

**UNDERSTANDING WORK RELATED PERCEPTIONS OF
CHINESE EXPATRIATES WORKING IN PAKISTAN: A
STUDY OF GLOBE CULTURAL LENS**



SALWA AFTAB

MS HRM 2K17

A thesis submitted to NUST Business School for the degree of Master of
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SALWA AFTAB

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DR. ASFIA OBAID

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THESIS ACCEPTANCE CERTIFICATE

It is certified that final copy of MSHRM thesis written by Ms. Salwa Aftab Registration No. 203478 of NUST Business School has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism, errors, and mistakes and is accepted as fulfillment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

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I hereby state that no portion of the work referred to in this dissertation has been submitted in support of any application for another degree or qualification of this or any other university or other institute of learning.

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Acknowledgement

I would like to take this opportunity to express my deepest gratitude and appreciation for my supervisor, Dr. Asfia Obaid, without whom it would have been impossible to write this report in the space of just a few months. The idea for the subject of this research study is one that captured my attention quickly and I am grateful for my supervisor for supporting my research idea. I am thankful that Dr. Asfia Obaid has taken me along on this journey to explore a research idea that I have been truly passionate about since the beginning of my degree. It was her constant feedback and undivided attention which has kept me going. I am delighted that I worked with her as she has motivated me to work harder at achieving the goals that she set for me. I am honored to have worked under her supervision throughout my Masters Degree program.

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Abstract

This study explores the perceptions of Chinese expatriates working in Pakistan regarding the similarities and differences in Pakistani and Chinese work practices, GLOBE cultural dimensions and the challenges faced by Chinese managers to fulfill practice-value gaps perceived between Pak-China value set and Pakistani work practices. The study uses cross-cultural HRM lens as the basis of its conceptual framework using cultural self-representation theory and social identity theory. Data were collected through semi-structured interviews from 16 Chinese managers working in different Chinese organizations across twin cities of Pakistan. After completing interview transcriptions, data were analyzed using the qualitative analysis software; NVivo 10. Findings indicate that Chinese are workaholics and are more professional and punctual in their approach as compared to Pakistanis. Also, they are result and process oriented and they had a greater sense of accountability regarding their decisions. In terms of GLOBE cultural dimensions, Chinese had higher performance orientation and greater uncertainty avoidance as compared to Pakistanis. Chinese followed a long-term approach while Pakistanis were found to work on a short-term future orientation. Both Pakistanis and Chinese were high on power distance dimension. In terms of gender-based task differentiation, individuals belonging to both nationalities followed a non-discriminatory approach. Chinese had greater in-group and institutional collectivism. On the other hand, Pakistanis were higher on in-group collectivism as compared to institutional collectivism orientation. Lastly, there exists a larger gap in Chinese values versus Pakistani practices as compared to Pakistani values versus Pakistani practices. The study contributes in establishing amiable relationships between Pakistanis and Chinese as both need to understand each other's cultural sensitivities and to adapt themselves accordingly. Implications have been devised for industry, academia and policy makers.

Keywords: Chinese expatriates; Cross-cultural HRM; GLOBE cultural lens; NVivo 10; Pakistan; Practice-value gaps; Work practices

1. Introduction

Historically, China and Pakistan have always had a strong strategic relationship considering the economic and cultural interests of both countries. Due to some of the cultural resemblance among both nations, particularly in terms of Hofstede cultural dimensions of collectivism, power distance and uncertainty avoidance, it has become easy for China and Pakistan to exist amicably, thus maintaining their economic relationship quite successfully (Javaid & Jahangir, 2015). China started to encourage more foreign direct investment (FDI), because of the reforms that were initiated by a renowned Chinese politician, Deng Xiaoping in the year 1978. Many Chinese corporations have now started to recognize the economic potential of Pakistan and wanted to increase their corporate presence in Pakistan (Belokrinitskiy, 2007) and consequently, to date many Pakistani employees have now been employed under Chinese managers working in Chinese companies.

China may be a neighboring country but cultural, societal, organizational and leadership differences still exist between the two states despite ever-growing mutual interests seen in the form of strategic alliances (Rafiq & Weiwei, 2017; Dittmer, 2015). Thus, key differences between Pakistan and China will be explored in this study by aiming to understand the nature of similarities and differences in their overall work ethic from a Chinese perspective. Also, the evolution of human resource practices across organizations operating in both countries has been studied by various researchers in the past (Ahmed et al. 2017; Hanif et al. 2016; Cooke, 2009; Khilji, 2004) along with how such significant differences in these practices have affected the nature of workplace relationship between the individuals belonging to both countries. However, the existing literature has never taken into account the perceptions of Chinese managers regarding the similarities and differences between Pakistani and Chinese workforce in terms of their work practices.

Cross-cultural HRM studies have tried to understand how individuals belonging to different nations work together despite their cultural and national boundary differences in order to achieve their corporate objectives successfully (Farndale & Sanders, 2017; Cooke, Veen & Wood, 2017; Brewster, Mayrhofer & Smale, 2016). The significance of this research study is also no more different than this notion. Understanding the perceptions of Chinese managers in Pakistan is of utmost importance to establish a common ground between the individuals belonging to both

countries. Since many Chinese individuals are finding themselves engaged in long term businesses in Pakistan specifically for China-Pak Economic Corridor (CPEC), the dynamics of economic relationship between Pakistan and China are changing drastically (Javaid & Jahangir, 2015; Sial, 2014) which further calls for an intricate understanding of the work related practices of both nations.

Moreover, cross cultural studies have persistently linked cultural forces that exist across national boundaries with the human resource management approaches (Nadeem & Mumtaz, 2018; Khan et al. 2018) so for this purpose too, the study will shed light on various cultural aspects of both countries. This will also provide additional insight on how to manage successful workplace relationships between Pakistani and Chinese individuals.

1.1 Research Gap

This study will explore practice-value gaps of GLOBE cultural dimensions that are prominent in the management practices in Pakistani culture like power distance, performance orientation, future orientation etc. through detailed qualitative analysis in order to identify the challenges faced by expatriates in Pakistani management culture. According to Nadeem & Sully de Luque (2018), this is a gap in the existing literature which needs to be further addressed in the future studies, and thus the main purpose of the study will reflect this particular objective. Additionally, Cooke (2018) and Thite, Wilkinson & Shah (2012) were also of the opinion that the management culture of Pakistan also needs to be studied from a cross-cultural perspective, which is why we will interview Chinese expatriates in this study since their perceptions regarding Pakistani management culture have never been catered in past literature despite their increased presence in Pakistan. Ibid (2018) highlighted that bringing in a cross-cultural perspective in future studies could emphasize the cultural impact of foreign expatriates on Pakistani individuals, so for this reason, Chinese managers in Pakistan will be approached to share their insights.

Devinney & Hohberger (2017) also emphasized on the fact that the scope of future studies should extend beyond the conventional boundaries of commonly studied cultural dimensions like that of Hofstede, so for this purpose, this study has taken the GLOBE cultural lens (House et al. 2004) which has more dimensions in it as compared to Hofstede's cultural lens. Moreover, according to McKeown & Petitta (2014), it is necessary to call for a more intricate understanding of a consistent, international and exclusive context of management in the future specifically in

terms of work practices, so for this reason too, Chinese expatriates will be the targeted sample of this study so that they are able to shed light on the work practices of Pakistan and China.

Considering the above mentioned facts, the study will aim to understand:

1. The perceptions of Chinese managers regarding the similarities and differences in Pakistani and Chinese work related practices.
2. The perceptions of Chinese managers regarding the similarities and differences in GLOBE cultural dimensions of Performance Orientation, Power Distance, Uncertainty Avoidance, Future Orientation, Institutional Collectivism, In-group Collectivism, Gender Egalitarianism and Assertiveness.
3. The complex challenges faced by Chinese managers in Pakistan to fulfill any practice-value gaps perceived between Pak-China value set and work practices in Pakistan and to understand why these exist.

In order to comprehend the above mentioned objectives, this research topic is introduced which will aim to clarify the following research questions:

1. Which are the similarities and differences that exist between Pak-China work related practices and how these practices are similar or different according to the perspective of Chinese managers?
2. Which are the similarities and differences that exist between Pak-China GLOBE cultural dimensions and how these dimensions are similar or different according to the perspective of Chinese managers?
3. Which are the challenges faced by Chinese managers while reducing the practice-value gaps between Pak-China value set and Pakistani work practices and why do these gaps exist?

1.2 Key Contributions of the Study

The major contribution of the study will be in terms of theoretical perspective where the cultural lens of GLOBE has never been used to study the expatriates' perceptions regarding the managerial culture of Pakistan. Previously, many studies have used Hofstede cultural lens in order to explain various cross cultural differences among nations (Rode, Huang & Flynn, 2016; Bird & Mendenhall, 2016; Tenhiälä et al. 2016), and the cultural lens of GLOBE by House et al.

(2004) has been under represented in the past literature despite being more elaborate and comprehensive in nature than the Hofstede's cultural lens.

Additionally, from a contextual perspective, the management culture in Pakistan has never been studied before from a Chinese perspective, although it has been previously studied from Pakistani perspective (Nadeem & Sully de Luque, 2018). In order to have a more deeper understanding regarding the management culture in Pakistan, Chinese expatriates will be interviewed to identify what the management culture of Pakistan seems to the international individuals who in working in Pakistan.

Methodologically, this research study will take on a qualitative approach which in itself is a contribution as the previous studies which used GLOBE cultural dimensions even in cross cultural context have used quantitative approach of methodology and analysis thus depicting only the scores of cultural dimensions which reveal whether a country is high or low on a particular dimension in comparison to other countries (Nadeem & Sully de Luque, 2018; Halkos & Skouloudis, 2017; Nowak, 2016). This research study has explored the similarities and differences among Chinese and Pakistanis in terms of GLOBE cultural lens and the reason why these exist thus, leading to an in-depth qualitative investigation.

1.3 Sequence of the Study

The structure of the thesis will consist of five chapters. The first chapter of introduction will include the introduction of the topic; the level of research already existing on the topic, research gap, aims and objectives of the study, significance of the study with a brief hint of key contributions of the study. The next chapter is that of literature review which will be based on several main themes and sub themes identified after thorough reading of past literature along with the major under pinning theories which provides the basis for the study. The third chapter of methodology will highlight the main data collection philosophy, data collection tools, data collection methods, data collection process and its justifications, analytical intent and ethical considerations. The fourth chapter is that of analysis which will depict a detailed qualitative analysis of findings. Lastly, the discussion chapter will comment on the results found, interpretation of the results by comparing it to the existing literature, and the conclusion which will be presented in terms of suggestions and future research implications in the end.

2. Literature Review

This chapter presents the literature based on the conceptual framework that reforms the study using the cross-cultural human resource management theories of cultural self-representation and social identity. Moreover, key HR practices observed in Pakistani and Chinese organizations have also been included in order to support the topic and the formulated framework for the study. In addition, this chapter also sheds light on the cultural dimensions of GLOBE given by House et al. (2004) in terms of managerial similarities and differences among Pakistani and Chinese workers observed at the workplaces in respective nations. These are the GLOBE's dimensions that are included in the following section; power distance, in-group collectivism, institutional collectivism, uncertainty avoidance, future orientation, performance orientation, assertiveness and gender egalitarianism. Apart from these dimensions, leadership style differences between Pakistani and Chinese culture are also highlighted to better understand the context of why these work practices vary between Pakistan and China. Lastly, the chapter also provides a brief history of the evolution of Pakistan and China's relationship in order to provide some background context to the study. The overall literature is then used to develop the appropriate research design and interview guide.

2.1 Cross Cultural HRM and Major Underpinning Theories

Many studies use underpinning theories that serve as a basis in a variety of cross-cultural and comparative HRM literature (Cooke, 2018; Nadeem & Mumtaz, 2018; Cooke, Veen & Wood, 2017; Dalton & Bingham, 2017; Farndale & Sanders, 2017). Firstly, it is pertinent to first understand the idea behind cross cultural HRM and why has it been considered important for the aims and objectives of this research study.

Cross-cultural HRM is part of international HRM where all the activities core to HR practices, like employee hiring, training and development, performance, rewards and employee relations are carried out in the light of cultural differences observed between the nationals of different countries engaged in business together often in the form of a global enterprise (Brewster, Mayrhofer & Farndale, 2018).

Cross-cultural studies provide a basis for the increased collaboration between the individuals belonging to different countries and give them a chance to maintain their interpersonal relationships successfully (Nadeem & Sully de Luque, 2018). The cross-cultural context also allows the researchers to go beyond the scope of national level and explore different managerial work related practices from other international perspectives as well (Salin et al. 2019; Park & Nawakitphaitoon, 2018). Therefore, this study also uses cross-cultural context as it includes the individuals of China working in Pakistan giving their perceptions about their Pakistani coworkers and the differences they have felt in the work related practices of Pakistan and China. The next sub-sections deals with the major underpinning theories that have been used in order to support the literature review of the study.

2.1.1 Chinese Expatriates and Cultural Self-Representation Theory

In order to inform the objectives of the study, the cultural self-representation theory by Erez (1994) is reviewed which proposes that HRM practices in organizations are evaluated by the 'self' based on a set of defined criteria which has been established through properly grounded societal cultural norms and values. The self basically provides a complex view of one's own mind and basic values that are shaped through one's cultural and societal values. This theory along with many others provides a basic foundation of cross cultural HRM literature particularly in case of expatriates who are engaged in businesses with host country nationals.

Moreover, cultural self-representation theory has also been used in different studies previously in international contexts (Zhang et al. 2017; Barbuto Jr, Beenen & Tran, 2015; Zhao, 2014). For instance, Zhao (2014) used it to understand the relationship between leader-member exchange and employee voice while working in a context that was dominated by Chinese traditionality while Barbuto Jr, Beenen & Tran (2015) used it to comprehend the role of self-evaluation, ethnocentrism and cultural intelligence in study-abroad program success.

Since the context of the study includes Chinese expatriates, it can be deduced with the support of cultural self-representation theory that based on Chinese national and societal cultural influences, Chinese expatriates may develop complex cognitive schemas that they use to interpret HRM practices, organizational contexts, individual's personal values, social interpersonal constructions and expectations, cognitive appraisals and sense making processes (Yao, 2014). Also, since one of the main objectives of the study is to understand the expectations and perceptions of Chinese

nationals working in Pakistan, it is important to understand their interpretative process through their psychological climate that has been so strongly shaped by their own national culture (Aumann & Ostroff, 2006) in order to provide an intricate and complex understanding of managerial culture in Pakistan through a cross cultural perspective.

2.1.2 Chinese Expatriates and Social Identity Theory

This research also draws extensive support from social identity theory (Tajfel & Turner, 1979) that has been used in variety of recent cross cultural HRM studies (Nason, Bacq & Gras, 2018; De Roeck & Maon, 2018; Shen, Dumont & Deng, 2018; Nadeem & Mumtaz, 2018; Reiche, Harzing & Pudelko, 2017; Zhang, Guo & Newman, 2017).

Social identity theory proposes that when individuals belonging to different groups live or work together in changed settings with which they are not fairly accustomed to, they tend to develop new identities as a result of interactions with the individuals belonging to other groups (Osman-Gani & Rockstuhl, 2008) and eventually they are then identified as a part of that other group (Ashforth & Mael, 1989). This theory has been suggested by various researchers as a framework in cross cultural HRM studies particularly in case where expatriates have to adjust to the culture of host country (Olsen & Martins, 2009). For instance, Nadeem & Mumtaz (2018) have used social identity theory in order to understand the adjustment of Chinese expatriates in Pakistan and have revealed certain identity changes in these Chinese individuals. For instance, *ibid* (2018) found that their identities somewhat changed in terms of their work habits but fewer changes were found related to value and belief system. When a particular group of expatriates face similarity in beliefs and attraction with the host country groups, they easily go through social identity changes (*ibid*, 2018).

Moreover, it has been suggested by Tajfel & Turner (1986) that there is a need to apply social identity theory in Asian cultures as there is a high probability that expatriates may experience changes in their social identities in collectivistic cultures. In addition, this study focuses on Chinese managers working in Pakistan, as the level of adjustment to changed identities also differ at several levels (Liu et al. 2014). Also, the application of social identity theory in an Asian context is a contribution of this study since the previous literature of social identity theory has been dominated in Western context. Moreover, since we have experienced a growing number of Chinese nationals in Pakistan in recent years, it is important to understand their insights

regarding their adjustment to a new culture, which is why social identity theory has been used as a basis in order to understand the conceptual framework of the study.

2.2 Human Resource Management Practices in China and Pakistan

This section deals with the prevailing human resource management practices observed in China and Pakistan. The Chinese HRM practices have been categorized into pre-reform HRM practices* and post-reform HRM practices**. As for Pakistan, the HRM practices were quite drastically changed when there was a need for the modernization of the economy. So for this purpose, HRM practices in Pakistan have been categorized into two categories; traditional HRM practices and post-modernization HRM practices. The details of which can be found in the sub-sections below.

2.2.1 HRM Practices in China

HRM practices generally encompass the set of consistent practices that are internally implemented by firms to increase the knowledge, skills, abilities and motivation level of their employees. Both the ‘culture-free’ factors such as age, size and nature of organization and ‘culture-bound’ factors such as national culture influence the national HR practices making it much harder to understand them that are based on tangible measures alone (Caligiuri, 2014; Cooke, 2014; Thite, Budhwar & Wilkinson, 2014; Xing et al. 2016).

