



Cross-Cultural Adaptation and the Performance of Sino-Indonesian Joint Ventures: An Empirical Study

Bing CHI¹ , Xiang GAO²

Article History:

Received: 10-08-2024

Accepted: 09-10-2024

Publication: 29-10-2024

Cite this article as:

CHI, B., & Gao, X. (2024). Cross-Cultural Adaptation and the Performance of Sino-Indonesian Joint Ventures: An Empirical Study. *Journal of Intercultural Communication*, 24(4), 38-55. doi.org/10.36923/jicc.v24i4.972

©2024 by author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License 4.0 International License.

Corresponding Author:

Xiang GAO

Research Center of Finance,
Shanghai Business School, China.
Email: gaoxiang@sbs.edu.cn

Abstract: China has emerged as Indonesia's largest trading partner, creating new opportunities for bilateral economic cooperation. However, challenges related to cultural differences in joint ventures have become increasingly important. Improving cross-cultural adaptability and joint venture performance is crucial to strengthen collaboration and exchange. This study aims to explain the theory of cross-cultural adaptation in joint ventures, establishing connections between employee backgrounds, cross-cultural activities, support, and networks to develop new theoretical foundations for promoting such adaptation. The study examines the dynamic impact of cross-cultural adaptation on business performance by analyzing data from 30 China-Indonesia joint ventures between 2008 and 2019. The results indicate that cross-cultural adaptation comprises four components: employee backgrounds, cross-cultural spending, support, and networks. Notably, as cross-cultural adaptability improves, joint venture performance increases significantly. Among these components, cross-cultural networks have the most substantial impact on performance. These findings suggest joint ventures should enhance cross-cultural resilience through targeted activities to improve performance.

Keywords: Cross-cultural adaptation, Sino-Indonesian joint ventures, enterprise performance, cross-cultural networks

1. Introduction

Under the Belt and Road Initiative (BRI) framework, China has signed over 230 cooperation agreements with 150 countries and more than 30 international organizations (Yidaiyilu, 2023). In 2023, China's net outward direct investment reached \$153.71 billion, reflecting a year-on-year increase of 12.3%, as the National Bureau of Statistics calculated in its 2022 annual report. This initiative has strengthened international connections, allowing many Chinese enterprises to establish themselves in BRI countries (Zhang & Alon, 2010). As the birthplace of the "21st Century Maritime Silk Road," Indonesia plays a crucial role in the BRI and is a significant link between the Chinese and ASEAN economies (Lu, 2016). Since the resumption of diplomatic relations in 1990, Sino-Indonesian economic and trade cooperation has flourished, particularly in trade, investment, and engineering contracting (Lin, 2003a). In October 2013, Chinese President Xi Jinping proposed the construction of the "21st Century Maritime Silk Road" in Indonesia, elevating bilateral relations to a comprehensive strategic partnership (Xi, 2013). According to Chinese customs statistics, the trade volume between the two countries surged to \$149.09 billion in 2022, marking a 19.8% increase from 2021. Indonesia has consistently ranked among the top ten overseas markets for Chinese engineering contractors. Chinese investment projects continue to propel the Indonesian engineering market, with Chinese companies actively constructing power stations, highways, bridges, dams, and other infrastructure projects, thereby enhancing connectivity and development throughout Indonesia (Ministry of Commerce of China, 2022a; 2022b).

As bilateral cooperation deepens, Sino-Indonesian joint ventures have progressed rapidly. However, significant cultural differences between the two countries present challenges for cross-cultural adaptation. Indonesia, the world's largest Muslim nation, has religious beliefs that profoundly influence daily life and work habits. In contrast, Chinese culture tends to be more implicit and indirect in communication, while Indonesian culture is more direct and open, which can lead to misunderstandings. Chinese employees are accustomed to a variety of Chinese cuisine, whereas Indonesian employees prefer local traditional foods such as rice, coconut milk, and chili sauce. These dietary differences can create inconveniences and conflicts during communal meals. Such cross-cultural issues not only impact daily life but also impede project progress. The cultural differences extend beyond surface behaviors and habits, profoundly affecting the management and operation of Sino-Indonesian joint ventures. For instance, cultural conflicts in a cooperative project can significantly diminish team cooperation efficiency, ultimately resulting in delays or even termination. An example is the 2023 protest at PT Gunbuster Nickel Industry (GNI) smelter in Central Sulawesi, Indonesia,

¹ Interdisciplinary Studies College, Payap University, Thailand. Email: chibiing89@gmail.com

² Research Center of Finance, Shanghai Business School, China. Email: gaoxiang@sbs.edu.cn

where a lack of understanding by Chinese workers of the labor union's demands, particularly regarding occupational safety, led to protests and a production halt, resulting in the deaths of two Indonesian workers and one Chinese worker. Cultural differences and ideological disparities hindered effective communication and conflict resolution with the Indonesian labor union. These cases illustrate that cross-cultural issues have become a critical factor affecting the smooth development of Sino-Indonesian joint ventures, necessitating urgent solutions for cross-cultural adaptation.

Under business globalization, cross-cultural management has become a crucial element of international business. As companies expand their operations, effective cross-cultural management promotes cultural integration and significantly enhances their competitive advantage in the global marketplace (Rozkwitalska et al., 2017). Recent studies have shown that cross-cultural management capabilities directly impact firms' innovativeness and financial performance (Barmeyer et al., 2019). At the same time, Merkin (2009) explored issues such as cultural differences and stereotypes in cross-cultural communication from the perspective of employees. Although this study primarily focuses on cross-cultural training and adaptation in the Chinese context, we recognize the importance of situating it within a broader global cross-cultural management framework. As Szkudlarek et al. (2020) noted, effective intercultural management facilitates intra-organizational communication and improves the overall performance of multinational firms and employee satisfaction. In addition, Liu and Meyer's (2020) study emphasizes the critical role of cross-cultural management in MNCs' successful operations in emerging markets.

This study analyzes how cross-cultural adaptation impacts firm performance in Sino-Indonesian joint ventures. The objectives are to identify the indicators of cross-cultural adaptation that significantly affect firm performance, explore the roles of employee background, cross-cultural activities, cross-cultural support, and cross-cultural networks in cross-cultural adaptation, and determine how enhancing cross-cultural adaptation can improve overall firm performance. By addressing these questions, we aim to provide new insights into the theory of cross-cultural management and the practice of Sino-Indonesian joint ventures.

2. Literature Review

Cross-cultural adaptation refers to the capacity of various cultural groups to interact, interpenetrate, and maintain a dynamic equilibrium (Chen, 2012). This adaptive capacity can pertain to the ability of sojourners or immigrants to navigate the challenges that arise from the mismatch or incompatibility between their host and home cultures. It can also refer to the ability to manage the adaptation process within the host culture (Chen & Starosta, 2007). The cross-cultural adaptation discussed in this paper emphasizes the adjustment process by mitigating the impact of cultural conflicts that emerge during interactions between individuals or teams from different cultural backgrounds on their lives, psychology, and work. This definition underscores three critical elements of cross-cultural adaptation: Contact, conflict, and adjustment.

2.1. Theories of Cross-Cultural Adaptation

The extant studies categorize cross-cultural adaptation into two dimensions: psychological adaptation and socio-cultural adaptation. Based on emotional responses, psychological adaptation pertains to psychological well-being and life satisfaction during cross-cultural interactions. Socio-cultural adaptation refers to the capacity to adjust to the local social and cultural environment, encompassing effective interaction and communication with individuals from the local cultural background. Black et al. (1991) further classify socio-cultural adaptation into general adaptation, work adaptation, and interaction adaptation. Ward (2001) synthesizes the most influential theories and empirical approaches in cross-cultural adaptation from three perspectives: Affective, behavioral, and cognitive. These perspectives include the stress and coping theoretical model, cultural learning, and social identity theory (Argyle & Williams, 1969).

Hofstede (1984) and Hofstede et al. (2010) outline six dimensions that describe the impact of a society's culture on the values and behaviors of its members: individualism vs. collectivism, uncertainty avoidance, power distance, masculinity vs. femininity, long-term vs. short-term orientation, and indulgence vs. restraint. These cultural dimensions provide a theoretical foundation for understanding cultural differences across countries and regions and are significant for research on cross-cultural management and corporate cultural adaptation. Black (2006) explore cross-cultural adaptation through three dimensions: general adaptation, work adaptation, and interaction adaptation. General adaptation refers to an individual's ability to adjust to the living environment of the host country, encompassing daily life aspects such as clothing, food, and housing. Work adaptation pertains to an individual's ability to adjust to their job, tasks, work environment, and interactions with colleagues in the host country. Interaction adaptation refers to the comfort and proficiency an individual experiences in social interactions with local people within the host country.

Since its introduction, Hofstede's theory of cultural value dimensions has been a substantial framework for cross-cultural research. However, it has also sparked widespread controversy. Critics argue that the theory oversimplifies the complexity of culture and fails to consider the dynamics and diversity of culture adequately (McSweeney, 2002). For instance, in a meta-analysis, Kirkman et al. (2017) emphasize that Hofstede's dimensions may need to accurately represent the reality of national cultural changes over time, especially in rapidly developing countries. Furthermore, Venaik and Brewer (2013) have raised concerns about the applicability of Hofstede's model, suggesting that it may be biased towards Western cultures and lead to misinterpretations of non-Western

cultures. As a result, researchers have proposed alternative theoretical frameworks, such as the GLOBE research project, to offer a more comprehensive and dynamic tool for cultural comparison (House, 2004). Yi (2021) explored the validity and applicability of Hofstede's uncertainty avoidance dimension in the contemporary world. These controversies have deepened the academic understanding of cultural values and prompted further development in cross-cultural management.

