

APPENDIX 1

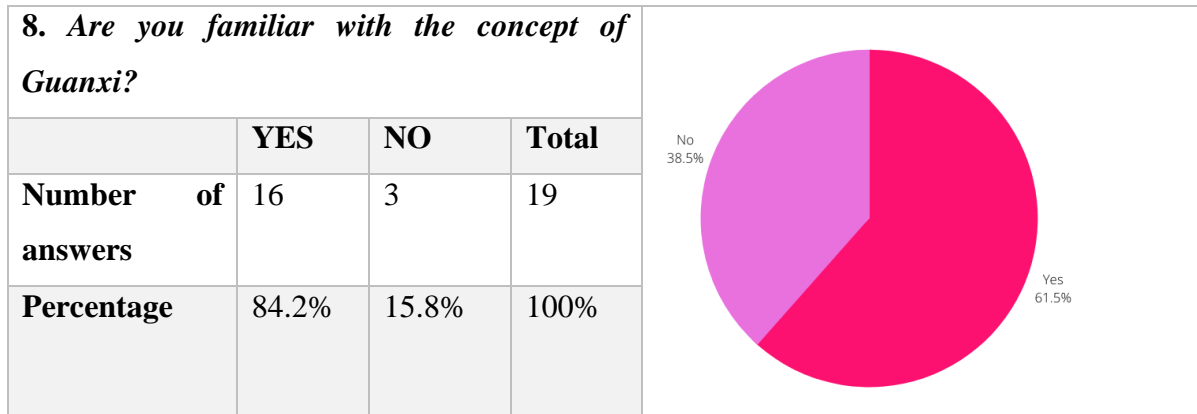


Table 4: Answers to Question 8 in the first questionnaire and related pie chart

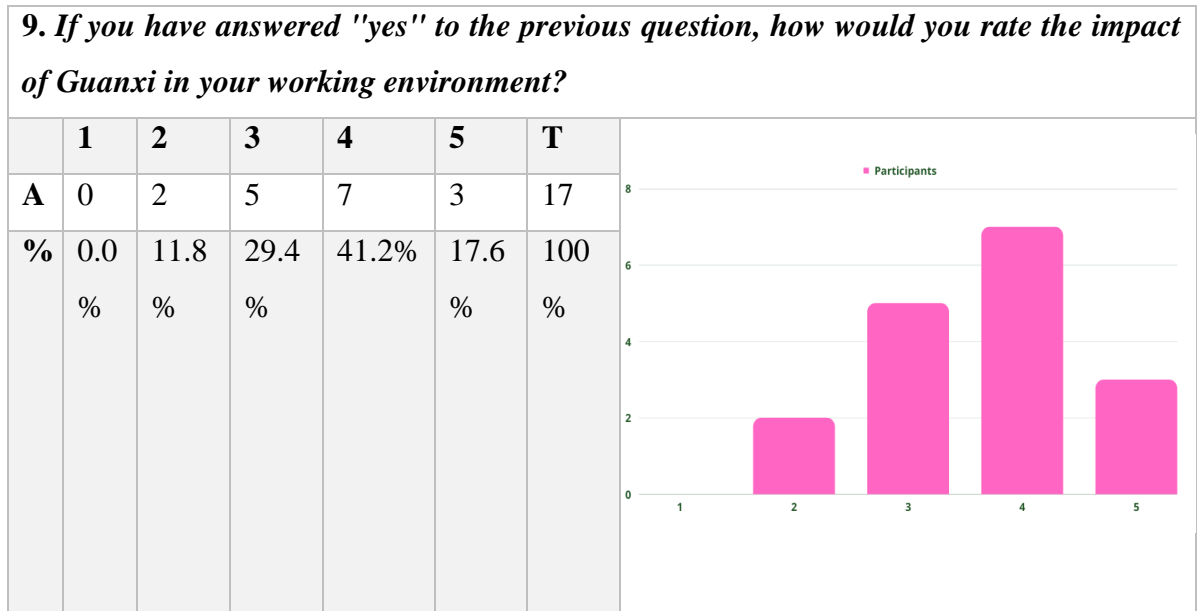


Table 5: Answers to Question 9 in the first questionnaire and related bar chart

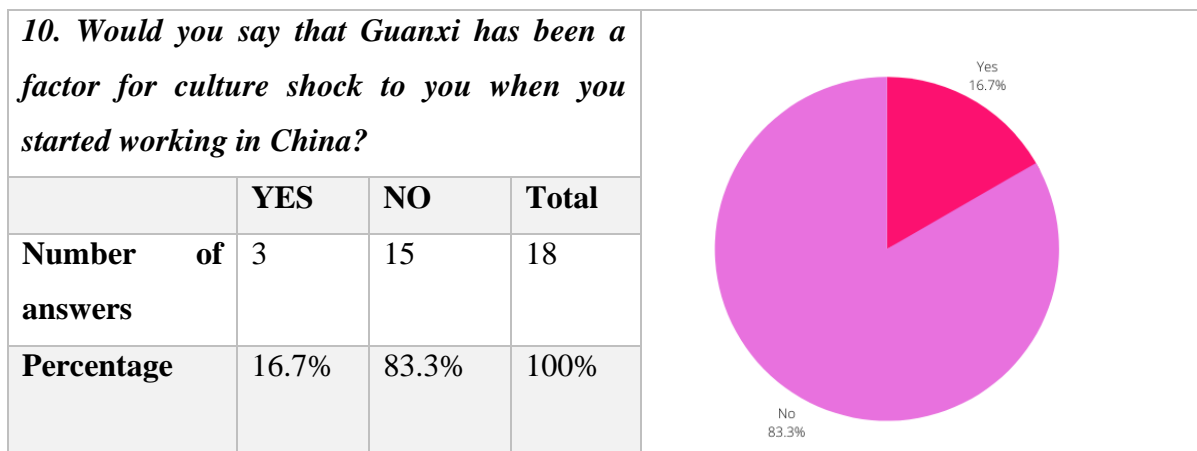
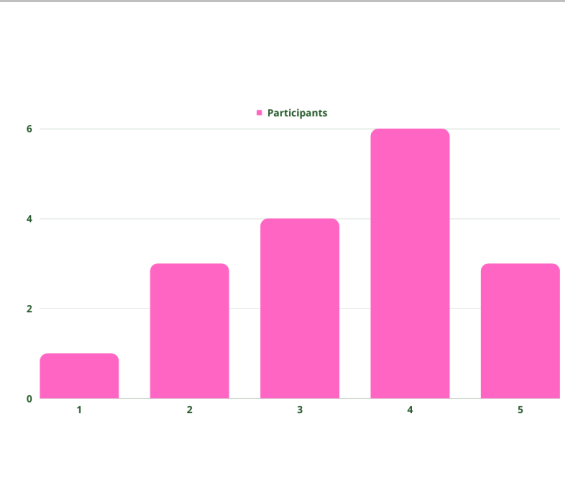


Table 6: Answers to Question 10 in the first questionnaire and related pie chart

11. Why?	
Reasons for <i>guanxi</i> to represent a factor of culture shock (3)	Reasons for <i>guanxi</i> NOT to represent a factor of culture shock (10)
<ul style="list-style-type: none"> - Differences with the culture of origin (// challenge) (1) - Relationships are favoured over business priorities (1) - Perspective changing (1) 	<ul style="list-style-type: none"> - Similarities with the country of origin or other parts of the world (<i>guanxi</i> = another word for networking) (3) - Guanxi is not that important in the participant's business field (3) - Easiness to adjust to it (1) - Prior knowledge of China (thanks to a partner, for example) (3)

Table 7: Summary of the answers to Question 11 in the first questionnaire

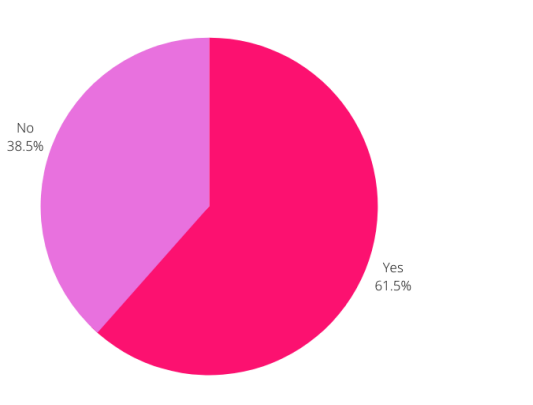
12. On a scale from 1 to 5, please rate the likelihood that Guanxi could represent a factor of culture shock for a Western expatriate working for the first time in China						
	1	2	3	4	5	T
A	1	3	4	6	3	17
%	5.9%	17.6%	23.5%	35.3%	17.6%	100%



Rating	Number of Participants
1	1
2	3
3	4
4	6
5	3

Table 8: Answers to Question 12 in the first questionnaire and related bar chart

13. Are you familiar with the concepts of Mianzi and Lian?			
	YES	NO	Total
Number of answers	16	3	19
Percentage	84.2%	15.8%	100%



Response	Percentage
Yes	84.2%
No	15.8%

Table 9: Answers to Question 13 in the first questionnaire and related pie chart

14. If you have answered "yes" to the previous question, how would you rate the impact of Mianzi and Lian in your working environment?