Over the years, China has experienced a diverse set of challenges with the paradoxes it faces in the HRM context (Warner, 2014). As the country’s economy has evolved from a system of socialism to capitalism HR practices have undergone a gradual shift. It has been tricky to manage this shift towards modernization, especially as there is limited centralization influence on the direction of HR unlike the case in Western countries which have quite well-established HR associations that assist in the sharing of good HR practices (Cooke, Saini & Wang, 2014).

In China, traditionally the HR departments, especially in the State Owned Enterprises (SOEs), have had a directorial role with less autonomy given to employees. The traditional culture, communism and bureaucratic control are some of the characteristics that are relatively more dominant in Chinese economy and the same characteristics are consequently reflected in SOEs in

*Pre-reform era is the period before the economic reforms began in China in the year 1978.

**Post-reform era is the period after the economic reforms were introduced in China i.e. 1978 onwards.

China in terms of their management and functionality. This system prevailed for as long as it did because China's culture of collectivism and Confucianism greatly emphasizes the regard for hierarchy, reciprocity, within group harmony and loyalty (Xiao & Hu, 2019; Du, 2015; Shi-Min, 2015). These pre-reform HRM* systems in Chinese SOEs offered lifetime work security, seniority-based career advancement promotions, salary increases and broad 'cradle-to-the-grave' welfare programs (Chen, Su & Zeng, 2016; Li & Nesbit, 2014). This popularized the terminology 'iron rice bowl' in Chinese HRM as it stressed on egalitarianism and workforce stability (Wang & Xie, 2015; Ngo, Lau & Foley, 2008).

Deng's open door policy set in motion a transformative effect on the business environment (Elleman, 2015). Some of the key features of the post-reform HRM** period were the introduction of fixed-term employment contracts, performance-based rewards, a shift in welfare provision responsibility and a new labor law regulating employment relations (Wong, Wong & Wong, 2015). In addition, the policies and practices were decentralized giving managers much more autonomy (Vander Kamp, Lorentzen & Mattingly, 2017; Friedman & Kuruvilla, 2015).

The open door policy has also meant that more Foreign Invested Enterprises (FIEs) function in China nowadays and the foreign firms have also brought in several Western HR practices like formal appraisals based on performance, performance based rewards and extensive employee relevant training (Siebers, Kamoche & Li, 2015; Li & Nesbit, 2014). These FIEs tend to have more control over their HR systems' structure (Zhang & Morris, 2015). The number of Privately Owned Enterprises (POEs) in China is also on the rise and like the FIEs they showcase greater flexibility in their HR practices (Wang-Cowham & Tang, 2016).

Even though Chinese HR practices are gaining flexibility this does not mean they align altogether with trends in the West; pay has a more important role than just a "hygiene factor" due to most workers' incomes being particularly low; performance standards remain vague and generic with superiors having authority over evaluation of subordinates due to the large power distance in Chinese culture; social and interpersonal influences dominate the work practices in majority of Chinese organizations, collective leadership is commonly used but the participation of workers in key decisions is mainly superficial (Blanchard, 2015; Liu et al. 2014).

2.2.2 HRM Practices in Pakistan

Moving on to the evolution of HR practices in Pakistan, there are several valuable insights to keep in mind. It comes as no surprise that the influence of Pakistan's colonial rulers has lingered over time by seeping into the national culture and ultimately the HR practices, so as to leave behind a timeless footprint.

Until 1973, Pakistan still had the administrative system which it inherited from its colonial past. The public service structure was built on a system of rank classification wherein all government positions were grouped into four broad classes. These classes were said to mimic caste-like divisions and were therefore viewed as being tremendously elitist (Islam, 2004). Pakistan's constitutional instruments had followed the strong executive tradition since the very beginning which meant that the country followed a centralized pattern in most affairs (Ahmad & Allen, 2015). In Pakistan most of the colonial traditions were carried forward by the powerful elite. At the onset of frequent military regimes, Pakistan found itself pushed deeper into a system of authoritarian values which translated into autocratic styles of leadership across organizations. The pre-reform era in HR practices was characterized by rigid personnel practices, substantial over-staffing, political interference in management affairs and steep bureaucracy (Shaikh, Islam & Jatoi, 2018; Sarwar et al. 2016; Obaid, 2013; Khilji, 2004). Unions with strong political affiliations also made it very difficult to lay off excess staff (Khilji, 2003; Khilji, 2002).

The need for modernization began to be felt gradually as the effects of globalization were observed. During the early 1990s, Pakistan began an extensive program of deregulation, thus changing the corporate culture of public organizations. To do so it appointed professional teams of managers to turn the HRM culture into a more meritocratic and decentralized one and the 'Pakistan 2010 Program' was outlined to modernize the work culture through a focus on quality, innovation and discipline (Shahzad, Xiu & Shahbaz, 2017; Nazeer & Rasiyah, 2016). Most businesses began to restructure their personnel divisions into human resource divisions. Today, most public sector organizations in Pakistan have been replaced by private sector organizations as a result of the deregulation efforts.

Modernization in Pakistan's economy meant that employees in the newly privatized firms experienced a different psychological system (Sarwar et al. 2016; Jhatial, Cornelius & Wallace, 2014; Obaid, 2013). As the employees in Pakistan were exposed to greater multinational

influence and their acquired knowledge grew, employee expectations from HR evolved and became increasingly progressive in a way that national values remained traditional and work-related values became a reflection of the modern market economy (Quratulain, Khan & Sabharwal, 2019; Obaid, 2013). These multinationals were largely viewed as agents of change in a country like Pakistan which lacked exemplary HRM practices. The MNCs were expected to bring in the best practices from their home countries but in reality adaptation proved to be slow in most areas according to researchers in the discipline (Ullah & Rehman, 2018).

Despite several developments in HR practices Pakistan still faces restraints from traditional cultural forces such as kinship based institutions which have all had a divergent influence. Malik & Khalid (2016) talks about a culture of 'broken promises' in organizations because of lack of implementation of the changes in HRM systems proposed by policy makers and HR managers alike. A culture of using connections to get away with breaking the law has meant that meritocracy does not always win in organizations and nepotism emerges as a prominent practice (Ashraf, 2017). HR policies and practices are biased and as a result tend to give better perks and opportunities to elite in organizations. In Pakistan, the trend at the macro level has been to allocate a lower budget for education and development and this has translated into HR practices as low priority for training (Khilji, 2003). The tolerance for inequality and centralized power structures means transparency and accountability in HR practices has been a weak area in the discipline (Islam, 2004).

In light of the evolution of HR practices in China and Pakistan, it is important to discuss the transplantation of HRM practices. It is often observed that Western managers find certain ways of doing things in Asian countries quite irrational. This irrationality however needs to be revisited under the microscope of varying cultural contexts and soon after one will see that people define problems and approach solutions quite differently making these seemingly irrational practices completely rational in an alternate setting which depicts the changing context and application of HRM practices (Wood et al. 2018). Thus to be able to learn from a particular country's best practices one must thoroughly understand the culturally, legally and socially endorsed environments of the host and guest countries.

The highly popular GLOBE study by House et al. (2004) studies 62 societies comprehensively includes a South Asian cluster and a Confucian Asia cluster while it did not explicitly include

Pakistan in its original study. Data were later on collected and analyzed for Pakistan in terms of GLOBE dimensions (Nadeem, 2010). Many valuable insights can be made using this framework to compare China and Pakistan. China was found to be one of the countries with significant level of gender differentiation and in-group collectivism (Javidan & Dastmalchian, 2009). This marked gender differentiation is also a common sight in Pakistan and it means that there is generally a higher status enjoyed by men and relatively fewer women can be seen in positions of authority (Nadeem, 2010). As societies like China and Pakistan are quite traditional, the in-group collectivism is expressed through the great importance placed on satisfying the expectations of the in-group (Javidan & Dastmalchian, 2009). In Pakistan, it is common to find individuals committed towards maintaining long term relationships with their extended family members. There is also great dependency on the mostly male breadwinners of the family in Pakistan. Both societies also exhibit quite a high power distance score as it emerges from the respect for the senior citizens and people observing other authoritative roles in the society (Nadeem, 2010). In terms of future orientation, a difference is observed between the two societies as unlike the Chinese, the Pakistanis exhibit limited engagement in future oriented behavior when it comes to their societal practices. There is also a preference for avoiding conflict and maintaining peaceful ties in the Pakistani society which is why the country scores low in assertiveness orientation (Nadeem, 2010). In the next section, the cultural dimensions will be explored more comprehensively.

2.3 Pak-China GLOBE Cultural Dimensions

The culture of a particular country is linked to the national boundary of that country and that is why HRM policies are compared across different nations using a set of well-established cultural dimensions (Vaiman & Brewster, 2015). In order to understand the primary cultural dimensions that create a strong influence on these HRM processes, following dimensions of GLOBE cultural lens (House et al. 2004) have been highlighted after reading the relevant literature.

2.3.1 Performance Orientation in Pakistan and China

According to Javidan et al. (2006), performance orientation reveals the degree to which society rewards, supports and encourages innovation, excellence, elevated performing culture and success. This dimension is reflected in the work related practices of the companies who value a high performing culture and recruit and select individuals as per their education, experience,

skills and expertise (Nadeem & Sully de Luque, 2018). In performance oriented cultures, results are valued more than people where the focus is on continued excellence in performance (Bezrukova et al. 2012; Carr & Pudelko, 2006).

China is known to have a high performance orientated culture* in its organizations, as they believe that Chinese way of doing work is focused on the level of efficient performance which renders them to meet deadlines and fulfill their objectives (Gu, Jiang & Wang, 2016; Garg & Ma, 2005). They are highly regarded as workaholics as they are so much concerned about their performance at work. Chinese are believed to be a lot more passionate about their tasks on hand and consider it their dutiful obligation to meet those tasks in a timely manner. This can also be validated through the research conducted by Chen, Chen & Vanhaverbeke (2011) who mentioned that Chinese way of doing business is that they place a greater emphasis on the fulfillment of Key Performance Indicators (KPIs) and link the rewards and perks of their employees on the achievement of their KPIs. Moreover, Chinese individuals are regarded to experience late sittings at their workplaces; they tend to be punctual as their sole concern is to complete the tasks on hand because of their result oriented nature (Matondo, 2012).

According to Nadeem & Sully de Luque (2018), Pakistan lies on medium to low performance orientation practice score**, but Pakistanis do desire to have a more strong performance oriented culture in their organizations. Pakistani organizations today are trying to put together a high performance oriented way of doing things in their practices. By doing so, Pakistanis believe that they will be able to gauge maximum competitive advantage and would be able to differentiate themselves from their competitors (Hassan, Iqbal & Ghias, 2017). Through this, if rewards and appraisals are linked directly to the individual's performance, Pakistani employees will then be more motivated to exhibit a high performing nature thus elevating to the levels of other countries who are high on performance orientation levels (Hassan, Iqbal & Ghias, 2017; Nadeem, 2010).

2.3.2 Collectivism in Pakistan and China

The GLOBE cultural lens divides the dimension of collectivism into institutional collectivism and in-group collectivism (House et al. 2004). Institutional collectivism refers to the extent with

*High Performance Orientation: These societies emphasize results rather than people, set demanding targets, highlight results in performance appraisals, reward performance with individual financial bonuses, and consider feedback necessary for improvement.

**Low Performance Orientation: Societies employ softer criteria, such as social and interpersonal skills, social class, or age in making decisions.

which institutions value collective allocation of resources towards certain functions and collaborative actions; on the other hand, In-group collectivism refers to the degree with which individuals in the society value cohesiveness and strong interpersonal collective relationships (Javidan et al. 2006). These two dimensions highlight how collectivism takes precedence over individualistic behaviors which have been highlighted throughout different studies for various work related practices (Cooke, Veen & Wood, 2017; Chen et al. 2016; Yahiaoui, 2014; Fitzsimmons & Stamper, 2014; Hossain, Abdullah & Farhana, 2012).

Chinese experience a high level of group orientation, thus making them highly collectivist in nature. They tend to give high regard for the overall welfare of their society rather than working on their own self-interests (Huang & Lu, 2017). They value close ties, family friendships and closely knitted relationships. Fisman et al. (2018) also highlighted that Chinese focus on creating group loyalties and thus tend to engage in behaviors to satisfy their in-groups. Majority of the family owned businesses in China depict this nature of loyalty among groups thus making them collectivist as a society (Wang, Lu & Liu, 2017). However, because of the emerging globalization trend across various organizations worldwide, Chinese managers have felt the need to adopt a Western way of doing business and thus they are now gradually becoming more individualistic in their business conduct (Han, 2017; Zeng & Greenfield, 2015).

Similarly, Pakistan also observes a strong group loyalty and prefers it over their individual goals as they experience strong collectivist background from their ancestors (Ali et al. 2018; Nadeem, 2010). The high collectivist culture of Pakistanis also stems from their having greater uncertainty avoidance, elevated hierarchical structures and greater regard for them, high masculinity attributes and certain regard for centralized traditions (Ali & Brandl, 2017). Research has also indicated that at some levels national culture is also reflected in the organizational culture and Islam (2004) has indicated that Pakistanis because of their collectivist national culture exhibit group adhesiveness and group loyalty in their businesses as well. These collective traditions are passed on from family to family (Khan & Panarina, 2017) and Pakistanis generally tend to be responsible for their families, even in some cases, the extended ones (Dario Rodriguez & Rene Rios, 2009).

2.3.3 Gender Egalitarianism in Pakistan and China

This dimension of GLOBE refers to equal provision of resources and opportunities regardless of gender (Emrich Denmark & Hartog, 2004). In an organizational context, this can be explained as to whether men and women are equally represented at all levels in organization with equal preferential treatment (Reichel, Scheibmayr & Brandl, 2020). However, this dimension of GLOBE has received little attention in the past literature; therefore, there is a need to explore this aspect in great detail as well (Javidan et al. 2006).

A dissertation study conducted by Caraballo (2016) compared the organizational culture of China with that of United States where it was found that China has a clear differentiation of roles for men and women and these roles and behaviors tend to be different to a great deal when it comes to the duties and responsibilities to be completed at work and home domains. In a business setting Chinese men, unlike in United States, are considered for more authoritarian and strategic roles and women are responsible for administrative positions like executive assistants (Caraballo, 2016). On the other hand, if we compare China with Pakistan, Chinese tend to discriminate less among men and women in terms of their differential roles and duties as compared to Pakistanis (Nadeem & Sully de Luque, 2018). Chinese women in Pakistan also tend to sit late in their offices and are required to fulfill the same amount of work in the same time as their male counterparts. Chinese way of doing business reflects that they are equally comfortable in working with women as they are with men at Chinese professional workplaces thus depicting that, Chinese are high on gender egalitarianism, if compared to Pakistanis.

On the other hand, Pakistan scored low on gender egalitarianism where it was observed that they tend to appoint few women in the positions of authority (Nadeem, 2010). Pakistan also has greater occupational gender segregation in their majority of the business settings. A very few women in a Pakistani society gain a high education status if compared to males and they are given less authority in decision making roles in various community affairs (Durrani & Chaudhary, 2017). Pakistan, when compared to China, has a clear set of differentiated roles for men and women in the society. However, research has also indicated that Pakistanis do try to have a more gender egalitarian society where the power of authority and decision making is equally distributed among men and women and the differences among both genders is lessened (Nadeem & Sully de Luque, 2018).

2.3.4 Assertiveness Orientation in Pakistan and China

As per the explanation given by Javidan et al. (2006), assertiveness refers to a confrontational, aggressive and forceful behavior that individuals' exhibit in relationship to others. Assertive cultures value strong competition, continuous progress, excellence and performance (Soderquist et al. 2010). It is important to study this dimension in HRM perspective as assertiveness has been linked with various work related practices like recruitment and selection, reward and communication (Silva, Roque & Caetano, 2015; Chiang & Birtch, 2012, 2010).

Pakistan and China have both scored low in this dimension according to the previous research that has been conducted. This dimension deals with the communication and negotiation patterns. China's focus of on social relationships by East Asia originates from the concept of Confucianism, which claim human connections as the foundation of a society. The prime belief of Confucianism is humanism, which is settled as a sincere association among people and intensely focuses on reciprocity. As a viewpoint of communal associations, Confucianism has marked a resilient impression on personal affiliations and communication patterns (Skoric, Zhu & Pang, 2016).

Chinese corporations have increasingly diversified, during transitions, management chooses to communicate information to employees thoroughly and also extensively seek feedback from them to aid in attaining organizational goals. They engage in a two-way communication. Since Chinese have shown a greater preference for being complied with fixed rules and procedures, they believe in direct communication style where the point that is being made is understandable in clear terms (Ou, Davison & Wong, 2016), thus making them more assertive than Pakistanis in comparison.

However, Pakistani society mostly uses networking techniques to build healthy work rapports with their supervisors. They believe that through socialization tactics they will be able to maintain a favorable image in front of their colleagues which in turn can have an overall positive influence on their job performance (Saeed, 2017). Pakistani employees also showed preference for unstructured negotiations and indirect method of communication where the intent and response of the message is not in clear terms (Mubarak & Naghavi, 2019). This suggests that the negotiators seem to admit a more informal style once a relationship is recognized. By believing

that the terms are indirect during discussions, the Pakistani representatives demonstrate the use of indirect communication, thus being less assertive in their approach (Mubarak & Naghavi, 2019).

