

Accomplishing Corporate Missions Abroad: Do Inclusive Leadership Matter?

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Summary of Research

The main goal of the study is to explore if inclusive leadership matters in accomplishing corporate missions of Japanese multinational companies abroad. As inclusive leadership likely promotes organizational inclusion, the study will examine (1) the nexus between inclusive leadership and organizational inclusion, (2) organizational inclusion in expatriation, and (3) its effect on expatriate mission accomplishment. Specifically, the expatriation policies of two Japanese multinational companies (MNCs) will be examined to establish the presence or lack of inclusive leadership, organizational inclusion and its effect on expatriate mission accomplishment. Data collection via in-depth interviews with the expatriates in the subsidiaries and senior HR managers at their headquarters will be conducted. The findings of the study will verify the significance of inclusive leadership and organizational inclusion in expatriate mission accomplishment. The study will contribute to leadership theory for inclusivity and will provide insights into how MNCs in developed economies in a collectivist East Asian context, particularly homogeneous island nations, where people in general hold strongly to their cultural beliefs and norms, promote organizational inclusion in their expatriation policies. It further verifies the necessity to embrace organizational inclusion in expatriation to enhance expatriate mission accomplishment.

The research will be conducted within an interpretivist framework and relies on a cross-case study approach to illustrate and illuminate the notion of organizational inclusion in Japanese multinational companies, particularly for expatriate mission accomplishment. An iterative process of data collection and analysis will be employed to identify key themes as data is collected. Thematic analysis will be used to identify a range of case themes pertaining to inclusive leadership and organizational inclusion in fostering expatriate mission accomplishment. The consistent and repetitive process of constant comparison of the data collected will lead to a comprehensive understanding of the presence or lack of inclusivity in Japanese MNCs and provide an insight into factors that emphasize the need for more organizational inclusion initiatives in expatriation. The aim here is to account for the role of inclusive leadership in fostering organizational inclusion and the patterns of organizational inclusion initiatives that promote expatriate mission accomplishment via grounded sensemaking (Sandberg & Tsoukas, 2020; Weick, 1995) accounts of Japanese senior HR managers and expatriates. Sensemaking is defined as “a motivated, continuous effort to

understand connections in order to anticipate their trajectories and act effectively” (Klein, Moon, & Hoffman, 2006, p. 71). In this study, sensemaking is chosen as a diagnostic tool to facilitate data interpretation.