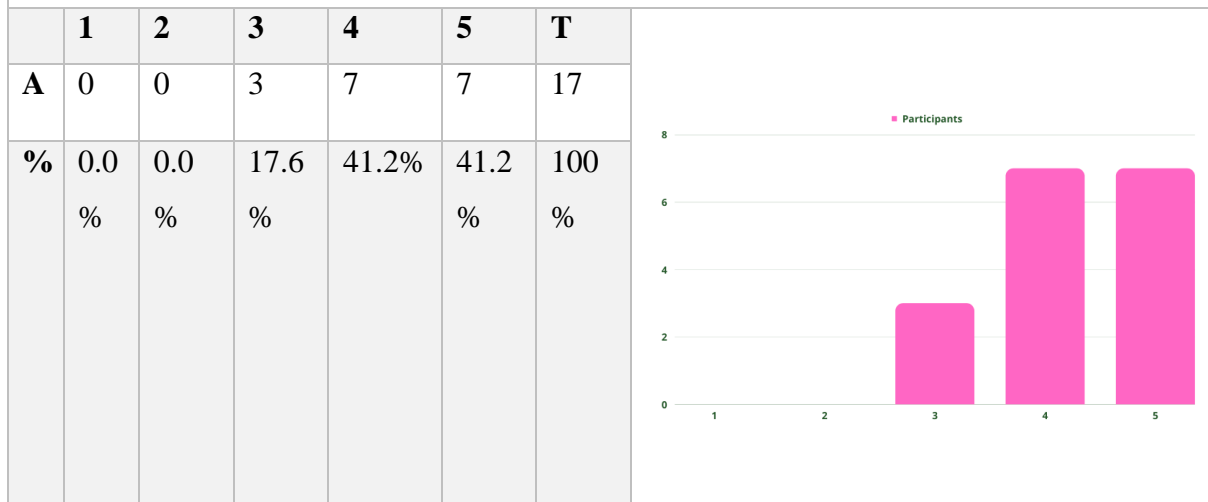


Table 10: Answers to Question 14 in the first questionnaire and related bar chart

15. Have Mianzi and Lian been a factor of culture shock to you?

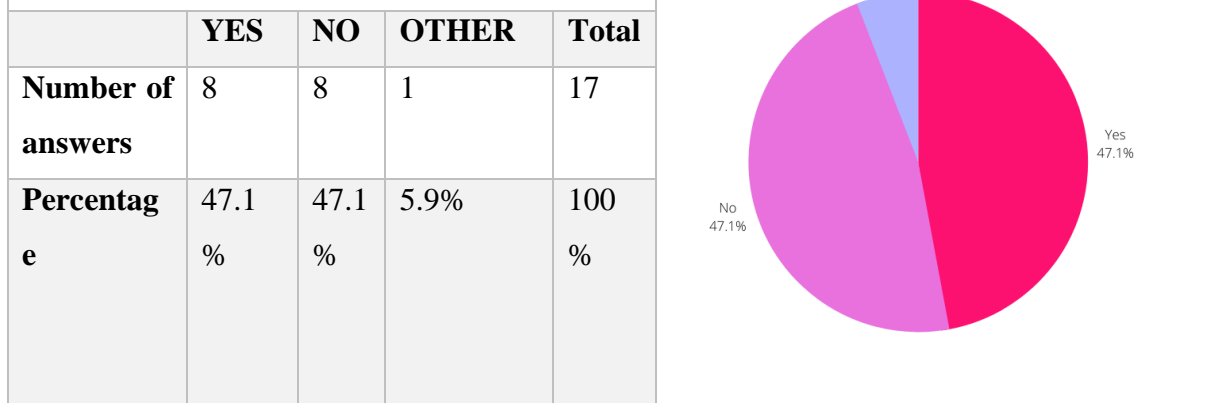


Table 11: Answers to Question 15 in the first questionnaire and related pie chart

16. Why?

Reasons for <i>mianzi/lian</i> to represent a factor of culture shock (7)	Reasons for <i>mianzi/lian</i> NOT to represent a factor of culture shock (7)
<ul style="list-style-type: none"> - Differences with the culture of origin (// need to adapt) (2) - Some decisions are seen as illogical (1) - Embarrassing someone = too sensitive in China (2) - Surprise despite prior knowledge of the concept (1) 	<ul style="list-style-type: none"> - Similarities with the country of origin or other parts of the world (4) - Not a shock but just a need to adapt (2) - Perceived more as an annoyance than a shock (1)

- A cause of frustration (1)	
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Table 12: Summary of the answers to Question 16 in the first questionnaire

17. On a scale from 1 to 5, please rate the likelihood that Mianzi/Lian could represent a factor of culture shock to a Western expatriate working for the first time in China

	1	2	3	4	5	T
A	1	0	6	3	7	17
%	5.9	0.0	35.3	17.6%	41.2	100
	%	%	%		%	%

Rating	Number of Participants
1	1
2	0
3	6
4	3
5	7

Table 13: Answers to Question 17 in the first questionnaire and related bar chart

18. For those who have experience in negotiations, how would you qualify the Chinese's typical negotiating strategy?

	WW	WL	CE	CN	OTHER	T
A	4	2	7	1	3	17
%	23.5	11.8	41.2	5.9	17.6%	10
	%	%	%	%		0%

Strategy	Percentage
Cooperative Egoism	41.2%
Win-win	23.5%
Win-Lose	11.8%
Other	17.6%
Concessive Negotiation	5.9%

Table 14: Answers to Question 18 in the first questionnaire and related pie chart

19. In relation to the previous question, has the strategy you selected or wrote been a factor of culture shock to you?			
	YES	NO	Total
Number of answers	4	13	17
Percentage	23.5%	76.5%	100%

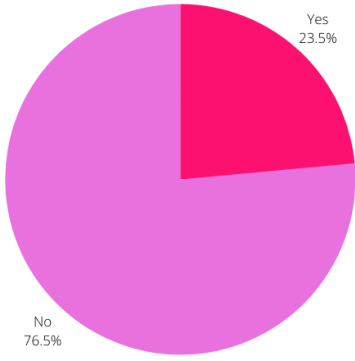


Table 15: Answers to Question 19 in the first questionnaire and related pie chart

20. Why?¹	
Reasons for the selected strategy to represent a factor of culture shock (2)	Reasons for the selected strategy NOT to represent a factor of culture shock (11)
<ul style="list-style-type: none"> - Against one's values (SS: other) (1) - Difficulty to establish a trustful relationship (SS: CE) (1) 	<ul style="list-style-type: none"> - Similarities with the country of origin or other parts of the world (SS: CE) (2) - Prior knowledge of China (SS: CE + other + WW) (4) - "People are people", "logical" (SS: CE + WW) (2) - Not a shock but a need to adapt (SS: CE) (2) - Win-win = fabricated idea (SS: WL) (1)

Table 16: Summary of the answers to Question 20 in the first questionnaire

¹ SS : Selected Strategy. CE : Cooperative Egoism. WW : Win-Win. WL : Win-Lose.

21. On a scale from 1 to 5, please rate the likelihood that this strategy could represent a factor of culture shock to a Western expatriate working for the first time in China

	1	2	3	4	5	T
A	1	3	5	4	4	17
%	5.9 %	17.6 %	29.4 %	23.5%	23.5 %	100 %

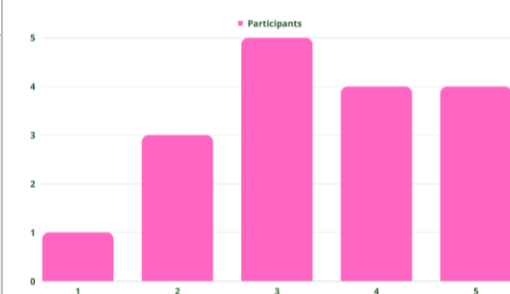


Table 17: Answers to Question 21 in the first questionnaire and related bar chart

22. While working in China, have you heard about Jun-zi orientation?

	YES	NO	Total
Number of answers	7	12	19
Percentage	36.8 %	63.2%	100%




Table 18: Answers to Question 22 in the first questionnaire and related pie chart

23. If you have answered 'yes' to the previous question, would you say that your company reflects the values of Jun-zi orientation? (humaneness, righteousness, propriety, wisdom and integrity)

	Yes, all of them	Only some of them	No, none of them	Other	T
A	3	4	2	2	11
%	27.3%	36.4 %	18.2%	18.2 %	100 %