2.3.5 Future Orientation in Pakistan and China

Future orientation reflects the ability of individuals with which they focus on investing in future oriented behaviors (Javidan et al. 2006). Societies which are high on future orientation i.e. they have a high long-term orientation (LTO) value their future aspirations and continuously work hard to achieve what they have envisioned for themselves (Liu et al. 2014; Venaik, Zhu & Brewer, 2013). In short-term-oriented (STO) settings, leading job related standards are face value, thinking for one self and instant accomplishment. Individual loyalties fluctuate with corporate requirements and emphasis is on the current year's proceeds (Hofstede & Minkov, 2010).

According to the current situation of China, it takes long-term measures to integrate departments to make an efficient government. However, Hofstede's (2001) LTO is consistent with China's actual situation. Chinese investors also seem to adopt long-term HRM strategies therefore believing in progressively building up their place to ensure long-term benefits rather than expecting instant outcomes (Hur, Kang & Kim, 2015). The development and prosperity in China far outweighs the development in other countries owing to LTO because China exhibits sustainability for growth, stability and development. They use a holistic approach towards things which is why they can be authoritative towards their employees in order to train them in achieving their goals in such a way that results in long-term benefit (Wang, Shi & Barnes, 2015).

STO cultures like Canada and Pakistan are regarded as having respect for social and status obligations. The people in Pakistan put emphasis on quick results; they take decisions that would benefit them in achieving the annual goals instead of making a foundation for long-term. Positioning shows the country does not support the LTO concept. There is a collective observation that Pakistanis are quite active who enjoy their lives to the fullest, they utilize their time in leisure, celebrating out with friends, spending and consuming. By this we infer that as a whole Pakistanis live in the present rather than focus on the future (Shah & Amjad, 2011).

2.3.6 Power Distance in Pakistan and China

Power distance highlights employees' perception in an organization as to how the power is distributed in their organization. Societies that are associated with high power distance usually rely on top-down direction strategies (Oloko & Ogutu, 2017; Drogendijk & Holm, 2015; Matusitz & Musambira, 2013; Zhang & Begley, 2011). Employees in high power distance organizations do not want to confront their supervisors, thereby maintaining the order of occupational hierarchy (Chen, Zhang & Wen, 2014; Humborstad et al. 2008). On the other hand, societies with low power distance orientation feel at ease by expressing their voices thereby being less prone towards traditionalism (Mulki, Caemmerer & Heggde, 2015; Farh, Hackett & Liang, 2007). Decision making is done on a team level irrespective of formal designations and professional hierarchies (Strandburg-Peshkin et al. 2015).

According to Hofstede (1980), China is categorized to have a high power distance orientation. Mostly, Chinese employees work in a greater level of conformity with their supervisors and continuously try to avoid any differences and conflicts through maintaining a firm notion of obedience with their bosses (Tian & Peterson, 2016; Javidan et al. 2006). In a Chinese community, team decisions are however accepted, but decisions are firmly made by top management (Guan et al. 2016). A study conducted by Bond & Smith (1996) discloses that Chinese employees have a greater tendency to rely more on their supervisors in case of any ambiguities if compared to Western employees. The way of conducting Chinese business reflects a strict adherence to work policies, guidelines and regulations as Chinese workers do not want conflict with their supervisors.

Gul et al. (2018) and Nadeem (2010) has found out that Pakistan also has a very high score in power distance. This finding has also been supported by Islam (2004) who has found that lower level employees in Pakistani organizations do not have the authority to engage in decision making process. The practice of accepting unequal distribution of power in Pakistani society reflects the ideology of conducting business in an autocratic way (Shah & Amjad, 2011). Islam (2004) further found out that the organizations in Pakistan have tall hierarchical structures with many levels of management and the decision making power is centralized at the top. However, ibid (2004) also shared some contradictory findings where recently it was observed that professional organizations in Pakistan try to give a greater level of employee autonomy and seek

business information from lower level employees, thus giving them more power and making their employees a bit more individualistic in their approach.

2.3.7 Uncertainty Avoidance in Pakistan and China

This final dimension deals with the level of tolerance a society undergoes towards uncertainty and to what degree do they rely on formal policies and procedures to avoid that uncertainty (Javidan et al. 2006). Cultures having high uncertainty avoidance tend to have accurate work policies, procedures and standards and vice versa.

China has a high score in uncertainty avoidance and thus Chinese employees feel uncomfortable when faced with ambiguous situations (Chen & Zahedi, 2016). In order to avoid ambiguity in information, Chinese employees at workplace tend to alter or slightly modify the information with them as per their cultural values so that they could better understand the information. Chinese managers want to have control over the consequences of their actions, thus this is why they have proper training tools and mechanisms in place to avoid uncertainty and alter the results that best suits their requirements. However, recently some studies also have indicated that Chinese individuals are gradually becoming adaptable with ambiguity and uncertain risks thus changing their orientation towards uncertainty avoidance (Zeng & Hao, 2016).

Similarly, Pakistan also has high levels of high uncertainty avoidance (Zeng & Hao, 2016; Mohamed, Ali & Tam, 2009; Islam, 2004). Pakistani workers tend to respond in a straight-forward manner when dealing with ambiguous circumstances, by most of them showing high avoidance to uncertainty. Also, the same study by Mohamed, Ali & Tam (2009) revealed that most of the Pakistanis tend to show preference for terminating their jobs, when faced with uncertain situations.

Both Pakistan and China are known to engage in formal relationships with others, they have a systemized way of doing things by keeping records and the individuals belonging to both nationalities tend to resist change and engage in less risky transactions. They do not like to work in uncertain situations and try to avoid such uncertainty by having formal policies, procedures and guidelines in place (Shah & Amjad, 2011).

2.3.8 Managerial Leadership Styles in Pakistan and China

Preserving close ties and coherence, showing humbleness and establishing strong associations are some of the values that are deeply-rooted in Chinese culture (Zeng & Greenfield, 2015) and fit well with the efforts of transformational leader. Studies by Aryee et al. (2012) and Zhang, Cao & Tjosvold (2011) in China found that transformational leadership encourages team synchronization and in turn team performance by motivating teams to adopt a cooperative approach to conflict management.

Participative leadership remained a barrier when managers were working in China. Studies show that Chinese employees prefer cooperative, but not competitive or independent goals and the quality of relationships is maintained and evaluated by the managers based on Guanxi and leader-membership exchange. Research shows that Guanxi can serve as a tool to overcome those barriers and help in development of such leadership all across China and other cultures (Ren & Chadee, 2017; Nie & Lämsä, 2015; Gu, Tang & Jiang, 2015).

The observations from Pakistan, India, China and Turkey showed dominance of paternalistic leadership. The leaders then offer protection, support and care to their followers and in return anticipate loyalty and respect (Yasir & Rasli, 2018; Ahmad, Majid & Zin, 2015). Such a leadership syndicates moral veracity and strong discipline and power equipped with paternal compassion presented in a ‘personalist’ setup, and remains to be predominant in Chinese Foreign Businesses (CFBs). The three constituent rudiments of such a leadership as authoritarianism, compassion and moral governance have been identified and all of these elements continue to play a significant role in contemporary Chinese societies (Farh & Cheng, 2000).

High paternalistic values in China, Pakistan, Turkey, India, and the United States were found as a result of a cross-cultural study (Aycan, 2006). Pakistan ranks high in power distance and in-group collectivism where high paternalistic values dominate. Asymmetrical power relationships encompassed with inequality remain dominant in Pakistan’s culture (Lyon, 2002). As a support to in-group/out-group alignment and cast systems, corruption remains a large part of Pakistani society (Saher et al. 2013; Khilji, 2004). Moreover, transactional leadership has also been observed in middle level management in Pakistani organizations (Zahra, Sarwar & Baig, 2015).

2.4 History of Pak-China Relationship

Pakistan and China's relationship over the years is one embedded with layers of exchanges spread across diverse platforms (Chaziza, 2016). It is a history hard to ignore for many due to its geopolitical and economic potential and has subsequently continued to spark international interest. This multidimensional friendship did not come to fruition overnight. It was a series of developments in regional relations that truly sparked the quest for a bilateral strategic partnership and made China a cornerstone in Pakistan's foreign policy (Javaid & Jahangir, 2015). Today the need for strong economic linkages between the two countries is once again at the forefront of government interest.

In 1950, the journey of mutual cooperation began when Pakistan became the first Muslim and third non-communist country to recognize China. On May 21, 1951, China and Pakistan first established their diplomatic relations (Hameed, 2017). The Sino-Indian war of 1962 made it apparent to the Chinese and the Pakistanis that without strategic cooperation they would suffer at the hands of regional power struggles and ultimately a quick resolution of the unresolved border disputes between the two states was witnessed (Khan, 2006). In 1963, this realization became more evident as the first formal trade agreement was signed between the two countries which also helped end China's isolation from the Muslim world (Javaid & Javaid, 2016).

During the 1965 Indo-Pak conflict, the public truly began to view China as an "all-weather friend" as the possibility of China intervening on Pakistan's behalf became a widely celebrated stance (Small, 2015). After 1971's war with India, the government at Beijing extended its helping hand by enhancing Pakistan's military capabilities and by supporting its nuclear ambitions (Javaid & Jahangir, 2015).

The Soviet-Afghan war of 1979 saw Pakistan at the heart of a proxy war spearheaded by the Americans in hopes of neutralizing USSR's threat. China was notably against aligning itself with either of the world's superpowers. This reluctance was evidently due to the significant ideological rift in Sino-Soviet relations which had been brewing over the years leading up to this invasion. However, China did intervene in the regional affairs by increasing its focus on military cooperation with Pakistan and USA through sponsoring of the Afghan insurgents battling the Soviet occupation (Huasheng, 2016). After the withdrawal of Soviet forces in 1989, the regional strategic dynamics shifted once again and Pakistan found itself under US sanctions throughout

the 1990s. China remained steadfast in its commitment towards Pakistan in this tough political climate when nuclear proliferation was a major US and Indian concern (Kataria & Naveed, 2014).

In April of 2005, both countries signed the historic Treaty of Friendship, Cooperation and Good Neighborly Relations and also went on to sign twenty one agreements to stimulate close trade and economic ties (Javaid & Jahangir, 2015). Both the countries also signed the Free Trade Agreement in July 2007 causing the bilateral trade volume to surge to 14 billion US dollars in 2013 making China Pakistan's biggest trade partner (Kataria & Naveed, 2014). Pakistan holds the potential to be a hub for economic activity between China, Central Asia and South Asia especially with the completion of Gwadar Port which will promise the region with quicker and cheaper access to sea routes to the Indian Ocean (Siddique, 2019).

The year 2015 proved to be a historic year for Pakistan's economy as China's President Xi Jinping visited Pakistan announcing China's plan to invest 46 billion US dollars in Pakistan's transport and energy infrastructure, including the construction of the CPEC which would connect Kashgar in China's Xinjiang region with Gwadar Port in Baluchistan over the following 15 years (Boni, 2019; Ramay, 2016). Moving forward, China truly envisions Pakistan as a gateway to transition from a regional East Asian power to a global one (Ali, Gang & Raza, 2016).

Projects such as the upgrading of Karakorum Highway, Thar coal mining, upgrading of Pakistan Railways and Power Generation Plans are under way. In an historical event that made CPEC look like a reality at last for many, the first Chinese ship docked at Gwadar Port on October 16, 2016 (Rehman & Ahmed, 2016). To strengthen economic activities at Gwadar the President of Pakistan also announced five new developmental projects including the construction of two dams and a university (Fallon, 2015).

These recent shifts in economic relations have made our study especially relevant for the times to come that will undoubtedly bring greater Chinese assistance to Pakistan.

2.5 Summary

This chapter has highlighted two major underpinning theories of cross-cultural HRM; cultural self-representation theory and social identity theory. Through that perspective, the literature has been taken forward to shed light on the recent trends of HRM practices in China and Pakistan

respectively. In addition, some similarities and differences that are prevailing in the existing Pak-China culture in terms of GLOBE cultural dimensions of Performance orientation, Future Orientation, Power distance, In-group and Institutional Collectivism, Uncertainty Avoidance, Assertiveness and Gender Egalitarianism along with the differences in the leadership styles have also been highlighted in this chapter. The research has found that Pakistan and China both are quite high on the dimensions of power distance and uncertainty avoidance. Individuals belonging to both countries tend to keep distance from their superiors and accept their decisions with less interrogation. Moreover, both nations' individuals have also shown a preference for having fixed guidelines to carry out their work practices effectively. However, the trend is recently changing and Pakistanis have managed to encourage social interaction with their employers. Both China and Pakistan have exhibited deeply rooted collectivism in their culture and respect for elderly. The research has also highlighted some differences in the Sino-Pak culture in terms of their future orientation. Chinese have exhibited a long-term approach in comparison with Pakistanis who have a more short-term oriented approach in terms of their targets and goals. Moreover, China has exhibited more of a participative leadership style while Pakistani managers tend to observe paternalistic leadership. Also, Chinese believe in a thorough, direct and assertive communication style in contrast to Pakistanis who can easily communicate in an indirect manner as well.

2.6 Conceptual Framework of the Study

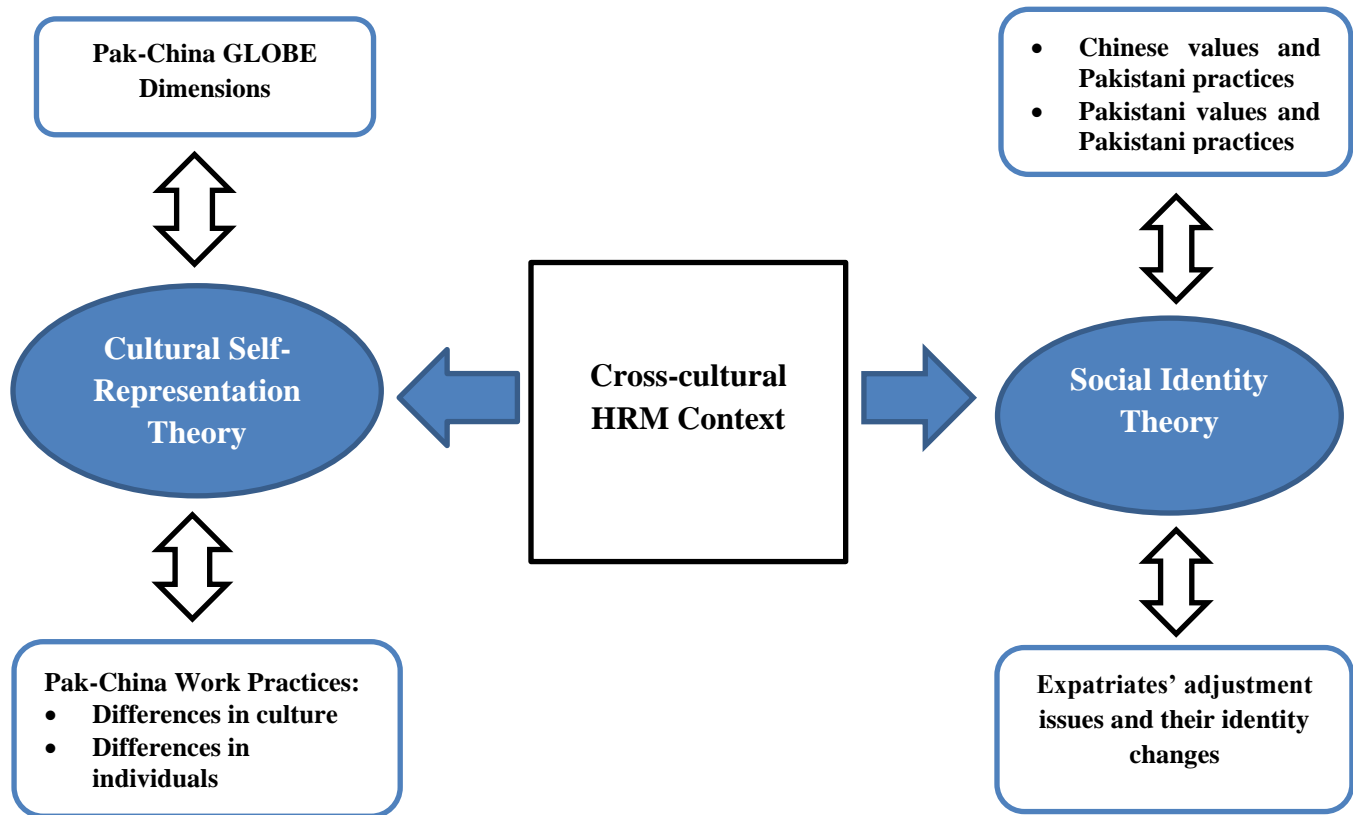


Figure 1: Conceptual Framework of the Study

3. Methodology

The purpose of this chapter is to present the research method employed in this study along with their justification and relevance according to the research questions and objectives. Following are the research objectives of the study as formulated previously in the first chapter:

1. To understand the perceptions of Chinese managers regarding the similarities and differences in Pakistani and Chinese work related practices.
2. To understand the perceptions of Chinese managers regarding the similarities and differences in GLOBE cultural dimensions of Performance Orientation, Power Distance, Uncertainty Avoidance, Future Orientation, Institutional Collectivism, In-group Collectivism, Gender Egalitarianism and Assertiveness.
3. To understand the complex challenges faced by Chinese managers in Pakistan to fulfill any practice-value gaps perceived between Pak-China value set and work practices in Pakistan and to understand why these exist.

