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When East meets West: A Five-Stage Curve Adaptation Model of Chinese Expatriates in Portugal

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Master in Management

Supervisor:

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Institute of Lisbon

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**BUSINESS
SCHOOL**

Department of Marketing, Operations and General Management

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ABSTRACT

Portugal is one of the popular golden visa destinations for Chinese nationals; the number of Chinese businesses as well as expatriates in Portugal has also increased significantly in recent years as Portugal cooperated with China within the framework of the Belt and Road Initiative. However, due to cultural differences, cross-cultural adaptation becomes a significant challenge for these Chinese expatriates. This study aims to explore the cultural adaptation of Chinese expatriates in Portugal.

This study uses qualitative and semi-structured interview research methods to investigate the cultural adaptation process experienced by 12 Chinese expatriates in Portugal. By incorporating the cultural similarities and differences between China and Portugal suggested by Hofstede's six cultural dimensions into the cultural adaptation (adjustment) process of Chinese expatriates in Portugal, this study came up with a holistic five-stage cultural adaptation that best reflects the complexities of cross-cultural adaptation.

By recognizing the cultural differences at each stage, organizations and expatriates can more effectively manage the challenges and promote a successful cross-cultural experience. This study provides practical implications for the key cultural adaptation skills and strategies required for Chinese expatriates working in Portugal. The findings of this study enrich the literature on cultural adaptation.

Keywords: Chinese Expatriate, Cultural Difference, Cultural Adaptation, Portugal, China.

RESUMO

Portugal é um dos destinos populares com vistos gold para cidadãos chineses; o número de empresas chinesas, bem como de expatriados em Portugal, também aumentou significativamente nos últimos anos, à medida que Portugal cooperava com a China no âmbito da Iniciativa Cinturão e Rota. No entanto, devido às diferenças culturais, a adaptação transcultural torna-se um desafio significativo para estes expatriados chineses. Este estudo tem como objetivo explorar a adaptação cultural de expatriados chineses em Portugal.

Este estudo utiliza métodos de investigação qualitativa e de entrevistas semiestruturadas para investigar o processo de adaptação cultural vivido por 12 expatriados chineses em Portugal. Ao incorporar as semelhanças e diferenças culturais entre a China e Portugal sugeridas pelas seis dimensões culturais de Hofstede no processo de adaptação (ajustamento) cultural dos expatriados chineses em Portugal, este estudo apresentou uma adaptação cultural holística em cinco fases que melhor reflecte as complexidades da transição - adaptação cultural.

Ao reconhecer as diferenças culturais em cada fase, as organizações e os expatriados podem gerir de forma mais eficaz os desafios e promover uma experiência intercultural bem-sucedida. Este estudo fornece implicações práticas para as principais competências e estratégias de adaptação cultural necessárias aos expatriados chineses que trabalham em Portugal. Os resultados deste estudo enriquecem a literatura sobre adaptação cultural.

Palavras-chave: Expatriado Chinês, Diferença Cultural, Adaptação Intercultural, Portugal, China.

摘要

葡萄牙是中国公民最受欢迎的黄金签证目的国之一。近年来，随着葡萄牙与中国在“一带一路”倡议框架内的深化合作，葡萄牙不仅吸引了更多中国中资企业，还见证了中国外派人士/侨民数量的大幅增加。然而，由于两国之间存在的文化差异，跨文化适应成为中国外派人士/侨民面临的重大挑战。因此，本研究旨在探讨中国外派人士/侨民在葡萄牙的文化适应情况。

为了达到这一目标，本研究采用定性和半结构式访谈的研究方法，对十二位中国外派人士/侨民在葡萄牙的文化适应经历进行了深入调查。本研究将霍夫斯泰德的六个文化维度提出的中葡文化异同融入到中国外派人员在葡萄牙的文化适应（调整）过程中，从而提出最能反映跨文化适应复杂性的五个阶段的文化适应模型。

通过了解每个阶段的文化差异，组织和外派人士/侨民可以更有效地应对挑战并促进成功的跨文化体验。本研究为在葡萄牙工作的中国外派人士/侨民所需的关键文化适应技能和策略提供了实际价值。这项研究结果也丰富了文化适应方面的文献。

关键词：中国外派人士/侨民、文化差异、文化适应、葡萄牙、中国。

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MAIN ABBREVIATIONS USED

AP—Adaptation Period

EP—Exploration Period

FP—Frustration Period

IDV—Individualism Vs. Collectivism

IVR—Indulgence Vs. Restraint

LTO—Long-Term Orientation Vs. Short-Term Orientation

MAS—Masculinity Vs. Femininity

PDI—Power Distance Index

PP—Polarization Period

RP—Rapport Period

UAI—Uncertainty Avoidance Index

UCT—U-Curve Theory of adjustment

Chapter 1 – Introduction

This chapter provides an overview of the study. It begins with a description of the research background and the contextualization of the research, pointing out why this research is significant and relevant. Next, the research objectives and questions that this research seek to address are presented. The chapter concludes with an outline of the thesis structure.

1.1 Research Background

In recent decades, globalization has brought about profound transformation in the international business landscape. More and more business expatriates have been sent for cross-national investment and overseas operations (Shi & Wang, 2013). The international mobility of expatriates has become a prevailing trend. As businesses expand their operations across borders, the role of expatriate has gained prominence. While this can bring many benefits, it can also create challenges if diversity is not managed effectively. Black and Mendenhall (1989) reveal that between 16% and 40% of expatriate managers return prematurely from their assignment; this is often attributed to factors such as poor job performance or challenges experienced by the employee and their family in effectively adjusting to the foreign environment. Conversely, with effective cross-culture management, these cultural differences can be used to create value and efficiency.

China, with its rapid economic growth and increasing presence in the global market, has become a major player in international business affairs. As a result of this, numerous companies owned by the Chinese emerged in varying capacities both in developed as well as emerging economies (Wang, 2020). The flow of Chinese expatriates to Europe and Portugal, has surged (Benton & Pieke, 2016; *Serviço de Estrangeiros e Fronteiras/SEF*, 2021) as Chinese companies seek to establish a foothold in foreign markets and forge international partnerships. Portugal, with its strategic location and investment-friendly policies, has emerged as an attractive destination for Chinese firms looking to expand their operations in Europe.

Due to the substantial influx of Chinese people and the establishment of Chinese enterprises in Portugal facilitated by the Golden Visa scheme and the Belt and Road Initiative, there has been

an increase in the presence of Chinese managers (Ma & Zhang, 2020). This has raised concerns about the effect of the different cultures on management practices and equally the measures which have been undertaken by the Chinese managers to address cultural difference issues. In the context of internationalization, Chinese expatriates may encounter challenges when implementing their management approaches in a workforce predominantly composed of Portuguese employees. The difficulty arises primarily because Chinese firms often lean towards hierarchical decision-making processes while Portuguese workers may wish to engage in decision-making processes. These challenges stem from significant differences in long-term and short-term cultural dimensions between the two countries. Therefore, understanding the challenges arise from cultural similarities and differences between China and Portugal can contribute to identifying approaches and strategies to better help Chinese expatriates' adaptation to the host country.

The successful integration and effective management of Chinese expatriates in Portugal are vital for fostering productive business relationships between the two nations. However, such a venture is not without challenges. Compared with other developed countries, Chinese people's understanding of Portugal is still in its infancy, which also brings challenges to Chinese expatriates, and so far, only very few studies have focused on Chinese expatriates in Portugal. The distinct cultural, social, and managerial practices prevalent in China and Portugal can give rise to potential conflicts and misunderstandings, which, if not addressed properly, may hinder the expatriates' ability to adapt and perform optimally.

Expatriates mentioned in this study are different from the traditional concept of expatriates. The majority of research and literature concerning expatriation predominantly revolves around the conventional concept of expatriates. According to Dowling and Welch (2004), this perspective primarily regards expatriates as employees who are relocated from their home base to another destination within the organization's global operations. The field can duly be criticized for insufficient focus on the increasing heterogeneity of expatriation (Siljanen & Lämsä, 2009). There are various concepts like assigned expatriates (AEs) (Fei, 2022) and self-initiated expatriates (SIEs) (Andresen et al., 2014). For the purpose of this research, expatriates refers to managers and experts, who are sought after by various types of organizations throughout their careers due to their exceptional abilities, skills, and extensive experience; or they may opt to

reside and work as temporary migrants in foreign countries, away from their nations of origin (cf. Cohen 1977, p. 6; Banai and Harry 2004, p. 100, Siljanen & Lämsä 2009, p. 1471); they can also be business expatriates (cf. McNulty and Brewster, 2017) or expatpreneurs (Vance et al., 2016) which is a category of business SIE “who goes abroad to initiate and exploit business opportunities by their own, or by employment in joint new venture development activities” (Vance et al., 2016, p. 206).

This thesis aims to shed light on the complexities of cross-cultural adaptation and its implications for Chinese expatriates working in Portugal. By examining the experiences, challenges, and strategies employed by these expatriates, this research intends to contribute to the existing literature on cross-cultural adaptation and provide valuable insights for businesses, policymakers, and academics.

1.2 Research Objectives

This research presents an empirical study on Chinese expatriates and aims to:

- (1) To consolidate and compare the cultural similarities and differences experienced by Chinese expatriates in Portugal;
- (2) To examine the way cultural similarities and differences influence the cultural adaptation of Chinese expatriates in Portugal;
- (3) To identify the strategies or approaches adopted by Chinese expatriates in Portugal to adapt cultural differences at their workplace.

1.3 Research Questions

The research questions are as follows:

1. What are the cultural similarities and differences experienced by Chinese expatriates in Portugal?
2. How do the cultural similarities and differences influence the cultural adaptation of

Chinese expatriates in Portugal?

3. What strategies or approaches are adopted by Chinese expatriates in Portugal to adapt cultural differences at their workplace?

1.4 Structure of the Thesis

Chapter 1 lays out the background of the study, highlights the overall objective of the thesis, and provides a summary of the thesis structure. Chapter 2 reviews existing literature which focuses on the cultural similarities and differences between China and Portugal, expatriate cultural adaptation in the host country, and especially the Chinese expatriates in Portugal. Chapter 3 explains the qualitative data collection methods as well as data analysis employed in answering the research questions. Chapter 4 presents the results of the data collection as well as qualitative themes which emerge from the data analysis, followed by a discussion of the findings whereby the results shall be interpreted and the implications for cross-cultural management considered. Lastly, Chapter 5 is the concluding chapter which summarizes the specific findings from the study as well as offer recommendations for future research into this area.

Chapter 2 – Literature Review

This chapter reviews past studies by starting with an outline of the recent situation of Chinese expatriates in Portugal following the economic and trade development between China and Portugal.