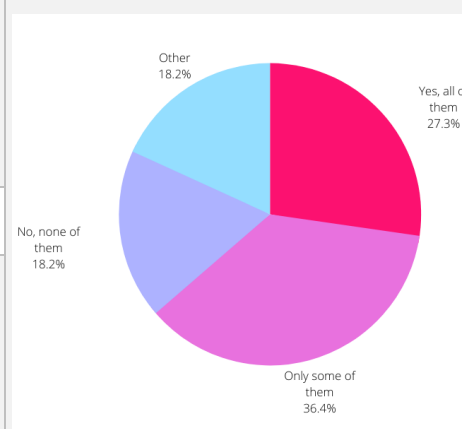


Table 19: Answers to Question 23 in the first questionnaire and related pie chart

24. Has Jun-zi orientation been a factor of culture shock to you?				
	YES	NO	Other	Total
Number of answers	0	9	2	11
Percentage	0.0%	81.8%	18.2%	100%

Table 20: Answers to Question 24 in the first questionnaire and related pie chart

25. Why?
Reasons for Jun-zi orientation NOT to be a factor of culture shock (5)
<ul style="list-style-type: none"> - Same values but other words (3) - Not present in the participant’s company (talked about but not actually followed) (2)

Table 21: Summary of the answers to Question 25 in the first questionnaire

26. On a scale from 1 to 5, rate the likelihood that Jun-zi orientation could represent a factor of culture shock to a Western expatriate working for the first time in China						
	1	2	3	4	5	T
A	2	2	5	2	1	12
%	16.7%	16.7%	41.7%	16.7%	8.3%	100%

Table 22: Answers to Question 26 in the first questionnaire and related bar chart

27. On a more general level, how frequently were you faced with culture shock when working in China for the first time?

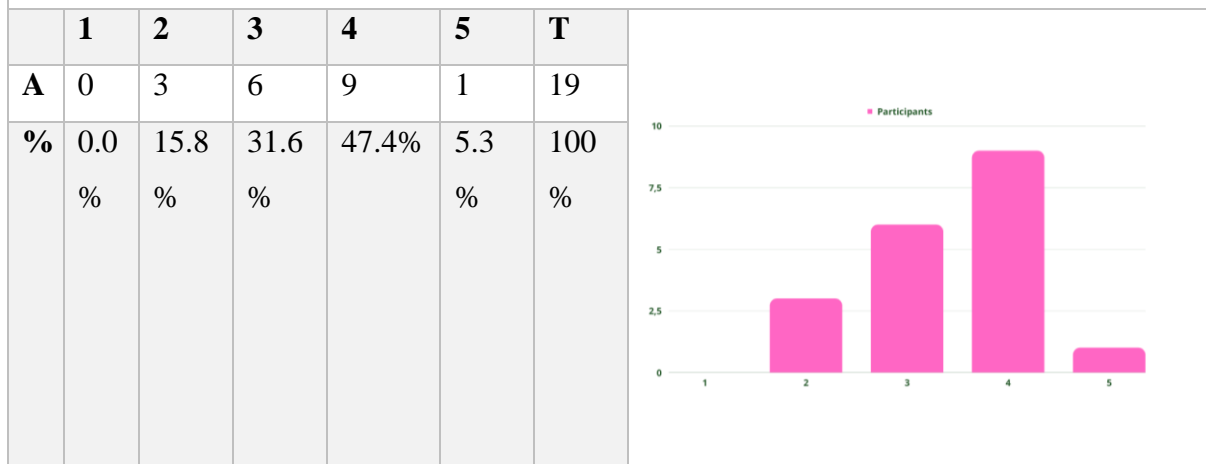


Table 23: Answers to Question 27 in the first questionnaire and related bar chart

28. According to you, what was the reason for this culture shock?

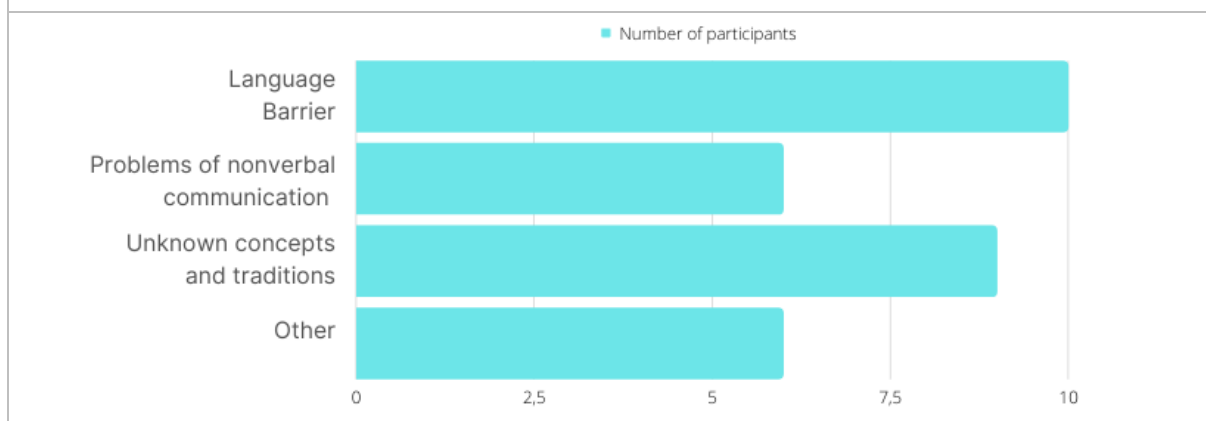


Table 24: Answers to Question 28 in the first questionnaire and related bar chart

29. Did you receive any cross-cultural training before coming to work in China?

	YES	NO	Total
Number of answers	3	16	19
Percentage	15.8%	84.2%	100%

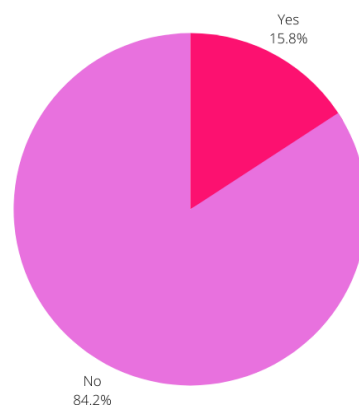


Table 25: Answers to Question 29 in the first questionnaire and related pie chart

30. If you answered 'yes' to the previous question, could you explain what this training was? Did you find it useful to avoid culture shock in the Chinese workplace

Training	Comments about the training
1. Brief overview of the rules that the corporation was expected to follow + teaching of the Chinese perspectives on certain things	/
2. /	The training allows to understand but does not avoid the shock itself
3. Student, then teacher of East Asian culture	Fairly good training

Table 26: Summary of the answers to Question 30 in the first questionnaire

31. What advice would you give to future business expatriates in China to minimise the impact of culture shock in their working environment?

<ul style="list-style-type: none"> - Learn the language (4) - Ask for information about Chinese culture, get prepared (2) - Be open-minded/Respect the differences (2) - Get some cultural training (2) - Discuss with current or previous expats (3) - Read books about China (3) - Learn to stand up for yourself (1) - Read books on cultural differences (1)
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Table 27: Summary of the answers to Question 31 in the first questionnaire

8. Are you familiar with the concept of "Haragei" (腹芸)?

	YES	NO	Total
Number of answers	34	15	49
Percentage	69.4%	30.6%	100%

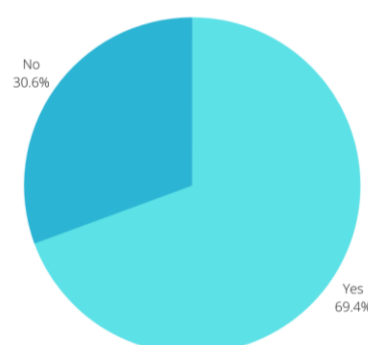


Table 28: Answers to Question 8 in the second questionnaire and related pie chart

9. If you have answered "yes" to the previous question, how would you rate the impact of Haragei in your working environment?