These research objectives are formulated in the light of following research questions:

1. Which are the similarities and differences that exist between Pak-China work related practices and how these practices are similar or different according to the perspective of Chinese managers?
2. Which are the similarities and differences that exist between Pak-China GLOBE cultural dimensions and how these dimensions are similar or different according to the perspective of Chinese managers?
3. Which are the challenges faced by Chinese managers while reducing the practice-value gaps between Pak-China value set and Pakistani work practices and why do these gaps exist?

The chapter has been divided into various sections; research philosophy, research design, data collection tools and procedure, sample and sampling techniques, analytical intent and ethical considerations of the research. The research will be carried out using a qualitative approach with semi-structured interviews. Following sections explain the qualitative approach of this study in great detail.

3.1 Research Philosophy

The research will take on a subjectivist ontological stance and will analyze the views of the participants regarding how they construe the experiences of their environs and give meanings to the actions that they take (Walker, 2015; Saunders, Lewis & Thornhill, 2009). The data for the study will be collected in depth to achieve the objectives of the study as mentioned above using themes and sub-themes (Graneheim, Lindgren & Lundman, 2017). This also means that whatever the study will reveal in its findings, it will all be interpreted from the responses of the participants of the study who act as social actors to give meaning to this particular social phenomenon (McCoy, 2017). For instance, this study analyzes the meanings behind the opinions of Chinese individuals' who act as social actors, regarding Pakistani workforce and work practices using the GLOBE cultural lens. However, the objectivist philosophy on the other hand, deals with any social phenomenon that is generated without any influence of social actors.

The study has formulated its conceptual framework keeping the cultural self-representation theory and social identity theory as a basis, thus giving this study an interpretative epistemological stance (Hlady-Rispal & Jouison-Laffitte, 2014). This interpretative stance only deals with qualitative research and the methods used for it are that of open ended interview questions which generate meanings to describe one phenomenon (Vogl, Schmidt & Zartler, 2019). One cannot let go of the personal values of the participants, context, environment and the setting when conducting with a qualitative study (Visser, 2017). In this philosophy, the researcher directly gets involved with the participants while collecting data.

3.2 Research Design

The design of this research study as mentioned above will follow a qualitative approach that describes the relationship between the data collected and the observations that have been previously established based on some concrete calculations (Hennink, Hutter & Bailey, 2020). Researchers often make use of qualitative research design in order to answer as to 'why' a particular phenomenon exists and 'what' opinions participants have about it (Almalki, 2016). Since, the purpose of the study is to explore the perceptions of Chinese expatriates in Pakistan and no prior hypotheses has been formulated based on any observations and research studies, the research will use an exploratory method for which a qualitative design is most suitable (Saunders, Lewis & Thornhill, 2009). The advantage of using exploratory qualitative research

design is to make new discoveries with minimal methodological restrictions and to answer research questions in great in-depth detail with answers to whys and hows of the research objectives (Spillman, 2014).

Moreover, it is important to further divide the research design into a more specific category which is called descriptive research design that allows the researcher to describe a particular phenomenon in great depth by gathering, analyzing and presenting the data collected (Kim, Sefcik & Bradway, 2017; Nassaji, 2015). That is why, through this in-depth research design, the study will gain insights from Chinese managers as to how Pak-China individuals are similar or different in terms of GLOBE cultural dimensions; their work related practices and why do certain practice-value gaps exist between Pak-China value set and Pakistani work practices.

The study will be based on a cross-sectional research design in which the researcher looks at the participants having a key characteristic at one specific point in time (Sedgwick, 2014). This is because of the fact that this research does not take into account the time factor. We are only trying to find out the perceptions of the participants in single point of time and do not want to draw any comparison in their perceptions across time which is mainly the case of longitudinal research design (Spector, 2019). Such participants although sharing the same main characteristic can differ on various factors like, age, location, income levels etc. Participants are grouped together as cohorts based on these differential factors (Asiamah, Mends-Brew & Boison, 2019). Cross-sectional research design can be inexpensive and quite fast; it allows the use of different variables and paves way for future studies as well (Baba, Mefoh & Ali, 2020; Connelly, 2016; Watson, 2015), that is why the study opts for a cross-sectional design.

3.3 Data Collection Tools and Procedure

The data collection will be done through semi-structured interviews from the relevant participants of the study, thus highlighting their perceptions and experiences. This can be accomplished through detailed data collection, thus semi-structured interviews are chosen as a relevant data collection tool (Husband, 2020; Evans & Lewis, 2018; Kallio et al. 2016). Since, this is a qualitative study; the use of structured interviews is not suitable as it would have required a lot of planning and validation of specific questions to be asked from the participants (Nolan, Dalal & Carter, 2020). Secondly, participants will not be able to answer freely to the questions asked, which is basically what the study requires in order to gain an in-depth idea of

their perceptions. Moreover, unstructured interviews are also not feasible due to the fact that the results obtained through this will produce large texts, which consequently would be difficult to analyze (Chauhan, 2019; Kausel, Culbertson & Madrid, 2016). Unstructured interviews are time consuming often requiring a skilled interviewer to extract the relevant information. In addition, participants might get off the track while answering the questions since the themes are not defined in an unstructured interview guide as they lack reliability and precision (Blackman, 2002).

Semi-structured interviews will be chosen as the relevant data collection instrument to promote an interactive way of collecting data (Saunders, Lewis & Thornhill, 2009). Interviews are supposed to guide further as to whether the data that has been collected in the past for literature review validates the responses from the participants or not. The coding of data collected through interviews can serve as a benchmark to check as to whether same themes have been highlighted through literature review or not. Moreover, interviews can also take a follow up approach which facilitates the data collection in future (Newcomer, Hatry & Wholey, 2015).

Another tool of obtaining qualitative data is that of focus groups but that was not considered as a suitable tool because focus groups, although as they are less time taking than the individual interviews, can be quite impersonal in which personal revelations of individual participants are not highlighted (Then, Rankin & Ali, 2014) and given the objectives of this research study, it is very important to disclose as to what Chinese expatriates perceive individually regarding their Pakistani peers. Also, focus groups are difficult to control because when a group of people having similar characteristics gather together, the topic of conversation can get lost during useless diversions and it can get quite difficult for the moderator to control the situation in case the participants are quite expressive of their own respective opinions (Stewart & Shamdasani, 2014). Moreover, focus groups can also have some dominant participants who tend to listen less to others and are more vocal of their own thoughts and in this way not all participants can get an equal opportunity to share insights. These dominating participants can often influence other people to change their opinion from their initial reactions thus rendering the data to be based on biased judgments. And lastly, the selection of people for focus groups might not truly represent the larger population so it can get difficult to assume that the opinions gathered are according to the past patterns or not (Carey & Asbury, 2016).

Observations are considered as the least desired tool for qualitative studies as they cannot be used to study opinions, attitudes, perceptions and expectations of people (Queirós, Faria & Almeida, 2017). A complete answer to a particular phenomenon cannot be extracted alone from the use of observations only, therefore semi-structured interviews are considered to be the most reliable, direct, personal and in-depth method to obtain relevant information from the respondents (Takyi, 2015).

Thus, a semi-structured interview guide was formulated, including themes and sub-themes, which were designed in accordance to the past literature that was collected and the objectives of the study. Initially, Chinese managers were asked about their general working experience in Pakistan and the overall tenure of their experience in Pakistan. The guide also covered the questions on, leadership styles, values and beliefs, identity changes, adjustment related issues, corporate management and Chinese business values like Guanxi etc. Later, the interview guide covered questions on specific GLOBE cultural dimensions and Chinese managers were asked as to how Pak-China individuals differ on these dimensions. Lastly, Chinese managers were asked regarding the practice-value gaps they have observed between Pak-China value set and the work practices they have observed in Pakistan. Prior to final data collection, some pilot interviews were also conducted from Chinese managers in order to understand the general category of the questions and themes that should be included in the final interview guide and to test the estimate duration for each interview.

Some of the questions mentioned in the final interview guide included; *“Explain your overall journey of adjusting in Pakistan?”*, *“How would you generally describe Pakistanis at workplace in relation to Chinese individuals?”*, *“Have you observed any differences in locals and expatriate employees in any dimension for example their preference for having detailed policy and procedures?”* and *“Do Pakistanis and Chinese believe in achieving instant outcomes? Is it the same for both countries? If so, Why? If not, then why not?”* etc. Refer to Appendix A for the detailed version of interview guide for Chinese expatriates. The interviews from Chinese managers were conducted in their respective cabins or conference rooms of their corporate offices. The interviews were conducted in a way that their daily routine work was not disrupted and were conducted only when they were available and were free from their office work. The duration of the each interview lied between the range of 25 and 40 minutes. Voice recorder on

cellphone was used for data collection and some additional notes were also taken, if managers were not comfortable sharing their opinion on record. These voice recordings were then transferred to a password-protected laptop for the purpose of convenient data transcription and data confidentiality.

3.4 Sample and Sampling Techniques

The data was collected from the Chinese organizations currently operating in various sectors of Pakistan. For convenience, the organizations that were approached for the purpose of data collection were based in Islamabad and Rawalpindi. The relevant pre-research for Chinese organizations in Pakistan revealed that there are currently 83 Chinese corporations operating in different sectors of Pakistan. This information has been taken from the Pak-China Joint Chamber of Commerce and Industry (PCCCI) website. Refer to Appendix B for a complete list of Chinese companies operating in Pakistan as per PCCCI. Some of these companies that were currently in operation in Islamabad and Rawalpindi were contacted for data collection purpose. Table 3.1 shows the list of companies which explicitly gave their willingness and consent for the data collection of this research study.

Table 1: List of Chinese Companies Approached for Data Collection

Organization 1 (O1)	Telecommunications
Organization 2 (O2)	Telecommunication Equipment
Organization 3 (O3)	Petroleum
Organization 4 (O4)	Biotechnology
Organization 5 (O5)	Oil and Gas Services
Organization 6 (O6)	Truck Manufacturer

These selected organizations showed willingness and consent to participate in the data collection process and were informed beforehand that the Chinese managers working in their organization were required as participants for the purpose of data collection. Moreover, convenience sampling was used for the study as it grants ease of participants' availability, also it saves time and resources used for data collection (Emerson, 2015).

HR departments of the companies were first approached to gain access to these organizations in order to get data from the total sample size that was desired. The sample size included 16 Chinese managers. Table 3.2 enumerates information of participants of the study, their

organizations, their designations, their gender, and their total experience in Pakistan. The reason why Chinese managers were chosen as relevant participants of the study and not employees was because expatriates who came to Pakistan from China were mostly managers and came at a senior position mainly having supervisory and support roles. They had a clearer vision of their company as compared to Chinese employees and provided much better insights regarding their Pakistani peers. Mid-senior level of managers was approached for this study to gain diversity in the responses gathered. It is important to mention here that these Chinese managers had at least 1 year of working experience in Pakistan and this was important so that relevant data in terms of experience could have been gathered from them which showed the true representation of their perceptions during their stay in Pakistan.

Table 2: Information of Participants

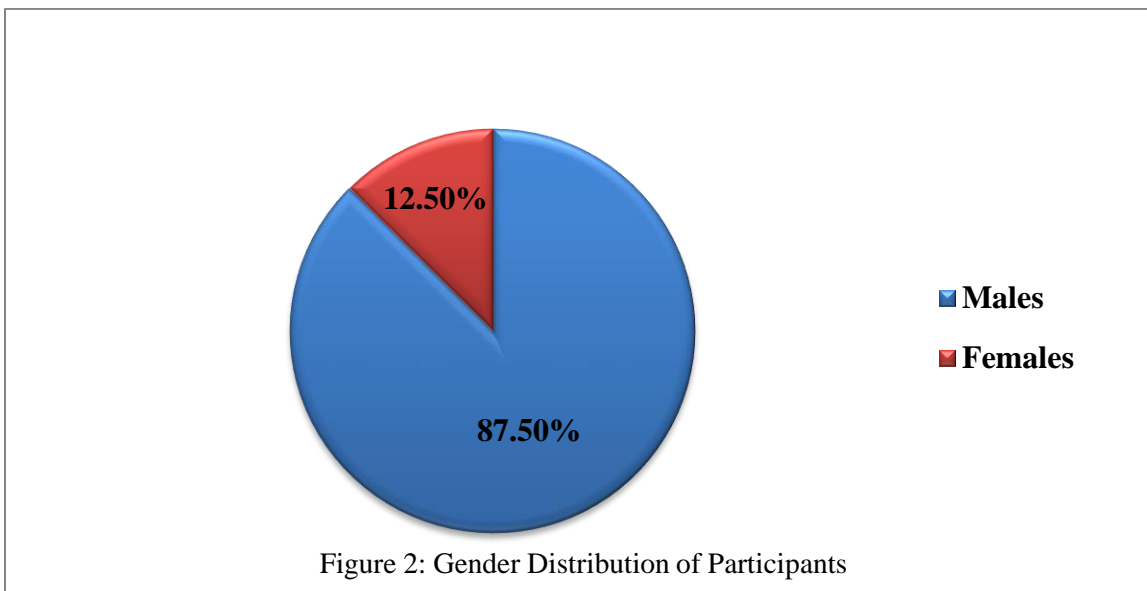
P No.	Gender	Organization	Designation	Experience in Pakistan
P1	M	O1	Project Manager	6 yrs.
P2	M	O1	Project Manager	4.5 yrs.
P3	M	O1	Project Manager	5 yrs.
P4	F	O2	Senior Program Analyst	9 yrs.
P5	M	O2	Program Analyst	8 yrs.
P6	M	O2	Service Manager	6 yrs.
P7	M	O3	Country Manager	5 yrs.
P8	M	O3	Sales Manager	5 yrs.
P9	M	O4	Branch Manager	4 yrs.
P10	M	O4	Project Controller	3 yrs.
P11	F	O5	Senior Recruitment Officer	5 yrs.
P12	M	O5	General Manager Sales	4.5 yrs.
P13	M	O5	Senior Supervisor	3 yrs.
P14	M	O5	Project Manager	7 yrs.
P15	M	O6	Project director	11 yrs.
P16	M	O6	Supervisor - Support	2 yrs.

The total transcribed words of the collected data were 45,431. Data collection summary has been presented in Table 3.3.

Table 3: Data Collection Summary

Company	No. of Interviews
O1	03
O2	03
O3	02
O4	02
O5	04
O6	02
Total	16

The sample of the study comprised a total of 16 individuals out of which 2 were females (Figure 4.1). The participants also varied in their length of experience in Pakistan as 75% of the sample had the working experience in Pakistan of more than 4 years while 25% of the sample had the experience of up to 2 to 4 years in Pakistan.



3.5 Analytical Intent

After the process of data collection, the responses from the participants were transcribed and analyzed by categorizing the similar questions based on same dimensions together with putting up their answers. Categories and dimensions acknowledged in the literature review of the study

were used to identify similar patterns in the data of the responses collected. Qualitative analysis software; NVivo 10 was used for the qualitative analysis of the data which has been illustrated in the next chapter of the study. Refer to Appendix C for the complete coding structure formulated after reading all the transcriptions of the data on the basis of which the responses of the participants have been categorized and analyzed.

This coding structure includes main codes and sub-codes and it is incorporated in NVivo 10 along with all the transcriptions of the data and each response for every question of every participant was then coded against its relevant main code and sub-code in the coding structure so that all the similar data regarding one particular dimension could be assembled together. NVivo 10 was used as analysis software because it creates convenience for the researcher in the process of writing up the thematic analysis of the study as when the researcher clicks on a particular main code or sub-code, all the relevant assembled data regarding that code will be displayed. For instance, after reading all the data transcripts, we came to know that many of the Chinese managers faced some adjustment issues after moving to Pakistan, so a main code is added in the coding structure; “expatriates’ adjustment issues in Pakistan”. Chinese managers also gave different reasons as to why they have struggled since coming to Pakistan so based on those specific reasons, some sub-codes are also added, for instance, communication issues, consideration for families and their well-adjusted experience in Pakistan. This is how a coding tree keeps on expanding, that is initially based on a main code which is general in nature and then moving on to specific sub-codes. The codes and sub-codes that are basically part of the coding structure then become the main themes and specific aspects of that main theme in the thematic analysis of the study.

3.6 Ethical Considerations

The data collected from the participants was kept in strict confidence and was only used for research purposes with the prior consent of participants. The participants were pre-informed regarding the data collection procedure so that the relevant gate keepers and access provision parties had some idea regarding the background of researchers to ensure that their data will be kept confidential and will only be used with their assent. For this purpose, a formal consent form has also been designed to formally invite companies to take part in the data collection procedure

and give their official consent. Refer to Appendix D for the attached consent form. The same form was delivered to respective organizations for access, and participants along with the top management were ensured that the working environment will not be disrupted in any way. All the details of researchers and respective research supervisors were provided in the consent form and participants were ensured that the research has been reviewed and cleared by the relevant authority. Their written consent was taken on the consent form to prevent any future conflicts.

4. Analysis

This chapter mainly dealt with comprehensive analysis of the study on the basis of the similarities and differences between the work cultures and work related practices of Chinese and Pakistani employees as perceived by the former. The chapter also presented the adjustment issues of expatriates along with the changes they have experienced in their social identities. Moreover, it also focused on GLOBE cultural dimensions for deeper understanding of the compatibility between the work culture of Pakistan and China. Lastly, owing to the final objective of the study, this chapter elaborated on the practice-value gaps identified by the participants of the study.

