートなどを考え直すヒントを与えてくれるような研究なのではないかと思えます。

実際に Froese 先生の研究では、外国人教員は、企業の海外派遣と比較してもいろいろチャレンジングなことが多いことを示しています。とりわけ海外の大学に行って仕事をする場合、ローカルな文脈に埋め込まれている大学が多いわけです。

特に日本とか韓国とかになってきますと、国民自体が非常に同質的でありまして、使用している言葉が日本語とか、その国の言葉であると、その中で仕事をしていかなければならな

い。それに加えて実際の金銭的なサポートというのも、多国籍企業から派遣される場合に比べると、あまり望ましくない状態です。

そういう中で一生懸命に仕事をされるわけですが、その中で差別的な、本人がそのように感じるような状況が出てきているわけです。そのような差別的な雇用が実際にあり、それによって外国人教員の離職が起きているのであれば、当然それは日本全体にとっても貴重な外国人の教員の先生を戦力として失うことになりかねないわけです。

それに加えて、じゃあそういったプロセスに対して、さまざまな Moderator 要因というのがあるのではないかとということです。Froese 先生の研究ですと、国レベル、組織レベル、個人差レベルの要因があります。国レベルでいきますと、本人の出身国と、実際に赴任して、そこで移住して仕事をする国の文化の差、すなわち文化間距離がこのプロセスにどれくらい影響するのか。組織そのものとして大学等が、どれくらいのサポートを外国人教員に対して行っているのか。それから、個人差レベルということでは、例えば異文化的な状況で本人がいかに適応できているのか、あるいは仕事そのものに対してどれくらい適応できているのか。そういうような要因がどのように効いているのか、というような研究をされています。

発見としては、非常に面白い観点が出されました。例えば、文化間距離がなければいけません。差別が離職につながりやすい。なぜならば、文化間距離があるということは、ある程度そういった経験をするということを自覚してということか、覚悟して移住していると思われそうです。ですから、差別的な扱いを受けてもある程度我慢できるというところがあるんですが、実際に文化が近いという状況になってくると、差別的な状況が非常にネガティブな効果を与えるというようなことです。

それからもう1つの、仕事への適応に関する発見です。本人が仕事に適応していればしてい

るほど、差別的な扱いが離職に大きなインパクトを与えるということが分かったというところで、非常に興味深い発表であると私は感じました。

次の、Vesa Peltokorpi 先生の研究ですけれども、こちらは非常にホットなトピックといますか、日本にとっても非常に大事なトピックです。多国籍企業における言語の問題、それから逆知識移転、—— reverse knowledge transfer という言葉で表現されていましたが——、どちらも多国籍企業あるいは国際ビジネスの観点から見ると非常に重要なトピックでありながら、あまり研究が進んでおりません。ここに着目し、しっかりとしたデータを集められて実証研究をされている点においても、非常に価値のある研究だと私は感じております。

逆知識移転というのはどういうことかといいますと、国際的にビジネスをやっていく上では、本社が持っている知識を海外子会社に移転して、それで現地の子会社の運営をやっていくというのが一般的な知識移転ですけれども、逆知識移転というのは、逆に現地のマーケット情報など、さまざまな知識というのは現地人材すなわちそこで働いている人々こそが持っている知識であるわけですが、これをいかに世界本社が吸い上げていくかということに関連しています。そうすることによって多国籍企業全体として経営を成功させているということならば、これは非常に重要なトピックであるわけです。

そこで一体何がこの逆知識移転というものをうまく円滑に促進するのか、あるいは阻害するのかということの中で、Peltokorpi 先生は、そこに言語の問題があるのではないかとということに目を付けたわけです。それからもう1つは、media richness に関することです。最近ではITの技術も発達して、コミュニケーションの手段としては非常に選択肢が広がっています。そういう中で、いろいろなメディアを使ってコミュニケーションを、例えば本社と子会社の間で行うというようなことが重要なのではないかと