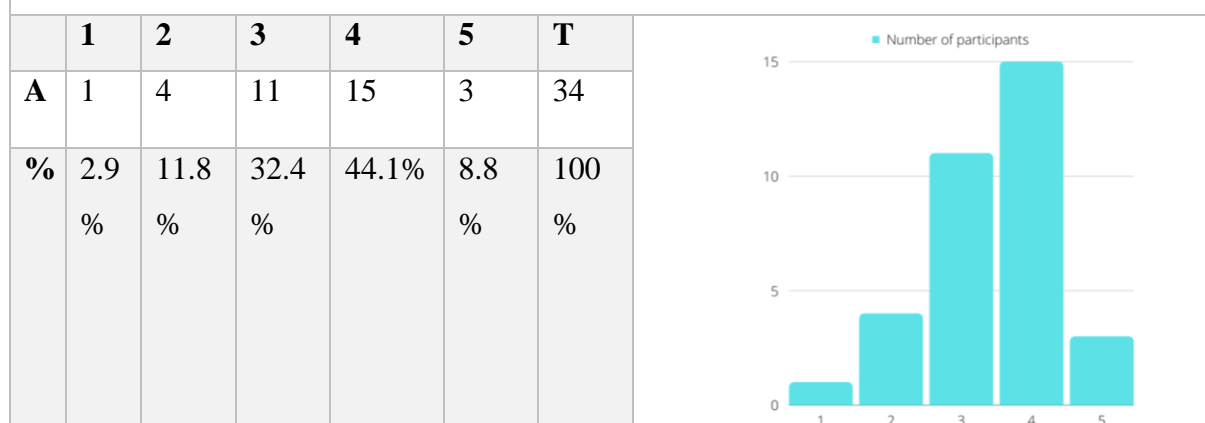


Table 29: Answers to Question 9 in the second questionnaire and related bar chart

10. Still for those who have heard about Haragei before, would you say that Haragei has been a factor of culture shock for you when you started working in Japan?

	YES	NO	Total
Number of answers	15	22	37
Percentage	40.5%	59.5%	100%

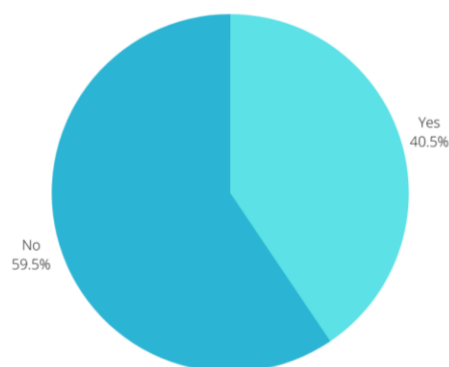


Table 30: Answers to Question 10 in the second questionnaire and related pie chart

11. Why?

Reasons for <i>Haragei</i> to represent a factor of culture shock (10)	Reasons for <i>Haragei</i> NOT to represent a factor of culture shock (12)
Differences with the culture of origin (often problems with an implicit nonverbal communication) (4)	Similarities with other countries and/or parts of the world (5)
Can hardly be acquired (1)	Different point of view that just needs to be learnt about (not strong enough to represent a shock) (3)
Leads to confusion/frustration (4)	Easiness to adapt (1)
Too subjective (1)	Sufficient preparation and/or prior experience in Japan (3)

Table 31: Summary of the answers to Question 11 in the second questionnaire

12. On a scale from 1 to 5, please rate the likelihood that Haragei could represent a factor of culture shock for a Western expatriate working for the first time in Japan

	1	2	3	4	5	T
A	5	5	6	9	10	35
%	14.3%	14.3%	17.1%	25.7%	28.6%	100%

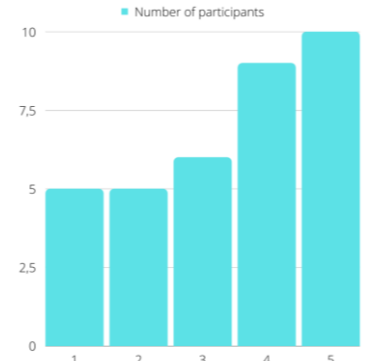


Table 32: Answers to Question 12 in the second questionnaire and related bar chart

13. Are you familiar with the concept of Harmony/Wa (和)?

	YES	NO	Total
Number of answers	46	3	49
Percentage	93.9%	6.1%	100%

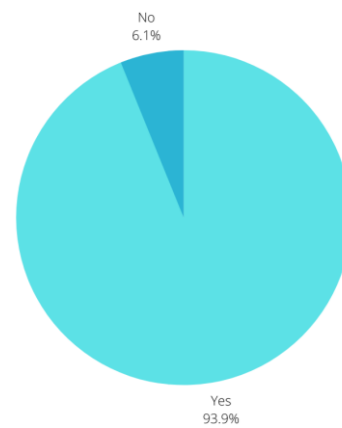


Table 33: Answers to Question 13 in the second questionnaire and related pie chart

14. If you have answered 'yes' to the previous question, how would you rate the impact of Harmony/Wa in your working environment?

	1	2	3	4	5	T
A	5	3	8	18	12	46
%	10.9%	6.5%	17.4%	39.1%	26.1%	100%




Table 34: Answers to Question 14 in the second questionnaire and related bar chart

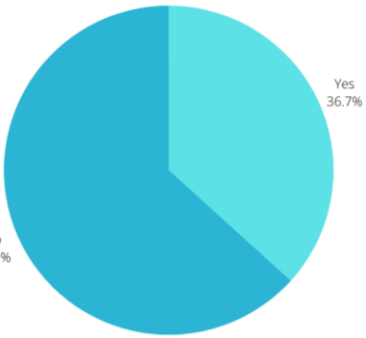
15. Has the importance that the Japanese attach to harmonious relationships been a factor of culture shock for you?				
	YES	NO	Total	
Number of answers	18	31	49	
Percentage	36.7%	63.3%	100%	

Table 35: Answers to Question 15 in the second questionnaire and related pie chart

16. Why?	
Reasons for <i>Harmony/Wa</i> to represent a factor of culture shock (13)	Reasons for <i>Harmony/Wa</i> NOT to represent a factor of culture shock (23)
Differences with the culture of origin (often linked to individualism versus collectivism) (2)	Similarities with other countries and/or parts of the world (4)
Ignore individual needs for the sake of harmony (4) (ex: happiness)	Just a need to be aware of it (1)
Leads to restrictions (2)	Not all Japanese apply it (4)
Progress is achieved too slowly (1)	Harmonious environment = comfortable (1)
Wa is favoured over efficiency (1)	Sufficient preparation and/or prior experience in Japan (6)
Affects opinion-sharing, decision-making and feedback (1)	Not really in use anymore (1)
Harmony = specific to Japan (1)	“It makes sense”, “well-known” (3)
Ambiguous (1)	Not perceived a shock (2)
	“It’s a myth” (1)

Table 36: Summary of the answers to Question 16 in the second questionnaire

17. On a scale from 1 to 5, please rate the likelihood that the Japanese's focus on harmonious relationships could represent a factor of culture shock for a Western expatriate working for the first time in Japan

	1	2	3	4	5	T
A	5	8	12	13	11	49
%	10.2%	16.3%	24.5%	26.5%	22.4%	100%




Table 37: Answers to Question 17 in the second questionnaire and related pie chart

18. Are you familiar with the concepts of Tatemaie and Honne (建前/本音)?

	YES	NO	Total
Number of answers	48	1	49
Percentage	98%	2%	100%

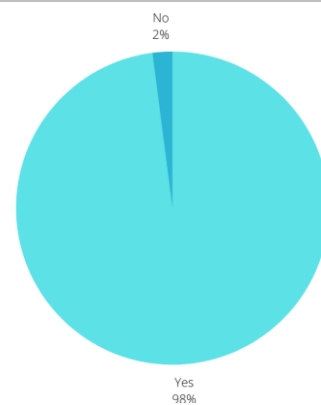


Table 38: Answers to Question 18 in the second questionnaire and related pie chart

19. If you have answered 'yes' to the previous question, how would you rate the impact of Tatemaie/Honne in your working environment?

	1	2	3	4	5	T
A	0	7	7	14	20	48
%	0.0%	14.6%	14.6%	29.2%	41.7%	100%




Table 39: Answers to Question 19 in the second questionnaire and related bar chart

20. Have <i>Tatema</i>e and <i>Honne</i> been a factor of culture shock to you?				
	YES	NO	Other	Total
Number of answers	21	21	7	49
Percentage	42.9%	42.9%	14.3%	100%

The pie chart displays the following data:

Response	Percentage
Yes	42.9%
No	42.9%
Other	14.3%

Table 40: Answers to Question 20 in the second questionnaire and related pie chart

21. Why?	
Reasons for <i>Tatema</i> e/ <i>Honne</i> to represent a factor of culture shock (23)	Reasons for <i>Tatema</i> e/ <i>Honne</i> NOT to represent a factor of culture shock (21)
Differences with the culture of origin (public façade = just a cover) (5)	Similarities with other countries and/or parts of the world (10) (although the participants usually admitted that it was more extreme in Japan)
Can be interpreted as a lack of honesty or even as hypocrisy (6)	Not specific to the Japanese (1)
Specific to Japan (2)	Perceived more as an annoyance than a shock (2)
It takes a long time to get to know a Japanese business worker on a personal level (2)	Appropriate preparation and/or experience in Japan (4)
May lead to lying (1)	Not present everywhere (1)
Difficulties to differentiate between what is honest and what is not (4)	Not difficult to assimilate (2)
Causes disappointment and difficulties to trust (3)	“It’s an art form” (1)