4.1 Key Findings

The findings of study were presented in different sections. The first section highlighted the work related perceptions of Chinese managers regarding similarities and differences among Chinese and Pakistanis and in their work culture. The study found out that Chinese managers have shown a great deal of work orientation and are highly professional and punctual in their approach.

The next section presented the difference in work culture of China and Pakistan in terms of leadership style and other aspects like accountability, strictness, competitiveness etc. It was found that Chinese are very much process and result oriented in their approach. Moreover, they also consider themselves to be accountable for the rules and decisions that they make.

The third section gave a detailed analysis by focusing on the similarities and differences among China and Pakistan in terms of GLOBE cultural dimensions; Performance Orientation, Power Distance, Uncertainty Avoidance, In-group Collectivism, Institutional Collectivism, Future Orientation, Gender Egalitarianism and Assertiveness. In terms of Performance Orientation, it was revealed that Chinese have a strong orientation towards fulfilling their KPIs and are very serious about it if compared to Pakistanis. Chinese also believed in getting paid on the basis of performance and hard work. Also, they spent more time in office than Pakistanis as they believed in late sittings. Both Pakistanis and Chinese obeyed their bosses without questioning to exhibit respect which showed a higher degree of Power Distance among both but this is not the only factor which created distance; the communication gap and language barrier also played a significant role in the increased gap between Pakistanis and Chinese managers at workplace.

Chinese also preferred a great reliance on detailed policies and procedures thus putting them at a higher end on Uncertainty Avoidance dimension than Pakistanis. China is known to have a very strong long-term Future Orientation (House et al. 2004) and this particular notion has also been confirmed that Chinese believed in making decisions that are going to benefit them in the coming 5-10 years at least whereas Pakistani followed a more short-term approach. Additionally, in terms of task differentiation Chinese and Pakistanis do not tend to differentiate among men and women but the respective culture do plays a major role in the interaction among males and females in workplace. Both Pakistan and China are known to be collectivist societies but the as per the study it was found out that Chinese work culture is much more focused on team orientation and team effectiveness as compared to the Pakistani culture. Majority of the participants admitted that Chinese had a greater In-group and Institutional collectivism. On the other hand, Pakistanis were found to have a high In-group collectivism orientation but somewhat medium in Institutional collectivism orientation. In terms of Assertiveness, the degree of responses was quite varied and mainly was analyzed in terms of individual and situational factors.

The last section concluded the analysis of the study by highlighting the practice-value gaps among Chinese values and the practices their employees carried out in Pakistan. It was found that majorly there exists a larger gap in Chinese values versus Pakistani practices in Chinese companies as compared to Pakistani values versus Pakistani practices. Some suggestions as per given by Chinese individuals are also added to reduce these practice-value gaps and build healthy and harmonious working ties among them.

The detailed analysis carried out below is divided into the following sections:

- Similarities and differences between Pakistanis and Chinese individuals in terms of work related practices.
- Similarities and differences between Pakistani and Chinese work culture in terms of work related practices.
- Expatriates' adjustment issues and their social identity changes.
- Using GLOBE cultural dimensions for in-depth understanding of the compatibility of Chinese and Pakistani work culture.

- Practice-value gaps in terms of Chinese value set vs. Pakistani work practices and Pakistani value set vs. Pakistani work practices.

The coding reference at the end of each quotation has also been mentioned which is based on the number assigned to the Chinese manager and his/her work experience in Pakistan. For example, P14-7 means that the number assigned to the manager is 14 whose working experience in Pakistan is of 7 years.

4.2 Similarities & Differences in Work Related Practices

4.2.1 Similarities & Differences in Individuals

This section presented the detailed differences among Chinese and Pakistani individuals observed in terms of their work-related values and an understanding of how Chinese perceive their Pakistani employees with respect to work orientation, hard work and priority given to work versus social life.

According to the data collected through interviews, both Chinese and Pakistanis were perceived to be *hard working and focused*. Chinese managers held the opinion that the Chinese exceeded Pakistanis in a few values which included sheer dedication and commitment, going point by point through the policies and tasks, and prioritizing work. They commented that the Pakistanis were smart workers while Chinese were found out to be hard workers; they also considered themselves being hard working to an extent that they could be called workaholics. When it came to being workaholics, Chinese managers revealed that they usually worked from home for hours while Pakistanis consumed this time for family. Secondly, interviews also revealed that the top management usually consisted of Chinese individuals who were responsible for constructing the projects; hence they had to be more thorough and efficient and had more liability. As illustrated by one of the respondents:

“Two months ago I guess, me and my team were working on a project which required many man hours to get it finished so I remember that my team sat in the office till 5 in the morning but Pakistanis they leave early because they are always like we have to go and do this and that ... where there is work, we are always available and even one apple is enough to get us going throughout the day.” (P8-5)

Participants of the study further revealed that Chinese were regarded as more *professional* and this difference came because Chinese were proactive while they assumed that Pakistanis were reactive in their approach. Chinese individuals were regarded as maintaining a positive and professional outlook which they believed was admired by Pakistanis. It was highlighted from the interviews that Chinese were continuously trying to improve their work methods. Chinese had crucial criteria for satisfaction and put their best efforts to work to achieve it. Chinese managers also revealed that Pakistanis themselves had admitted that they needed to adopt the Chinese way of planning and outlook to preserve a better future for the organization. One Chinese manager shared his experience by mentioning the following incident:

“In our daily routine, I have observed my Pakistani coworkers spending their time having personal discussions with others rather than focusing on their work and many of us only come to office and work, we do not get time to have other discussions. I once asked one Pakistani guy, how do they maintain these friendships at work place and what about distractions? As we don’t like to be distracted while working, he said that networking is important to be in good books of bosses. Simple. This was a huge difference in our approach.” (P4-9)

When it came to *punctuality*, almost all Chinese managers agreed in their interviews that they were more punctual than Pakistanis. They would arrive to the office at exactly 9 am, not even a minute late and would usually go back late in the evening. They also mentioned that Chinese had set standards and discipline which was why they highly regarded punctuality. It was not only the time that Chinese were punctual about but the tasks as well. Data revealed that Chinese were strict with timelines, and they usually chalked out project deliverables and abode by it hence completing the work before or on time. Regarding this, one of the managers exemplified:

“We are more punctual. I guess it’s because of our brought up. Punctuality and hard work are instilled in us I guess as key values since childhood. Pakistanis are somehow brought up with extra love and affection from their families and are not used to getting up early etc. I guess.” (P9-4)

Respondents of the study also explained that one of the main reasons of Chinese being more focused on work and *spending more time in the office* as compared to Pakistanis was that they had no social pressure from families and relatives while Pakistanis had to balance their work and

family life. Chinese managers also said that since they did not have their families in Pakistan due to which they spent most of their time in office doing the work. Some of the Chinese expatriates even felt that they expected Pakistanis to put as much efforts as themselves irrespective of having a social life, which increased Pakistanis' level of stress at work and home and they could not pay less attention to both. Chinese managers revealed in their responses that they would do late sittings and would appreciate if Pakistanis did the same but according to them; most of the Pakistanis left office on time.

“We stay late definitely at least most of the days I presume ... We do not have any families here so definitely we spend more time with work and that becomes our greater preference and there is no entertainment for us in comparison to Pakistanis so we have a higher preference towards work. Often we see they leave on time saying they have to go and spend time with their kids like going to movies etc. or on picnics so yeah.” (P3-5)

4.2.2 Similarities & Differences in Work Culture

This section presented the similarities and differences observed between Chinese and Pakistani work related practices in terms of different notions such as; result orientation, strictness, competitiveness and decision making. The similarities and differences are highlighted as per the perceptions of Chinese managers. This section also highlighted the key ideas that distinguish a Chinese work culture from a Pakistani work culture.

The Chinese managers in their interviews repeatedly commented that they were more *result-focused* as compared to Pakistanis. According to them, Chinese were more absorbed in the achievement of output and results. They shared their thoughts by saying that they had sheer dedication towards work and until the result was achieved, they were in a constant state of fulfilling their goals. They also characterized this as the part of their culture. They also revealed that Chinese organizational culture was more result oriented. They believed that they kept a strong follow up and kept pushing the Pakistanis until the result was delivered to them. As shared in one of the experiences:

“Discussing the supervisors, there is a great deal of contrast. The attempt of all Chinese directors is towards work completion ... for example if I want to take a break, or in some cases if

asked for extension of the date, Chinese managers will have a frown on their face; break is still acceptable for them, but extension we never give.” (P12-4.5)

Furthermore, data from the interviews disclosed that Chinese managers were *stricter* in terms of work, punctuality and timings as compared to Pakistanis. They were particular about these things and would penalize the employees who under delivered on these. Chinese managers mentioned that they would not show any leniency to any employee and kept a strict supervisor-subordinate relationship for the sake of work. In comparison, according to the perceptions of Chinese managers, Pakistani managers showed leniency towards their employees. According to them, employees would receive a warning from their Pakistani managers, instead of getting penalized. During the interviews, Chinese managers mentioned that they are more rigid in their work timeline and they wanted the work to be done their way. They had no room for mistakes and no loopholes could be accommodated. For instance, as highlighted:

“Right now I am in audit department, and if I highlight any case ... Chinese managers penalize the employee regardless that this is a risky area or not because in Chinese culture we say that if you did a mistake, you must be penalized.” (P15-11)

When it came to the *competitiveness* of organizational culture, Chinese managers mentioned that their organizational culture was more competitive, and they had a long-term focus. They took everything seriously as they went all the way in for productivity and efficiency. Chinese managers felt that Pakistanis need to work harder to survive in the organization. Chinese highlighted in their interviews that there was a fifty years gap between the two as Chinese were far more technologically advanced. They also indicated that they did not make impulsive decisions and they made sure that they had the correct facts and figures and waited for their superior's advice before continuing with any idea. The scrutiny of process and result orientation by the Chinese as mentioned above confirms the Chinese organizational culture being more competitive. Participants of the study also mentioned that Pakistanis on the other hand usually exhibited an inclination towards a lenient organizational culture. However, Chinese focused on the long-term, and were not de-motivated by short-term setbacks.

“The thing that highlights Chinese in all over the world is that we are very much committed to work. We work almost 24 hours a day, unlike Pakistanis and other nationalities

where they work 8 hours a day and rest for 16 hours. So they work like this; but in our organization we have made 3 shifts for 8 hours each like we do not want work to stop. So that is why we have overcome Pakistan by working fast and pursuing quality.” (P10-3)

In addition, according to responses collected, both Pakistani and Chinese managers involved employees in the *decision making* process to some extent. Chinese managers commented that the plans were made by the top management but the employee input was taken into consideration for the implementation of the plan. In this way, employees felt regarded and involved. Most of the interviewees were of the view that because the company’s top management was mostly Chinese, Pakistani employees specifically had little role in the decision making. Another aspect of responses also contributed to the idea that the employee involvement in decision making varied from person to person; some of the Chinese and Pakistanis did not involve their employees too much as the absolute power was with the management but the according to the respondents, employees wanted to get included in decisions as it gave them a sense of involvement and wellbeing. As highlighted by one of the respondents:

“The Chinese include employees to some extent, not too much. The Pakistanis also include employees in decision making in terms of suggestions but at the end the decision making power lies with the top management.” (P5-8)

4.3 Expatriates Adjustment Issues and Social Identity Changes

This section presented the adjustment related issues faced by Chinese while adjusting in the Pakistani society and the changes in their social identities after relocating to Pakistan.

4.3.1 Expatriate Adjustment Issues in the Pakistani Society

Most of the Chinese managers working with Pakistani employees felt that they have *adjusted well* to Pakistani work culture as it was easy and they were accustomed to working in the similar work culture in China. Almost all of them regarded the working conditions as excellent while they referred to Pakistani management as supportive and helpful. They also felt that the Pakistani society helped them further flourish their expertise owing to their openhearted and welcoming values. Some of the experiences as shared by Chinese managers are mentioned below:

“It has been a great experience so far. The fellow employees and the senior management are very cooperative alongside great working environment. Working in Pakistan has helped me

develop skills and technological expertise. I can assure this is the experience I will never be able to forget.” (P1-6)

“My experience has been great. Pakistan is a developing country with a lot of opportunities sprouting up every day for the working class. I like how the Pakistanis tend to develop connections and friendships so easily even in a professional set up. The Pakistani workers will always call you Sir or Sahab. This, I believe, establishes a more comfortable working environment and better interaction between colleagues.” (P3-5)

However, a strong *communication gap* and its outlaying effects on the workers of both nationalities were also discussed by Chinese managers in their interviews. According to them, this alleged gap is regarded as one of the strongest form of obstacle, when lack of coordination of both nationals is viewed. They mentioned that they had difficulty working with Pakistani employees due to an obvious language barrier. Nevertheless, they explicitly stated that they overcame this barrier either by learning English or by having some assistance from an interpreter. Chinese expatriates also mentioned that they had to change their deliverance style while communicating with their Pakistani subordinates by improvising their accent and pronunciation.

“There remain some communication gaps because when the Chinese they say anything, in response if there are too many questions asked by the Pakistanis then it gets difficult for the Chinese to facilitate them with proper answers. They take time.” (P16-2)

Some of the expatriates also mentioned during the interviews that they missed their *families and friends*. A lot of them regarded Pakistan as a beautiful country and said that they wanted to visit various places but could not find time due to an eventful schedule. Conversely, as per some of the Chinese participants, the adjustment issues like these for expatriates were inevitable. For instance, a Chinese manager shared his experience as:

“My experience in Pakistan, well one thing is clear that I miss China. Not because I don't like Pakistan but I am more used to my people, my working environment and culture. Although it has been many years in Pakistan but for me it seems like only 2 years. Pakistanis are quite different. The country overall I can't say much about it, but this city Islamabad, I like it here. The

subordinates I had in China, I treated them differently and here my subordinates are Pakistani, I have to treat them differently.” (P2-4.5)

4.3.2 Expatriates Social Identity Changes

Chinese managers revealed in their interviews that they underwent through some changes in their identities, mainly in the form of changes in their values, perceptions, beliefs and attitudes after relocating to Pakistan. These changes were reflected in terms of four categories; perception of group, attraction to group, interdependent beliefs and depersonalization (Jackson & Smith, 1999).

4.3.2.1 Perception of Group

Most of the Chinese respondents in their interviews mentioned Pakistanis as being friendly and cooperative and they wanted to instill these qualities into themselves. They viewed Pakistanis as very helpful and selfless in nature and they viewed it very positively as according to them many Chinese mostly kept to themselves and were not that friendly. This showed a positive change in their beliefs. Most of participants were of the opinion that with time they have increased their social interaction with others seeing the way Pakistanis interact with each other.

4.3.2.2 Attraction to Group

During the data collection, Chinese managers mentioned that after years of living here in Pakistan, they found Pakistani society very attractive which helped them develop changes in themselves over the time. Due to their increased interaction with Pakistanis both at workplace and outside workplace, they were able to maintain good friendships with them and their families by going out on trips to northern areas and dining out with them. This positive attraction of Chinese with Pakistanis resulted in their well-adjusted experience in Pakistani society.

4.3.2.3 Interdependent Beliefs

Data from the interviews revealed that Pakistanis and Chinese had some obvious religious differences and Chinese seldom discussed Pakistanis personal beliefs as they considered it to be very sensitive topic since it was personal. In addition, as mentioned above, Chinese culture is characterized by its hardworking individuals and according to them Pakistanis are not so much prone to hard work so this was one example where their beliefs differed with one another. But in

some places both the nations were in agreement regarding some of the beliefs, for instance, the collectivist nature of both the nations and the value they attach to close family ties showed some interdependency with Pakistanis in their beliefs.

4.3.2.4 Depersonalization

Depersonalization occurs when individuals feel change in their work habits and beliefs (Jackson & Smith, 1999). Many of the Chinese mentioned that their habits have changed in a way that they have started having breakfasts and tea with their Pakistani colleagues. Moreover, they mentioned that they have started having informal discussions with others during their work which they did not used to do previously, so these all reflect change in their work habits without conscious realization that their identities are changing. However, change in their values and beliefs was not that evident through interviews as compared to the change in their work habits because according to them value set is something which is deeply inculcated in them since the beginning and it was not easy for them to break no matter where they lived. Nevertheless, some changes in their personalities were reflected, for example; being more open to people, being selfless etc.

4.4 Similarities & Differences in GLOBE Cultural Dimensions

In this section the cultural dimensions of GLOBE have been used to highlight the differences between Pakistani and Chinese employees. These cultural dimensions have been used by researchers in the past to try and make sense of the cultural fabric in both countries. We used the cultural dimensions of Performance Orientation, Power Distance, Uncertainty Avoidance, Future Orientation, Gender Egalitarianism, In-group and Institutional collectivism and Assertiveness to compare the two cultures.

4.4.1 Performance Orientation

To explore this dimension, participants were asked about the degree of commitment shown towards fulfillment of KPIs, amount of time spent in the office and the structuring of pay with respect to performance. China and Pakistan both have a medium to relatively high score in performance orientation (House et al. 2004; Nadeem, 2010).