The second part discusses relevant concepts of culture before comparing the cultural dimensions of Portugal and China based on Hofstede's model, followed by reviewing the literature that discusses cultural similarities and differences between China and Portugal. The third part reviews literature on expatriate cultural adaptation in host country.

2.1 The Growing Number of Chinese Expatriates in Portugal

Since the establishment of diplomatic relations between China and Portugal in 1979, the relationship between the two countries has opened a new chapter, and bilateral trade has grown significantly (Santiago, 2012). Furthermore, Portugal has managed to invite a host of other multinational investors through the Golden Residence Permit Program, also known as the Golden Visa Scheme, which was implemented in 2012. This program offers Residence Authorizations to foreigners for five years. They are also permitted to either reside, study, or work in Portugal with free circulation within the Schengen Area in Europe. From 2021 to 2023, the SEF's Data (2023) shows a total of 12,037 successful applicants of Golden Visa, of which the largest number of Chinese applicants is a total of 5,319.

“The Silk Road Economic Belt” and “the 21st-century Maritime Silk Road” (hereinafter referred to as the Belt and Road Initiative, BRI) aim to boost economic development through the connectivity of the Eurasian and African continents and the nearby seas. From the perspective of geography and international organizations, Portugal is an important hub connecting the land Silk Road and the Maritime Silk Road (Ma & Zhang, 2020). Through the BRI, China and Portugal have strengthened cooperation in various fields including economy, trade, and investment. China and Portugal have signed a Memorandum of Understanding on cooperation under the framework of the BRI in December 2018, Portugal is also actively promoting and participating in the BRI.

China also became Portugal's largest trading partner in Asia (Mendes, 2014). In 2022, the

bilateral trade volume reached US\$9.01 billion, a year-on-year increase of 2.4% (FMPRC, 2023). Portugal has vigorously promoted the privatization process of enterprises and has an open and welcoming attitude toward foreign investment, and Chinese enterprises have also actively participated in the process. As of the end of December 2021, the cumulative amount of China's actual investment in Portugal has exceeded 8 billion euros. In addition, exchanges in culture, technology, and education between the two countries have gradually increased (FMPRC, 2023). Despite a decrease in business activity and the worldwide economic disruption brought about by the COVID-19 pandemic, the business cooperation between these two nations remains in progress (Ledo, 2020).

Even though Chinese migration to Portugal shares similarities with flows to other European countries like Italy, Spain, and France whereby these countries have attracted economic immigrants since the 1980s through opportunities for self-employment, entrepreneurial activities, amnesties, and legalization programs, Portugal, however, stands out due to the diverse origins of its Chinese population, including mainland China, former colonies like Macao and Mozambique, and recent growth in Chinese international students and business migrants (Gaspar, 2017).

2.2 Cultural Similarities and Differences between China and Portugal

2.2.1 Defining Culture

To understand how cultural differences or similarities affect the adaptation of expatriates, some basic concepts and definitions of culture are needed. Culture is a complex concept and there are diverse definitions. One early definition of culture, proposed by British anthropologist, Edward Tylor (1871), described it as “that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society”. Often cited is also a definition by Kroeber and Kluckhohn (1952), two other prominent anthropologists, who defined culture as “patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, and on the other, as conditioning elements

of further action”. More recently, Geert Hofstede, a pioneer in the field of cross-cultural research, defined culture as “the collective programming of the mind which distinguishes the members of one category of people from another”. (Hofstede 1984, p. 51).

Hofstede (1991) has also used the metaphor of an onion to represent the layers of culture. The symbols layer includes things like language, clothing, and food. These are the things that we can see and hear, and they are often the first things we notice about a new culture. The heroes layer includes the people that a culture admires and respects. These can be real people or fictional characters. Heroes serve as role models and show us what it means to be successful in that culture. The rituals layer includes the customs and traditions that a culture follows. Rituals help to bind a culture together and give people a sense of belonging. The values layer lies in the core and it represents the deepest and most deeply held beliefs of a culture. Values are often learned in childhood and they influence our decisions and behaviors throughout our lives. In other words, the outer layers (symbols, heroes, rituals) of the “onion” are the most visible and may change, the core (values) is the most deeply held and difficult to change.

Similar to Hofstede’s work, Trompenaars and Hampden-Turner (1997) also developed the onion diagram of culture to model the different levels of culture. The outer layer of the diagram consists of explicit elements, such as artifacts and products, which are observable aspects of a culture. The middle layer is formed by norms and values, which are the rules and beliefs that guide people’s behavior. The core of their diagram consists of basic assumptions, which are the unspoken and often unconscious beliefs that underpin a culture.

In this study, we see culture as a complex and dynamic system that shapes the way that we live our lives; culture is also a group phenomenon and there are both the visible and invisible aspects of culture that need to be given attention to when we discuss about cultural adaptation of Chinese expatriates in host country.

2.2.2 Cultural Comparison between China and Portugal

China and Portugal exhibit notable cultural differences stemming from their unique histories, geographical locations, and societal structures. The specific cultural differences are also manifested in various aspects such as language and communication, as well as religious beliefs.

National culture is a critical factor affecting organizations operating on a global scale (Taras et al. 2011). However, Srivastava et al. (2020) argue that the influence of national culture on international business is moderate, but it is still a predictor of attitudes and behaviors in the workplace. To this end, several aspects are dependent on the national culture. They include the preference for style of leadership mostly determined by whether people are individualistic or collectivist, or whether the power distance is low or high.

In a short article by Fernandes et al. (2021), the authors highlighted that *savoir-vivre* is a key factor in international trade negotiations, and by comparing cultural differences between China and Portugal in terms of business etiquette, the key differences are presented, namely in the aspects of business dress code, gift-giving, communication in business relationships, greetings and titles, business and private meetings, rules at the table, business cards, and time management. However, the authors only relied on desk research of literature and internet sources to gather data and did not refer to any cultural comparison theory or model.

In international business and management research, one of the most widely used framework for understanding and managing cross-cultural differences is Hofstede's six cultural dimensions, which were developed based on a large-scale survey of IBM employees in 50 countries in the 1960s and 1970s. These dimensions are: (1) Power Distance Index-the degree to which members of a society accept differences in power and authority; (2) Individualism/Collectivism-the degree to which people look after themselves, versus feeling responsible to their community; (3) Masculinity/Femininity-the extent to which masculine values such as assertiveness, dominance, and achievement are more important than traditionally feminine values such as cooperation, caring, and relationships; (4) Uncertainty Avoidance Index-the degree to which people in a society tolerate unstructured and ambiguous situations; (5) Long-Term/Short-Term Orientation refers to how much a culture values the future over the present; Cultures with a long-term orientation tend to save money for the future, invest in their education and careers, and work hard to achieve their long-term goals, whereas cultures with a short-term orientation tend to value personal stability, reciprocation of favors, and immediate gratification.; (6) Indulgence/Restraint-the extent to which a society enables the pursuit of satisfaction (as opposed to restraint), with respect to various human pleasures such as leisure and consumption activity.

Another study similar to Hofstede's is known as the GLOBE (Global Leadership and

Organizational Behavior Effectiveness) (House et al., 2004) developed in the 1990s, which involved 170 researchers from over 60 countries who collected data on 17,000 managers from 62 countries around the world. The GLOBE project has identified nine cultural dimensions encompassing both actual society practices and values in the different cultural settings (Shi & Wang, 2011), namely Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, and Humane Orientation.

Recent reviews of research have shown that Hofstede's framework of culture has been "Highly popular, tested and applied in various contexts around the world" (Taras et al. 2011, p.190), and has dominated cross-cultural research over the last 35 years and it has been shown to be effective in predicting a wide range of cross-cultural phenomena (Kirkman et al., 2006; 2017). This framework allows us to approach the concept of cultural differences between China and Portugal (Figure 1). It's important to note that while this model offers valuable insights, it also has research limitations when applied to multicultural environments. Nonetheless, it serves as a foundational basis for further research and understanding.

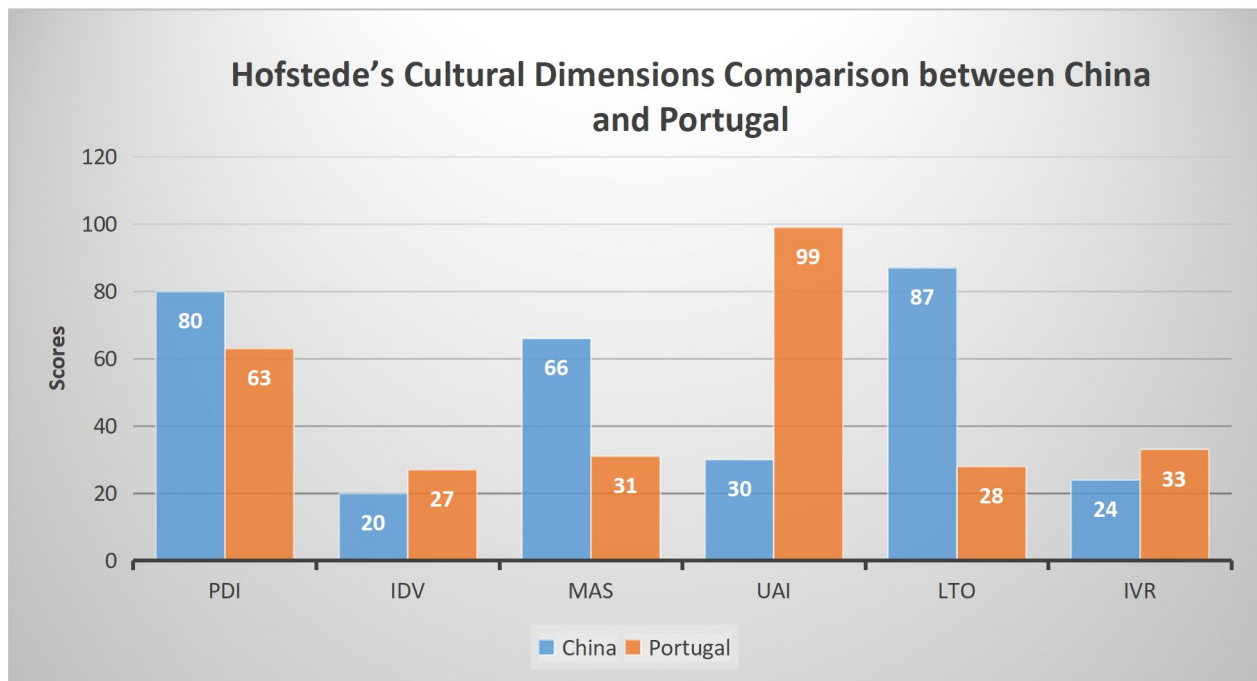


Figure 1: China's and Portugal's scores on Hofstede's cultural dimensions (data taken from <https://www.hofstedeinsights.com/product/compare-countries/>).