The theory of "third culture" refers to the idea that when people from different cultural backgrounds interact, they create a new and unique culture through mutual understanding and integration. This new culture is different from the cultures of the individuals involved and promotes teamwork and innovation. As defined by Useem and Cottrell (1993), the third culture results from cross-cultural exchanges and highlights the culture's dynamic and adaptive nature. Recent studies have shown that the third culture plays a crucial role in multinational enterprises and joint ventures, helping to reduce cultural conflicts and improve organizational cohesion and innovation (Zhang et al., 2020; Lee and Sukoco, 2010). By establishing shared values and behavioral norms, the third culture can foster trust and cooperation among team members, enhancing overall performance.

Cultural Intelligence (CQ) plays a crucial role in cross-cultural adaptation research and has received much attention in recent years. Studies have shown a significant positive correlation between cultural intelligence and cross-cultural adaptation. Ang et al. (2007) defined cultural intelligence as an individual's ability to function effectively in multicultural environments, which includes four dimensions: metacognition, cognition, motivation, and behavior. Huff et al.'s (2014) meta-analysis found that cultural intelligence significantly impacted psychological, socio-cultural, and work adaptation. Presbitero (2016) further explored the mediating role of cultural intelligence in cross-cultural adaptation, emphasizing its role as a bridge between personal traits and adaptive capacity. In addition, Jyoti and Kour (2017) noted that leaders with high cultural intelligence can manage multicultural teams more effectively and facilitate team members' adaptation. On the other hand, Sharma and Hussain (2019) found that cultural intelligence not only directly affects cross-cultural adaptation but also indirectly affects the job performance of overseas employees by improving adaptive capacity. These studies emphasize the importance of cultural intelligence in promoting cross-cultural adaptation and provide theoretical foundations and practical guidance for cross-cultural training and global talent management.

2.2. Cultural Conflict and Adaptation in Joint Ventures

Joint ventures have swiftly evolved in the context of globalization, yet cultural integration presents significant challenges. Employees from varied cultural backgrounds often display marked differences in values, work styles, and management approaches, leading to communication barriers and issues in team collaboration. Hofstede et al. (2010) emphasized that cultural differences among countries—such as power distance, individualism versus collectivism, and masculinity versus femininity—impact employee behavior and managerial decisions. Joint ventures must navigate this cultural diversity to create a cohesive corporate culture (Taras et al., 2010).

The complexity of cross-cultural management heightens the challenges of cultural integration. Adler and Gundersen (2008) suggested that cross-cultural management not only requires an understanding and respect for diverse cultures but also necessitates skills in cross-cultural communication and conflict resolution. Managers in joint ventures must establish communication bridges between employees from various cultural backgrounds to promote cultural integration and mutual understanding. This demands that managers possess high cultural sensitivity and adaptable management strategies to address potential cultural conflicts and misunderstandings (Thomas & Inkson, 2009).

The success of cultural integration also relies on the support of internal systems and policies. Bird and Mendenhall (2016) emphasized that companies should formulate clear cultural integration strategies and provide cross-cultural training to assist employees in adapting to and understanding different cultures, thereby minimizing cultural conflicts and enhancing cross-cultural adaptation and job satisfaction (Bhawuk & Brislin, 2000). Therefore, joint ventures must consider multiple factors to achieve effective cultural integration, including cultural differences, cross-cultural management capabilities, and internal corporate policies.

2.3. The Impact of Cultural Differences on Joint Ventures

Cultural differences between countries significantly impact the operations of joint ventures. Firstly, these differences influence management styles and decision-making processes. Hofstede et al. (2010) noted that countries with varying cultural backgrounds display considerable differences in power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance. For instance, companies tend to prefer centralized management in high power distance cultures, while in low power distance cultures, they are more inclined towards decentralization and democratic decision-making. Such differences affect organizational structures, management processes, and employee relations, ultimately impacting operational efficiency and decision quality.

Cultural differences also shape communication styles and employee interactions. Trompenaars and Hampden-Turner (2012) suggested that employees from diverse cultural backgrounds exhibit significant variations in communication styles, time orientation, and work attitudes. For example, in high-context cultures, communication relies heavily on background information and non-verbal cues, while in low-context cultures, it is more direct and

explicit. These differences can result in misunderstandings and conflicts within cross-cultural teams, impacting teamwork and work efficiency (Gudykunst, 2003).

Significant cultural differences exist between China and Indonesia, which present unique challenges for Sino-Indonesian joint ventures. According to Hofstede's theory of cultural dimensions, Chinese culture is characterized by higher power distance and collectivism, while Indonesia, although also characterized by collectivism, has a relatively low power distance. This difference may lead to conflicts in decision-making processes and leadership styles. Table 1 lists the potential cultural differences that may have significant implications for the cross-cultural management of Sino-Indonesian joint ventures.

Table 1: Hofstede's Cultural Dimension Indices (China and Indonesia)

| Cultural Dimension | China | Indonesia | Explanation |
|--|-------|-----------|---|
| Power Distance | 80 | 78 | Both countries are relatively high and tend to accept unequal power distribution. |
| Individualism vs. Collectivism | 20 | 14 | Both countries are more collectivist, but Indonesia is more so. |
| Masculinity vs. Femininity | 66 | 46 | China is more masculine, while Indonesia is more moderate. |
| Uncertainty Avoidance | 30 | 48 | Chinese are less averse to ambiguity, while Indonesians are moderately so. |
| Long-Term Orientation vs. Short-Term Orientation | 87 | 62 | China is very long-term oriented, while Indonesia is relatively lower. |
| Indulgence vs. Restraint | 24 | 38 | China is more restrained, while Indonesia is more indulgent. |

Source: Hofsted et al. (2010).

Moreover, cultural differences significantly influence market strategies and customer relationships. Kotler and Keller (2016) highlighted that companies must adapt their marketing strategies and customer service to align with local cultural characteristics when entering markets with varying cultural backgrounds. For instance, in cultures prioritizing relationships and trust, companies should concentrate on building and maintaining customer relationships. In contrast, cultures that value efficiency and results should focus on product quality and service speed (Usunier & Lee, 2013). Research indicates that cross-cultural management significantly influences the performance of international joint ventures. For instance, Liu et al. (2020) found that national cultural differences (NCD) negatively affect the performance of international construction joint ventures (ICJV). However, this adverse impact can be alleviated through cooperative conflict management strategies. Similarly, Boyacigiller et al. (2003) suggested that a dynamic and hybrid cultural perspective in multicultural settings aids in better understanding cultural dynamics in international joint ventures (Lin, 2023b).

In Southeast Asia, significant attention has been paid to the issue of cross-cultural adaptation. Lo and Nguyen (2023) conducted a study on the challenges faced by local employees and expatriate managers in Vietnam, identifying language barriers, differences in values, and conflicting work styles as the main issues. Luring and Selmer (2012) focused on cross-cultural adaptation in Singaporean multinational corporations, highlighting the importance of establishing a solid social network for employee adaptation. Pekerti and Arli's (2017) research found that religious beliefs and family responsibilities impact the adaptation of Indonesian employees to foreign cultures. Froese et al. (2016) also compared the cross-cultural adaptation of Korean and Vietnamese employees in Chinese subsidiaries, identifying cultural distance and language differences as critical factors. Bader and Berg (2013) examined cross-cultural management practices in Thai multinational corporations, emphasizing the significance of fostering employees' cultural intelligence. Selmer and Luring (2015) explored cross-cultural teamwork in Singaporean MNCs, finding that the diversity of team members' cultural backgrounds affects team performance. These studies suggest that cross-cultural adaptation in Southeast Asia has distinct regional characteristics and warrants further exploration.

In conclusion, cultural differences between countries profoundly influence the operations of joint ventures. Companies must implement effective cross-cultural management and cultural integration strategies to mitigate the adverse effects of cultural differences, thereby enhancing operational efficiency and market competitiveness (Thomas & Peterson, 2017). Although extensive research exists on the impact of culture, most studies focus on macro-level aspects such as countries or industries, with relatively few addressing cross-cultural adaptation issues in business management. In particular, there needs to be more research on cross-cultural issues between Chinese and Indonesian joint ventures, making exploring these matters at the corporate level highly relevant.

3. Cross-Cultural Analysis of Sino-Indonesian Joint Ventures

Under the background of globalization, cross-cultural adaptation has become a critical factor in the successful operation of international joint ventures. Research has shown that employees' international experience is closely linked to their ability to adapt cross-culturally, and by controlling for background variables, cross-cultural adaptation can be assessed more precisely (Chang et al., 2013). Furthermore, cross-cultural activities are crucial in fostering cross-cultural understanding and cooperation, such as enhancing adaptation through cultural inclusivity and

team-building initiatives. Previous studies indicate that cross-cultural competence is positively associated with expatriate performance, and support measures like cross-cultural training can effectively alleviate work stress for expatriates (Chen, 2019). The significance of cross-cultural networks in the adaptation process is also highlighted, as training can equip employees to establish business and social networks, thereby improving their adaptation capabilities. These studies provide a robust theoretical foundation and empirical evidence for understanding and developing metrics for cross-cultural adaptation. Thus, cross-cultural adaptation involves individual psychological and behavioral adjustments and necessitates comprehensive adaptation through practical activities, support measures, and network assistance. This paper will explore the theoretical framework of cross-cultural adaptation from four aspects: diverse employee backgrounds, cross-cultural activities, cross-cultural safeguards, and cross-cultural networks. These four dimensions are interrelated and affect a firm's ability to adapt cross-culturally.