With reference to *performance at work*, most of the Chinese managers interviewed held the belief that both the Chinese and Pakistani employees were focused on meeting deadlines and

fulfilling their KPIs but Chinese were more dedicated to their work due to their workaholic nature. Some Chinese managers also believed that since Chinese held many of the managerial positions, they experienced a greater sense of belongingness to the company and as a result, felt more dedicated towards task completion. According to the data collected, Chinese expatriates were specifically travelling to Pakistan for their work assignments and this meant that they had a sharper focus on work related tasks and had fewer distractions while being away from their home countries. Chinese managers were in consensus that they were much more focused on KPIs and performance at work than their Pakistani colleagues. They complained that their Pakistani counterparts work without feeling passionate about the job at hand and shared the view that they were merely concerned about monetary benefits and nothing more. Another common perspective which was revealed by respondents suggested that both the Chinese and Pakistani employees showed dedication towards the fulfillment of KPIs because it was linked directly with the salary and promotion opportunities in the organizations. This interpretation is supported by the following quote:

“I think there is a difference between how the Chinese employees work and how the Pakistani employees work. Chinese are more dedicated to work while Pakistanis take the work as a load I think. If I ask them to do something in less time, they would panic, they would do it but I can see the stress. But if I tell a Chinese the same thing, they would do it like a habit.” (P6-6)

In all the organizations from which the data was collected from Chinese managers, the emphasis on performance was significantly greater. Many of the Chinese managers were in consensus that *pay was definitely linked with the employee performance and the results produced*. Seniority was regarded as a mere influence on the initial pay structure but after gaining employment performance was the key determinant in defining employees’ pay. The managers felt that the pay structure was mostly fair and highlighted just how structured the pay was under the Chinese management as a strong focus was placed on the fulfillment of KPIs.

In terms of spending more *time in office*, all the respondents were in agreement that the Chinese were far better at it. They showed great respect for time and often arrived at the work place before the allotted time and ended up leaving the office after the official hours were over. Many of the interviewed Chinese managers held the opinion that they preferred late sit-ins in order for

them to complete their work. This was linked with their highly workaholic nature and strong result orientation. As found out during interviews:

“Chinese (spend more time in office), as there are much overtimes performed by the employees than in Pakistan and the working hours are also more than those in Pakistan.” (P11-5)

4.4.2 Power Distance

For this particular dimension, many of the Chinese managers did hold the belief that employees should respect their bosses and should also obey them without questioning their authority. They thought that employees only felt safe questioning their managers’ decisions if they needed help with task completion. In a lot of shared instances from Chinese managers, it was seen as a way of harmonizing the office relationships by obeying the boss without asking any questions. Chinese managers felt that they personally had an authoritative and formal relationship with subordinates and did express the feeling that Pakistani workers were much more hesitant in approaching them as compared to their Pakistani supervisors.

Chinese managers seemed to believe that having a high power distance was a way of maintaining respect for the *hierarchical structure* in their respective organizations. They shared different opinions on why obeying the boss was crucial without holding any expectations of having a share in authority. Chinese managers felt that obeying their bosses without asking any questions was at times imperative simply because that was how things were always done. These employees believed that their culture demanded that they respect their managers and keep a distance from them as it was the expected norm. Some of the Chinese managers were also found to believe that Pakistanis were better at having social interactions with their managers and knew how to maintain much healthier work relationships as compared to the themselves as they believed that Chinese had a ‘strictly business’ way of handling work relationships and thus they ended up keeping a distance from the boss as a sign of ‘professionalism’. This notion is supported through following reference:

“In terms of social interaction and maintaining healthy work relationships, Pakistanis tend to interact more with their bosses but Chinese in this aspect like to keep distance from their bosses.” (P7-5)

In the interactions with the Chinese management, *language* was found to play a crucial role for most individuals. As expected, the difference in their native languages created a *communication gap* that seemed to hinder the relationship between the employee and his manager and ultimately widen the gap between the two. According to the Chinese managers who were interviewed, in many cases, language barrier heightened the power distance between employees and their Chinese management and Chinese managers felt they would have been closer to their employees and would have had less distance among them if they had shared the same language. This communication gap was often at times creating an awkward gap between the Chinese and Pakistani members of the work force. As mentioned by some Chinese managers, both Pakistani and Chinese individuals got affected by this language barrier and experienced the heightening power distance amongst them in their workplace but it was crucial for Chinese management to reduce this communication gap for better functionality as they were the ones holding most of the managerial positions in these Chinese organizations.

“Pakistanis feel more open towards Pakistani management. They can speak in Urdu with them and if there is a Pathan then he would speak to him in Pashto without any issues. The major barrier between them and us is the language that we speak. So I think the message is not communicated in an appropriate and friendly way.” (P13-3)

4.4.3 Uncertainty Avoidance

In most of the instances, Chinese managers believed that they had a stronger preference for detailed policies and procedures to avoid uncertainty in the workplace as compared to Pakistanis. Chinese managers thought that Pakistanis had less preference for detailed guidelines as they wanted a less formal work place and having too many strict policies in place made the working environment tense. On the other hand, Chinese managers believed that they preferred having a lot of standardized rules but believed there was no difference among Chinese and Pakistanis in terms of compliance with the rules and procedures.

Through the data collection, it was found that Chinese had a much greater preference for having *detailed policies and procedures*. Chinese loved discussing standard operating procedures whenever they were confronted with a task. One such Chinese manager even went on to say that their guidelines were like Bible to them. This showed how deeply they relied on detailed policies to maintain order and control. As the Chinese held a greater number of managerial positions in

most of the Chinese organizations operating in Pakistan they also had the upper hand in designing the policies and procedures and inevitably set the tone of the company's culture through this process. Whenever deciding on a course of action for any project or task they would prefer going through the set guidelines in order to guide them through the decision making process. The Chinese management was in this way found using the policies and procedures to make their hierarchal control stronger and clearer once again. As illustrated by one of the managers:

“Yes, one major difference that is pretty evident is that Pakistanis would prefer a less stressful environment at work ... where they are not bound to follow any strict rules and regulations which is what I have observed to be negating to the Chinese working system.” (P11-5)

It was believed by Chinese managers that at times Chinese needed more guidelines from the company as compared to the local employees as they were the ones who were operating in a completely new and *unfamiliar working environment* causing them to ultimately rely on policies and procedures as a way to guide them through this uncharted territory. Chinese managers also disclosed during the interviews that they were confronted with a completely new cultural setting and societal norms. This meant that often times they needed written instructions or pictorial cues to guide them in the workplace making their degree of uncertainty avoidance higher. In this way, Chinese employees were using the detailed policies to handle the cultural differences and an unfamiliar working environment.

“The Chinese I think (require more detailed policies and procedures) as the top management here is of Chinese so we want detailed information on the decisions they take and the tasks which will be assigned to avoid any mistake at work and to prevent any misunderstanding.” (P2-4.5)

4.4.4 Future Orientation

Chinese managers in their interviews expressed long term orientation through planning ahead rather than focusing on the short term goals. They admitted that they do not run after immediate gratification. Chinese managers mentioned that they ensured long-term benefits for their businesses rather than expecting instant outcomes which was opposite to the Pakistani way of

doing business where annual targets are the ultimate priority with little regard for sustainability and long-term growth. To maintain this strong future orientation in the work place, Chinese managers emphasized on long-term networks and used an authoritarian style of leadership to keep the employees on track with respect to goal fulfillment so that the long-term success of the firm can be secured.

The *culture* of a country determines the way employees think about the future. Most of the Chinese managers attributed Pakistanis' lack of long-term thinking to their culture and were in agreement that their own Chinese culture fostered long-term thinking not just at the organizational level but also in their personal dealings. Chinese managers helped paint a picture in which Chinese had a far greater tendency to plan ahead than the Pakistanis. They also shared their views on how the Chinese had an eye for long term success and were very methodical and structured in everything that they did. However, some managers believed that Pakistanis' short-term oriented culture was to be expected due to where the country stands in terms of its economy. According to them, Pakistan is still a developing nation where the industrial sector is not as well established as it is in China and most businesses are believed to be in their initial stages where short term goals seem more relevant. This was validated as:

“The Chinese focus more on long-term planning for the company. We base tasks on future prospects. Pakistanis on the other hand in my experience I think focus on short term goals. So the management gives them one task after the other which will lead to make basis for long term goals.” (P3-5)

The future orientation of employees is not only determined by the national culture of one's country but by the *occupational level* of employees as well. Chinese managers were of the opinion that in organizations with centralized management structures and little delegation of authority, it is the norm for senior management to not allow the operational level employees to concern themselves with long-term planning and it is therefore highly uncommon for the executives and subordinates to possess similar ambitions in such circumstances. Chinese managers shared the view that as most of the operational level jobs were that of Pakistanis and the management was greatly Chinese, there was a sharp contrast in who had stronger future orientation. As explained by one of the managers:

“You can say (that the Chinese have stronger future orientation) but again there are so many factors involved. One can be that since we are at senior positions so we are not in operations so if a Pakistani is sitting at a desk on which he is supposed to do an operational task on a daily basis so you cannot expect or you don’t need them to have a long-term vision so that can be a factor but generally you can say so.” (P5-8)

These Chinese managers also explained the reason behind their sharp focus on the future, which was their senior occupational level in their organizations. They explained that as being a part of senior management, it was in their job description to plan ahead and that as they held control over the company, they also had to set the tone for the future.

4.4.5 Gender Egalitarianism

The findings of the study highlighted that Chinese management did not discriminate among males and females in terms of task differentiation. Chinese management is concerned with the fulfillment of the work and allocates task on the basis of skill and not gender. Chinese women also often tend to sit in late as compared to Pakistani women.

A lot of the respondents highlighted the prevalent *culture* in the country as a major influence on male and female interactions in the work place. The comfort level of working with women in a Chinese culture is much more than in a Pakistani culture as identified by the respondents. Many Chinese managers supported that both Pakistani and Chinese were equally comfortable working with both genders and that there was no gender based differentiation in the tasks being assigned to them. However, certain factors were emphasized by the respondents which painted a more complex picture highlighting certain regard given to female employees in Pakistani work culture. According to them, Pakistani females have to look after their families and cannot sit for a longer period of time in office like Chinese female employees. Nature of the work itself was another factor that was identified by Chinese managers. They mentioned that Pakistani females usually worked in HR, CSR and HSE departments and are usually not comfortable working in open field environments with men unlike Chinese females who have no such issue. One of the Chinese managers shared his opinion as:

“Chinese are more comfortable working with females. In Pakistan I think females have difficulty in looking for jobs, right? You can see in our project team of 200 members only 2 are local ladies.” (P15-11)

The Chinese management was perceived to be strictly task oriented and was believed to be equally fair with both genders in light of the majority of the views shared in this area. Chinese managers believed that they gave strict attention to the skill level of individuals during task assignment rather than their respective gender. However, some degree of *gender based task-differentiation* was nonetheless experienced in the organizations which were approached during the course of the research. For instance, a few Chinese managers also explained as how certain jobs could simply be not performed by Pakistani females due to cultural constraints or the need for demanding physical activity on the job such as field work on engineering sites. They voiced the sentiment that such differentiation was to be expected and that it was only fair as in other professions women were deemed more proficient based on their skills and abilities. As illustrated below:

“Apart from certain field related activities there’s no gender disparity. Nobody is discriminating against them, but there are certainly some parts of the field work that naturally a female employee won’t be able to do as efficiently as the male employee. The Chinese management never discriminates otherwise.” (P3-5)

4.4.6 In-group Collectivism

In order to explore the degree of collectivism that Chinese managers showed with respect to their in-groups, they were asked about how dedicated they were towards *team work and team achievements* and whether they and their Pakistani employees were willing to go the extra mile for their respective organizations. Most of the respondents shared the view that team work was an essential part of their day-to-day operations and they were comfortable working in teams. Nonetheless, according to Chinese managers, both Chinese and Pakistani employees did not doubt their ability to put the needs of the team above their own as they shared the belief that without the input of their team members, the fulfillment of work-related goals would not be possible.

Chinese managers further expressed that often at times their tasks were deeply interlinked making it imperative that they cooperate with one another in the achievement of their goals. This meant that the tasks were specifically designed in such a way that without team work their completion would not be possible and thus the employees were left with no choice when it came to working in teams. The only hindrance that Chinese managers seemed to pose in terms of team working was the obvious language barrier. However, Chinese managers also indicated that such communication gaps due to the differences in language and occupation levels did not diminish their commitment towards team work. It was also observed by many Chinese managers that team orientation varied from person to person and had no linkage with the nationality of the manager or employee. As said by one of the respondents:

“In our company if we don’t work as a group we’ll die, since all tasks are integrated. It’s an ERP system, where one person cannot perform all the tasks. So everyone has to work hard and achieve their tasks. It’s not innate but rather in the company’s culture that we have to work hard as a team.” (P4-9)

4.4.7 Institutional Collectivism

The respondents were asked to share their views on who was more likely to go the extra mile for the company and showed a greater sense of loyalty to the organization to gauge the degree of institutional collectivism found in Chinese managers and their Pakistani employees. The data revealed that Chinese showed stronger commitment towards their organizations and according to them, Pakistanis who had higher in-group collectivism, did not have such a connection with their organizations. According to the participants of the study, Pakistanis deemed themselves as more materialistic than Chinese, as they believed they were more likely to be involved in opportunity seeking behavior when it came to their jobs. Pakistanis were more likely to move on to the next job position rather than stay with their current company if it offered better benefits and a higher pay. The respondents shared that Pakistanis were mainly being assigned temporary job positions so they were naturally not as willing to go the extra mile for the company as they could lose their job at any moment as compared to the Chinese employees who held majority of the permanent and executive positions in these Chinese organizations. Additionally, the respondents also mentioned that Chinese worked on building their career in the same organization and did not run after better opportunities in the way that their Pakistani counterparts did. Chinese were

predisposed to showing greater loyalty to the organization because as per the opinion of Chinese managers, working in a Chinese organization made it feel like their own company, and as they also held most of the executive positions they could take pride in having greater ownership. Another reason for this which was observed by Chinese managers was that they were travelling specifically for their work to Pakistan so that is why they had a sharper focus on taking the company to the next level and working harder was easier for them as work was all they had, being away from their home country. The data further revealed that Chinese were also being given added benefits for being transferred to Pakistan and had a permanent job waiting for them back in China in some cases, ultimately making their commitment to the organization much stronger than that of the locals. Following quotation corroborates this notion:

“Guanxi, I think you Pakistanis have it more than us. You would know better. You have family and relations here and you give them more importance, I have also seen Pakistanis at work here making work relationships but at the same time informal relations as well. So that’s why I think you have more focus on relationships and we focus more on work and company success.” (P8-5)

4.4.8 Assertiveness

Many of the respondents interviewed held the view that the situational factors in the organization affected how assertive employees were in their day-to-day dealings. Chinese managers believed that Pakistanis were inherently much better at communicating and socializing than their own Chinese colleagues because according to them, their personalities were shaped in such a manner. In this way their views were divided into two perspectives, namely individual factors and situational factors. They identified these as the two key drivers behind the degree of assertiveness.

4.4.8.1 Individual Factors

Chinese managers believed that Pakistanis exhibited greater assertiveness in their dealings with others as they displayed the ability to easily convince people or their bosses. They thought that Pakistani employees preferred sharing their point of view rather than silently following instructions. On the other hand, Chinese managers then indicated that Chinese employees did not mind following instructions without any discussion and were comfortable avoiding too much

questioning because they had much more humble and obedient personalities. On a contrasting note, some Chinese managers also shared the view that Chinese loved negotiating until they got what they wanted from the interaction. According to the some Chinese managers, this type of behavior was an innate desire that Chinese possessed as they were eager to have the last say in negotiations and wanted to win arguments with their benefit in mind at all times. Moreover, it was also highlighted that Chinese were always looking for concessions and their negotiations therefore felt never-ending at times. One of the managers quoted his experience regarding his fellow Pakistani employees:

“Pakistanis definitely (are more assertive). I have told earlier as well that Chinese sometimes have a communication problem. We try to make you understand our point, and when we fail to do so, we don’t make any extra effort to make you understand. The Pakistanis like to go into the depths of everything and keep on adding the details to it until the other person understands. So yes, Pakistanis. They are actually more expressive than the Chinese as well which makes them better communicators with clear concepts I guess, I don’t know that’s my opinion.” (P9-4)

4.4.8.2 Situational Factors

Chinese managers generally considered Pakistanis to be more assertive. This was inevitable due to certain situational factors that posed a disadvantage for their Chinese colleagues. Participants cited these factors as a lack of know-how about the current Pakistani market position and the colossal language barrier. According to them, Chinese were operating in an unfamiliar business and cultural environment, thus their knowledge was expected to be incomplete and insufficient for creating win-win situations as confidently as the Pakistani employees, who were locals in these organizations. In contrast, some Chinese managers were of the opinion that it is not as difficult for the them to convince people to agree with their viewpoint since they are operating at top managerial positions so that everyone tends to follow what they have to say without a question. In this way their level of seniority, which is once again a situational factor, was used as an explanation for the greater degree of assertiveness amongst the Chinese. For instance, as explained by one of the participants:

“This depends on the situation. There are not any major differences. We are all able to communicate things as our work is very technically intensive so explaining it can be done through visual cues and written details.” (P12-4.5)

4.5 Practice-Value Gaps

Catering to the last objective of the study, Chinese managers were asked about the gaps they had observed between their own values and Pakistani work practices, the kind of challenges they faced in incorporating those values in their Pakistani employees and how these gaps could be reduced by certain initiatives. Moreover, they were also asked to identify the gaps between Pakistani value set and respective practices and the conflicts they faced, considering that Pakistanis followed a different value set.