In summary (Table 1), Portugal and China exhibit different scores in the cultural dimensions of Masculinity vs. Femininity, Uncertainty Avoidance, and Short-Term vs. Long-Term Orientation, but they share similar scores in Power Distance, Collectivism vs. Individualism, and Restraint vs. Indulgence.

Table 1: Hofstede's Cultural Dimensions Comparison between China and Portugal (Source: hofstede-insights.com, 2023).

Cultural Dimensions	Portugal VS China	Remarks
Power Distance Index	China (80) is slightly higher than Portugal (63), which means that the unequal distribution of power is generally accepted in organizations in both Portugal and China.	In Portuguese culture, managers expect subordinates to provide information and to be controlled. A lack of interest from a manager can be interpreted as a lack of relevance, which can demotivate employees. Negative feedback is difficult to give, so managers need to be sensitive to this and look for subtle signs of problems. In Chinese culture, superiors are obeyed and respected, power abuse is tolerated, and people are discouraged from aspiring beyond their rank.
Individualism Vs. Collectivism	Portugal (27) and China (20) have a slight difference in the individualism index. Generally, they are both in the low degree, which means that they are highly collectivist countries.	In both Portugal and China, a strong emphasis is placed on collective interests over personal ones, and there is a sense of obligation to support those within one's group. Loyalty is paramount, and overrides other societal rules and regulations. Building and nurturing relationships is highly valued, as they play a pivotal role in various aspects such as work, business, and advancement opportunities. Additionally, open conflict is viewed as a source of shame and loss of face in both cultures. Consequently, individuals often engage in indirect communication and strive to preserve group harmony.
Uncertainty Avoidance Index	Portugal (99) and China (30) have a completely different performance in this dimension. Portugal ranks second in the uncertainty avoidance index. China is a low uncertainty avoidance country.	Portugal has many rules and laws in every field. Since it is easier for Portuguese to feel uncomfortable with unknown and ambiguous situations, people are used to following documents and rules in their daily work and life. High Uncertainty Avoidance cultures maintain strict norms and are intolerant of unconventional ideas and behavior. They prioritize rules, value efficiency, and emphasize precision and punctuality. Innovation may face resistance, and security is a significant motivator for individuals. Chinese people are comfortable with ambiguity and flexibility. This is reflected in the Chinese language, business culture, and government policies. Chinese people are adaptable and entrepreneurial, and small and medium-sized family businesses dominate the economy.
Masculinity Vs. Femininity	Portugal (66) and China (31) have a significantly different in this dimension. Portugal is a feminine society. China is a Masculine society – success oriented and driven.	In Portuguese society, managers seek consensus, and place value on equality, solidarity, and work quality. Conflicts are resolved through compromise, with incentives like free time and flexibility. Well-being matters more than status, and effective managers are supportive and inclusive in decision-making. Chinese place a strong emphasis on success and achievement. Many Chinese are willing to sacrifice family and leisure for work, with service providers working late into the night. Leisure time is less prioritized, and migrant workers often leave their families to seek better job opportunities in cities.
Long-Term Vs. Short-Term Orientation	Portugal (28) and China (87) have a significantly different in this dimension. Portugal shows the Short-term orientation characterizes. Whole society of China advocates pragmatism.	Portuguese people prefer normative thinking over pragmatic approaches. They value absolute truth, respect traditions, have a limited focus on saving for the future, and prioritize achieving quick results. Chinese culture is highly pragmatic, valuing flexibility and adaptability over absolute truths and traditions. Chinese people are thrifty, perseverant, and invest heavily for the future.
Indulgence Vs.	Portugal (33) and China (24) have a slight	Portuguese tend to control their emotions and feelings in order to improve their own competitiveness.

Restraint	difference in this dimension. Both Portugal and China are restrained societies. China is even more restrained	Chinese tend to be cynical and pessimistic. People with this orientation perceive that their actions are restrained by social norms and feel that indulging themselves is wrong.
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In a study comparing cultural differences between Portugal and China using the Cultural Standards Method (see Fink, Neyer & Kölling, 2006), Deng (2018) has identified Portuguese cultural standards from the Chinese perspective as follows: Slow rhythm orientation, Lack of ambitions on professional performance, Importance of leisure time, Different food culture, Conservatism, Enthusiastic and superficial social relationship. Deng (2018) also compared her findings with Hofstede's cultural dimensions and the results can be summarized as follows:

Portugal's high preference for avoiding uncertainty and China's low uncertainty index is related to the cultural standard of "Conservatism", whereby the Portuguese often exhibit a certain level of resistance to change and an unwillingness to embrace new things due to their discomfort with the unfamiliar, which tends to evoke anxiety. As a result, Portuguese tend to adopt a more conservative approach to steer clear of uncertain situations, while Chinese generally demonstrate greater flexibility and adaptability.

The differences between Portugal and China in terms of the cultural dimensions of Masculinity and Long-Term Orientation are found to be similar to the cultural standard "Lack of Ambitious on Professional Performance" observed in his study. From the Chinese perspectives, Portuguese prioritize quality of life and maintaining interpersonal relationships over work and competition, reflecting a more relaxed attitude towards their careers. In contrast, China's highly competitive environment begins at a young age, driving individuals to strive for excellence throughout their lives. Chinese culture encourages hard work and substantial investments for future savings.

Portuguese and Chinese differ significantly in restraining desires, contrary to the scores of Hofstede's cultural dimensions showing both Portugal and China are restrained societies. According to Deng (2018), this is related to the cultural standard "Enthusiastic and Superficial Social Relationships", whereby the Portuguese prioritize quality of life and indulgence, embracing feelings and sensuous consumption, while the Chinese lean towards emotional restraint and controlled expressions.

There is no difference in terms of the findings related to Power Distance and Individualism vs. Collectivism. In other words, Deng (2018) did not find notable differences in these dimensions between Portuguese and Chinese cultures. In addition to Deng (2018), Dias (2021) has uncovered similar findings when comparing the cultural dimensions of Portuguese and Chinese societies. For instance, Dias (2021) has identified specific distinctions within Chinese society that differentiate it from Western markets. These differences manifest in values and principles governing their thinking, such as holistic analysis of issues, a focus on pragmatism and realism, a desire for control, continuous learning, and self-responsibility. Collectivism and a high "power distance" culture, characterized by hierarchical power structures, are also prevalent traits in Chinese society.

2.3 Expatriate Cultural Adaptation in Host Country

Cultural adaptation refers to how well individuals moving abroad adapt to a foreign culture; it is an increasingly important skill in our globalized world (Huff et al., 2021). The U-Curve Theory of adjustment (UCT), which was first proposed by Lysgaard (1955) in his study of Norwegian Fulbright scholars in the United States, has been the most popular and well-known stage theory of cross-cultural adaptation (Ward et al. 1998). Oberg (1960) provided a similar account of cross-cultural adaptation in his anthropological description and elaboration of "culture shock" that can also be graphically represented by a U-curve.

The classic U-Curve adjustment model (Figure 2) describes adjustment as a process over time, starting with the honeymoon stage, when people first move to a new culture, they are often excited and fascinated by everything new and interesting they see and hear. However, after a while, they may start to feel frustrated and disillusioned as they realize how different the new culture is from their own. This is called the 'culture shock' (the lowest point of the 'U') or disillusionment stage. Over time, people gradually adapt to the new culture and learn how to behave appropriately. This is called the 'adjustment' stage. Finally, people reach the 'mastery' stage, where they are able to function effectively in the new culture. Winkelman's four stages of cultural adaptation (1994) stated the same point.

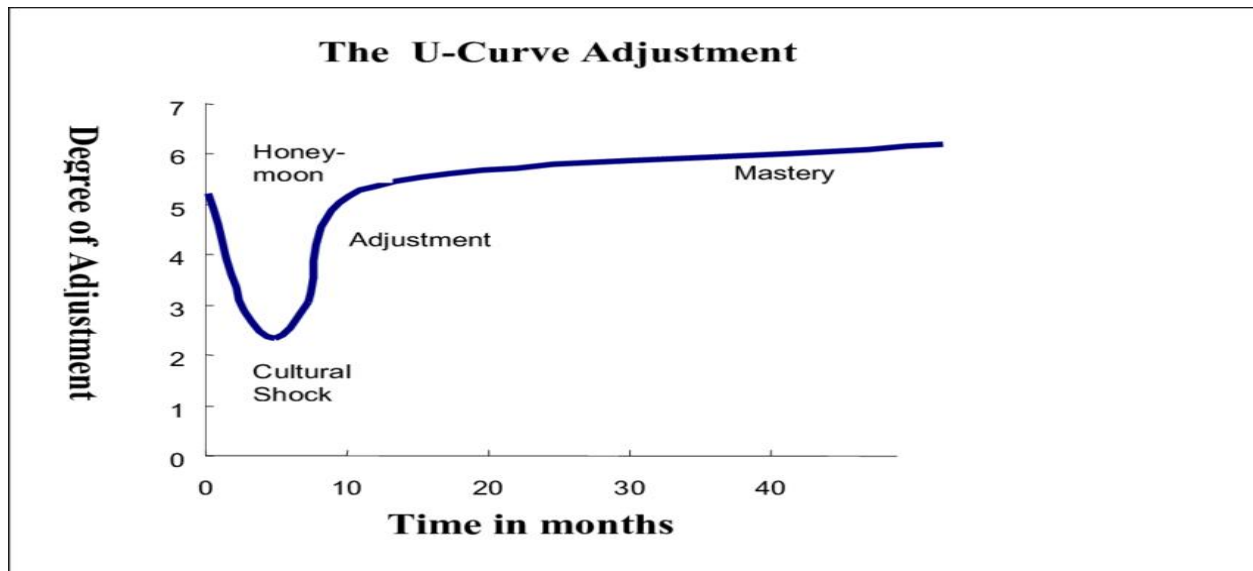


Figure 2: U-Curve Adjustment. (Source: UCT Source: Adapted from BLACK; MENDENHALL, 1991b, p.227.)

The honeymoon stage usually occurs within weeks or months of an individual moving to a host country, depending on the individual and the circumstances. During this stage, expatriates experience excitement, curiosity, and fascination with the new environment. Once the expatriates have to deal with various cross-cultural challenges, the culture shock stage sets in. The pressure of culture shock on expatriates will also affect their normal decision-making and development. To move beyond culture shock, individuals need to develop adaptation skills (Black & Mendenhall, 1989); the third stage is adjustment to function effectively within the new environment, individuals must develop problem-solving skills for handling cultural challenges and accept new constraints with a positive attitude (Storti, 1990, 1995). Mastery refers to the final stage of successfully managing and navigating cultural differences within a business or organizational context. It's important to note that cultural differences are not absolute, and individuals within each culture may deviate from these generalizations.