Indonesian joint ventures have taken concrete measures to address cross-cultural challenges (Bird & Mendenhall, 2016). These measures include incorporating diverse employee backgrounds to enhance cultural understanding, organizing cross-cultural exchange activities such as attending local employees' weddings and celebrating important festivals to promote cultural integration, providing special cultural subsidies, building halal cafeterias and prayer rooms to meet religious needs, and respecting and observing Indonesian holidays to demonstrate respect for the local culture. Additionally, they strengthen cross-cultural networks by hiring local talent and partnering with local businesses, all designed to improve employee job satisfaction, team cohesion, and the company's ability to adapt to the marketplace, thereby enhancing overall corporate performance.

3.1. Diverse Employee Backgrounds

Diverse employee backgrounds play a crucial role in cross-cultural adaptation. According to Hambrick's Upper Echelons Theory, executives' cognitive base and behavioral performance are profoundly influenced by their background characteristics (Hambrick & Mason, 1984). This theory emphasizes that decision-makers' experience, education, and cultural background directly affect their strategic decisions and organizational performance. In Sino-Indonesian joint ventures, employee diversity is reflected at the executive and workforce levels. Employees with diverse backgrounds bring different cultural perspectives and experiences, promoting innovation and flexibility (Stahl et al., 2010). Employees from various cultural backgrounds can provide diverse solutions and coping strategies when faced with cross-cultural challenges, enhancing the organization's adaptive capacity. Research has shown that employees with international experience are more likely to understand and respect different cultures, thus enhancing cross-cultural adaptability (Ng et al., 2009).

Additionally, executives' overseas experience enables them to reexamine their behaviors and values and focus more on the firm's long-term development. This diversity of backgrounds allows executives to more fully consider the needs and expectations of different cultures when formulating strategies, promoting cross-cultural integration and adaptation in the firm (Carpenter et al., 2017). Recent research states that diverse executive teams can respond more effectively to the complexity and uncertainty of the global marketplace (Nielsen & Nielsen, 2013). This diversity is reflected not only in cultural backgrounds but also in gender, age, and professional backgrounds, which enhance a firm's ability to innovate and be competitive in the marketplace (Zhang & Qu, 2016).

In summary, the diversity of employee backgrounds significantly enhances the cross-cultural adaptability of Sino-Indonesian joint ventures by influencing executives' decision-making, promoting innovation, and enhancing cross-cultural understanding. This theoretical framework provides essential support for the successful operation of firms in a globalized environment.

3.2. Intercultural Activities

Intercultural activities are crucial in facilitating acculturation. According to Cultural Learning Theory (CLT), acculturation is a dynamic learning process in which individuals gradually understand and integrate into a new cultural environment through interactions with different cultures (Paige et al., 2003). This learning process involves not only the acquisition of knowledge but also the development of understanding and respect for cultural differences through practice and experience (Bhawuk & Brislin, 2000).

In Sino-Indonesian joint ventures, cross-cultural activities such as cultural exchanges, team building, and language training effectively promote mutual understanding and trust among employees. Studies have shown that employees who participate in cultural exchange activities perform more prominently in terms of cultural adaptability because they can gain direct cultural experience through practice, which allows them to better cope with cross-cultural challenges.

Furthermore, cross-cultural activities aid individuals' cultural adaptation and enhance team cohesion and overall performance. Organizing employees to participate in local festival celebrations or cultural exchange programs can help them understand Indonesian culture more deeply, thus reducing cultural conflicts and misunderstandings (Qin et al., 2023). Studies have found that cross-cultural training and cultural exchange activities can significantly improve employees' cultural intelligence and adaptability, enhancing an organization's market competitiveness. Therefore, enterprises should pay attention to and actively organize various cross-cultural activities to promote employees' cultural learning and adaptation process and then enhance overall cross-cultural adaptability and enterprise performance.

3.3. Intercultural Safeguards

Intercultural safeguards are crucial for promoting employees' cultural identity and adaptation. According to Social Identity theory, an individual's self-concept is partly shaped by the social group to which they belong. This sense of identity significantly influences employee behavior and attitudes (Tajfel & Turner, 2003). In cross-cultural environments, an employee's cultural identity can impact their sense of belonging and adaptability to the organization. Adequate cross-cultural safeguards, such as providing cultural training, building supportive networks, and implementing inclusive policies, can enhance employees' cultural identity, thus facilitating their adaptation process (Hofhuis et al., 2016).

Research indicates that intercultural safeguards can notably improve employees' cultural adaptability and job satisfaction (Kirkman et al., 2006). For instance, cross-cultural training and psychological support can help employees better understand and integrate into new cultural environments, reducing cultural conflict and adaptation stress. Furthermore, creating multicultural work environments and supportive networks can strengthen employees' social identity and make them feel more secure and supported in the face of cultural differences (Ng & Sears, 2017). This sense of identity contributes to employees' mental well-being and enhances team cohesion and overall performance (Zhang et al., 2022). Therefore, companies should prioritize the implementation of cross-cultural safeguards to promote employees' cultural identity and adaptation, ultimately enhancing the organization's overall effectiveness.

3.4. Cross-cultural Networks

Cross-cultural networks are essential for sharing information and acquiring resources, and Social Network Theory (SNT) helps us understand this process. SNT emphasizes that an individual's position and relationships within a social network can significantly influence their ability to access information and resources (Borgatti & Halgin, 2011). In cross-cultural environments, effective cross-cultural networks facilitate the rapid dissemination of information and promote the sharing and integration of resources, enhancing employees' cross-cultural adaptability (Granovetter, 1983).

Research has shown that cross-cultural networks provide employees with significant social support and critical information resources when adapting to a new culture (Chen et al., 2022). For example, employees with extensive cross-cultural connections have easier access to information about the local culture, market dynamics, and work processes, which helps them adapt more quickly to a new work environment. In addition, cross-cultural networks can facilitate knowledge sharing and innovation and enhance teamwork. By participating in cross-cultural activities and establishing diverse social networks, employees can gain more support and understanding when facing cultural differences, thus enhancing their cultural adaptability. Therefore, companies should pay attention to the construction of cross-cultural networks and encourage employees to actively participate in cross-cultural exchanges and cooperation to promote the dissemination of information and access to resources, thus enhancing the overall cross-cultural adaptive capacity and organizational performance.

Employees' diverse backgrounds, cross-cultural activities, safeguards, and networks are critical to cross-cultural adaptation in Sino-Indonesian joint ventures. These elements interact with each other and collectively influence the process and outcomes of the company's cross-cultural adaptation. Based on the literature review above, we have developed the following hypotheses:

H1: Cross-cultural adaptation is positively correlated with the cross-cultural adaptability of joint ventures;

H2: Increased intercultural activities will significantly enhance the overall performance of joint ventures;

H3: Implementing cross-cultural support measures will increase employee job satisfaction and improve firm performance;

H4: Establishing cross-cultural networks has a positive impact on the market adaptation of joint ventures.

4. Methodology

4.1. Research Method

This study utilizes a questionnaire survey method to gather data, assessing the perspectives and evaluations of employees and management in Sino-Indonesian joint ventures regarding cross-cultural adaptation indicators. The questionnaire survey is a quantitative research approach that systematically collects extensive data and uncovers relationships between variables through statistical analysis (Creswell, 2014). This method is commonly employed in cross-cultural research (Bryman, 2015) and effectively captures respondents' attitudes and perceptions toward cross-cultural adaptation. In this study, we will use questionnaires and semi-open-ended questions to examine the cross-cultural adaptation of Chinese joint ventures thoroughly.

First, we gathered information about 30 Chinese joint ventures, including company size, overseas business scope, and years of experience. Our research discovered that these joint ventures vary widely in size, ranging from small and medium-sized enterprises to large multinational corporations. Additionally, the scope of business and years of experience in overseas markets differed significantly.

Next, we created a questionnaire to assess employees' cross-cultural adaptation, covering cultural awareness, emotional adaptation, and behavioral adaptation. The questionnaire also included some open-ended questions to allow respondents to freely describe the company's practices in cross-cultural training and corporate culture. We collected a total of 297 valid questionnaires.

Finally, we comprehensively analyzed the questionnaire data. We used statistical analysis to explore the impact of different company sizes and overseas business experiences on employees' cross-cultural adaptation. Additionally, we conducted a content analysis of the responses to the open-ended questions to identify typical practices and challenges in cross-cultural management.

4.2. Data Collection

A questionnaire was used to gather opinions and assessments from employees and management of Sino-Indonesian joint ventures on indicators of cross-cultural adaptation. The questionnaire design was based on the Socio-Cultural Adaptation Scale (SCAS) developed by Ward and Kennedy (1999), as well as the Evaluation of the Corporate Sustainability Competency Research Scale (Wang, 2021). It utilized a 5-point Likert scale to capture respondents' fundamental beliefs on cross-cultural adaptability and corporate sustainability competency. Experts reviewed the questionnaire. It was distributed via WeChat, email, and paper to ensure coverage across all departments and personnel levels. The collected data from the questionnaires were carefully entered and organized to ensure accuracy and completeness. The final data were analyzed using descriptive statistics and regression equation hypothesis testing to understand the impact of different cross-cultural adaptation indicators on corporate performance. The questionnaires are distributed via WeChat, email, and paper forms to ensure comprehensive personnel coverage across various departments and levels. Collected questionnaires are entered and organized to guarantee data accuracy and completeness. The final data is analyzed using descriptive statistics and hypothesis testing through regression equations to uncover the impact of different cross-cultural adaptation indicators on corporate performance.