ということです。

もう1つはコミットメントに関することです。これはどのような動機に基づいているかといいますと、知識移転というのは、必ずしも知識を持っているとか、そういった能力的な部分だけでは行われたいわけですね。本人がどれだけ知識を移転したいというモチベーションを持っているのかということが大切なわけですね。そこで、どれだけ世界本社に対して現地人材がコミットメントをしているか、貢献したいという気持ちを持っているか、ということが非常に大切だということに目を付けられたわけです。

そこで考えられたモデルというのが、媒介モデルです。モデルの最初に位置するのが多国籍企業の社内公用語です。多くの場合、これが英語ということになるのですが、この英語をはじめとする社内公用語に現地人材がどれだけ精通しているかということです。今回の研究ですと、日本が研究対象になっておりますので、外資系企業で働いている日本人の社員が、どれくらい英語を流暢に扱えるかということです。

英語が流暢であればあるほど、次のステップとして多様な手段でのコミュニケーションを取っていくのではないかというわけです。そういったコミュニケーションがリッチになればなるほど、逆知識移転、現地から本社に向かう知識移転というのが活発化するだろう、というようなロジックをまず考えたわけです。

さらに、コミットメントの役割があります。先ほどのプロセスが、現地人材がどれくらい本社にコミットしているかで調整される。すなわち対話のメディアを使って、media richnessが高くても、コミットメントが弱ければ実際の逆知識移転は起こらない。逆に本社に対して非常にコミットメントしているような現地人材であれば、より逆知識移転が促進されるというようなロジックを考えられました。実際にデータを集められて、非常に厳密な分析を行いまして、この仮説が支持されたというような結果になっ

ています。

この研究は、外資系企業に限らず、日本の会社がこれからグローバル化していく際に、言語の問題を考える上で非常に示唆に富むものだと思います。それから日本という国全体を考えた上でも、英語力とかがいろんな意味で非常に重要になってくるということを変更して確認するような研究だと私は感じました。

3番目のTish Robinson先生の研究ですけど、この研究も日本と非常に関連の深い内容です。とりわけ日本企業にとって最も大切なことの1つが優秀な人材を獲得することなのですが、その優秀な人材の多くというのは日本の場合は新卒一括採用という制度において採用されますから。大学を卒業する予定の学生さんで形成される労働市場から見た企業の姿が一体どのようなかたちで形成されるのかを理解しようとする研究です。

とりわけ、先ほどご紹介がありましたリクルートさんとか、いろいろな会社さんがやっています人気企業ランキングというのは非常に影響力が強く、こういうランキングが上がらないと優秀な人材が採れないなどの問題もあります。ですから、いかに労働市場が企業を評価しているのか、これは非常に大切なことになってきます。

最近では、「採用ブランド」という言葉もあります。必ずしも製品とか商品のブランドのみならず、働きやすい職場だとか、将来性があるとか、そういった意味での、働く人から見たブランドを作っていくということが非常に重要だと思います。従いまして、これがどのように形成されるのかということを理解するということは、日本企業にとっても非常に大事なことでありと考えます。

そこでRobinson先生が着目されたのは、こういった企業の評判というのは、経済学的な発想で説明することは難しいのではないかということです。なぜならば、こういった評判というのは、必ずしも事実だけから形成されるわけ

ではなくて、メディアの報道のされ方などの social interaction によって形成されると考えられるからです。リアリティというのが必ずしも客観的なものではなく社会的に構成されるとするならば、客観的な数値だけでは説明が難しいだろうというような発想だと思います。

そこで注目されたこととして、例えば、客観的な事実として企業業績というものが存在します。それから、会社がリストラをしたかどうか、これも事実として存在しますが、これらの事実そのものが直接企業評価につながるかということ、そうでもないのではないかということです。むしろ、重要になってくるのは、いかにそういったことがメディアによって報道されるか、あるいはその報道のされ方ではないかということです。それによって労働市場から見る企業の評価も大きく変わってしまうのではないかと、そのような問題意識に基づいて研究をされていると私は理解しています。