Cross-cultural adjustment has been generally defined as the process of adaptation to living and working in a foreign culture (Okpara & Kabongo, 2011). It is the perceived degree of psychological comfort and familiarity an individual has with the new host culture and environment (Palthe, 2004; Black et al., 1991). Expatriate adjustment has been defined as the extent to which expatriates successfully cope with the nuances of their new environment (Takeuchi et al., 2005). Researchers have traditionally studied two main dimensions of expatriate

adjustment: socio-cultural and psychological adjustment (Ward & Kennedy, 1993). In their seminal work, Black and Stephens (1989) indicated three categories of cross-cultural adjustment, including work adjustment which deals with all work-related aspects including performance, capacity to understand the roles, as well as the dispensation of duties. This is well followed by general adjustment, which involves the overall adaptation to living in a new cultural condition, such as housing conditions, health care, and cost of living; the last one is an interactive adjustment, which refers to the psychological comfort in interacting with locals in both work and non-work settings.

Several studies (e.g. Mumtaz & Nadeem, 2022; Wang, 2019; Li et al. 2015) have pointed out that existing literature on expatriates' adjustment has predominantly focused on the Western expatriates sent to non-Western countries, including China, but few research focused on Chinese expatriates in Western countries. Wang (2019), for example, examines how Chinese expatriates in five European subsidiaries of large Chinese multinationals develop and use *guanxi* in their host countries, and how this affects their adjustment. Guanxi is a network of personal relationships that is often used to build trust and do business in China. Li et al. (2015) found that Chinese expatriate managers in Portugal go through a five-stage adjustment process: Perception: At first, they think the differences between China and Portugal are small; Guanxi replication: They then wonder if they can use the Chinese business practice of guanxi in Portugal, since the two countries have similarities; Resistance: However, they face resistance to guanxi in Portugal, due to cultural differences, the legal system, and the lower level of acceptance of guanxi in Portugal; Adaptation: As a result, they have to change their business practices; Identity construction: Throughout this process, they are concerned about their identity as foreigners and the need to adjust to their new environment.

2.4 Summary

The purpose of this review was to understand the various literature available on cultural adaptation and the series of processes that expatriates go through to adapt to cultural differences. The cultural adaptation of Chinese expatriates is a topic that has received attention in the literature. Several studies have explored the challenges, strategies, and outcomes associated with this specific context. Hofstede's model provides insights into various cultural dimensions that

influence societal norms, behaviors, and values. By assessing these dimensions in both the home and host cultures, we can identify potential areas of cultural mismatch that may affect an expatriate's adaptation process. Successful adaptation requires an in-depth understanding of similarities and differences in cultural dimensions on each stage of expatriate adaptation to host country.

We hypothesize that by combining the U-curve Adjustment Theory (UCT) model with Hofstede's cultural dimensions, we will be able to identify specific culture shock triggers and challenges at different stages of adaptation, as well as to develop cultural adaptation strategies. Cultural adaptation is an ongoing process that requires continuous learning and improvement. Individuals and organizations must remain open to new insights, adapt to changing cultural dynamics, and proactively seek opportunities for intercultural learning and development.

Overall, the literature review highlights the challenges posed by cultural similarities and differences faced by expatriates at different stages. Understanding the similarities and differences between Chinese and Portuguese cultures, this study will contribute to the field and help us to better understand the adaptation process of Chinese expatriates in Portugal.

Chapter 3 – Methodology

While many expatriate studies primarily rely on quantitative methods, according to Kim (2001), it fails to adequately understand the complex and changing nature of the phenomenon. Similarly, Pinto et al. (2023) whose research focuses on the Chinese expatpreneurs in Portugal, also highlighted that most research on international mobility and self-initiated expatriates (SIEs) has used quantitative methods, but more research is needed using qualitative methods to better understand the challenges, motives, benefits, relationships, and international experiences of different types of SIEs in specific contexts. Typically, quantitative methods involve large-scale, representative sampling to generalize findings. Lanka et al. (2020) has pointed out that although these approaches align with the objective of enhancing organizational and management practices from a managerial standpoint, they have limitations when an organization seeks to embrace a diverse array of viewpoints.

Given the objectives of this research, a qualitative research approach was opted for, primarily using the data collection method of semi-structured interviews whereas the analysis procedure involved content analysis. An advantage of using qualitative interviews is that they center entirely on the fundamental questions while simultaneously broadening, deepening, and enriching the data; this approach enables a more comprehensive grasp of the subject, as indicated by Siljanen and Lämsä (2009) in their study of cross-cultural adaptation of expatriates.

The subsequent sections delve into the details of the research strategy, the procedure for collecting data, and the process of analyzing data.

3.1 Sampling

Since this research takes into consideration the diversity of international experiences within the study of international management studies, the sample encompasses various patterns of expatriation, which encompasses the assigned expatriates (AEs), self-initiated expatriates (SIEs) (Andresen et al., 2014), business expatriates (McNulty and Brewster, 2017), and expatpreneurs (Vance et al., 2016). According to Guest et al. (2006) a sample size of six may be adequate for qualitative interviews. This study targeted a minimum of ten participants. Purposeful sampling is employed in relation to the selection of participants who met these basic criteria:

- 1) were eighteen years of age or older during the time of his/her entry into Portugal;
- 2) has co-workers or workers of at least two different nationalities, i.e. Portuguese and Chinese;
- 3) at least one year of expatriate experience in Portugal;

Likewise, the sample was selected to cover heterogeneity in terms of gender, age, and work industry.

A snowballing approach was also employed when this primary sample suggested further relevant participants who fit the criteria of selection. The number of participants depends on ‘data saturation’, which means the number of interviews ‘needed to get a reliable sense of thematic exhaustion and variability within [their] data set’ (Guest et al., 2006: 65).

3.2 Data Collection

Data collection took place in August 2023 in Lisbon, Portugal, through semi-structured interviews conducted in Mandarin Chinese by the author. Semi-structured interview can be defined as “an interview with the purpose of obtaining descriptions of the life world of the interviewee in order to interpret the meaning of the described phenomena.” (Kvale & Brinkmann, 2008, p. 3). Compared to structured interviews, semi-structured interviews are more flexible, allowing interviewers to follow up on important topics raised by interviewees and to participate more actively in the conversation; and compared to unstructured interviews, semi-structured interviews give the interviewer more control over the conversation, so they can focus on issues that are relevant to their research project; hence, semi-structured interviews are better suited for generating new knowledge and for focusing the discussion on specific research questions (Brinkmann 2013)

An interview guide was prepared and one pilot interview was conducted to identify any issues or areas for improvement in the interview design, wording of questions, and the overall flow of the interview. The pilot interview confirmed that the questions did not require many modifications.

The interview guide consisted of two sections: The first section collects common personal and demographic information, including age, gender, marital status and qualification. To answer

the research questions, the second section consisted of eight major themes that focused on the participants' Cross-Cultural Adaptation and Management (See Appendix). The interview framework was designed in combination with Hofstede's cultural dimensions and the cross-cultural adjustment model, and the data analysis was divided into eight components, which also made the overall structure clearer, to better understand the implications of cultural differences on the adaptation process. These dimensions help identify specific cultural differences that may present challenges when adapting to the host country.

All the interviews took between 45 minutes to one hour. Online interview via Zoom was conducted when face-to-face interview is not possible. The interviews were audio-recorded with participants' consent and transcribed by the author.

Before Interview	During Interview	After Interview
• Define research objectives and questions; • Develop the interview protocol/questions; • Develop interview consent form; • Select interviewees.	• Introduce the interview consent form and sign it; • Record the interview if agreed by interviewees; • Interviewees describ/narrate their experiences and feelings.	• Organize interview content; • Analyse the data; • Report the results

Figure 3: Steps in conducting the qualitative study.

3.3 Data Analysis

Qualitative content analysis is employed on the collected data. According to Patton (2002, 453), qualitative content analysis refers to “any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings”. This method involves an inductive, systematic process aimed at deriving essential categories from participants' responses.

Hsieh and Shannon (2005) discussed three qualitative content analysis approaches based on the level of inductive reasoning involved. In the conventional approach, coding categories are

inductively derived from raw data, commonly used for developing grounded theory. The second approach is the directed approach whereby initial coding begins with a theory or prior research, with themes emerging during data analysis to validate or extend a conceptual framework. The third approach, which is summative content analysis starts quantitatively by counting words or manifest content but evolves into an inductive exploration of word usage and indicators. In this study, directed content analysis is used guided by Hofstede's cultural dimension theory and the cross-cultural adjustment model.

First, all interviews were transcribed and translated from Chinese to English. Then, the qualitative data were organized for further analysis. All interviews were re-read, key ideas were identified, and themes were initially coded based on the literature review and interview outline. First-level coding is a process of organizing qualitative data into meaningful categories. This is done by identifying the key concepts and ideas in the data, and then grouping them together based on their similarity. Once the first-level coding is complete, we begin to develop second-level codes. Second-level codes are more specific and nuanced than first-level codes and they help to group related codes together.

We follow the eight-step method suggested by Zhang and Wildemuth (2009) as follows: (1) preparation of data, (2) definition of the unit of analysis, (3) development of categories and the coding scheme, (4) testing the coding scheme in a text sample, (5) coding the whole text, (6) assessment of the coding's consistency, (7) drawing conclusions from the coded data, and (8) reporting the methods and findings.

Once the data has been coded, it can be analyzed to identify patterns, trends, and relationships between themes and sub-themes. The goal is to understand the shared experiences, challenges, and strategies for success of Chinese expatriates in Portugal. Based on the results of the data analysis, a theory or model can be developed to explain their cultural adaption process.

Chapter 4 – Findings and Discussions

4.1 Overview of Sample Group

Upon transcribing and conducting content analysis on the interviews of 12 participants, we determined that data saturation had been reached. An overview of the research participants is presented in Table 2.

Table 2: Overview of Sample Group (In order to maintain confidentiality, the real names of interviewees and companies information are not presented.)

Name Code	Gender	Age	Education	Marital Status	Profession	Job sector	Duration of stay in Portugal (years)	Level of Proficiency in Portuguese	Origin (Which part of China)
P1	M	23	Mater	Single	Visa Officer	Public	2	Advanced	North
P2	M	52	Bachelor	Married	Head of Administration	Public	6	Fluent in	Macau
P3	F	47	Under-graduate	Married	Director	Media	6	Basic	North
P4	M	44	High School	Married	General Manager	Business & Trade	15	Conversational	South
P5	M	34	PhD	Single	Researcher	Education	5	Basic	South
P6	F	42	Master	Married	Manager	Investment Company	12	Basic	Macau
P7	M	26	Bachelor	Married	Manager	Luxury Industry	8	Advanced	North
P8	F	24	Bachelor	Single	Assistant Manager	Finance	4	Intermediate	South
P9	M	25	Master	Single	Data analyst	Finance	3	Basic	West
P10	M	25	Master	Single	Sales Manager	Light Industry	3	Intermediate	South
P11	M	28	PhD candidate	Single	Student	Education	3	Basic	South
P12	M	38	Under-graduate	Married	Manager	Business & Trade	5	Conversational	North

In this research, a total of twelve persons were interviewed, identified as P1-P12 in this study. They consist of nine men and three women, aged between 23 to 52, with an average age of 34. Six of them are married and 6 of them are single; the majority of married respondents have family members who also live together in Portugal. The interviewees lived in Portugal for a minimum of two years and a maximum of fifteen years, with an average of six years in Portugal.