5. Data Analysis

5.1. Questionnaire Design

The questionnaire for this study aims to explore the influence of cross-cultural adaptation capabilities on corporate development. A questionnaire survey was chosen as the research method to gather the necessary data for theoretical support. After formulating the research questions and variables, the questionnaire contains 12 key questions. We divide them into three sections. The first section gathers respondents' basic information, the second examines corporate cross-cultural adaptation capabilities, and the third evaluates corporate development capabilities. Please see the appendix for a sample questionnaire.

5.2. Sample Characteristics Distribution

The distribution of sample characteristics is relatively balanced: 51.18% male and 48.82% female. The age distribution is mainly between 26-30 years (34.68%) and under 25 years (25.93%). Individuals with a bachelor's degree represent 48.48%, while those with an associate degree or vocational training make up 27.95%. Respondents with 2-5 years of work experience constitute 43.43%. Among the cross-cultural adaptation capabilities, environmental adaptation received the highest score (3.906), whereas physical and mental health received the lowest (2.348). Regarding corporate development capabilities, financial indicators scored the highest (3.836), while corporate philosophy received the lowest (3.649).

Table 2: Distribution of Basic Sample Characteristics

| Variable | Option | Frequency | Percentage (%) |
|---------------------------|-----------------------|------------|----------------|
| Gender | Male | 152 | 51.18 |
| | Female | 145 | 48.82 |
| Age | Under 25 years old | 77 | 25.93 |
| | 26-30 years old | 103 | 34.68 |
| | 31-40 years old | 70 | 23.57 |
| | 41-50 years old | 31 | 10.44 |
| | Over 51 years old | 16 | 5.39 |
| Education Level | High school or below | 38 | 12.79 |
| | Diploma/Associate | 83 | 27.95 |
| | Bachelor | 144 | 48.48 |
| | Postgraduate or above | 32 | 10.77 |
| Years of Employment in JV | Less than one year | 45 | 15.15 |
| | 2-5 years | 129 | 43.43 |
| | 6-10 years | 68 | 22.90 |
| | 10-20 years | 40 | 13.47 |
| | Over 20 years | 15 | 5.05 |
| Total | | 297 | 100.00 |

Source: Authors' own calculation using survey data.

As can be seen from the above table, 38.05% of respondents can communicate freely in English. This largest proportion is followed by those who can manage general daily communication in English, accounting for 30.30%. Respondents who can understand English but seldom communicate in it make up 20.20%, while those who cannot communicate in English represent 7.74%. The remaining 3.70% fall into other categories. This pattern indicates that most employees are highly proficient in English listening and speaking.

5.3. Descriptive Statistics of Each Dimension

Table 3: Descriptive Analysis in Each Dimension

| Primary Indicator | Secondary Indicator | Sample Size | Min | Max | Mean | Std. Dev. | Median |
|--------------------------------------|-----------------------------------|------------------|-------|-------|-------|-----------|--------|
| Cross-Cultural Adaptability | Environmental Adaptation | 297 | 1.000 | 5.000 | 3.906 | 0.942 | 4.250 |
| | Interpersonal Communication | 297 | 1.000 | 5.000 | 3.848 | 0.956 | 4.250 |
| | Service Mode | 297 | 1.000 | 5.000 | 3.716 | 1.010 | 4.000 |
| | Physical and Mental Health | 297 | 1.000 | 5.000 | 2.348 | 1.078 | 2.000 |
| | Satisfaction | 297 | 1.000 | 5.000 | 3.835 | 0.915 | 4.250 |
| | Cross-Cultural Activities | 297 | 1.000 | 5.000 | 3.541 | 1.141 | 4.000 |
| | Cross-Cultural Support | 297 | 1.000 | 5.000 | 3.778 | 1.079 | 4.000 |
| | Cross-Cultural Networks | 297 | 1.000 | 5.000 | 3.829 | 1.033 | 4.000 |
| | Enterprise Development Capability | Executive Hiring | 297 | 1.000 | 5.000 | 3.783 | 1.098 |
| Employee Training | | 297 | 1.000 | 5.000 | 3.761 | 1.081 | 4.000 |
| Corporate Philosophy | | 297 | 1.000 | 5.000 | 3.649 | 1.088 | 4.000 |
| Communication | | 297 | 1.000 | 5.000 | 3.834 | 0.991 | 4.000 |
| Research and Development Capability | | 297 | 1.000 | 5.000 | 3.816 | 0.985 | 4.250 |
| Financial Indicators Capability | | 297 | 1.000 | 5.000 | 3.836 | 0.934 | 4.000 |
| Organizational Management Capability | | 297 | 1.000 | 5.000 | 3.831 | 0.977 | 4.000 |

Source: Authors' own calculation using survey data.

From the table above, it is evident that within the dimensions of cross-cultural adaptability, the Environmental Adaptation dimension boasts the highest mean score of 3.906, followed by the Interpersonal Communication, Satisfaction, and Cross-Cultural Networks dimensions. In contrast, the Physical and Mental Health dimension records the lowest mean score of 2.348. Regarding enterprise development capability, the Financial Indicators Capability dimension achieves the highest mean score of 3.836, followed by the Communication, Organizational Management Capability, and Research and Development Capability dimensions. In contrast, the Corporate Philosophy dimension has the lowest mean score of 3.649.

5.4. Reliability and Validity Analysis

5.4.1. Reliability Analysis

Cronbach's alpha is a widely used method for assessing the reliability of psychological or educational tests. It estimates a test's internal consistency using a specific formula and serves as an indicator of reliability. Generally, a higher alpha coefficient signifies the tool's excellent reliability. In basic research, a reliability coefficient of at least 0.80 is considered acceptable, whereas in exploratory research, a coefficient of 0.70 is deemed acceptable. Coefficients ranging from 0.70 to 0.98 indicate high reliability, while those below 0.35 suggest low reliability and should be rejected. The formula is given by:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

where α is the reliability coefficient, N represents the number of items, \bar{c} is the average inter-item covariance among the items, and \bar{v} denotes the average variance. In this study, Cronbach's alpha was employed for reliability analysis. Data were imported into SPSS software, and reliability analysis was performed by navigating to Analyze > Scale > Reliability Analysis. The resulting Cronbach's alpha coefficient was 0.944, indicating that the questionnaire demonstrates high reliability, fulfilling the research objectives and providing favorable data for subsequent factor analysis.

Table 4: Reliability Statistics

| Cronbach's Alpha | Number of Items |
|------------------|-----------------|
| 0.944 | 53 |

Source: Authors' own calculation using survey data.

5.4.2. Validity Analysis

We utilize the Kaiser-Meyer-Olkin (KMO) measure to compare the simple and partial correlation coefficients among variables, with values ranging from 0 to 1. Typically, a KMO value exceeding 0.7 is deemed sufficient for the experiment. The formula for calculating the KMO measure is:

$$KMO = \frac{\sum_{i \neq j} r_{ij}^2}{\sum_{i \neq j} r_{ij}^2 + \sum_{i \neq j} u_{ij}^2}$$

Bartlett's test of sphericity is used to test whether the correlation matrix is an identity matrix, indicating that variables are independent. The formula can be written as:

$$\chi^2 = -\left(n - 1 - \frac{2p + 5}{6}\right) \cdot \log|R|,$$

where χ^2 is the Chi-square statistic, n is the sample size, p is the number of variables, and R is the correlation matrix.

Table 5: Validity Analysis

| KMO and Bartlett's Test | |
|----------------------------------|----------|
| KMO Measure of Sampling Adequacy | 0.863 |
| Bartlett's Test of Sphericity | |
| Approx. Chi-square | 1329.059 |
| Degrees of Freedom | 123 |
| Significance | 0.000 |

Source: Authors' own calculation using survey data.

This study evaluated the questionnaire's reliability and validity from both perspectives and employed exploratory and confirmatory factor analysis methods for comprehensive data analysis. The results indicate that the questionnaire's Cronbach's alpha coefficients exceed 0.7, demonstrating high reliability and suitability for further research. The KMO value is 0.863, and the p-value in Bartlett's test of sphericity is less than 0.001, suggesting that the questionnaire data is appropriate for factor analysis and possesses good validity.

5.5. Correlation Analysis

Correlation analysis involves examining two or more correlated variables to assess the strength of their relationship. The Pearson correlation coefficient analysis was performed using SPSS 24.0 software in this study. The Pearson correlation coefficient is calculated using the following formula:

$$\rho = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

Table 6: Correlation Analysis

| | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) | (11) | (12) | (13) | (14) |
|--------------------------------------|----------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Environmental Adaptation I | | | | | | | | | | | | | | |
| Interpersonal Communication | -0.377** | 1 | | | | | | | | | | | | |
| Service Mode | 0.343** | 0.358** | 1 | | | | | | | | | | | |
| Physical and Mental Health | -0.131* | -0.108 | -0.100 | 1 | | | | | | | | | | |
| Satisfaction | 0.362** | 0.416** | 0.413** | -0.094 | 1 | | | | | | | | | |
| Cross-Cultural Activities | 0.256** | 0.296** | 0.482** | -0.090 | 0.365** | 1 | | | | | | | | |
| Cross-Cultural Support | 0.246** | 0.241** | 0.310** | -0.061 | 0.277** | 0.356** | 1 | | | | | | | |
| Cross-Cultural Networks | 0.266** | 0.436** | 0.353** | -0.202** | 0.374** | 0.430** | 0.311** | 1 | | | | | | |
| Executive Hiring | 0.331** | 0.274** | 0.383** | -0.205** | 0.272** | 0.393** | 0.397** | 0.474** | 1 | | | | | |
| Employee Training | 0.314** | 0.318** | 0.337** | -0.111 | 0.358** | 0.292** | 0.370** | 0.318** | 0.425** | 1 | | | | |
| Organizational Management Capability | -0.283** | 0.290** | 0.299** | -0.169** | 0.241** | 0.173** | 0.260** | 0.369** | 0.390** | 0.339** | 1 | | | |
| Financial Indicators Capability | -0.264** | 0.337** | 0.366** | -0.159** | 0.229** | 0.255** | 0.345** | 0.428** | 0.440** | 0.307** | 0.471** | 1 | | |
| Research and Development Capability | -0.317** | 0.339** | 0.351** | -0.185** | 0.406** | 0.311** | 0.371** | 0.484** | 0.405** | 0.275** | 0.378** | 0.464** | 1 | |
| Communication | 0.341** | 0.476** | 0.483** | -0.147* | 0.358** | 0.279** | 0.405** | 0.401** | 0.370** | 0.415** | 0.441** | 0.442** | 0.347** | 1 |
| Corporate Philosophy | 0.332** | 0.393** | 0.416** | -0.177** | 0.322** | 0.292** | 0.346** | 0.413** | 0.431** | 0.371** | 0.314** | 0.413** | 0.381** | 0.449** |