実際には、例えば、リストラそのものの規模ですとか、どれくらい深刻だったかとか、そういったこと以上に、どのようにそれが報道されたか、例えばその報道の頻度や、そのインパクトですね。先ほどの例もありましたように、実際にはそんなに大した人員削減ではなかったのだけれども、非常に社会的にインパクトのある報道をされた。そうしますと、それが何らかのシグナルというかたちで労働市場に広まってしまう。とりわけわが国の場合には、労働市場の多くを占めているのが卒業予定の大学生になります。大学生というのはやはりどうしても社会経験が浅いので、イメージとかうわべだけの情報とか、そういったところに引っ張られる可能性が非常に強いわけです。

そういった噂のようなものが非常に大きなインパクトを与えるということであれば、企業にとってみますとメディアとの付き合い方などが非常に重要になってくるはずなのですが、日本の企業の場合はまだまだそういったところに関して戦略的にできていないんじゃないか、とい

うような問題意識が Robinson 先生の研究結果からは導かれるのではないかと私は理解しました。

以上で、簡単ではございますけれども、私なりに理解した、3先生の発表です。どれも素晴らしい発表で、日本企業にとっても非常に意味がある研究だったと思いますが、この3つの発表について、これからあと、10分ぐらい時間がございますので、フロアの方から何かご質問なり、あるいはさらにちょっと理解を深めるためにディスカッションのネタなりがありましたら、お願いしたいと思いますがいかがでしょうか。日本語でも英語でも構いませんのでお願いします。

質問者 では、日本語でやらさせていただきますが、初めにご発表いただいた Froese 先生の研究についてですけども、フルペーパーを読んでいませんので、私の理解と今、説明して下さった理解はちょっと違う点がありましたので、そこを確認した上で質問させていただきたいと思います。Adaptation の話について「仕事に対する個人レベルの適応」と書いてございますが、Froese 先生の発表は、私のほうが間違っているかもしれませんけども、いわゆる文化的な違いに対する適応というレベルを超えているということだと思うのです。そこがちょっと私の理解が違っているのです。

つまり、私の理解が正しければという質問なのですけども、仕事にコミットすることじゃなくて、文化的な差異に対していろいろと努力したけども、結果的に差別によって離職してしまうということについては、影響ラインを超えているという発表でしたよね。そういう理解をしてよろしいでしょうか。ちょっとそこが違っているようですね。

Fabian Froese I couldn't fully understand what you said. First of all, thank you for your questions and I think it's related to cross-culture adjustment. So, what we did in this

paper, also what is very common. We looked into the different aspects. One is work adjustment, so how do you adjust to the working conditions, and general adjustment is related to the living situation. And the third one is about the interaction with locals. So all these dimensions are related to turnover intentions and at the same time also work adjustment moderates the relationship of discrimination on turnover intention. So, first of all, I thought that work adjustments is important for turnover intention because it's the same domain. I am not happy with my job or I cannot adjust well, so it's very closely related also to turnover intention.

質問者 そうであるなら、質問させていただきたいのですけれども、先ほど、一橋大学の Robinson 先生がおっしゃったのと同様関係していると思うのですけれども、人種によって全然違うのではないかという気がします。

それは、私どもはもちろん同質的な社会なのですけれども、欧米人種、つまり Caucasian に対する反応と、アジア人に対する反応は違うわけですね。私の今までの経験からいえば、日本人の多くの方は、Caucasian に対する差別、むしろ逆差別のほうが多くて、そのへんが先ほど、今の先生も統計で出された、いちばん差別を感じるの日本なのだけでも、実は日本も差別は少ないと言っていましたよね。あのへんが本当は物語っていることじゃないかと思ったのですね。

Male Speaker They should adapt themselves in Japanese institution including language because a lot of people go to United States to study or a job. We try to adapt ourselves to that kind of things including culture, language, and institutional pattern.

Tish Robinson 先生がおっしゃったとおり、本当に adapt すればいいと思います。賛成いた

します。

Fabian Froese I think I understand your recommendation and I think that will in fact help of course adjustment. At the same time, if we look at it from a more broad perspective, we are in this world of global war for talent. We want the best people and so forth and there are different routes how to obtain this global talent.

The US is the magnet for all these smart people and so forth and most people do speak English. Some people then they have to adjust. Many of the people who are brought from US schools, they have got their PhD from US schools and so forth and then through education they go into the labor market.