4.5.1 Gap between Chinese Value Set and Pakistani Work Practices

Many of the participants who were interviewed identified ‘nationality difference’ as one of the reasons the gap existed between Chinese values and Pakistani work practices. They thought that people belonging to two different nationalities can never follow a same set of values, hence the difference existed. They believed that Pakistanis were habitual of following their own working style and that it was difficult for them to adopt or change their style as per Chinese values. Another prominent reason for this was the dominance of Pakistani national culture because of which it was difficult for Pakistanis to adopt a different value set. Moreover, they were of the opinion that Pakistanis by nature are very easy going and relaxed so it is naturally difficult for them to practice something else. Chinese were also of the opinion that since they have the major managerial control, they have set some rules as per their own values that Pakistanis do follow being a part of their company but there are other practices which reflect their personal lifestyle and those are more difficult to incorporate. The major challenge for Chinese was to break the cultural mindset of Pakistanis which they mainly catered to their nationality as when the management arranged different awareness sessions for value anchoring, majority of the Pakistanis participated in those but when it came to implementing those values, Pakistanis failed to adopt those values. As highlighted in one of the examples:

“This is quite natural because the management is Chinese, so the main reason is because of the national difference. Pakistanis have their own working style and their national culture is reflected in their work practices. For example, we have reminded them a lot to come on time but

they become serious for few days and after few days they are again late. So this is the main challenge because they are very habitual of practicing their existing values.” (P10-3)

On another occasion, one of the respondents highlighted the following scenario:

“Yes, there are gaps like for example our interpreter went to a group of people in factory to inspect our product, the Pakistani on the other side was rigid that they have assembled the product in the right way, however we had our doubts, in the end he got very aggressive and eventually she had to give in.” (P1-6)

In contrast, we observed a different set of responses too. Respondents shared the opinion that some Pakistanis actually felt good practicing the Chinese value set and the gap among them was very less as they thought that Pakistanis should adopt more of a Chinese working style in order to become more professional and successful.

4.5.2 Gap between Pakistani Value Set and Pakistani Work Practices

Chinese managers responded that the gap between Pakistani value set and work practices was comparatively less than that of between Chinese value set and Pakistani work practices reason being that Pakistanis were following their own value set since the start as they have been living here from the beginning but they had to sometimes alter their lifestyle because of the orders given by the Chinese management. Majority of the responses reflected that Pakistanis exhibited a mixture of Chinese and Pakistani values in their work practices which was inevitable as they were working in a Chinese company.

Some Chinese managers wanted Pakistanis to strictly follow the Chinese value set, but they felt that because of this Pakistanis used to get irritated as they followed their own values which were reflected in their personal interactions and individual working style. For instance as mentioned by one of the interviewee, Pakistanis rarely came on time and left early because of their family commitments, so Chinese management often felt bad when Pakistanis used to come and gave excuses to leave the office early. As highlighted by one of respondents:

“I personally do not have any conflict but I have heard where Pakistanis were not happy with management because they thought that we were being insensitive to their needs as they

wanted work life balance, but I think work is important and sometimes you have to compromise your leisure time for that.” (P16-2)

These managers also gave regard to Pakistani value set as well and mentioned that one cannot completely ignore their own cultural values and even if a Pakistani wants to follow his own values, they would not have any issue with it. On a more positive note, some Chinese managers thought that few of the Pakistanis also complied with Chinese values in order to be more socially identifiable with Chinese and become socially desirable.

“We would find every case here. Sometimes people take the rules very easy and do thing their own way, sometimes when management comes up with new policies so everyone starts working according to them seriously, and sometimes it’s a combination of both. Obviously you cannot ignore your personal values too.” (P6-6)

In contrast, Chinese managers also mentioned that there was a gap that existed between Pakistani value set and Pakistani work practices because of their own lack of enthusiasm to follow their values. According to them, Pakistanis said one thing and did another which caused this practice-value clash.

4.5.3 Suggestions to Reduce Practice-Value Gaps

Chinese managers were also asked to provide suggestions as to how these both gaps can be reduced in order to promote more harmonious relationships between the employees belonging to both nations. We received variety of responses, which included giving cultural exchange, language workshops and value anchoring trainings to both nationalities in order to familiarize them with each other’s culture. Moreover, they also mentioned that they should adopt each other’s’ habits to work collectively. The findings also disclosed that Chinese and Pakistanis should have team building activities together in order to promote maximum interaction among them. Lastly, some Chinese also mentioned that they need to be more flexible with Pakistanis in terms of timings and work ethic since they have families here and cannot be available every time like them. Some examples as highlighted by participants are presented below:

“I would say first of all Chinese should change the culture here, because most of the people who are resigning are fed up of the timings. It is a two way process. Both should work things out, if Chinese want their employees to produce efficient results they should re consider the late sittings, since Pakistanis have families here and they need to give their families time so if they sleep around 1 or 2 in the morning how can they come to the office early and how can they work efficiently ... Obviously this will take time but if the culture will change, the organization will be more successful.” (P7-5)

Another example, where the manager thought that Pakistanis should work hard to adopt the Chinese working style:

“We provide anything to bring results, we just want results nothing else. It’s that simple. We facilitate employees to next level; we give you medical, and pick and drop services (for females) free of cost and a lot of things. We make sure that our employees feel good. Pakistanis require some leniency, but they should realize that they are working in a strict environment, they should be more work oriented and result oriented.” (P13-3)

Another instance where the example of team building activities was shared:

“We have started celebrating birthdays then there is a recently we launched this gym thing for both Chinese and Pakistanis, then there is this another thing all different departments they have on monthly basis team building dinners, they go out on dinners. Projects they even take out to North and Serena they stay there for a day or so travel together.” (P14-7)

5. Discussion

This chapter has collectively compared the findings of the study with the relevant past literature. Moreover, the chapter has also included contributions of the study and implications for industry, academia and governmental institutions highlighting the steps in order for both Pakistanis and Chinese to adjust amicably together. Finally, limitations of the study corroborating future research implications have also been incorporated, thus giving an idea to the readers of our study as to how to carry on the existing topic of research. Finally, the chapter presents the conclusion of the research study.

5.1 Findings of the Study

The cultural difference between Pakistan and China is more evident because of the national boundaries that separate the two nations. As a result, the previous studies have identified certain aspects on the basis of which Pakistanis and Chinese differ on their work related practices, consequently affecting their performance too. According to the study conducted by Xiao & Hu (2019), Du (2015) and Shi-Min (2015), China is recognized to have a traditional culture where the organizations focus more on administration and provide little decision making authority to their employees. These values changed over time when the post-reform era was introduced and employees were provided with various incentives thus moving on from a traditionalist to a modern approach (Vander Kamp, Lorentzen & Mattingly, 2017; Elleman, 2015; Wong, Wong & Wong, 2015; Friedman & Kuruvilla, 2015). However, our findings suggest that some traditional and administrative characteristics embedded in Chinese culture are still prevalent in their nationals and this was reflected through their daily work related practices. For instance, we found that high power distance especially for the authoritative positions was still intact in these Chinese organizations. Moreover, the findings also illustrated that the main reason for this increased power distance was the obvious language barrier between the nationals belonging to both countries. According to participants, this created a discomfort among employees and they seemed reluctant in approaching their managers to clarify essential aspects of their work. The findings also indicated that this language barrier gave them off as being insensitive to their employees' needs.

On another note, a curious aspect revealed that the Chinese management practiced participative leadership with their employees (Ren & Chadee, 2017; Nie & Lämsä, 2015; Gu, Tang & Jiang, 2015); however the findings showed a contrasting picture. Chinese management was found out to be professional, punctual and highly work oriented. Moreover, it was also revealed that Chinese management was also very process and result oriented in their approach and valued their decisions a little too much as they believed to have a greater sense of accountability for their employees and organization's welfare. This showed their inclination towards the autocratic leading style as compared to Pakistanis according to the perspective of Chinese managers.

According to the study by Gu, Jiang & Wang (2016); Matondo (2012) and Chen, Chen & Vanhaverbeke (2011), China is known to have a high-performance orientation; the findings of the study were also not as different from this notion as we observed Chinese managers to be very serious about KPI fulfillment and believed in getting rewards according to the targets achieved.

Similarly, China also has a high score in uncertainty avoidance and ambiguous situations make Chinese uncomfortable (Adair & Xiong, 2018; Chen & Zahedi, 2016). The findings of the study also stated that Chinese had a greater reliance on detailed policies and procedures to deal with complex situations. They always prefer to mitigate risks by having standardized guidelines in place; however they believed that strict reliance on these guidelines no doubt served a great benefit for them, but at times it also created a mental pressure to abide by the books as it created pressure for them to complete tasks. Some level of required work flexibility was also hinted during interviews.

Hur, Kang & Kim (2015) and Wang, Shi & Barnes (2015) found Chinese to be long term oriented when it came to their targets where the top management incorporated a holistic approach towards their employee management and goal achievement hence taking measures and decisions that will benefit more for the future. Chinese managers were found to invest in long term HR strategies gradually building their organization by planning ahead rather than opting for instant results (Buck, Liu and Ott, 2010). The findings from our study were also similar as we found Chinese managers to be planning on things that would benefit them in long term future. On the other hand, a study by Mubarak & Naghavi (2019) and Shah & Amjad (2015) showed Pakistanis to have a high STO score. This was also confirmed by the participants of the study,

when they mentioned that their counterpart Pakistanis believed in achieving instant results and often sought shortcuts while pursuing their objectives.

Ji et al. (2017) and Caraballo (2016) compared China with US and found that Chinese have a clear gender based segregation of roles in their organizations and believed that some tasks can only be performed by male counterparts in their community. However, a recent study by Nadeem and Sully de Luque (2018) illustrated that if compared to Pakistan, China does not tend to task discriminate in terms of gender. Our findings corroborate with the latter.

Fisman et al. (2018), Huang & Lu (2017) and Wang, Lu & Liu (2017) found China to be a high collectivist nation as they focused on the overall welfare of their in-groups and tended to work in close harmony with others. Pakistan is also considered a collectivist nature (Ali et al. 2018; Nadeem, 2010) but the findings of the study unveiled Chinese managers to be collectivist to their in-groups and organizations as they mentioned that these traits are inherited by them through their ancestors and according to them, Pakistanis on the other hand largely focused on self-interests and opportunity seeking behavior. As per the Chinese managers, Pakistanis had a lesser focus on mutual benefits and were inclined towards individual materialistic rewards for themselves.

Past studies have depicted both China and Pakistan to be low on assertiveness score (Hofstede, 2001); however Chinese managers were of the opinion that Pakistanis were more assertive and the reason highlighted for this was because they were locals and can easily communicate with peers if compared to expatriates.

Finally, in order to fill the research gap of the study as identified by Nadeem & Sully de Luque (2018), the results also indicate that majorly there exists a larger practice-value gap in Chinese values and Pakistani work practices in these Chinese companies as compared to Pakistani values versus Pakistani practices. Some suggestions as per given by respondents indicated that both Chinese and Pakistanis should involve themselves in team building initiatives and informal gatherings in order to reduce these practice-value gaps and to try understand each other's cultures by arranging cultural exchange and value anchoring trainings for employees in order for them to build healthy and harmonious working ties.

5.2 Contributions of the Study

The study contributes in establishing cordial relationships between the individuals of Pakistan and China considering the managerial impact on the economic relations of both countries. Following are the main contributions in the light of the objectives and purpose of the study.

This research study has helped us in understanding the perceptions of Chinese managers working in Pakistan regarding the similarities and differences in the work practices of the two nations. Moreover, it has also contributed in revealing the similarities and differences among Pakistani and Chinese individuals in terms of GLOBE cultural dimensions. Through this research study, the practice-value gaps among Chinese value-set and Pakistani work practices are expected to diminish further.

The research also serves as a training tool for employees to coexist amicably and to build healthy working environment by having a common thinking ground despite their differences in work ethic and culture. Moreover, the study will also help Pakistanis to better understand the Chinese cultural sensitivities and to adapt themselves to Chinese working habits. Similarly, through this study, Chinese will also get to know how to adjust in a better way after coming to Pakistan for their assignments.

Lastly, the study also provides suggestions to the individuals of both countries in order to build healthy work relations at workplace.

5.3 Implications of the Study

Various insights can be deduced as far as this research study is concerned. Since harboring healthy working ties among Chinese and Pakistanis can be considered as one of the major contributions of the study, following implications have been devised for industry, academia and policy makers considering the analyzed data.

5.3.1 Implications for Industry

In order to maintain healthy work relationship among Pak-China individuals, it is important for managers and their employees (both Chinese and Pakistanis) to understand each other's culture. This would be done if both parties are willing to indulge in cultural exchange initiatives where they should study each other's culture, observe cultural similarities and differences and be

willing to adapt to those cultural differences in order to make the other person comfortable in working together (Liu et al. 2018). Both Pakistani and Chinese managers can devise some cultural exchange and language trainings (Wang & Varma, 2018) for their employees in order for them to adjust to the working style of other nationality and to encourage friendly social ties as well (Varma et al. 2016). In addition to that, some social interaction activities organized by companies' management can foster respect for each other's culture in Pak-China individuals, for example, celebrating each other's culture significant days etc. Lastly, Pak-China professionals should also incorporate each other's work ethic in their habits. For instance, after thoroughly reading the analyzed data, it can be concluded that Chinese should bring in more flexibility in their approach when dealing with their Pakistani employees while Pakistanis can bring in strong work orientation in their style to appease Chinese management.

5.3.2 Implications for Academia

During the data collection, it was observed that Chinese did not have a strong command on English language. This prompted us to probe a lot during the interviews. For this purpose, it is important for Chinese in Pakistan especially those belonging to managerial cadre to take English language and accent building trainings. On the other hand, Pakistanis should also try to learn basic Chinese in order to better communicate with their bosses. Chinese language courses should also be added in the curriculum of schools, colleges and universities in Pakistan in order to better accustom Pakistanis to Chinese language.

5.3.3 Implications for Policy Makers

During the interviews, it was revealed by Chinese managers that Pakistani government should ensure the compliance of safety and environmental controls regarding the insurance incentives of Pakistani labor working particularly in Chinese organizations. Moreover, policy makers can also work on addressing the issue of security in the country considering the impact it creates on the expatriates coming for their international assignments. Relevant to Chinese government, they should work on giving cultural training to their managers before sending them on their international assignments to various countries.

Through implementing these initiatives, harmonious rapports can be achieved by Pakistani and Chinese individuals.

5.4 Limitations of the Study

Although the research study helped out in achieving all the aims and objectives of the study, it endured some limitations as well. Firstly, the study provides a perspective onto the number of dimensions affecting employees and work practices in Chinese companies with respect to only cultural dimensions. Secondly, the study has only integrated an in-depth qualitative analysis in order to identify and understand various differences in Pak-China work culture; this has limited the scope of study as well. In addition, since the market chosen for data collection was only limited to the twin cities, many Chinese companies working in other industries all over Pakistan could not be approached for data collection. In addition, access to relevant participants in these organizations became a hindrance as they had strict practices regarding data sharing. Moreover, as it is mentioned earlier that the language barrier was the obvious difference between the two nationalities, we observed that majority of respondents were somewhat uncomfortable in sharing their viewpoints during interviews and remained restrained as they were not well versed with English language and an interpreter was required in some cases. Consequently, there was a lot of probing involved by the researchers. As mentioned in the analysis chapter, many Chinese managers often remained reserved with Pakistanis that is why when they came to know that an analysis was being conducted on their culture aspects, they consequently became conscious regarding the information to be shared. Finally, the research only included Chinese managers and not employees. This was not accomplished owing to limited time and resources and prevented a wider perspective for data collection.

5.5 Future Research Insights

The research work and data analysis provides a framework for future research regarding the issue. Since the study has included only a limited number of cultural dimensions, the study can also be approached by defining various other research parameters which might affect the working abilities and work relationship of Chinese and Pakistani workers.

The research framework also provides an outline to look into the perspective from a quantitative approach as well by identifying and defining the number of constraints and weighing their worth against each other. Individual parts of the research work provided may also be scrutinized further in order to provide a comprehensive analysis to the issue. For instance, dimensions such as power distance, leadership traits and varying forms of management of Chinese and the locals

including institutional and in-group collectivism, uncertainty avoidance and future orientation might be studied further through a quantitative aspect to formulate different theories regarding the expanding Chinese presence in the country in a more concrete way.

The future researchers might consider approaching Chinese companies in different cities of Pakistan as well in order to gather more holistic findings regarding the topic of the study. Moreover, researchers might also explore the viewpoints of Pakistani employees in Chinese organizations in order to gather as to what they think regarding the impact of Chinese management on Pakistani workforce.