Among the interviewees, the minimum level of education is high school, accounting for 17%, undergraduates and master's degrees up to 67%, and the highest in doctoral education at 16%, 7 of them had a bachelor's, master's or doctoral degree in Portugal. Out of the 12 interviewees, 4 people could speak basic Portuguese, 2 people can use Portuguese for daily work and life communication, 4 people have an intermediate level of Portuguese and can handle relatively complicated work and communication, and 2 people are proficient in Portuguese.

All interviewees have lived and worked in Portugal for a relatively long time. Thus, they have enough cross-cultural experience to reflect on their careers. We attempted to find a broad view and representative sample group, and to this end, we selected interviewees holding different jobs at different sectors such as public sector, education, finance, media, investment, trade, industry, and retail, and their different occupations also expand the breadth of research.

4.2 Cultural Similarities and Differences Faced by Chinese Expatriates During Acculturation in Portugal

Based on Hofstede's cultural dimension and the U-Curve cross-cultural adjustment model, our interview questions cover a series of cultural challenge and adaptation experiences expatriates have had since they first arrived in Portugal. Based on the narrative contents of the sample group, we summarized the findings and produced a new five-stage adaptation curve model (Figure 4) that is different from the U-shape curve, showing the specific experiences and feelings of the interviewees in different periods, as well as the important impact of the six cultural dimensions on each period.

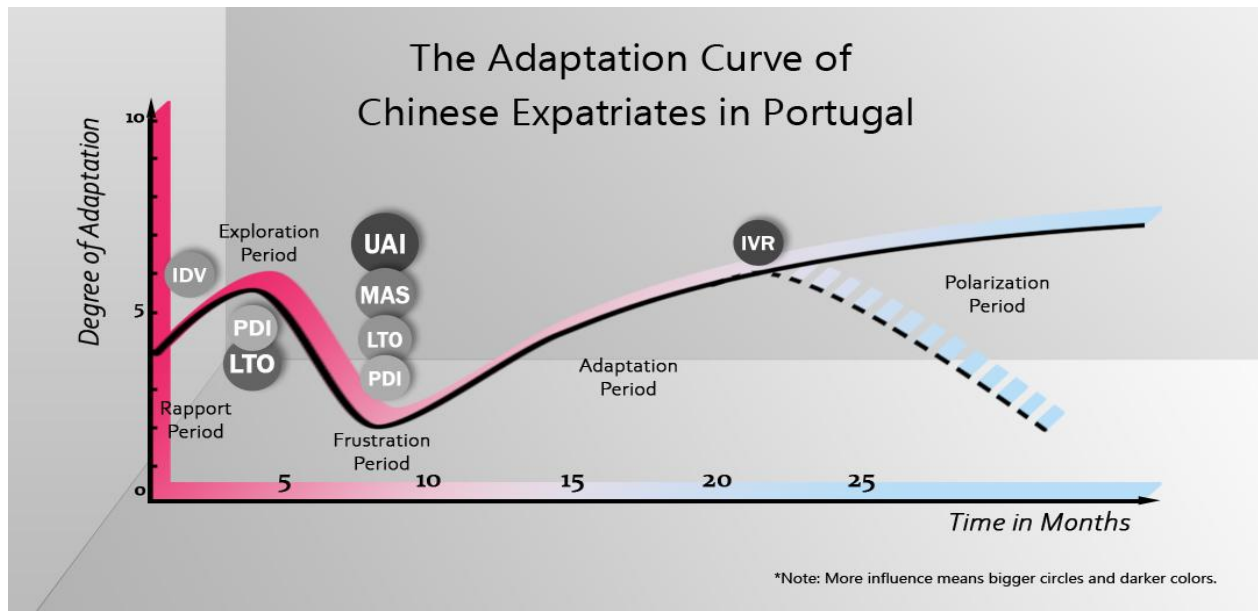


Figure 4: The Adaptation Curve of Chinese Expatriates in Portugal.

4.2.1 Rapport Period (RP)

Table 3: The RP experienced by the interviewees.

First-order concepts	Experienced	No Experienced
RP Experience	(P1, P3, P4, P5, P7, P8, P9, P10, P11, P12)	(P2, P6)

When asked about their cultural perceptions when they first arrived in Portugal, many interviewees mentioned their perceptions of the similarities and differences between China and Portugal, as well as the experience of the “Rapport Period”, which is the first stage of their acculturation process. Portugal, as a member of the European Union, is attractive to most of the interviewees. Their initial reaction to moving to Portugal was a mixture of excitement and curiosity, and although they had done some research before coming to Portugal, it was limited and superficial. In real working life, there is confusion and even some slight discomfort due to unfamiliar cultures and behaviors, a period we call the 'rapport period', which is characterized by a positive and cautious attitude towards the new culture and environment.

“Before I came to Portugal, I knew nothing about this country. It is completely different from China in terms of language, geographical location, history”. (P12)

“Portugal is a Catholic country. In China, I know many people are Christians and Buddhists, but there are no Catholics around me”. (P5)

P8 is a golden visa immigrant. She immigrated to Portugal with her family when she was in college. She said: *“Portugal is a member of the European Union, where there are better study conditions and work resources”. (P8)*

The kindness of the Portuguese towards strangers also made a favourable impression on the first-time respondents. P11 mentioned that:

“Chinese are always wary of strangers, but Portuguese is friendlier and more enthusiastic towards strangers. The Portuguese even took me where I wanted to go when I was asking for directions”. (11)

According to the cultural dimensions, the interviewees concluded that two cultural dimensions have a profound impact on the rapport period.

Individualism Vs. Collectivism. Both China and Portugal have some collectivist tendencies, emphasizing family and social relationships. Interviewees in both cultures may feel a sense of collectivism during the rapport period, which can create a sense of belonging and connection. Most of the interviewees said that Portugal’s friendly attitude in this dimension laid the foundation for their adaptation and left a deep impression on them.

Both China and Portugal place a high value on family, and the fundamental value of family ties is deeply rooted in both cultures.

“Portugal is not like other countries in Europe where children completely leave their parents to live independently after the age of 18. In Portugal, you can see that parents support and help their children just like Chinese parents”. (P7)

The importance of spending time with loved ones and maintaining close relationships transcends the cultural boundaries of the two countries and becomes a fundamental part of Chinese and Portuguese society. The emphasis on family not only shapes the personal identity of people in both countries but also plays a key role in social interactions.

“In China, interpersonal relationships are often more important than personal skills. The Portuguese also pay attention to interpersonal relationships, and the Portuguese are better at expressing emotions to strangers. They also like to enjoy leisure and entertainment time with family and friends”. (P5)

Portuguese collectivism also manifests itself in the workplace, where they place more emphasis on harmony and hierarchy within the group, such as treating colleagues and subordinates in the same department with care and concern, and nurturing and accommodating new employees in a way that makes them feel at home.

“I thank my Portuguese director, who helped me a lot. When I first came to work, I was not familiar with many jobs. Although she had a very strict attitude to work, she always helped me patiently when I had problems, and she criticized me when I did something wrong, but it was not as harsh as Chinese leaders treat their subordinates, it was more like a parent criticizing a child out of concern”. (P8)

It is important to note that these cultural similarities may be more apparent in certain contexts or historical periods, and the differences between the two cultures are significant due to their unique histories and geographical locations.

In addition, P2 and P6 from Macau did not feel the obvious honeymoon period.

“Because of the influence of Portuguese culture in Macau, many Portuguese work and live in Macau. I have Portuguese colleagues, so I don’t feel the obvious honeymoon period when I come to Portugal”. (P2)

“I grew up in Macau, and I am no stranger to Portuguese culture. In addition, I also experienced cultural differences when I went to Australia to study, so I naturally adapted to life here when I came to Portugal. Although my Portuguese is not good, it does not affect my adaptation”. (P6)

From the results, it is obvious that whether the rapport period has been experienced is directly related to the subjective willingness of the participants, and it is also related to their previous experience.

4.2.2 Exploration Period (EP)

Table 4: The EP experienced by the interviewees.

First-order concepts	Experienced	No Experienced
EP Experience	(P1, P2, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12)	

After the rapport period, the interviewees began to observe and perceive the local culture in depth. They may notice aspects that are significantly different from their own culture, they will accept cultural differences and see them as a rich cultural experience rather than an obstacle. In the process, their attitude will become more positive and they will try to fit in. They may actively interact with the Portuguese culture and try to understand the local social rules and values. The “exploration period” of Chinese expatriates in Portugal is the second stage in the process of learning and adapting to Portuguese culture. According to the interviewees, this process takes 3-12 months.

The interviewees also have a deep sense of the impact of different cultural dimensions on exploration.

Long-Term Orientation Vs. Short-Term Orientation. China and Portugal differ significantly in this cultural dimension, with China typically being more long-term oriented and Portugal more short-term oriented, but both countries share a respect for tradition and history. Both Chinese and Portuguese societies are proud of their rich cultural heritage. For example: Cultural festivals and celebrations. In both Chinese and Portuguese cultures, the celebration of cultural festivals and traditions is a vivid demonstration of their shared respect for heritage. An illustrative example is the comparison between the Chinese Spring Festival (Chinese New Year) and the Portuguese music tradition of Fado.

“China has 5,000 years of history and culture, and many traditions have continued to this day. The Chinese New Year is the biggest festival in China, and it is also the beginning of family reunions to celebrate the Lunar New Year”. (P2)

“The Portuguese music tradition of Fado showcases the country’s rich cultural history. It has deep roots in Portuguese culture. Fado’s performances create a powerful connection

between the past and the present, allowing the Portuguese to reflect on their history and cultural identity”. (P1)

Although the Chinese Spring Festival and the Portuguese Fado tradition may seem very different on the surface, they are both examples of how cultures cherish their historical roots. These celebrations serve as a reminder of the importance of heritage, providing an opportunity for people to connect with their past, share stories, and pass on values from one generation to the next.

“I remember attending a traditional Portuguese festival. The traditional music, colorful decorations, and joyful atmosphere left a lasting impression on me. The warmth and friendliness of the locals were particularly impressive. Everything felt new and exciting”. (P5)

Power Distance Index. Both China and Portugal scored higher on the cultural dimension of power distance, but Portugal had less power distance than China, and the interviewees felt a more egalitarian and open atmosphere in their work and social environments, as well as finding some similarities in the hierarchical structure and respect for authority in the two cultures, leading to a smoother adaptation.