* $p < 0.05$ ** $p < 0.0$ Source: Authors' calculation using survey data.

where n represents the sample size, ρ is the correlation coefficient, and x and y denote the corresponding elements in the two variables. The results of the correlation analysis are presented in the table below. The analysis reveals that significant correlations exist between most of the influencing factors.

The correlation analysis revealed significant relationships among the various dimensions, with environmental adaptation, cross-cultural activities, and cross-cultural networks notably exerting a positive impact on enterprise development capability. Hypothesis testing further confirmed the positive predictive effect of cross-cultural adaptability on enterprise development capability, indicating that enhancing employees' cross-cultural adaptability is essential for enterprise growth. Enterprises should prioritize cross-cultural training and exchange activities, establish robust cross-cultural support mechanisms, and enhance employees' cross-cultural adaptability. This strategy will improve the company's international competitiveness and internal team collaboration, fostering sustainable development.

5.6. Hypothesis Testing

5.6.1. The Impact of Employees' Cross-Cultural Adaptability on Enterprise Development Capability

To examine the linear regression relationship between the variables in the "Employees' Cross-Cultural Adaptability—Enterprise Development Capability" pathway, Models 1 and 2 were developed following Byrne (2016) for verification. The summarized results are presented in the table below.

Table 7: Hypothesis Testing Regression Analysis Results (1)

| Variable | Enterprise Development Capability | | | |
|-----------------------------|-----------------------------------|----------------|---------------------------|----------------|
| | Model 1 | Model 2 | Variable | Model 3 |
| Cross-Cultural Adaptability | | 0.879** | Cross-Cultural Activities | 0.075* |
| Constant | 4.027** | 0.806** | Cross-Cultural Support | 0.224** |
| Gender | -0.055 | -0.007 | Cross-Cultural Networks | 0.302** |
| Age | 0.018 | -0.016 | Gender | 1.715** |
| Education Level | -0.027 | -0.029 | Age | 0.026 |
| Years of Employment in JV | -0.022 | -0.047 | Education Level | 0.008 |
| Current Job Position | -0.007 | 0.000 | Years of Employment in JV | -0.057 |
| English Proficiency | -0.029 | 0.028 | Current Job Position | -0.050 |
| <i>F</i> | 0.233 | 41.995 | English Proficiency | 0.007 |
| <i>R</i> ² | 0.005 | 0.504 | Gender worker | 0.001 |
| ΔR^2 | | 0.499 | <i>F</i> | 30.676 |
| | | | <i>R</i> ² | 0.490 |

* $p < 0.05$ ** $p < 0.01$

In Model 1 (see Table 7), enterprise development capability is the dependent variable, while age, gender, education level, and other control variables act as the independent variables. These variables were incorporated into the regression equation, and the results indicated no significant correlations between the control variables and enterprise development capability. This implies that employee background cannot predict enterprise development capability. In Model 2 (see Table 7), based on Model 1, cross-cultural adaptability was introduced as an independent variable. The results revealed a significant positive correlation between cross-cultural adaptability and enterprise development capability ($\beta = 0.879$, $p < 0.01$). This indicates that employees' cross-cultural adaptability has a solid positive predictive effect on enterprise development capability. These findings suggest that enterprises should prioritize cultivating and enhancing employees' cross-cultural adaptability in human resource management. This focus will improve the company's international competitiveness and foster multicultural exchange and teamwork within the enterprise, thereby driving company development.

5.6.2. The Impact of Cross-Cultural Activities, Support, and Networks on Enterprise Development Capability

To examine the linear regression relationship among the variables in the pathways of "Cross-Cultural Activities—Enterprise Development Capability," "Cross-Cultural Support—Enterprise Development Capability," and "Cross-Cultural Networks—Enterprise Development Capability," Model 3 was developed for verification. The summarized results are presented in the table below.

Model 3 (see Table 7) considers enterprise development capability as the dependent variable and cross-cultural activities, cross-cultural support, and cross-cultural networks as the independent variables. The results show that cross-cultural activities are significantly positively correlated with enterprise development capability ($\beta = 0.075$, $p < 0.05$), cross-cultural support is significantly positively correlated with enterprise development capability ($\beta = 0.224$, $p < 0.01$), and cross-cultural networks are significantly positively correlated with enterprise development capability ($\beta = 0.302$, $p < 0.01$). This indicates that employees' cross-cultural activities, cross-cultural support, and cross-cultural networks have a strong positive predictive effect on enterprise development capability.

This study utilized multiple linear regression analysis to examine the inherent functional relationship between enterprise development capability and various influential factors. The regression analysis involved cross-cultural activities, security, and network as independent variables and enterprise development capability as the dependent variable.

Table 8: Results of testing the functional relationship

| | Unstandardized Coefficients | | Standardized Coefficients | | t | p | Collinearity Diagnosis | |
|---|-----------------------------|----------------|---------------------------|--|--------|---------|------------------------|-----------|
| | B | Standard Error | Beta | | | | VIF | Tolerance |
| Constant | 1.729 | 0.227 | - | | 7.628 | 0.000** | - | - |
| Gender | 0.042 | 0.061 | 0.030 | | 0.683 | 0.495 | 1.058 | 0.945 |
| Age | 0.007 | 0.034 | 0.012 | | 0.211 | 0.833 | 1.697 | 0.589 |
| Education Level | -0.059 | 0.037 | -0.071 | | -1.595 | 0.112 | 1.103 | 0.907 |
| Year of Employment in the Joint Venture | -0.050 | 0.037 | -0.075 | | -1.357 | 0.176 | 1.730 | 0.578 |
| Current Job Position | 0.006 | 0.023 | 0.011 | | 0.251 | 0.802 | 1.147 | 0.872 |
| English Speaking Proficiency | 0.000 | 0.028 | 0.001 | | 0.014 | 0.989 | 1.098 | 0.911 |
| Cross-Cultural Activities | 0.069 | 0.031 | 0.112 | | 2.234 | 0.026* | 1.410 | 0.709 |
| Cross-Cultural Support | 0.220 | 0.031 | 0.338 | | 7.223 | 0.000** | 1.224 | 0.817 |
| Cross-Cultural Network | 0.306 | 0.033 | 0.448 | | 9.315 | 0.000** | 1.297 | 0.771 |
| R^2 | 0.487 | | | | | | | |
| Adjusted R^2 | 0.471 | | | | | | | |
| F | F (9,287) = 30.325, p=0.000 | | | | | | | |
| D-W Value | 1.856 | | | | | | | |

Note: Dependent variable is dimensions of enterprise development capability. * $p < 0.05$; ** $p < 0.01$.

The results presented in Table 8 can be interpreted as follows. First, the coefficient of determination (R^2) is 0.487, and the adjusted R^2 is 0.471. This means that each influencing factor can account for 47.1% of the variation in the dimension of enterprise development capability. Second, in the analysis of variance (ANOVA), the F value is 30.325, and the P value is 0.000, which is less than 0.05. This indicates that at least one of the independent variables significantly affects the enterprise development capability, and the regression equation is significant. Third, the variable "cross-cultural activities" is the most important in the regression analysis. The partial regression coefficient value (B) of the variable "cross-cultural activities" is 0.069 ($t=2.234$, $P=0.026 < 0.05$). The partial regression coefficient value (B) of the variable "cross-cultural security" is 0.220 ($t=7.223$, $P=0.000 < 0.01$), and the partial regression coefficient of the variable "cross-cultural network" is 0.306 ($t=9.315$, $P=0.000 < 0.01$). This indicates that cross-cultural activities, cross-cultural security, and cross-cultural networks have a significant positive impact on the development capability of enterprises. At last, in the model's covariance diagnosis, it was found that the variance and covariance of the independent variables are not significant. The independent variables' variance inflation factor (VIF) is less than 5, indicating no multicollinearity among the independent variables, reflecting this model's accuracy and reliability.

In sum, we provide a thorough analysis of cross-cultural adaptation in Chinese-Indonesian joint ventures. It emphasizes the significant impact of diverse employee backgrounds, cross-cultural activities, safeguards, and networks on corporate performance. The main cross-cultural management challenges faced by Chinese-Indonesian joint ventures include differences in employee values, communication styles, and work habits, which affect team collaboration and business goals. The study observes insufficient cross-cultural adaptation, such as a lack of systematic cross-cultural training, limited cultural exchange activities, and inadequate fulfillment of employees' religious and cultural needs. It suggests the necessity of strengthening cross-cultural social network construction, with areas for improvement in local talent recruitment and participation in local public welfare activities. To address these issues, the study proposes the following recommendations: (1) Enhance cross-cultural management training, including language training and cultural exchange activities. (2) Improve cross-cultural management support mechanisms, such as establishing halal restaurants and prayer rooms. (3) Emphasize the construction of cross-cultural social networks, including recruiting local talents and encouraging participation in local public welfare activities. (4) Formulate a clear cross-cultural integration strategy, incorporating cross-cultural management into the overall business development plan.