5.6 Conclusion

The study has used the cross cultural HRM theories of cultural self-representation and social identity theory to formulate its conceptual framework. The framework has helped us to achieve the aims and objectives of the study; understanding the perceptions of Chinese managers regarding the similarities and differences in Pak-China work practices and GLOBE dimensions and to understand the practice-value gaps existing between Pak-China value set and Pakistani work practices. The findings of the study revealed Chinese to be very professional, workaholic and punctual. Moreover, it was also found out that process orientation and result orientation are strongly reflected in a Chinese culture. Chinese were also found highly credible in their approach and they strongly believed in the decisions they took. On the other hand, according to the participants of the study, Pakistanis were somewhat easygoing and less focused in their approach. Regarding GLOBE dimensions, Chinese culture has been characterized has a high performance culture along with having high power distance and uncertainty avoidance. Moreover, they also have a strong focus on long term orientation and in-group/institutional collectivism. Chinese believed that they do not tend to differentiate tasks for men and women; however it was inevitable in Pakistan as some tasks were only meant to be carried out by males in the company. On the other hand, Chinese thought that Pakistanis were more assertive in their approach as compared to them given the advantage of belonging to the host country. The results of the study also focus on the adjustment issues faced by expatriates and the changes they have experienced in their identities ever since they have relocated to Pakistan. The findings also reveal that a larger practice-value gap exists between Chinese value-set and Pakistani work practices as compared to Pakistani value-set and Pakistani work practices. Finally, the study provides

suggestions in order to foster healthy work ties between Pak-China individuals and to reduce these practice-value gaps.

Appendix A - Interview Guide for Chinese Expatriates

Dear Sir/Ma'am,

I am working under the supervision of Dr. Asfia Obaid at NUST Business School. You are requested to participate in a study which is a part of my Masters Thesis. Your participation is necessary to complete this research and will be highly appreciated. The information provided by you will be kept confidential and will be used for academic purposes only. The purpose of this study is to understand your work related perceptions and to what extent they differ from those of your Pakistani peers. I am extremely grateful that you have agreed to share your thoughts with us and will take 20 – 40 minutes of your time.

I would like to record this discussion for analysis purposes. This will be kept confidential and will only be used for the purpose of report writing.

1. For how long have you been working in Pakistan?
 - Is this your first working experience in Pakistan?
2. Tell us about your experience of working in Pakistan so far?
 - What are some of the differences that you have observed overall between the Pakistani and Chinese culture?
 - How are Pakistani nationals different from Chinese nationals? Why do you think such differences exist between them?
3. Have you enjoyed exploring the culture of Pakistan, meeting people? Have you travelled to other places in the country? Any experiences you would like to share?
4. Explain your overall journey of adjusting in Pakistan?
 - Which issues did you face while adjusting and relocating for the international assignment in Pakistan and why do you think you faced these issues?
 - Did you face any language or other cultural barriers in the society? Which are these and why do you categorize these as barriers?
5. Did you receive any orientation or training before coming to Pakistan? What was included in this training?

6. Have you worked in other countries as well? Which countries? How is working in Pakistan different from that and why? Can you share any examples?
7. Do you feel you have changed as an individual since coming to Pakistan? If so, how?
 - Why do you think you have changed as an individual since you have relocated here? Is it because of the overall Pakistani national culture? Majority is that of Pakistani population? You liked adjusting to Pakistani culture?
8. How would you generally describe Pakistani employees at workplace in relation to Chinese employees?
 - Are there any specific features on which they differ? If so, can you give any examples of those features and how do they differ on the basis those features?
9. What is the Chinese way of doing business and how does it differ from the Pakistani way of work? Why does it differ? Any examples?
 - Can you talk about the role of Guanxi in Chinese workplaces? Please explain its role and how it can impact the work in Chinese organizations?
 - Do you think there is such type of code of conduct like Guanxi in Pakistan? If so, can you describe this with examples?
10. At work, did you feel that Pakistani workers had different values and beliefs? Which are these values and beliefs? Can you share any examples?
11. How would you compare the overall Pakistani and Chinese organizational culture?
12. Have you observed any differences in the leadership styles of Chinese and Pakistani managers?
 - Who do you think uses more authority in their leadership style? Pakistani or Chinese? Do they use it in the same way and for the same things? Examples? **(authoritarian)**
 - Do you think both Pakistani and Chinese managers include their employees in making decisions? If yes, do both managers include them in similar type of decisions or different? **(participative)**
 - Who do you think cares more about the well-being of their employees at workplace? Pakistani managers or Chinese? What initiatives do both countries' managers take in order to ensure the well-being of their employees? **(transformational)**

We are now going to focus on specific differences in Pakistani and Chinese individuals:

13. Have you observed any differences in Pakistanis and Chinese on any of the following dimensions:

- i. Who is more focused on work and concerned about the fulfillment of KPIs? Pakistanis or Chinese? What is the reason behind this focus? Can you share any particular incidents that support as to why you feel that? **(Performance orientation)**
 - Who tends to spend more time in office? Why do you think that is? **(Performance orientation)**
 - Which pay system do you think each nationality is more comfortable with? Seniority based pay or performance based pay (work hard and get more pay)? And why? Share some examples in the light of any work and cultural related aspects? **(Performance orientation)**
- ii. Who has a greater focus on having team work and the fulfillment of team goals? Pakistanis or Chinese? Why is that? **(In-group collectivism)**
 - Which of the groups tend to value close ties, friendships and relationships? Why? Any examples? **(In-group collectivism)**
 - Who tends to have more group loyalty? (Equal appreciation for team work?) (Even if individual grade suffers?) Pakistani or Chinese? And why? **(In-group collectivism)**
 - Who has a greater regard for the overall welfare of their society rather than working on self-interests? Pakistanis or Chinese? Why is that? **(In-group collectivism)**
 - Can you relate these with any cultural or work related phenomenon in the two nations?
- iii. Who do you think has a greater sense of belongingness to the company? (whether Pakistanis and Chinese are ready to go for an extra mile for the overall benefit of the organization) **(Institutional collectivism)**
 - What is the main reason behind this?
 - Can you relate these with any cultural or work related phenomenon in the two nations?

iv. Who has greater preference for having detailed policies and procedures pertaining to how things are done at the workplace? Pakistanis or Chinese? Why? (**Uncertainty avoidance**)

- How often do you think Pakistanis and Chinese tend to modify the information received as per their own perception in order for them to better understand that information?
- How do they both deal with uncertain situations?
- Can you relate these with any cultural or work related phenomenon in the two nations?

v. Pakistani and Chinese focus on short-term vs. planning ahead (**Future orientation**)

- Do Pakistanis and Chinese believe in achieving instant outcomes? Is it the same for both countries? If so, Why? If not then why not? (**Future orientation**)
- Who tends to have a greater focus on achieving long term initiatives? And why is that? (**Future orientation**)
- Can you relate these with any cultural or work related phenomenon in the two nations?

vi. Are both Chinese and Pakistanis equally comfortable in working with males and females? (**Gender egalitarianism**)

- Is there any specific differentiation between men and women's work tasks i.e. specific tasks for men in Pakistan or China? If yes, why is that? If not, why not? (**Gender egalitarianism**)
- Can you relate these with any cultural or work related phenomenon in the two nations?

vii. Who among both groups tend to obey their boss without asking questions? Why? (**Power distance**)

- Are both Pakistani and Chinese comfortable with top down direction strategies and decision making? If yes, why? Can you share any observations? (**Power distance**)
- Do they both keep distance from the boss? Any particular example you would like to share? (**Power distance**)

- Can you relate these with any cultural or work related phenomenon in the two nations?

viii. Who is more punctual? Chinese or Pakistanis? What time do they come and leave?

(Assertiveness)

- Who is more confident as to what they want? Are they both able to make people listen to their point of view? What is the reason behind that?

(Assertiveness)

- Can they both defend their point of view confidently? Any instances you might have observed? **(Assertiveness)**

- Can you relate these with any cultural or work related phenomenon in the two nations?

14. In your opinion, do you think that there exist certain gaps in the Pakistani work practices that you carry out and the Chinese values in which you believe in? And why is that?

- Have you experienced any challenges/shortcomings in incorporating these Chinese cultural dimensional values that we have discussed so far into your existing corporate practices in Pakistan? What are these challenges and why do you think they are difficult to inculcate in Pakistani workers?
- What suggestions can you think of in order to reduce these gaps, so that these cultural values are better incorporated into Pakistani corporate practices?

15. What is your perception regarding these practice-value gaps in terms of Pakistani work practices and Pakistani cultural values?

- Do Pakistani employees tend to carry out their practices in the light of their own cultural values? Or do they tend to follow the Chinese values as the overall management is Chinese? Why is that?
- Are there any conflicts you have faced with Pakistanis in terms of work practices as they have different set of cultural values? If so, how did you manage that conflict? Any examples?

Thank you for your time. I will let you know about the results of the study in a few months' time.

Appendix B - List of Chinese Companies in Pakistan by PCCCI

S. No	Company	Sector/Business
1.	China Mobile Limited	Cellular Phone Company
2.	Huawei Technologies Co. Ltd.	Telecommunication
3.	Zhongxing Telecom Pakistan Pvt. Ltd.	Telecommunication
4.	Pak-China Investment Company Pvt. Ltd	Financial services
5.	China International Water and Electric Corporation	Construction and Power Projects
6.	China State Construction Engineering Co.	Hotel Projects
7.	China Petroleum Engineering and Construction (Group) Corp.	Gas Projects
8.	China Building Material Industrial Co	Construction plants
9.	BGP (Pakistan) International	Exploration and Production
10.	Great Wall Drilling Company	Drilling service contractor
11.	China National Logging Corporation	Wire line Logging and Perforation service
12.	Sichuan Petroleum Administration	Oil and Gas Exploration
13.	Shanghai Petroleum and Technology	Mud logging services
14.	China North Industries Corp.	Military products and Automobile
15.	China International Industry and Commerce Co., Ltd	Construction
16.	HNR Company Pvt. Ltd	Domestic Home appliance
17.	Sinohydro Corp.	Hydro Power Projects
18.	SVA-RUBA Electronics Co., Ltd	Electronics
19.	Shanghai Shenkai Petroleum Science and Technology CO., Ltd,	Mud logging services
20.	China Dongfang Electric Corp.	Power projects
21.	Central China Power Group Int'l Economic and Trade Co., Ltd	Hydro power and dam projects
22.	China Gezhouba Group Co., Ltd.	Hydroelectric Projects
23.	China National Electric Wire and Cable Imp. and Exp. Corp.	Testing of various plant projects
24.	Pak-China Sust Dry Port Company Ltd.	Joint venture company between Sino trans and Silk Route Dry Port Trust
25.	Sinochem Hebei Minred	Mining and development

	Resources Pvt. Limited.	
26.	China Harbour Engineering Co.	Gwadar Deep Water Port and Tidal Link Project
27.	China National Machinery Import and Export Corp.	Mining and Power project
28.	China National Chemical Engineering Group Corporation	Construction
29.	China Ocean Shipping (Group) Co.	Shipping Agent
30.	Air China	Services
31.	China Beijing Co.	Construction Civil Works
32.	The First Automobile Works	Automobile dealer in Pakistan
33.	Beijing Flying Eagle International Techno Trading Ltd.	Supplying Construction Equipment
34.	Plum Qingqi Motors Ltd.	Automobile
35.	China Guangxi Co. for International Techno Economic Cooperation	Civil works
36.	T&N Angle Print Link (Pvt.) Ltd.	Joint venture between Tianjian Angel Chemical group and T&N group
37.	T&N Technologies (Pvt.) Ltd.	IT
38.	T&N Pakistan Pvt. Limited	Commercial and Trade activities
39.	EPS Packages Pvt. Ltd	Packaging Materials
40.	Maoyuan – HK Sheetmetal Pak Pvt. Ltd.	Metal part for Home Appliance
41.	China Yuncheng Plate Making Co. Pvt. Limited	Making Cylinder for Beverage industry
42.	Pak- Haide Building Materials Pvt. Ltd	Construction
43.	China Machine Building International Corp.	Construction
44.	Trans Chemical Ltd.	Chemical
45.	Harbin Power Engineering Company Ltd	Power
46.	China Geo-Engineering Corp.	Contractor
47.	Xubhuabg Beixin Construction and Engineering (Group) Co. Ltd	Construction Road projects
48.	Zhejiang Post and Telecommunication Construction Co.	Telecommunication
49.	China Zhongyuan Engineering Group	Project contractor
50.	Zhen Hua Oil Co., Ltd.	Oil and Gas Exploration

51.	Xinjiang Beixin Engineering Company	Reconstruction
52.	China Southern Airlines	Services
53.	Huaxin Post and Telecom Consulting and Designing Institute Co., Ltd.	
54.	China National AeroTech I and E Corp.	
55.	China Road and Bridge Corp.	Construction
56.	Shandong Juling Corp.	Manufacturing
57.	Guangdong Overseas Construction Group	Construction
58.	Northeast China Intl Electric Power Corp.	Transmission line projects
59.	China Liaoning Intl Corp.	Steel
60.	China Sichuan Electric Imp. and Exp Co.	Trading
61.	Xinjiang Petroleum Administration	Oil and Gas
62.	China National Machinery and Equipment Import and Export Co	Power (Coal)
63.	China Shougang International Trade and Engineering Corp	Engineering
64.	Shanghai Construction (Group) Co	Construction
65.	Dandong Haishun Ocean Fishing Co Ltd	Fisheries
66.	Shanghai Fisheries General Corp	Fisheries
67.	Huan Yu Corporation	Trading
68.	Tianshi International Pakistan Co Pvt. Ltd	Banner Stores and Retailers
69.	Shanghai (Group) Corp for Foreign Economic and Technological	
70.	Lifan Group Inc	
71.	China Trading and Industrial Dev Corporation	Trading (Equipment)
72.	China Geo exploration and Water well Engineering Corporation	Engineering
73.	China International Travel Service Xinjiang	Services
74.	Daqing Logging and Testing Services	Oil and Gas (Services)

75.	DZ (HK) Ltd.	
76.	Foreign Economic Trading Corporation of Xinjiang Petroleum Administration Bureau	Oil and Gas
77.	Nanning Boshiqi Chemical Industry Co Ltd.	Chemical
78.	Oil and Gas Engineering Co, SPA	Oil and Gas
79.	Xinjiang Surveying and Designing	Services (Surveys)
80.	China Ship Building and Offshore International Co Ltd.	Shipping
81.	Asia Info Technologies (China) Inc	Services
82.	Shaanxi Herong Electric Group Co Ltd.	Electronics
83.	M/S CETC International Co., Ltd.	

Appendix C – Coding Structure

1. First experience
2. Differences in organizational culture
 - Result orientation
 - Strictness
 - Competitiveness
 - Managerial decision making
3. Differences in individuals
 - Hard working and focused
 - Professionalism
 - Punctuality
 - Workaholics
4. Adjustment related issues
 - Communication gap/Language barrier
 - Working environment differences
 - Expatriates' well-adjustment
5. Social identity changes
 - Perception of group
 - Increased social interaction
 - Attraction to group
 - Friendly relationships with Pakistanis
 - Interdependent beliefs
 - Collectivism in both China and Pakistan
 - Depersonalization
 - Informal discussions with Pakistanis
 - Changes in personalities
6. Performance Orientation
 - Performance at work
 - Performance and pay
 - Time in office
7. Power Distance
 - Hierarchical structure
 - Communication gap/language barrier
8. Uncertainty Avoidance
 - Detailed policies and procedures
 - Unfamiliar working environment
9. Future Orientation
 - Culture
 - Occupational level of employees
10. Gender Egalitarianism
 - Culture
 - Gender-based task differences
11. In-group Collectivism
 - Team work and team achievements
12. Institutional Collectivism
 - Loyalty to one's company
13. Assertiveness
 - Individual factors
 - Situational factors
14. Practice-value gaps
 - Gaps between Chinese values and Pakistani work practices
 - Gaps between Pakistani values and Pakistani work practices
 - Suggestions to reduce gaps

Appendix D – Consent Form

Type of Research Intervention

This research will involve your participation in a semi-structured interview that will take about 20-40 minutes per interview.

Participant Selection

We feel that your experience as a Chinese manager can contribute much to our understanding your work related perceptions. Refer below for the research study overview. Moreover, your opinion regarding Pakistani employees is also equally important for the purpose of our research.

Confidentiality

We will ensure complete anonymity when it comes to the information that you share with us. The choice that you make will have no bearing on your job or on any work-related evaluations or reports. You may change your mind later and stop participating even if you agreed earlier.

Procedure

The entire interview will be recorded on a recording device. The audio files will be kept with us at all times and no one else except Salwa Aftab will have access to the audio files.

Certificate of Consent

I have been invited to participate in this research. I have understood the purpose of the study. I have read the below mentioned project information. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I understand I can withdraw at any time without prejudice. Any information which might potentially identify me will not be used in published material. I consent voluntarily to be a participant in this study.

Name of participant: _____

Signature of participant: _____

Date: _____ **(Day/month/year)**

Research Study Overview

The study aims to achieve following main objectives:

- To understand the perceptions of Chinese managers regarding the similarities and differences in Pakistani and Chinese work related practices.
- To understand the perceptions of Chinese managers regarding the similarities and differences in GLOBE cultural dimensions of Performance Orientation, Power Distance, Uncertainty Avoidance, Future Orientation, Institutional Collectivism, In-group Collectivism, Gender Egalitarianism and Assertiveness.
- To understand the complex challenges faced by Chinese managers in Pakistan to fulfill any practice-value gaps perceived between Pak-China value set and work practices in Pakistan and to understand why these exist.

Our research is supervised by Dr. Asfia Obaid. She is Head of Department (Management & HR) at NUST Business School, Islamabad.

Name of the researcher

Salwa Aftab

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