Table 41: Summary of the answers to Question 21 in the second questionnaire

22. On a scale from 1 to 5, please rate the likeliness that Tatemaē/Honne could represent a factor of culture shock to a Western expatriate working for the first time in Japan

	1	2	3	4	5	T
A	4	6	5	12	22	49
%	8.2 %	12.2 %	10.2 %	24.5%	44.9 %	100 %

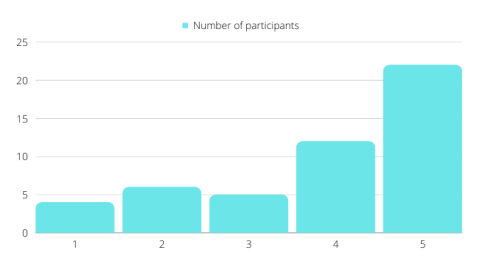


Table 42: Answers to Question 22 in the second questionnaire and related bar chart

23. Are you familiar with the Japanese process of Ringi Seido?

	YES	NO	Total
Number of answers	31	18	49
Percentage	63.3%	36.7%	100%

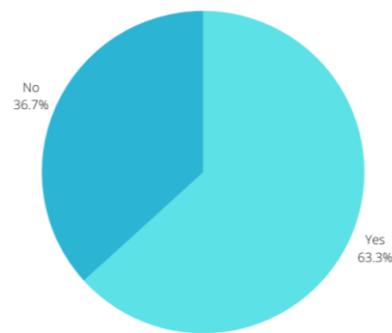


Table 43: Answers to Question 23 in the second questionnaire and related pie chart

24. Is Ringi Seido used in your company?

	YES	NO	Other	Total
Number of answers	18	22	9	49
Percentage	36.7%	44.9%	18.4%	100%

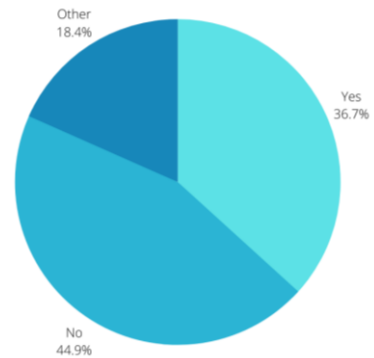


Table 44: Answers to Question 22 in the second questionnaire and related pie chart

25. If you have answered 'yes' to the previous question, would you say that Ringi Seido has been a factor of culture shock for you?				
	YES	NO	Other	Total
Number of answers	16	11	1	28
Percentage	57.1%	39.3%	3.6%	100%

Table 45: Answers to Question 25 in the second questionnaire and related pie chart

26. Why?	
Reasons for <i>Reigi Seido</i> to represent a factor of culture shock (19)	Reasons for <i>Reigi Seido</i> NOT to represent a factor of culture shock (8)
Differences with the culture of origin (Westerners want to make decisions quickly) (1) “Useless” and too time-consuming (13) Outdated (1) May lead to power harassment (1) Nothing is explained (1) Too many people need to be involved (2)	Perceived more as an annoyance (1) “Well-known” (1) Just a need to adapt (2) Allows company cohesion to form (1) Enhances group thinking (1) Sufficient preparation (1) Efficient (1)

Table 46: Summary of the answers to Question 26 in the second questionnaire

27. On a scale from 1 to 5, please rate the likelihood that the process of Ringi Seido could represent a factor of culture shock for a Western expatriate working for the first time in Japan						
	1	2	3	4	5	T
A	1	2	8	18	12	41
%	2.4%	4.9%	19.5%	43.9%	29.3%	100%

Table 47: Answers to Question 27 in the second questionnaire and related bar chart

28. Are you familiar with the concept of Nemawashi (根回し)?				
	YES	NO	Total	
Number of answers	31	18	49	
Percentage	63.3%	36.7%	100%	

Table 48: Answers to Question 28 in the second questionnaire and related pie chart

29. If you have answered 'yes' to the previous question, please estimate the impact of Nemawashi in business							
	1	2	3	4	5	T	
A	0	1	5	14	12	32	
%	0.0%	3.1%	15.6%	43.8%	37.5%	100%	

Table 49: Answers to Question 29 in the second questionnaire and related bar chart

30. Has Nemawashi been a factor of culture shock to you?				
	YES	NO	Total	
Number of answers	6	30	36	
Percentage	16.7%	83.3%	100%	

Table 50: Answers to Question 28 in the second questionnaire and related pie chart

31. Why?	
Reasons for <i>Nemawashi</i> to represent a factor of culture shock (3)	Reasons for <i>Nemawashi</i> NOT to represent a factor of culture shock (22)
Too time-consuming (2)	Similar to the country of origin or other parts of the world (14)
Too many people need to be involved (1)	Satisfaction with the system (3)
	Just another form of networking (1)

	<p>Sufficient preparation and/or previous experience in Japan (3)</p> <p>Not perceived as a shock (1)</p>
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Table 51: Summary of the answers to Question 31 in the second questionnaire

32. On a scale from 1 to 5, please rate the likelihood that Nemawashi could represent a factor of culture shock for a Western expatriate working for the first time in Japan

	1	2	3	4	5	T
A	7	8	13	7	6	41
%	17.1%	19.5%	31.7%	17.1%	14.6%	100%

Table 52: Answers to Question 32 in the second questionnaire and related bar chart

33. Are you familiar with the concept of Kuuki (空気)?

	YES	NO	Total
Number of answers	44	5	49
Percentage	89.8%	10.2%	100%

Table 53: Answers to Question 33 in the second questionnaire and related pie chart

34. If you have answered "yes" to the previous question, how would you rate the impact of Kuuki in your working environment?

	1	2	3	4	5	T
A	2	3	13	13	13	44
%	4.5%	6.8%	29.5%	29.5%	29.5%	100%

Table 54: Answers to Question 34 in the second questionnaire and related bar chart

35. Has <i>Kuuki</i> been a factor of culture shock to you?					
	YES	NO	Other	Total	
Number of answers	11	32	2	45	
Percentage	24.4%	71.1%	4.4%	100%	

Table 55: Answers to Question 35 in the second questionnaire and related pie chart

36. Why?	
Reasons for <i>Kuuki</i> to represent a factor of culture shock (11)	Reasons for <i>Kuuki</i> NOT to represent a factor of culture shock (19)
Not explicit enough, requires observation (3) Challenging to learn for foreigners // Specific to Japan (4) Takes some time to get used to (2) Leads to bewilderment and confusion (2)	Similar to the country of origin or other parts of the world (14) Depends on the company (1) Perceived as an advantage for social interaction (2) Perceived as “normal” (1) Sufficient preparation (1)

Table 56: Summary of the answers to Question 36 in the second questionnaire

37. On a scale from 1 to 5, please rate the likelihood that <i>Kuuki</i> could represent a factor of culture shock for a Western expatriate working for the first time in Japan							
	1	2	3	4	5	T	
A	9	8	7	10	10	44	
%	20.5%	18.2%	15.9%	22.7%	22.7%	100%	

Table 57: Answers to Question 37 in the second questionnaire and related bar chart

38. Are you familiar with the concept of <i>Giri</i> (義理)?			
	YES	NO	Total
Number of answers	42	7	49
Percentage	85.7%	14.3%	100%

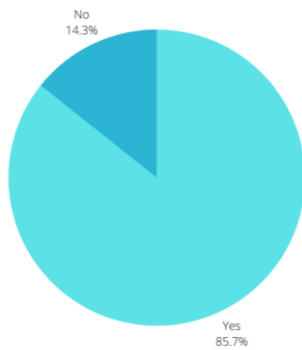


Table 58: Answers to Question 38 in the second questionnaire and related pie chart

39. If you have answered "yes" to the previous question, how would you rate the impact of <i>Giri</i> in your working environment?						
	1	2	3	4	5	T
A	4	10	13	12	3	42
%	9.5%	23.8%	31%	28.6%	7.1%	100%




Table 59: Answers to Question 39 in the second questionnaire and related bar chart

40. Has <i>Giri</i> been a factor of culture shock to you?				
	YES	NO	Other	Total
Number of answers	11	31	2	44
Percentage	25%	70.5%	4.5%	100%

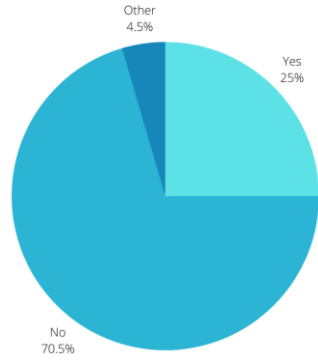


Table 60: Answers to Question 40 in the second questionnaire and related pie chart