The study acknowledges that although there is a correlation between improved cross-cultural adaptation abilities and enhanced joint venture performance, it cannot confirm a causal relationship. It emphasizes that correlation does not imply causation and acknowledges the limitations of the current research design in establishing causality. The study proposes future research directions, suggesting that experimental designs or longitudinal studies might better establish causal relationships. It recommends that future research consider conducting long-term tracking studies or designing intervention experiments to more accurately assess the impact of cross-cultural adaptation abilities on joint venture performance. These additions aim to more clearly articulate the study's limitations and provide directions for future research.

6. Conclusion and Implication

This study provides a comprehensive analysis of the effects of cross-cultural adaptation on the performance of Sino-Indonesian joint ventures. The empirical findings underscore the importance of four critical factors: employee backgrounds, cross-cultural activities, cross-cultural support, and cross-cultural networks. Together, these elements significantly enhance joint ventures' overall performance by promoting innovation, strengthening organizational cohesion, and increasing job satisfaction. A diverse workforce with international experience significantly enhances a company's capacity for innovation and global competitiveness. Tailored language training and cultural exchange initiatives improve team collaboration and facilitate cultural integration. Cross-cultural support measures, contribute to employee satisfaction and bolster organizational cohesion by addressing cultural and religious needs. Establishing strong cross-cultural networks by recruiting local personnel and organizing joint activities facilitates knowledge transfer and resource integration, ultimately enhancing market adaptability and competitiveness. Future research can be expanded to include other Southeast Asian countries. Cross-country comparative analyses could be conducted to understand better the factors influencing cross-cultural adaptation, identify regional differences, and provide broader reference for cross-country cooperation in different contexts.

Further, implementing systematic cross-cultural adaptation strategies is essential for the success of joint ventures in today's globalized environment. Companies should prioritize cross-cultural training and support initiatives to cultivate a culturally inclusive workplace, improving their international competitiveness and promoting sustainable development. This study offers valuable insights into cross-cultural management theory and provides practical recommendations for enhancing cross-cultural adaptation and performance in Sino-Indonesian joint ventures.

Regarding future research directions, our paper indicates that future research should focus on developing effective cross-cultural adaptation strategies at both individual and organizational levels, including customized training programs to enhance cultural intelligence and adaptability. Comparative analyses across various industries and regions are necessary to identify best practices and sector-specific solutions. Furthermore, the impact of government policies and support mechanisms, such as local subsidies and cultural initiatives, should be investigated to enhance the adaptability and success of joint ventures. Socio-cultural integration programs promote mutual understanding and collaboration among employees, including language training, cultural exchange activities, and social networking opportunities. These research areas can yield valuable insights and practical recommendations for improving cross-cultural adaptation and the performance of Sino-Indonesian joint ventures.

The findings indicate a correlation between improved intercultural adaptability and enhanced joint venture performance. However, it is essential to note that this correlation does not necessarily imply causation. We recognize the limitations of the current cross-sectional research design in establishing causation and recommend future research to explore this relationship further. Utilizing experimental designs or longitudinal studies may provide better insights into causality. To achieve a more accurate assessment of the impact of cross-cultural adaptability on joint venture performance, future research could consider conducting long-term follow-up studies or implementing intervention experiments. By acknowledging these limitations and suggesting future research directions, we aim to understand better the study's scope and potential areas for further investigation.

Based on the results of this study, we offer the following policy recommendations for government agencies and multinational corporations managing Sino-Indonesian joint ventures to address cultural challenges and enhance cross-cultural adaptability. The government should formulate regulations and policies related to cross-cultural management, provide clear guidelines and support for joint ventures, establish assessment and certification mechanisms to provide professional diagnosis and organize forums to facilitate experience sharing. Enterprises should prioritize employees' cross-cultural adaptability in recruitment and promotion, provide systematic training to enhance cross-cultural skills, implement flexible work welfare policies, and encourage joint ventures to establish close ties with local communities. Through collaboration between the government and enterprises, more targeted support can be provided to Sino-Indonesian joint ventures to effectively deal with cross-cultural challenges and further promote economic cooperation and cultural exchanges between China and Indonesia.

Acknowledgement Statement: The authors would like to thank the reviewers for providing comments aimed at the betterment of this manuscript.

Conflicts of Interest: The authors declare that they have no known competing financial interests or personal relationships that could have influenced this work.

Authors' Contribution Statements: Author 1 was responsible for the conceptualisations, methodology, formal analysis, investigation, software, and validation. Author 2 contributed to data curation, resources, project administration, review, writing and editing, and supervision.

Declaration: The study was approved on March 18, 2024, by the Research Ethics Committee of Payap University, Chiang Mai, Thailand. All survey participants provided written informed consent.

Funding Statement: This study was conducted without financial support from any funding agency or organisation.

Data Availability Statement: Data is available upon request. Please contact the corresponding author for any additional information on data access or usage.

Disclaimer: The views and opinions expressed in this article are those of the author(s) and contributor(s) and do not necessarily reflect JICC's or the editors' official policy or position. All liability for harm done to individuals or property as a result of any ideas, methods, instructions, or products mentioned in the content is expressly disclaimed.

References

- Adler, N. J., & Gundersen, A. (2008). *International dimensions of organizational behavior*. South-Western Cengage Learning.
- Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Management and Organization Review*, 3(3), 335-371. <https://doi.org/10.1111/j.1740-8784.2007.00082.x>
- Argyle, M., & Williams, M. (1969). Observer or observed? A reversible perspective in person perception. *Sociometry*, 32(4), 396-412. <https://doi.org/10.2307/2786543>
- Bader, B., & Berg, N. (2013). An empirical investigation of terrorism-induced stress on expatriate attitudes and performance. *Journal of International Management*, 19(2), 163-175. <https://doi.org/10.1016/j.intman.2013.03.001>
- Barmeyer, C., Bausch, M., & Moncayo, D. (2019). Cross-cultural management research: Topics, paradigms, and methods---A journal-based longitudinal analysis between 2001 and 2018. *International Journal of Cross-Cultural Management*, 19(2), 218-244. <https://doi.org/10.1177/1470595819859603>
- Bhawuk, D. P. S., & Brislin, R. W. (2000). Cross-cultural training: A review. *Applied Psychology: An International Review*, 49(1), 162-191. <https://doi.org/10.1111/1464-0597.00009>
- Bird, A., & Mendenhall, M. E. (2016). From cross-cultural management to global leadership: Evolution and adaptation. *Journal of World Business*, 51(1), 115-126. <https://doi.org/10.1016/j.jwb.2015.10.005>
- Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review*, 16(2), 291-317. <https://doi.org/10.5465/amr.1991.4278938>
- Black, J. S. (2006). *The new global leaders: Richard Branson, Percy Barnevik, David Simon and the remaking of international business leadership* (1st ed.). FT Press.
- Boyacigiller, N., Goodman, R., & Phillips, M. (2003). *Crossing cultures*. New York: Routledge. <https://doi.org/10.4324/9780203218693>
- Borgatti, S. P., & Halgin, D. S. (2011). On network theory. *Organization Science*, 22(5), 1168-1181. <https://doi.org/10.1287/orsc.1100.0641>
- Bryman, A. (2015). *Social research methods* (5th ed.). Oxford University Press.
- Byrne, B. M. (2016). *Structural equation modeling with AMOS: Basic concepts, applications, and programming* (3rd ed.). Routledge. <https://doi.org/10.4324/9781315757421>
- Chang, W.-W., Yuan, Y.-H., & Chuang, Y.-T. (2013). The relationship between international experience and cross-cultural adaptability. *International Journal of Intercultural Relations*, 37(2), 268-273. <https://doi.org/10.1016/j.ijintrel.2012.08.002>
- Carpenter, M. A., Sanders, W. G., & Gregersen, H. B. (2017). Bundling human capital with organizational context: The impact of international assignment experience on multinational firm performance and CEO pay. *Academy of Management Journal*, 44(3), 493-511. <https://doi.org/10.5465/3069366>
- Chen, G. M., & Starosta, W. J. (2007). *Foundations of intercultural communication*. Shanghai Foreign Language Education Press.
- Chen, G.-M. (2012). The impact of new media on intercultural communication in global context. *China Media Research*, 8(2), 1-10. <http://www.wdw.chinamediaresearch.net/index.php/back-issues?id=54>
- Chen, H., Mehra, A., Tasselli, S., & Borgatti, S. P. (2022). Network dynamics and organizations: A review and research agenda. *Journal of Management*, 48(6), 1602-1660. <https://doi.org/10.1177/01492063211063218>
- Chen, M. (2019). The impact of expatriates' cross-cultural adjustment on work stress and job involvement in the high-tech industry. *Frontiers in Psychology*, 10, 2228. <https://doi.org/10.3389/fpsyg.2019.02228>
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Froese, F. J., Kim, K., & Eng, A. (2016). Language, cultural intelligence, and in-patriate turnover intentions: Leveraging values in multinational corporations through in-patriates. *Management International Review*, 56, 283-301. <https://doi.org/10.1007/s11575-015-0272-5>
- Granovetter, M. S. (1983). The strength of weak ties: A network theory revisited. *Sociological Theory*, 1, 201-233. <https://doi.org/10.2307/202051>
- Gudykunst, W. B. (2003). *Cross-cultural and intercultural communication*. Sage Publications.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206. <https://doi.org/10.5465/amr.1984.4277628>
- Hofhuis, J., van der Zee, K. I., & Otten, S. (2016). Dealing with differences: The impact of perceived diversity outcomes on selection and assessment of minority candidates. *The International Journal of Human Resource Management*, 27(12), 1319-1339. <https://doi.org/10.1080/09585192.2015.1072100>