“Although my Portuguese boss is very powerful, he does not have the arrogance of the Chinese boss. He often encourages us to take part in decision-making and to be bold in putting forward our own ideas”. (P10)

The two interviewees from Macau (P2, P6) had not experienced the honeymoon phase and were not new to Portuguese culture, they said that they were actively looking for ways to adapt to working in Portugal. They had not yet fully mastered the language, and P6's Portuguese was only at a basic level. However, after working for a while they became even more aware of their gaps and both were actively exploring and gaining a deeper understanding of Portuguese culture.

4.2.3 Frustration Period (FP)

Table 5: The FP experienced by the interviewees.

First-order concepts		Experienced	No Experienced	Uncertain
FP Experience	(P1, P2, P3, P5, P6, P7, P8, P9, P11, P12)		(P4)	(P10)

90% of interviewees talked about the culture shock they experienced in Portugal. People with different identities experience different lengths of time and different levels of impact. The shortest is a few months and the longest is 1-2 years. Most of the interviewees said that during the process of adapting to a new culture, they may feel frustrated and confused. They may find that they are temporarily unable to understand or accept aspects of the new culture, or they may feel lonely, anxious, or depressed. Therefore, this period is referred to as “Cultural Frustration Period”, which is closer to the interviewees’ inner feelings. Although they were actively adapting to fit in better, they still felt that their frustration was always with them. Language and communication barriers are often one of the root causes of cultural frustration.

“My English is good enough for complex work and communication, but my Portuguese are very basic and are only used for daily greetings. I find it difficult to establish friendships with Portuguese people who are not good at Portuguese. They are more willing to open their hearts with people who speak good Portuguese”. (P9)

Uncertainty Avoidance Index. China and Portugal have the largest gap in this cultural dimension and the greatest impact on respondents at this stage. This cultural dimension refers to the extent to which a society or culture is comfortable with ambiguity, uncertainty, and risk. Portugal tends to have a relatively high culture of uncertainty avoidance. Portuguese people may be used to structured and formal work environments where rules and procedures are clearly defined and may prefer jobs with stable and predictable outcomes. The Chinese culture tends to be more open to uncertainty and risk. Chinese may have a more relaxed approach to rules and regulations and are used to making decisions in ambiguous situations.

“Once our company had a large event and our staff were too few and too heavy to handle it. I asked our company lawyer to help us prepare for the event, but he refused. He said that he was a lawyer and could only do the law. Then I said I am the boss and I can do anything”. (P3)

“I really can’t understand the work efficiency of the Portuguese. When I go to the

government, banks, or hospitals, it is normal to wait for 1-2 hours, even if I am injured and need timely medical treatment. I also need to wait several hours". (P7)

On the other hand, the more obvious cultural dimension is also reflected in ***Masculinity vs. Femininity***. The differences between China and Portugal in this dimension are huge. China, as a masculine society, focuses on achievement and task fulfillment and is more competitive, self-confident, and ambitious. Portugal, as a feminine society, focuses on interpersonal relationships, cooperation, caring for the weak, and treating strangers kinder. Portugal's feminist cultural dimension greatly promotes and helps Chinese expatriates adjust to life, because Chinese expatriates feel the Portuguese's enthusiasm and friendliness towards strangers, but in the workplace, it is completely different. In Chinese companies, many employees may have to do more than one job, because flexibility is the rule of survival in a Chinese company, not only in the way of doing things but also in the way of being a person. Chinese bosses and employees may sacrifice personal time to pursue career success, while the Portuguese seek a balance between work and life.

Most of the interviewees said that it is difficult for Chinese bosses to accept the Portuguese way of working, because they are rebellious, they like to express their personal opinion (different from the boss's), they can't work overtime, and so on.

"When our company holds meetings, Chinese employees are always quiet and accepting, and rarely express personal opinions. Their thoughts about work difficulties and challenges are how to overcome them and find ways to solve them by themselves". (P7)

"When I arrange work tasks, I am often questioned by Portuguese employees and given many reasons why they cannot complete them. I really can't do anything about them". (P2)

Communication styles often lead to deeper misunderstandings because the Chinese are implicit in their expressions, while the Portuguese are more direct and candid in their communication. Public discussions and debates are more common among the Portuguese.

Long-Term Orientation Vs. Short-Term Orientation. Regarding this cultural dimension, the interviewees generally expressed that the Chinese people prefer long-term planning, focusing on future development and long-term goals. The Portuguese may pay more attention to satisfying

immediate needs and enjoying the current results. Interviewees believe that although the people in both countries are equally serious and responsible about work, the Chinese are more diligent and proactive. The Chinese devote more time and energy to work, and the Chinese may sacrifice personal time to achieve long-term work and benefit goals.

P7 mentioned: that *“I am working in luxury sales, our basic salary is not very high, although we have sales commission every month, I’m interesting to year-end dividends and bonuses, the company has greater incentives for employees to complete annual sales tasks, but Portuguese employees feel that this goal is unrealistic and requires a lot of effort and overtime to achieve this goal, and they valued their individual monthly sales performance more”*. (P7)

P12 said that *“the Portuguese are not interested in the promises (painting big picture) of our Chinese company, and they are more eager for immediate gains”*. (P12)

Power Distance Index. Although the two countries are relatively close on the cultural dimension of power distance, in actual work, most interviewees said that the Portuguese were uncomfortable with the Chinese management style. Chinese expatriates who are managers or leaders may find it challenging to manage their Portuguese teams. They may be used to a more hierarchical and structured approach, whereas in Portugal, a more participative and collaborative management style is expected.

“I just want Portuguese employees to do the job I ask them to do, I don’t need them to tell me how to do it”. (P4)

Culture shock does not happen over a fixed period of time, it can be there all the time.

“For me, culture shock will be more obvious after the honeymoon period, but I don’t think there is no culture shock during the honeymoon period, just I have not raised these issues to the level of culture shock”. (P11)

This suggests a chronological order between the honeymoon period and culture shock. The honeymoon period can act as a buffer against the initial effects of culture shock, allowing time for positive experiences to outweigh the challenges. As the honeymoon wears off, the real cultural differences become more apparent, potentially leading to culture shock.

Overall, these culture shocks were challenging and even became an obstacle in our working life. Most of the interviewees believed that culture shock became more obvious after the honeymoon period.

Another 10% of interviewees did not experience significant culture shock, or at least they felt it was not to the extent of shock. P4 is an immigrant who came to Portugal to start a business very early. He currently owns a large-scale trading company. He said:

“I encounter many difficulties in starting a business in Portugal, but at the same time, there are great business opportunities. As long as the company is profitable, all other difficulties can be overcome, I believe that compared with the company’s goals, culture shock is nothing”. (P4)

We were surprised to find that P10 gave an uncertain answer at this stage. Perhaps this is related to personal subjective wishes. P10’s impression of Portugal is changing.

“Although I am working and living in Portugal now, I will definitely leave to go to other European countries or return to China. After working for a while, I felt it is not a suitable place for young people to grow up and the wages are very low. In other ways, I don’t want to get too involved. Maybe it’s because I don’t really feel the culture shock. Just like if you don’t love someone, there won’t be many opportunities for that person to hurt you”. (P10)

Judging from the results, people with different personalities and goals have different understandings of culture shock, but it cannot be ignored that culture shock exists objectively, and it may not be linear, but loops or curves.

4.2.4 Adaptation Period (AP)

Table 6: The AP experienced by the interviewees.

First-order concepts	Experienced	No Experienced	Uncertain
AP Experience	(P1, P2, P4, P6, P7, P8, P9, P12)	(P3, P5, P11)	(P10)

Adaptation Period is a complex process that involves adaptation and adjustment on multiple fronts. Most of the interviewees said that they did make various adjustments to fit in, while a few

felt that the adjustments were not easy.

Portugal and China are relatively similar on the cultural dimensions of ***Indulgence Vs. Restraint***, both being restrained societies. Portuguese culture tends to be more indulgent, meaning it places a higher value on leisure, personal happiness, and individual fulfillment. Portuguese society is often characterized by a relaxed approach to life, the enjoyment of good food and wine, and a focus on personal well-being. This cultural trait can lead to higher levels of life satisfaction and personal happiness for Chinese expatriates, as they may find it easier to enjoy the leisure activities and social life that Portugal offers.

“Being in Portugal made me think about how tiring the Chinese working life is. They work hard all their lives, but they feel less and less happiness”. (P2)

These interviewees (P1, P4, P6, P7, P8, P9, P12) felt they were relatively adapted, but there were challenges in some aspects. P9 talked about work vs. life integration.

“I have a stable job and career plan in Portugal. I have established a good relationship with Portuguese colleagues at work. I often eat out with Portuguese friends. I can speak Portuguese fluently. I feel that I’m already integrated into Portuguese culture, but if I eat Portuguese food every day, I will definitely not be able to accept it”. (P9)

P8 also clarified his point of view: *“At work, I work very well with my Portuguese colleagues. Our team is also very cohesive. The Portuguese supervisor has helped me a lot. If you ask me about integration at work, I am sure that I am already integrated. But in my life, I haven’t communicated with too many Portuguese. Most of my friends are Chinese, so in my life, I don’t think I have integrated in Portugal”. (P8)*

Some concepts are explained in terms of psychological adaptation and physical adaptation.

“I have lived in Portugal for 15 years, I have my own family and children in Portugal, my children speak Portuguese better than Chinese, I think our whole family is integrated into Portuguese life, but I am a businessman, if there are better business opportunities in other countries, I will also leave Portugal. For me, profit orientation is my direction”. (P4)

It is not easy to define adaptation, the issue is so broad that it can be difficult to know if

someone is fully culturally integrated. Some interviewees (P3, P5, P11) also expressed their experience of difficult integration, which does not mean that their experience in Portugal was a failure. Similarly, it is only relatively difficult for them to adapt to work or lifestyle.

“I’m very attentive to work efficiency, it’s hard for me to adapt to the Portuguese way of doing things”. (P3)

“Portuguese desserts are really sweet to the point of death, and some Portuguese dishes are also super salty”. (P5)

“As far as academic research is concerned, my supervisor is too strict with me. In fact, he could be more flexible, because it is not a matter of principle, and a small thing is seriously magnified by him”. (P11)

P10 gave a very vague answer about acculturation. In essence, he did not have a strong subjective identification with Portuguese culture.

“If I want to integrate into Portugal, I don’t think it’s difficult for me because I really don’t want to, I don’t think young people should be in Portugal, it’s relatively comfortable here, it’s not good for young people”. (P10)

This situation also speaks to the lack of a clear focus on the occupation as individuals continue to search for their place and identity, which hinders adaptation.