41. Why?	
Reasons for <i>Giri</i> to represent a factor of culture shock (12)	Reasons for <i>Giri</i> NOT to represent a factor of culture shock (18)
Perceived as hypocritical/dishonest (3)	Similar to the country of origin or other parts of the world (5) (though the participants usually admit that it is stronger in Japan)
Perceived as useless (2)	
Involves pressure (2)	

May cause friction (2)	Sufficient preparation and/or prior experience in Japan (3)
Too many ‘omiyage’ (2)	Just a need to learn and adapt (1)
The ways that the favour has to be repaid consist more of a shock that the obligation itself (1)	Perceived as “normal” (7)
	Not as strong as what it used to be (1)
	No impact on the participant’s job (1)

Table 61: Summary of the answers to Question 41 in the second questionnaire

42. On a scale from 1 to 5, please rate the likelihood that Giri could represent a factor of culture shock to a Western expatriate working for the first time in Japan

	1	2	3	4	5	T
A	4	9	11	11	10	45
%	8.9%	20%	24.4%	24.4%	22.2%	100%

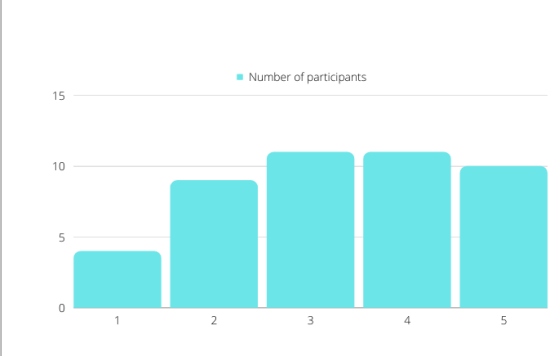


Table 62: Answers to Question 42 in the second questionnaire and related bar chart

43. On a more general level, how frequently were you faced with culture shock when working in Japan for the first time?

	1	2	3	4	5	T
A	2	13	11	16	7	49
%	4.1%	26.5%	22.4%	32.7%	14.3%	100%

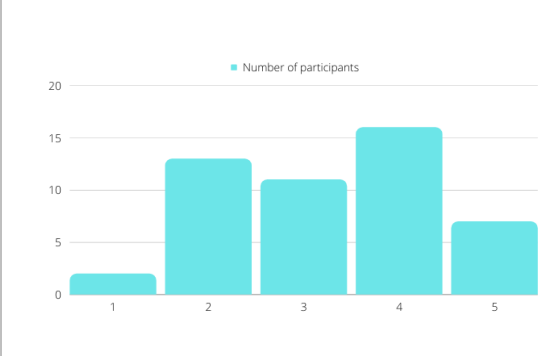
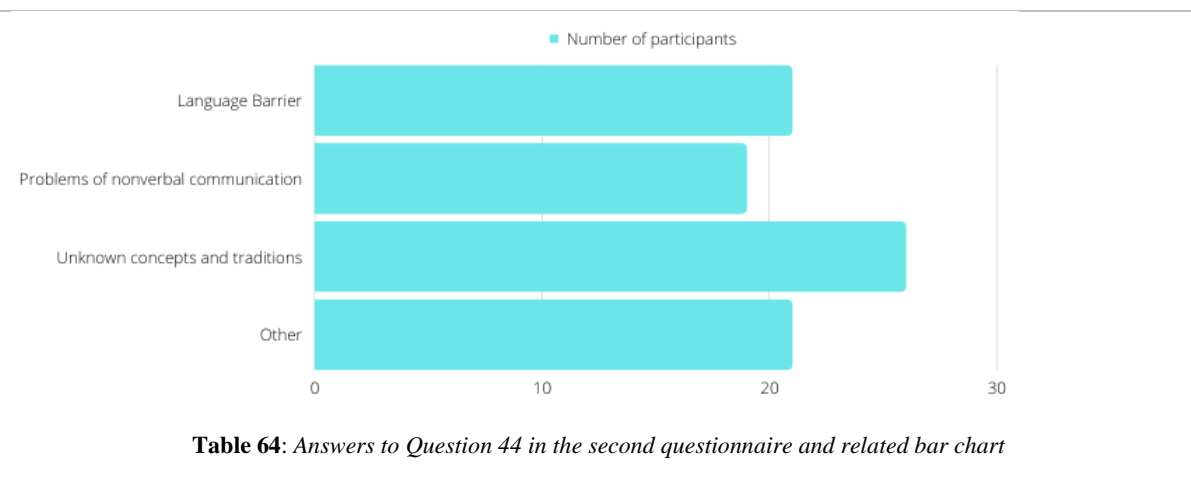


Table 63: Answers to Question 43 in the second questionnaire and related bar chart

44. According to you, what was the reason for this culture shock? (You can select several answers)



45. Did you receive any cross-cultural training before coming to work in Japan?

	YES	NO	Total
Number of answers	16	33	49
Percentage	32.7%	67.3%	100%

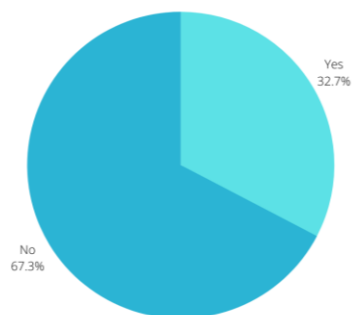


Table 65: Answers to Question 45 in the second questionnaire and related pie chart

46. If you answered 'yes' to the previous question, could you explain what this training was? Did you find it useful to avoid culture shock in the Japanese workplace?

Training (15)	Comments about the training
1. Japanese studies at university (3)	/
2. Previous experience in South Korea (1)	/
3. Several formations (no names provided) (1)	Very helpful
4. Jet Program (1)	Somewhat helpful
5. Personal research (1)	“By knowing what to expect from a culture, you can minimise culture shock”
6. Interactions with Japanese students (1)	/

7. Introduction to cultural aspects (1)	Useful to understand Japanese people and to expect miscommunications. Nevertheless, it does not solve the issue of culture shock.
8. Training provided by the company (1)	“Somewhat useful but the only way to learn is experience”
9. Intensive Japanese lessons 5 days/week before starting full-time work (1)	Really helpful preparation
10. Cultural awareness training for airport employees and general sexual harassment training (1)	/
11. Overview of the cultural standards that need to be respected in a Japanese school (1)	/
12. Online resources, meetings with Japanese members and post-arrival cultural training that the participant developed for himself/herself (1)	/
13. One course at INALCO Langues’O (1)	/

Table 66: Summary of the answers to Question 46 in the second questionnaire

47. What advice would you give to future business expatriates in Japan to minimise the impact of culture shock in their working environment?

- Learn the language (13)
- Prepare properly (3)
- Get familiar with the concepts mentioned, and be aware of their existence (2)
- Study the culture and culture differences (9)
- Read up on manners (1)
- Join a Facebook group to learn about life as an expat (1)
- Find someone that can help you with the things you don’t understand (1)
- Learn Japanese proverbs (1)
- Talk to Japanese people or experienced expats (1)
- Expect to get a shock (4)
- Expect to be treated differently (1)
- Take a cross-cultural training before coming to the country (2)
- Be open-minded (6)
- Be patient and kind (1)

- Listen and observe more than you speak (3)
- Don't take things personally (1)
- Watch movies and participate in video calls (1)
- Watch closely your co-workers (1)

Table 67: Summary of the answers to Question 47 in the second questionnaire

8. Are you familiar with the concept of Kibun (기분)?			
	YES	NO	Total
Number of answers	10	1	11
Percentage	90.9%	9.1%	100%

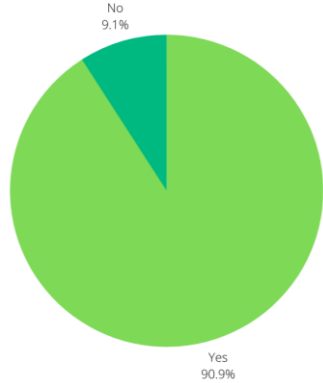


Table 68: Answers to Question 8 of the third questionnaire and related pie chart

9. If you have answered "yes" to the previous question, how would you rate the impact of Kibun in your working environment?						
	1	2	3	4	5	T
A	1	0	4	5	0	10
%	10%	0.0%	40%	50%	0.0%	100%

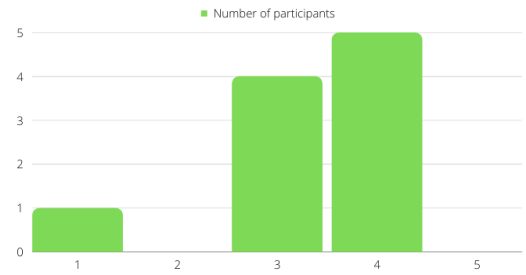


Table 69: Answers to Question 9 of the third questionnaire and related bar chart

10. Would you say that Kibun has been a factor of culture shock for you when you started working in South Korea?			
	YES	NO	Total
Number of answers	4	7	11
Percentage	36.4%	63.6%	100%