- Huff, K. C., Song, P., & Gresch, E. B. (2014). Cultural intelligence, personality, and cross-cultural adjustment: A study of expatriates in Japan. *International Journal of Intercultural Relations*, 38, 151-157. <https://doi.org/10.1016/j.ijintrel.2013.08.005>
- House, R. J. (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage Publications.
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values* (Vol. 5). Sage Publications.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
- Jyoti, J., & Kour, S. (2017). Cultural intelligence and job performance: An empirical investigation of moderating and mediating variables. *International Journal of Cross-Cultural Management*, 17(3), 305-326. <https://doi.org/10.1177/1470595817718001>
- Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2017). A retrospective on culture's consequences: The 35-year journey. *Journal of International Business Studies*, 48, 12-29. <https://doi.org/10.1057/s41267-016-0037-9>
- Kotler, P., & Keller, K. L. (2016). *Marketing management*. Pearson.
- Lauring, J., & Selmer, J. (2012). International language management and diversity climate in multicultural organizations. *International Business Review*, 21(2), 156-166. <https://doi.org/10.1016/j.ibusrev.2011.02.003>
- Lee, L.-Y., & Sukoco, B. M. (2010). The effects of cultural intelligence on expatriate performance: The moderating effects of international experience. *The International Journal of Human Resource Management*, 21(7), 963-981. <https://doi.org/10.1080/09585191003783397>
- Lin, M. (2003a). China-Indonesia economic relations: Review and prospects. *Southeast Asian Affairs*, 18-27.
- Lin, F. (2023b). Study on the cross-cultural management mode of Sino-foreign joint ventures. *Financial Engineering and Risk Management*, 6(6), 28-33. <https://doi.org/10.23977/ferm.2023.060605>
- Liu, J., Cui, Z., Feng, Y., Perera, S., & Han, J. (2020). Impact of culture differences on performance of international construction joint ventures: The moderating role of conflict management. *Engineering, Construction and Architectural Management*, 27(9), 2353-2377. <https://doi.org/10.1108/ECAM-02-2019-0111>
- Liu, Y., & Meyer, K. E. (2020). Boundary spanners, HRM practices, and reverse knowledge transfer: The case of Chinese cross-border acquisitions. *Journal of World Business*, 55(2), 100958. <https://doi.org/10.1016/j.jwb.2019.101003>
- Lo, F. Y., & Nguyen, T. H. A. (2023). Cross-cultural adjustment and training on international expatriates' performance. *Technological Forecasting and Social Change*, 188, 122294. <https://doi.org/10.1016/j.techfore.2023.122294>
- Lu, J. (2016). The 21st century maritime silk road and China-ASEAN industry cooperation. *International Journal of China Studies*, 7(3), 375-389. https://labmundo.org/wp-content/uploads/2019/08/The_21st_Century_Maritime_Silk.pdf
- McSweeney, B. (2002). Hofstede's model of national cultural differences and their consequences: A triumph of faith-a failure of analysis. *Human Relations*, 55(1), 89-118. <https://doi.org/10.1177/0018726702551004>
- Merkin, R. S. (2009). Cross-cultural communication patterns: Korean and American communication. *Journal of Intercultural Communication*, 9(2), 1-10. <https://doi.org/10.36923/jicc.v9i2.481>
- Ministry of Commerce of China (2022a). China Outbound Direct Investment Statistical Bulletin. <https://www.mofcom.gov.cn/> (accessed August 10, 2024).
- Ministry of Commerce of China (2022b). Guidelines for foreign investment and cooperation in countries (regions). <http://www.mofcom.gov.cn/dl/gbdqzn/upload/yindunixiya.pdf> (accessed August 10, 2024).
- Nielsen, B. B., & Nielsen, S. (2013). Top management team nationality diversity and firm performance: A multi-level study. *Strategic Management Journal*, 34(3), 373-382. <https://doi.org/10.1002/smj.2021>
- Ng, E. S., & Sears, G. J. (2017). The glass ceiling in context: The influence of CEO gender, recruitment practices, and firm internationalization on the representation of women in management. *Human Resource Management Journal*, 27(1), 133-151. <https://doi.org/10.1111/1748-8583.12135>
- Ng, K.-Y., Van Dyne, L., & Ang, S. (2009). From experience to experiential learning: Cultural intelligence as a learning capability for global leader development. *Academy of Management Learning & Education*, 8(4), 511-526. <https://doi.org/10.5465/amle.8.4.zqr511>
- Paige, R. M., Jacobs-Cassuto, M., Yershova, Y. A., & DeJaeghere, J. (2003). Assessing intercultural sensitivity: An empirical analysis of the Hammer and Bennett Intercultural Development Inventory. *International Journal of Intercultural Relations*, 27(4), 467-486. [https://doi.org/10.1016/S0147-1767\(03\)00034-8](https://doi.org/10.1016/S0147-1767(03)00034-8)
- Pekerti, A. A., & Arli, D. (2017). Do cultural and generational cohorts matter to ideologies and consumer ethics? A comparative study of Australians, Indonesians, and Indonesian migrants in Australia. *Journal of Business Ethics*, 143, 387-404. <https://doi.org/10.1007/s10551-015-2777-z>
- Presbitero, A. (2016). Cultural intelligence (CQ) in virtual, cross-cultural interactions: Generalizability of measure and links to personality dimensions and task performance. *International Journal of Intercultural Relations*, 50, 29-38. <https://doi.org/10.1016/j.ijintrel.2016.01.004>
- Qin, Y., Hui, Y., & Zhang, J. (2023). A study on the international recognition and innovation communication of Chinese traditional culture---Taking the influence of Lingnan culture on overseas students in Guangzhou's universities in China as an example. *Chinese Studies*, 12(4), 357-372. <https://doi.org/10.4236/chnstd.2023.124026>

- Rozkwitalska, M., Chmielecki, M., Przytula, S., Sulkowski, L., & Basinska, B. A. (2017). Intercultural interactions in multinational subsidiaries: Employee accounts of "the dark side" and "the bright side" of intercultural contacts. *Baltic Journal of Management*, 12(2), 214-239. <https://doi.org/10.1108/BJM-11-2015-0215>
- Szkudlarek, B., Osland, J. S., Nardon, L., & Zander, L. (2020). Communication and culture in international business---Moving the field forward. *Journal of World Business*, 55(6), 101126. <https://doi.org/10.1016/j.jwb.2020.101126>
- Sharma, N., & Hussain, D. (2019). Role of cultural intelligence in acculturation: Explorations on a physiognomic minority diaspora in India. *Journal of Intercultural Communication Research*, 48(3), 274-291. <https://doi.org/10.1080/17475759.2019.1616603>
- Selmer, J., & Luring, J. (2015). Host country language ability and expatriate adjustment: The moderating effect of language difficulty. *The International Journal of Human Resource Management*, 26(3), 401-420. <https://doi.org/10.1080/09585192.2011.561238>
- Stahl, G. K., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of International Business Studies*, 41, 690-709. <https://doi.org/10.1057/jibs.2009.85>
- Tajfel, H., & Turner, J. C. (2003). The social identity theory of intergroup behavior. In *Social psychology* (pp. 73-98). Pearson.
- Taras, V., Kirkman, B. L., & Steel, P. (2010). Examining the impact of culture's consequences: A three-decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, 95(3), 405-439. <https://doi.org/10.1037/a0018938>
- Thomas, D. C., & Inkson, K. (2009). *Cultural intelligence: Living and working globally*. Berrett-Koehler Publishers.
- Thomas, D. C., & Peterson, M. F. (2017). *Cross-cultural management: Essential concepts*. Sage Publications.
- Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture: Understanding diversity in global business*. McGraw-Hill.
- Useem, R. H., & Cottrell, A. B. (1993). TCKs four times more likely to earn bachelor's degrees. *Newslinks-The Newspaper of International Schools Services*, 12(5), 1.
- Usunier, J. C., & Lee, J. A. (2013). *Marketing across cultures*. Pearson.
- Venaik, S., & Brewer, P. (2013). Critical issues in the Hofstede and GLOBE national culture models. *International Marketing Review*, 30(5), 469-482. <https://doi.org/10.1108/IMR-03-2013-0058>
- Wang, L. (2021). A study on the cross-cultural adaptation of Chinese language teacher volunteers in Bangladesh from 2016 to 2019 [Doctoral dissertation, Yunnan University]. <https://doi.org/10.27456/d.cnki.gyndu.2021.000059>
- Ward, C. (2001). *The A, B, Cs of acculturation*. Oxford University Press.
- Ward, C., & Kennedy, A. (1999). The measurement of sociocultural adaptation. *International Journal of Intercultural Relations*, 23(4), 659-677. [https://doi.org/10.1016/S0147-1767\(99\)00014-0](https://doi.org/10.1016/S0147-1767(99)00014-0)
- Xi, J. (2013). Speech at the Indonesian Parliament. <http://www.xinhuanet.com> (accessed August 10, 2024). [In Chinese].
- Yi, J. S. (2021). Revisiting Hofstede's uncertainty-avoidance dimension: A cross-cultural comparison of organizational employees in four countries. *Journal of Intercultural Communication*, 21(1), 46-61. <https://doi.org/10.36923/jicc.v21i1.5>
- Yidaiyilu. (2023). Belt and Road Portal. <https://www.yidaiyilu.gov.cn/country> (accessed August 10, 2024).
- Zhang, W., & Alon, I. (2010). *China's economic development and cultural renaissance in the modern era*. Springer.
- Zhang, J., et al. (2022). *Corporate social responsibility and community engagement*. Economic Science Press. [In Chinese].
- Zhang, X., Liu, Y., Tarba, S. Y., & Del Giudice, M. (2020). The micro-foundations of strategic ambidexterity: Chinese cross-border M&As, mid-view thinking and integration management. *International Business Review*, 29(6), 101710. <https://doi.org/10.1016/j.ibusrev.2020.101710>
- Zhang, Y., & Qu, H. (2016). The impact of CEO succession with gender change on firm performance and successor early departure: Evidence from China's publicly listed companies in 1997-2010. *Academy of Management Journal*, 59(5), 1845-1868. <https://doi.org/10.5465/amj.2014.0176>

About the Author(s)



Bing Chi is a lecturer of Indonesian language at Guangxi University for Foreign Languages, specializing in conducting in-depth research on Indonesian economy and culture. With rich teaching and research experience, her field of interest lies in promoting cultural understanding between China and Indonesia through academic exchanges.