In case of Korea or China that is not the case. You cannot expect from German or American professor, if you want to teach in a Chinese University you have to attend our university, get a PhD degree from, I don't know, Peking University and then you move up. In fact, it's the opposite. Even Chinese people or Singaporeans have supported only the U.S. PhD.

That's not the case in Japan. Japan follows more the US approach. If you want to come and work successfully in our country, you need to localize, you need to adapt. And if in a situation like the US or the UK, maybe you can just offer this approach, come or don't come. I don't know if Japan or Korea or also Germany are in a situation that we say, oh, we are such a great market. You may come if you fully adjust. If you don't adjust, you go home, yeah, then we don't need you.

That is I think also a major thinking that Japanese, German, Korean companies and also government policymakers need to be clear about whether their situation they can take

it or leave it or if they also allow more global approaches, global integration, embracing diversity. I am not in a situation to answer this question but I think that's a very general question how to approach this issue. It is important.

関口 時間も少なくなってきました。あと1つぐらい、もしございましたら。まとまった研究でもいいですけども、ございますでしょうか。いかがですか。

質問者 2番目の Peltokorpi 先生の研究に関する質問ですが、面白い研究だと思ったのですが、そこもちょっと、先ほど先生が説明された結果、むしろギャップがあったので、そこを確認した上での質問をさせていただきたいです。

Moderator のところで、corporate language fluency が a possible way to communication につながって、それから、reverse knowledge transfer ですか。それはそうなのですが、しかし日本はもちろん TOEIC, TOEFL のスコアが示唆するように最も英語力が低い。そういう意味では、one of the lowest proficiency in English なのですが、ICT とかテクノロジーがあるから、コミュニケーションがうまくいくと、そういうことをおっしゃったのではないですか。

ですから、そこはむしろ moderator じゃないですか。現地国努力、これが世界企業では知識でつながるところの moderator として、もし低くても、ICT とかテクノロジー、いろんな持ち得るコミュニケーションテクノロジーがあれば、そこを moderate すると言ったじゃないですか。そこがずっと理解できていなかったのです。

Vesa Peltokorpi You can speak the language and you may have knowledge, but if you are not motivated to share it you will

probably not share it, and that's the model I am trying. That's why I used the moderator. So many times in earlier studies the people there have been valuing my opinion and a bit naïve understanding that the people who have knowledge share it without being motivated. So the motivation aspect has been taken.

Japan for making technology intensive cooperation is and has been an important country to gain knowledge and this has not changed. But what I'm trying in this study with the independent mediating and the moderating host to capture is that if you don't have the language proficiency and if you don't have the motivation, probably the reverse knowledge transfer doesn't happen as efficiently as it could.

Did I answer to your question?

Male Questioner I understand. I would like to ask about whether it's possible that media richness compensates for the low fluency of corporate language?

If you are good at using a lot of communication media, that might promote reverse knowledge transfer even though you have not proved it.

Vesa Peltokorpi That is a very good question. And the qualitative study by Ignier and Maureen is showing that if you are good and you spend more time in writing and revising and editing the messages, you may develop an efficient reverse knowledge transfer. My study is showing a little bit different effects. Very good question. Thank you.

関口 時間がまいりましたので、これでシンポジウムは終了させていただきたいと思います。今回のこのような学会同士の国際交流シンポジウムは経営行動科学学会では初めての試みです。これはぜひ続けていきたいと思っております。

す。竹内先生のほうからもご紹介がございましたけれども、AJBSの年次大会が来年、インドでございます。可能であれば、このインドで行われるAJBS学会で今度はJAASセッションというのを設けていただいて、このJAASで発表された優れた論文をそこで発表するような機会を設けるようなことをしたいと考えていま

す。これはまだ企画の段階ですが、そういったかたちで進めていきたいと思っておりますので、ぜひ皆さんもJAASとAJBSの学术交流関係の継続にお力添えをいただければありがたいです。

本日はお忙しいところ3名の先生方、それから竹内先生に本シンポジウムにお越しいただき、本当にありがとうございました。