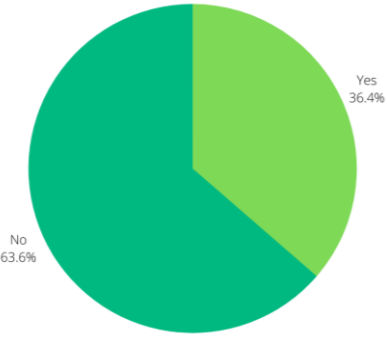


Table 70: Answers to Question 10 in the third questionnaire and related pie chart

11. Why?

Reasons for <i>Kibun</i> to represent a factor of culture shock (3)	Reasons for <i>Kibun</i> NOT to represent a factor of culture shock (4)
Impact how one speaks with others, and how info is shared (1)	Universal concept (similar to other countries) (3)
Leads to feelings of injustice and confusion (1)	Previous knowledge of the concept (1)
Need to guess other people's feelings (1)	

Table 71: Answers to Question 11 in the third questionnaire

12. On a scale from 1 to 5, please rate the likelihood that <i>Kibun</i> could represent a factor of culture shock for a Western expatriate working for the first time in South Korea						
	1	2	3	4	5	T
A	2	1	3	2	2	10
%	20%	10%	30%	20%	20%	100%




Table 72: Answers to Question 12 in the third questionnaire and related bar chart

13. Are you familiar with the concept of <i>Nunchi</i> (눈치)?			
	YES	NO	Total
Number of answers	9	2	11
Percentage	81.8%	18.2%	100%

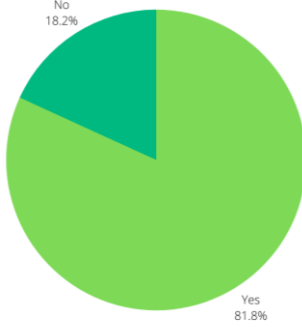


Table 73: Answers to Question 13 in the third questionnaire and related pie chart

14. If you have answered 'yes' to the previous question, how would you rate the impact of <i>Nunchi</i> in your working environment?						
	1	2	3	4	5	T
A	0	1	5	3	0	9



Table 74: Answers to Question 14 in the third questionnaire and related bar chart

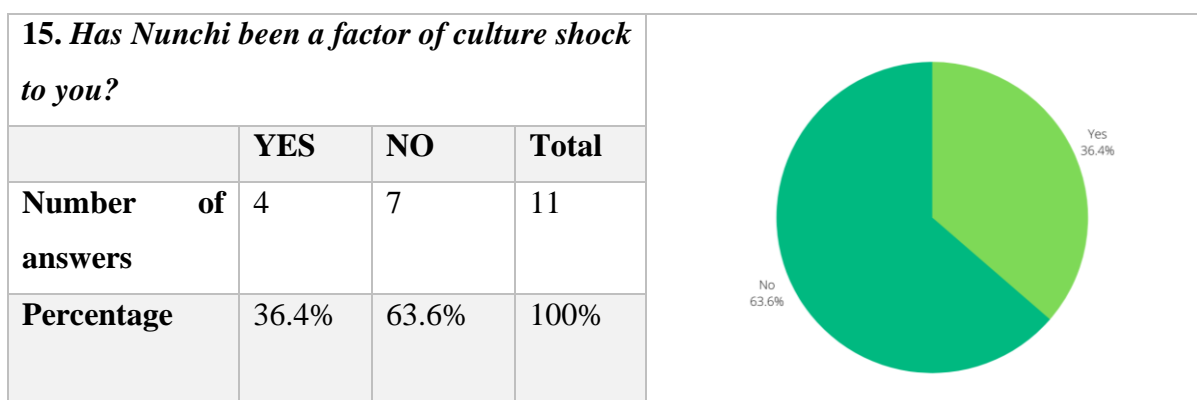


Table 75: Results to Question 15 in the third questionnaire and related pie chart

16. Why?	
Reasons for <i>Nunchi</i> to represent a factor of culture shock (3)	Reasons for <i>Nunchi</i> NOT to represent a factor of culture shock (2)
Difficulties to understand what people want (1)	Universal concept (similar to other countries) (1)
Differences with the culture of origin (1)	Previous knowledge/experience of the concept (1)
Inability to perceive certain political games (1)	

Table 76: Results to Question 16 in the third questionnaire

17. On a scale from 1 to 5, please rate the likelihood that Nunchi could represent a factor of culture shock for a Western expatriate working for the first time in South Korea						
	1	2	3	4	5	T
A	1	1	2	4	2	10

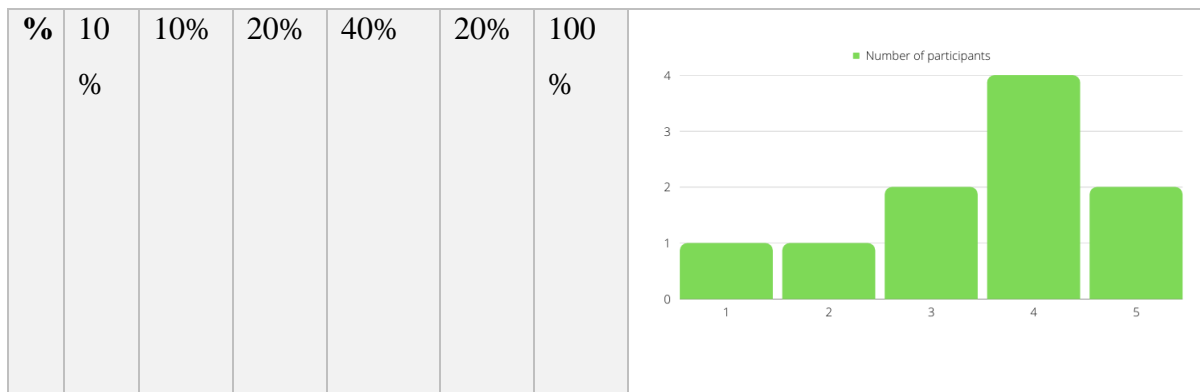


Table 77: Results to Question 17 in the third questionnaire and related bar chart

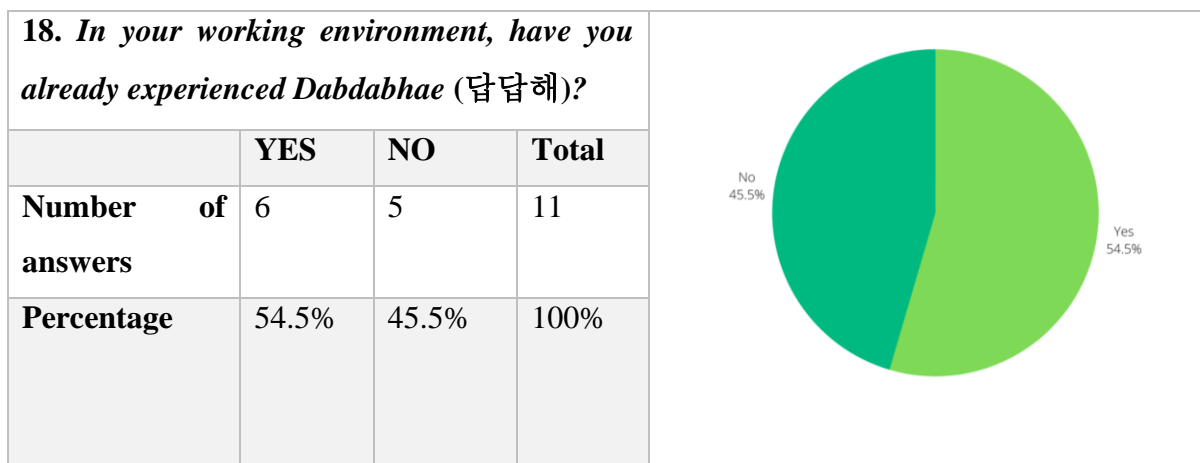


Table 78: Answers to Question 18 in the third questionnaire and related pie chart

19. If you have answered 'yes' to the previous question, why?
Causes of Dabdabhae (5) :
Racism and self-centrism of elders (1)
Hierarchy is more important than expertise, which leads to frustration (1)
People do not reveal their feelings, even when they are asked about (2)
Inability to express one's real opinions and ideas (1)