Xiang Gao is a professor of finance and the Head of the Research Center of Finance at Shanghai Business School, Shanghai, China. His research interests focus on international finance, financial markets, risk management and corporate governance. He has published in journals including the *Economic Journal*, *Journal of Portfolio Management*, *European Financial Management*, and *Journal of Economic Dynamics and Control*.

Appendix

Survey Questionnaire

Dear Sir/Madam.

Hello! We are conducting a study on cross-cultural adaptation in Chinese and Indonesian joint ventures and have designed this questionnaire according to the needs of the research work, with the aim of finding out your real feelings about the situation of cross-cultural management in the operation of Chinese and Indonesian joint ventures. The purpose of this questionnaire is to study the impact of intercultural adaptation on the development of enterprises. Your answers are important for us to further improve the theoretical study of cross-cultural adaptation in Chinese and Indonesian joint ventures, so please complete the following questionnaire with your cooperation. The questionnaire needs to be written with your name to show your authenticity, but in no way exposes your privacy and is only used for academic research. Please complete the questionnaire according to your real experience. Thank you very much for your support and help, and have a nice day!

Part I: Basic information

1. Your gender

Male Female

2. Your age?

Under 25 years old Between 26-30 years old Between 31-40 years old Between 41-50 years old Above 51 years old

3. What is your education level?

High school and below College/college Bachelor's degree Graduate and above

4. How many years have you been working in this joint venture?

Less than 1 year 2-5 years 6-10 years 10-20 years 20 years or more

5. What is your current position?

General employee Basic manager Middle manager

Senior management Shareholder Head of the company

6. What is your level of spoken English?

Can communicate freely Can communicate generally in daily life Can understand but communicate little

Can't communicate at all Other:

Part II: Cross-cultural adaptation survey

1. The following scale is designed to investigate your social cross-cultural adaptation ability in a joint venture. Please select the appropriate choice according to your real situation, where 1-5 points with increasing scores, the higher the score, the higher your level of agreement.

| Question number | Item | Agree | | | | |
|------------------------------------|---|-------------------|----------|-----------|-------|----------------|
| | | Strongly disagree | Disagree | Generally | Agree | Strongly Agree |
| Living Environment | | | | | | |
| Q1 | You are well adapted to the climate in Indonesia | | | | | |
| Q2 | You are more adaptable to the food conditions in Indonesia | | | | | |
| Q3 | Your adaptability to living in Indonesia is high | | | | | |
| Q4 | Your ability to adapt to the pace of daily life in Indonesia is high | | | | | |
| Interpersonal communication | | | | | | |
| Q5 | You are able to communicate with people around you in a normal way | | | | | |
| Q6 | You are able to make friends here | | | | | |
| Q7 | You are able to maintain friendship with your friends | | | | | |
| Q8 | You accept to understand and respect the culture of Indonesia | | | | | |
| Service model | | | | | | |
| Q9 | You can adapt to the service model of Indonesian stores and supermarkets | | | | | |
| Q10 | You are able to seek medical treatment in Indonesia's hospitals | | | | | |
| Q11 | You are comfortable ordering food in restaurants in Indonesia | | | | | |
| Q12 | You can quickly understand the traffic rules and legal regulations in Indonesia | | | | | |

2. The following scale is designed to investigate your psychological cross-cultural adaptation in a joint venture. Please select the appropriate choice according to your real situation, where the score is 1-5 in increasing scale, and the higher the score, the higher your agreement level.

| Question number | Item | Agree | | | | |
|-----------------------------------|--|-------------------|----------|-----------|-------|----------------|
| | | Strongly disagree | Disagree | Generally | Agree | Strongly agree |
| Physical and mental health | | | | | | |
| Q1 | You are easily unhappy and depressed | | | | | |
| Q2 | You easily feel anxious, irritable, and insomnia | | | | | |
| Q3 | You are not as confident as before, and I am easily lonely | | | | | |
| Q4 | You need to go to the hospital often | | | | | |
| Satisfaction | | | | | | |
| Q5 | You are very happy living in Indonesia | | | | | |
| Q6 | You can feel safe | | | | | |
| Q7 | It is easy for you to find things you like to do in Indonesia | | | | | |
| Q8 | You will go to other countries to experience work when you have the chance | | | | | |

3. The following scale is designed to investigate your ability to adapt to work cross-culturally in a joint venture. Please choose the appropriate choice according to your real situation, where the score is 1-5, Increasingly, the higher the score, the higher your level of agreement.

| Question number | Item | Agree | | | | |
|--------------------------|---|-------------------|----------|-----------|-------|----------------|
| | | Strongly disagree | Disagree | Generally | Agree | Strongly agree |
| Communication | | | | | | |
| Q1 | Colleagues can quickly understand your spoken language | | | | | |
| Q2 | You can start normal communication with your colleagues | | | | | |
| Q3 | You know some weak everyday Indonesian language | | | | | |
| Work ability | | | | | | |
| Q4 | You are able to complete your work according to schedule | | | | | |
| Q5 | You are able to find documents and receive customers independently | | | | | |
| Q6 | You are able to perform your job normally or even beyond your ability | | | | | |
| Management skills | | | | | | |
| Q7 | You can actively cooperate with company requirements | | | | | |
| Q8 | You are able to create a good and pleasant working atmosphere | | | | | |
| Q9 | You are able to adapt to the company's management style | | | | | |

Section III: Business Development Capability Survey

The following scale is designed to investigate which of the following aspects can enhance sustainable business development when provided by a joint venture. Please select the appropriate choice according to your real situation, where the score is 1-5 in increasing order, and the higher the score, the higher your level of agreement.

| Question number | Item | Agree | | | | |
|-----------------------------|---|-------------------|----------|-----------|-------|----------------|
| | | Strongly disagree | Disagree | Generally | Agree | Strongly agree |
| Executive Employment | | | | | | |
| Q1 | Give a higher grade | | | | | |
| Q2 | Hire executives with strong professional capabilities | | | | | |
| Q3 | Enhance overall professionalism | | | | | |
| Employee training | | | | | | |
| Q4 | Enhance job content training | | | | | |
| Q5 | Enhance language skills training for employees | | | | | |
| Q6 | Strengthen group building activities among employees | | | | | |
| Corporate Philosophy | | | | | | |
| Q7 | Strengthen corporate culture inculcation | | | | | |
| Q8 | Focus on the history of each country's culture | | | | | |
| Q9 | A bit difficult to integrate two cultures | | | | | |
| Communication | | | | | | |
| Q10 | Helping employees communicate | | | | | |
| Q11 | Using professional translation software | | | | | |
| Q12 | Speaking requirements for employee onboarding | | | | | |

The following scale is designed to investigate the sustainability of a company, where a score of 1-5, in increasing order, indicates that the higher the score the more outstanding the company is in that area.

| Question number | Question item | Degree of agreement | | | | |
|---|--|---------------------|----------------|-----------|--------------|-------------------|
| | | Very satisfied | Very Satisfied | Satisfied | Dissatisfied | Very dissatisfied |
| Research and Development Capability | | | | | | |
| Q1 | Self-innovation capability | | | | | |
| Q2 | Scientific research capability | | | | | |
| Q3 | Intellectual Property Rights Filing Capability | | | | | |
| Q4 | Manufacturing capacity | | | | | |
| Financial index capability | | | | | | |
| Q5 | Debt-servicing ability | | | | | |
| Q6 | Profitability | | | | | |
| Q7 | Operating Capacity | | | | | |
| Q8 | Growth capability | | | | | |
| Organizational Management Capability | | | | | | |
| Q9 | Employee Motivation Capability | | | | | |
| Q10 | Risk avoidance | | | | | |
| Q11 | Corporate social reputation | | | | | |
| Q12 | Business blueprint development | | | | | |

1. What difficulties have you encountered in cross-cultural communication and collaboration in your daily work? How have you dealt with them?

2. In your opinion, what aspects of cultural differences between China and Indonesia are most prominent? How do these differences impact your work?

3. What were your initial feelings at this multinational company? What difficulties did you encounter during the adaptation process?

4. What measures should the company take to promote cultural integration and teamwork among Chinese and Indonesian employees?

This concludes the questionnaire, thank you very much for your great support!