Each interviewee has a different understanding, definition, and scope of integration, resulting in different levels of cultural adaptation. The process of adaptation in Portugal also varies from 6 months to 2 years. Active assimilation, passive assimilation or refusal to assimilate have an impact on overall acculturation.

4.2.5 Polarization Period (PP)

Table 7: The PP experienced by the interviewees.

First-order concepts	Adapters	Partial Adapters	Non-Adapters	Uncertain
PP Experience	(P1, P2)	(P3, P4, P6, P7, P8, P9, P12)	(P10, P11)	(P5)

The final stage of the cross-cultural adjustment curve is often referred to as “mastery”. This is the ultimate goal of the cultural adaptation process and indicates that the expatriate has successfully adapted to and mastered the new cultural environment. However, the adaptation period shows that interviewees already have significantly different views. As individual differences and environmental factors play a key role, this also leads to the final trend of polarization. We call this final stage the “Polarization Period”. These are the adapters and the non-adapters.

“After being in Portugal for a year, I feel that I have integrated into the Portuguese culture, my Portuguese has improved a lot and I feel more comfortable with the way my Portuguese colleagues work. I even prefer living in Portugal with my family, we love the Portuguese food and the slow pace of life. If I go back to Macau, I might not be used to the fast pace of life there”. (P2)

“The friendliness of the Portuguese and the social stability make me feel very secure”. (P1)

Many interviewees expressed their status as partial assimilates. Although they cannot fully identify with Portuguese culture, at least the differences in cultural dimensions do not hinder their work.

“I like the climate, the food, and the friendly people in Portugal. I also like Portuguese music and traditional culture, but I don’t think young people can just live in a comfortable and comfortable environment. Salaries in Portugal are too low. When I retire, I would choose to live in Portugal”. (P7)

“Compared to China, I prefer the cultural environment in Portugal. In China, I feel pressure everywhere. I can’t imagine my future. I work non-stop every day. In Portugal, I feel very relaxed, both physically and mentally. Apart from the low salary, I am very comfortable with other aspects”. (P12)

Although interviewees like P3, P4, P6, P7, P8, P9, P12 do not fully integrate and love Portugal as much as interviewee like P1 and P2 due to individual differences, cultural sensitivity, time, and adaptability factors, everyone adapts over time. There is a big difference in the speed of adaptation. At least most of their subjective perceptions and attitudes recognize Portuguese culture. We have good reason to classify some of them as adapters. Because they have an open, positive, and optimistic attitude towards learning and adapting. It's only a matter of time before they adapt and fall in love.

Interviewees P10 and P11 lack a clear identification with their profession, which also leads to a lack of adaptation. They prefer to work in other developed countries in Europe or to return to their home countries. They believe that this is more conducive to their career development and personal skills improvement.

P5 did not give a clear answer because he said: *"I am very conflicted. I don't feel that I have a successful experience of integration, but I also don't feel that I have any problem". (P5)*

4.3 Strategies Adopted by Chinese Expatriates to Manage Cultural Differences in Portugal

4.3.1 Power Distance Index

China's power distance index is slightly higher than Portugal's. Although the inequality of power distribution is acceptable for both countries, in practice, lower-status Portuguese employees do not tend to obey higher-status Chinese management. It is difficult for Chinese expatriates as managers to implement Chinese management methods. Most of the interviewees said that analyzing adaptation strategies from the perspective of power distance will contribute to the success of cross-cultural work and cooperation among Chinese expatriates.

Management System and Leadership Style. Chinese culture values respect and obedience to leadership, but in Portugal, equality and open communication are emphasized. Expatriates could focus on building strong horizontal relationships with colleagues and subordinates, emphasizing collaboration and teamwork rather than top-down authority. Chinese expatriates could adopt democratic and participative decision-making methods, encouraging team members to share ideas and participate in the decision-making process.

“There is a Chinese proverb that says: A bigger official can crush a man. It means that a high position can determine everything, but it does not work in Portugal”. (P5)

Effective Communication. To adapt to the lower power distance culture in Portugal, Chinese expatriates should communicate openly and honestly with their colleagues and superiors. They could encourage subordinates to express their opinions and concerns without fear of reprisal.

“The Portuguese are more straightforward at work, and the Chinese will feel uncomfortable after listening to them, but this does not mean that they do not respect you. If you think it is necessary, you can also communicate clearly with him in person to avoid escalating the problem. Chinese people sometimes keep their problems to themselves rather than expressing them directly”. (P7)

4.3.2 Individualism Vs. Collectivism

Chinese culture tends to emphasize collectivism, in which the family plays an important role. The family is seen as a close-knit social unit, and individual behavior is often influenced by family expectations and social pressures. In contrast, Portuguese culture also values the family, but perhaps with a greater emphasis on individual autonomy and independence.

“I feel that Portuguese people live more casually and freely. They don’t have to think too much about family responsibilities and obligations. Also, their families encourage and support them to be themselves”. (P10)

“Portuguese culture tends to be more individualistic, emphasizing individual freedom and self-expression. Individual independence is respected in society”. (P5)

“Chinese people often sacrifice themselves for the benefit of family, friends, business, but Portuguese people pay more attention to personal interests”. (P3)

Balance Individuals and Teams. Chinese employees are used to emphasizing teamwork and collective goals, but in Portugal individual expression and freedom of speech are valued, and open discussion and solutions are encouraged. Sometimes these differences can lead to contradictions or even conflict. Chinese expatriates need to balance personal goals and teamwork

rather than avoid or resist.

“In Portugal, you have to respect everyone, because they feel that everyone is equal, at work, I also respect my subordinates, and of course, I have earned their respect, which also strengthens the unity of our team and improves the performance of the organization”. (P7)

Self-Expression. Chinese expatriates can express their opinions and suggestions more confidently, actively participate in work and discussions, and strive to demonstrate their skills and independence in the workplace.

“Chinese people are more modest and reserved and tend to avoid conflicts and contradictions. Portuguese people are very polite, but they will argue and express themselves boldly when it comes to personal interests or sensitive issues”. (P6)

“Every time I arrange a task, the Portuguese have to express their different views (e.g. the arrangement is unreasonable, some work is beyond their scope). For all sorts of reasons, they drive me crazy”. (P3)

“The Portuguese are relatively more accepting of well-intentioned criticism and differing opinions”. (P7)

4.3.3 Uncertainty Avoidance Index

Portugal and China score very differently on this dimension. Portugal typically has a higher uncertainty avoidance culture, characterized by a preference for clear rules, structured environments and a desire to minimize risk. China tends to have a lower uncertainty avoidance culture, which means that Chinese society is generally more open to ambiguity and risk. Most respondents indicated that uncertainty avoidance was particularly pronounced during periods of cultural frustration, and understanding these differences can help expatriates navigate their adjustment process.

Avoid Ambiguity and Excessive Flexibility. There can be misunderstandings and communication problems in a cultural environment. Expatriate managers could listen to alternative perspectives, use clear and direct language, and make sure their intentions are

understood.

“The Portuguese are more straightforward at work and the Chinese will feel uncomfortable, but this does not mean that they will not respect you. If you feel it is necessary, you can communicate clearly in person to avoid escalating the problem. Chinese people sometimes keep their problems to themselves rather than expressing them directly”. (P7)

Chinese culture is more adaptable to change, is accustomed to doing things flexibly, and places few restrictions on informal behaviors. In religion and philosophy, it tends to believe that truth is relative and empirical. Portuguese culture tends to want to control the uncertainty of the future; Portuguese are used to doing things according to rules; they have many restrictions on informal behaviors, and tend to believe in absolute truth and complete theories in religion and philosophy.

“The Chinese are concerned with results and will do anything to get results, but the Portuguese are more concerned with getting results within rules and regulations”. (P2)

4.3.4 Masculinity Vs. Femininity

Chinese culture often bends towards a more traditional interpretation of masculinity, valuing qualities such as assertiveness, ambition and competitiveness. The Chinese workplace may emphasize hierarchical structures and competition, and male dominance in leadership roles is prevalent. Portuguese culture may be more balanced or even slightly feminine. There is a strong emphasis on quality of life, cooperation and friendliness.

Balance Working and Life. The interviewees believe that although people in both countries are equally serious and responsible about their work, the Chinese are more diligent, hardworking, and active, and the Chinese devote more time and energy to their work, and the Chinese can sacrifice their personal time to complete work tasks. The Portuguese pay more attention to work-life balance. Chinese expatriates could adjust their focus and avoid being work-oriented. In addition to work, they also need to balance their time with family and personal enjoyment.

“I can only ask my Chinese staff to work overtime. The Portuguese employees will leave after getting off work. It is impossible to ask them to work overtime”. (P4)

Warmth and Politeness. Most of Interviewees said that this point is often ignored by Chinese expatriates, but in Portuguese culture, hospitality and politeness have become a habit. Chinese expatriates also need to be polite and enthusiastic when meeting strangers.

“Many Portuguese think that the Chinese lack politeness. Sometimes this is due to language problems, but often it is a problem of our habits. We rarely greet people as politely as the Portuguese do”. (P9)

4.3.5 Long-Term Vs. Short-Term Orientation

Portugal and China differ significantly in this dimension. Portugal is characterized by a short-term orientation. Chinese society as a whole favors pragmatism. In terms of long-term planning and immediate needs, the interviewees generally expressed that Chinese people prefer long-term planning, focusing on future development and long-term goals, while Portuguese people may pay more attention to satisfying immediate needs and enjoying current results.

Distribution According to Work. In Chinese companies, Chinese and Portuguese employees have different needs, so the boss will assign tasks according to the work. Chinese people work longer hours, are more hardworking, more persistent, and willing to learn, hence, they are more well paid. However, Portuguese employees value personal stability and do not like stressful positions, so their wages are lower.

“Chinese people are generally not satisfied with part-time work but want to gain experience in preparation for starting their own business. Many Portuguese are more interested in a stable working life”. (P12)

“I work in luxury sales, our basic salary is not very high, although we get sales commission every month, I pay more attention to year-end dividends and bonuses, the company has more incentives for employees to complete annual sales tasks, but Portuguese employees felt that none of this was reflected in the contract and they valued their individual monthly sales performance more”. (P7)

Reciprocity. Short-term orientation is characterized by an emphasis on returning gifts, favors, and greetings. Interviewees said that Portuguese people attach great importance to blessings and

gifts on birthdays or major festivals. In many cases, Chinese people often use “red envelopes” (cash) to represent blessings, but in Portugal, people care more about the thoughtfulness in choosing gifts. If they greet people warmly, they also expect to receive warm response. Interviewees P7 and P8 mention that:

“If your Portuguese colleague invites you to a birthday party, you'd better have a gift ready. It doesn't matter how expensive it is, but it must be thoughtful”. (P7)

“At the end of each month, our office celebrates colleagues who have birthdays that month. The company prepares cake and flowers, which gives a warm feeling to the birthday colleagues and strengthens everyone's team spirit”. (P8)

4.3.6 Indulgence Vs. Restraint

Portugal and China differ slightly in this dimension. Both Portugal and China are reticent societies. China is even more restrained. Indulgent cultures generally allow individuals to pursue their own desires, enjoy life, and express emotions. Restraint cultures generally tend to focus more on controlling personal desires and emotions, emphasizing restraint, self-control, social norms, and responsibility.