Table 79: Answers to Question 19 in the third questionnaire

20. Are you familiar with the concept of Inhwa/Harmony (인화)?				
	YES	NO	Total	
Number of answers	8	3	11	

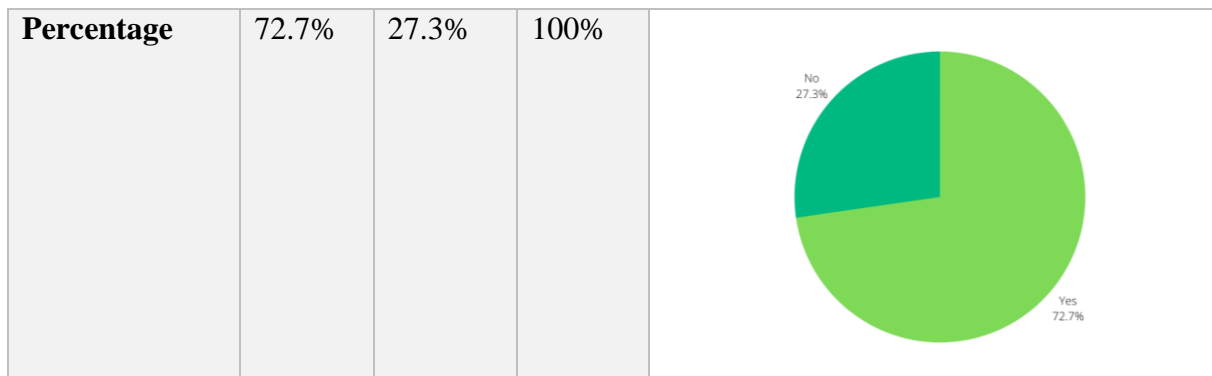


Table 80: Answers to Question 20 in the third questionnaire and related pie chart

21. If you have answered 'yes' to the previous question, how would you rate the impact of *Inhwa*/Harmony in your working environment?

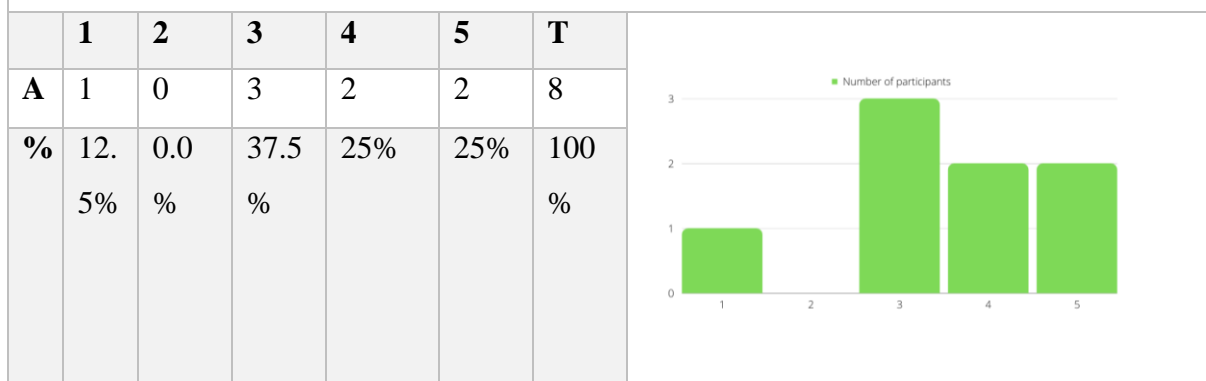


Table 81: Answers to Question 21 in the third questionnaire and related bar chart

22. Has the importance that South Korean people attach to harmonious relationships been a factor of culture shock to you?

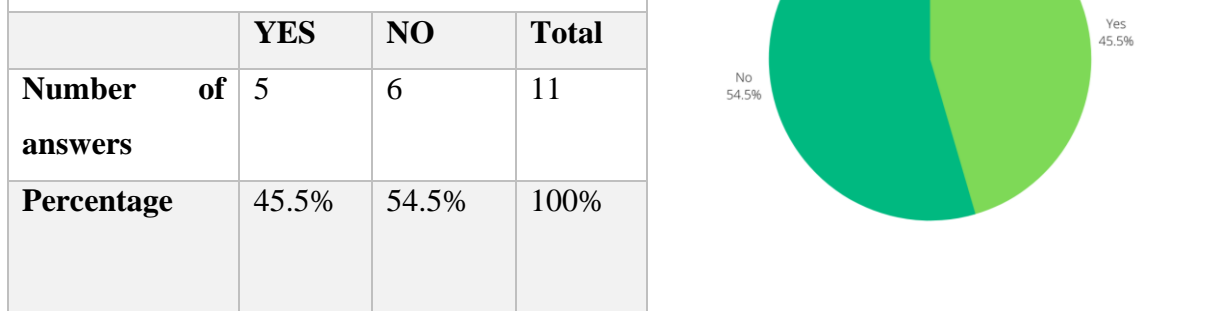


Table 82: Answers to Question 22 in the third questionnaire and related pie chart

23. Why?

Reasons for <i>Inhwa</i> to represent a factor of culture shock (3)	Reasons for <i>Inhwa</i> NOT to represent a factor of culture shock (2)
Impact on how information is shared (1) Never challenged although sometimes used illegally (1)	Previous knowledge/experience of the concept (1) Linked to <i>Nunchi</i> and <i>Kibun</i> (1)

Differences with Western companies (1)	
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Table 83: Answers to Question 23 in the third questionnaire

24. On a scale from 1 to 5, please rate the likelihood that the Korean's focus on harmonious relationships could represent a factor of culture shock for a Western expatriate working for the first time in South Korea

	1	2	3	4	5	T
A	1	1	4	4	1	11
%	9.1 %	9.1 %	36.4 %	36.4% %	9.1 %	100 %

Table 84: Answers to Question 24 in the third questionnaire and related bar chart

25. On a more general level, how frequently have you been faced with culture shock when working in South Korea for the first time?

	1	2	3	4	5	T
A	2	1	4	4	0	11
%	18.2 %	9.1 %	36.4 %	36.4% %	0.0 %	100 %

Table 85: Answers to Question 25 in the third questionnaire and related bar chart

26. According to you, what was the reason for this culture shock?

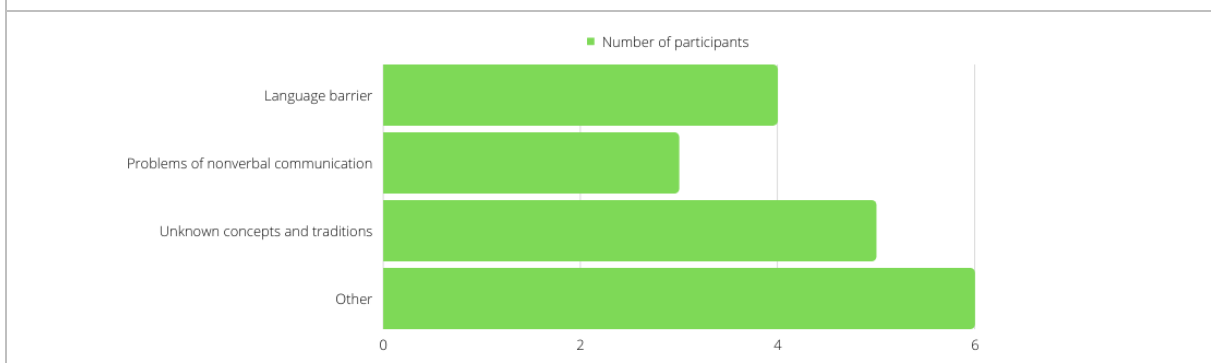


Table 86: Bar chart related to Question 26's answers

27. Did you receive any cross-cultural training before coming to work in South Korea?				
	YES	NO	Total	
Number of answers	5	6	11	
Percentage	45.5%	54.5%	100%	

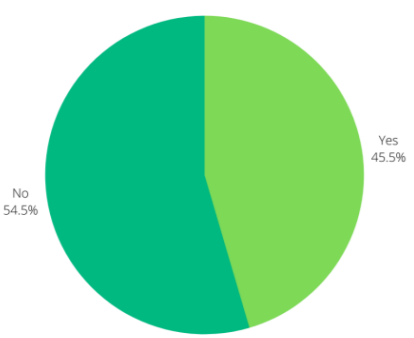


Table 87: Answers to Question 27 in the third questionnaire and related pie chart

28. If you answered 'yes' to the previous question, could you explain what this training was? Did you find it useful to avoid culture shock in the Korean workplace?	
Training	Comments about the training
1. Korean partner	Very useful
2. Degree in Korean language and civilisation	Good base of information on Korean culture
3. Experience in NGOs as part of fellowships offered through a college centre	/
4. /	Not enough details

Table 88: Answers to Question 28 in the third questionnaire

29. What advice would you give to future business expatriates in South Korea to minimise the impact of culture shock in their working environment?
Learn about the culture beforehand (ex: by looking up information online, watching dramas related to work, etc.) (4)
Be expected to be treated as a foreigner (1)
Follow what your co-workers do (1)
Learn Korean (2)
Analyse situations to react accordingly (1)
Do not take things seriously (1)
Keep an open mind (1)
“When in Rome, do as the Romans do” (1)

Table 89: Answers to Question 29 in the third questionnaire