Balance work and rest. In Chinese culture, efficiency is often seen as the key to success. The corporate culture has developed a serious “involution” (internal competition) culture. Individuals strive to adopt efficient working methods and complete work tasks as quickly as possible in order to maintain a competitive edge. But in view of Portugal's labour efficiency P7 said:

“No matter how busy the office is, it doesn't stop my Portuguese colleagues from going to coffee shops and having coffee.”(P7)

“I can't get in touch with my Portuguese colleagues to ask about work after hours or during holidays. Once my Portuguese colleague was on holiday, but there was a matter that needed to be dealt with immediately. I called him, but he told me in all seriousness that the work had to be done when he got back, and now he was on holiday.” (P2)

On the contrary, the Portuguese are also curious about the work efficiency of the Chinese.

P9 said:

“My Portuguese colleagues sometimes ask me why my work is done so quickly, what methods I use. Fortunately, these Portuguese colleagues haven’t isolated me because I am productive, and being too prominent in China will also create many enemies”. (P9)

Some interviewees also said that after working and living in Portugal for a long time, their ideas gradually changed.

“I often think about whether my working style is healthy. Sometimes I feel that all the hard work is for nothing. I change my mind and agree more with the leisure lifestyle of the Portuguese”. (P1)

From the point-of-views expressed by the interviewees, we can see that they are not emphasizing the pros and cons of efficient work and leisure, but there are different ways of looking at things and dealing with cultural differences, and people’s views may change with time.

4.3.7 Power of Faith

Table 8: The faith experienced by the interviewees.

First-order concepts	Experienced	No Experienced
Faith Experience	(P2, P5, P6, P7, P8)	(P1, P3, P4, P9, P10, P11, P12)

The influence of faith on the adaptation of Chinese expatriates in Portugal is a complex and important theme. Faith involves personal religion, morality, values, and can have a profound impact on the process of cross-cultural adaptation. Belief can affect a person's acceptance of a new culture. Cultural clashes and confusion may occur if an individual's religious beliefs do not coincide with the main religion or values of Portugal. At the same time, beliefs can provide a framework that helps individuals to understand and integrate into local cultures.

“I see more and more Catholic new immigrants choosing Portugal, maybe there is their faith is here. If I were a Catholic, I might see the country and the people differently, and I might adapt more quickly”. (P9)

Based on the interviewees' statements, we found that 5 of them were Christians and the other 7 were non-believers. Religion is often associated with social circles. Individuals may feel alone and helpless in a new cultural environment, but faith can provide them with a platform for social support, allowing them to connect with and receive help from others who share similar beliefs.

"I am a Christian, and I was lucky to find a Chinese Christian church in Lisbon. The brothers and sisters in the church have helped me a lot in my life, and they will give me a lot of valuable information with me so that I can avoid detours". (P5)

"My father and I are Golden Visa Immigrants and Christians. The church has helped us a lot and I have found a sense of home here. My best friends have all met at church". (P8)

Religious beliefs can serve as an emotional support for individuals during the acculturation process, helping to alleviate the stress of culture shock.

"I am a Christian and I think that faith is helpful for cross-cultural adaptation. When I have difficulties at work or conflicts with colleagues, I will report the problem to my boss for help, and I will also entrust it to God, I feel that God has been my help". (P6)

To better understand the role of faith on the adaptation process of the Chinese expatriates in Portugal, it is necessary to consider their backgrounds in terms of their personal beliefs, the religious teachings that they received as well as the culture of Portuguese society. For the interviewees who are Christian, apart from their faith in God in whom they believe is their main force of encouragement and support, the faith community circle is like their family and a support system that gives them care and assistance.

Table 9: Strategies adopted by Chinese expatriates to manage cultural differences in Portugal

First level codes	Second level codes
Cultural Adaptation of Chinese Expatriates in Portugal	Strategies adopted by Chinese expatriates
<i>Management system and leadership style</i>	Expatriates could focus on building strong horizontal relationships with colleagues and subordinates, emphasizing collaboration and teamwork rather than top-down authority. Chinese expatriates could adopt democratic and participative decision-making methods, encouraging team members to share ideas and participate in the decision-making process. PDI

<i>Effective Communication.</i>	Expatriates could communicate openly and honestly with their colleagues and superiors. They could encourage subordinates to express their opinions and concerns without fear of reprisal.	
<i>Balance individuals and teams</i>	Expatriates need to respect Portuguese people's freedom of expression and speech, which is not inconsistent with collective goals. Chinese expats need to balance personal goals and teamwork, rather than avoid or resist.	IDV
<i>Self-expression</i>	Expatriates can express their opinions and suggestions more confidently, actively participate in work and discussions, and strive to demonstrate their skills and independence in the workplace.	
<i>Avoid ambiguity and excessive flexibility</i>	Expatriates could listen to alternative perspectives, use clear and direct language, and make sure their intentions are understood. Expatriates also need to respect Portuguese rules and systems when responding to work tasks.	UAI
<i>Work life balance</i>	Expatriates could adjust their focus and avoid being work-oriented. In addition to work, they also need to balance their time with family and personal enjoyment.	
<i>Warmth and politeness</i>	Expatriates need to understand that in Portuguese culture, hospitality and politeness have become a habit. Chinese expatriates also need to be polite and enthusiastic when meeting strangers.	MAS
<i>Distribution according to work</i>	Expatriates need to allocate work according to the different needs of employees and not to put pressure on employees who have lower job requirements and are looking for personal stability and enjoyment, and do not assign people with career plans to jobs without challenges.	LTD
<i>Reciprocity</i>	Expatriates must make a point of returning gifts, favors, and greetings, and avoid giving cash, which are commonly used by the Chinese to represent blessings. In Portugal, people are more interested in people's intentions when choosing gifts.	
<i>Balance work and rest.</i>	The emphasis is not on the pros and cons of efficient work and leisure, but there are different ways of looking at things and dealing with cultural differences, and people's views may change with time.	IVR
<i>Power of Faith</i>	Beliefs can provide a framework that helps individuals to understand and integrate into host culture.	Others

4.4 Discussion

The purpose of this study is to explore the cultural adaptation situation of Chinese expatriates in Portugal based on the experiences of Chinese expatriates and literature review, and to analyze the cultural similarities and differences between China and Portugal by comparing Hofstede's cultural dimensions, and the implications of these cultural similarities and differences on the expatriate acculturation process. Combining Hofstede's cultural dimensions with the expatriate acculturation model provides a holistic approach to understanding the complexities of cultural adaptation. In the face of today's complex environmental and social relations, the findings both support and deviate from previous literature theories, while revealing meaningful insights that have far-reaching implications for the implementation of cultural adaptation strategies among Chinese expatriates in Portugal.

4.4.1 Comparison with Hofstede's Cultural Dimensions

In the second chapter, we compared the cultural differences between China and Portugal

through Hofstede's six cultural dimensions and obtained the results of the similarities and differences in the cultural dimensions of the two countries. Compared with the results of this study, there are both similar views and different opinions. Hofstede's cultural dimensions may provide a useful theoretical framework, but when combined with the actual complex cultures of China and Portugal, there are certain limitations that need to be taken into account when interpreting the results.

First, the results of this study support the comparative results of the Masculinity vs. Femininity, Uncertainty Avoidance Index, Long-Term Orientation vs. Short-Term Orientation, and the differences between China and Portugal are also the greatest in these three cultural dimensions. However, these different cultural dimensions both facilitate and hinder the adaptation of Chinese expatriates in Portugal.

Masculinity vs. Femininity measures the extent to which a society values traditional masculine traits (e.g. competitiveness) over feminine traits (e.g. tenderness). China tends to be more masculine, valuing ambition and achievement. This is reflected in their strong focus on education and career advancement. Portugal, on the other hand, has a more balanced approach, valuing both work and quality of life. For example, the Portuguese 'work to live' attitude contrasts with the Chinese 'live to work' mentality. From another point of view, Portuguese femininity is also reflected in its warmth and friendliness towards strangers, its sympathy for the weak and its willingness to help others. It is these important characteristics that make Chinese expatriates feel more at home, even though they are far from home. They are not treated indifferently or differently, which also lays the foundation for the cultural adaptation of Chinese expatriates. This study confirms the differences in this dimension. At the same time, the positive impact of these differences on adaptation cannot be ignored.

Uncertainty Avoidance Index is the dimension with the greatest difference between China and Portugal, and it is also the one that has the greatest impact on the frustration period. Portugal has many rules and laws in all areas. As it is easier for Portuguese to feel uncomfortable in unknown and ambiguous situations, people are used to following documents and rules in their daily work and life. In China, uncertainty and ambiguity are acceptable. The significant differences in this dimension were also confirmed in this study.

Long-Term Orientation Vs. Short-Term Orientation distinguishes cultures that prioritize immediate gratification from those that focus on long-term goals. China tends to focus on the long term, as evidenced by its long history and emphasis on perseverance and patience. Portugal, on the other hand, pays more attention to the culture of instant gratification. China and Portugal are similar in their respect for tradition and history. Both China and Portugal are ancient civilizations with a long history and culture. This has a positive guiding role for Chinese expatriates during the exploration period. The large differences in this cultural dimension are confirmed by this study.

Secondly, this study also challenges the notion that the Power Distance Index, Individualism vs. Collectivism, and Indulgence vs. Restraint between China and Portugal are relatively similar on these three cultural dimensions.

The Power Distance Index measures the extent to which less powerful members of a society accept and expect an unequal distribution of power. In this respect, China has a relatively high power distance. Although Portugal's dimension is not as high as China's, power distance is generally accepted. However, it is worth noting that Portuguese employees often question and lack respect for Chinese managers. They emphasize more on personal interests. The findings support the study by Vlad (2018) that Chinese managers find it difficult to apply their management style when faced with Portuguese subordinates.

Individualism Vs. Collectivism measures the extent to which an individual prioritizes personal goals over group goals. Although China and Portugal are similar on this dimension, China tends to be more collectivist, emphasizing strong family ties and group harmony. The concept of "guanxi" is an example of this, where relationships and networks are crucial to personal and professional success. On the other hand, although Portugal also values family and interpersonal relationships, it is more individualistic than China, valuing personal achievement and autonomy. In this cultural dimension, the actual difference between China and Portugal is greater rather than smaller, according to this study.

Indulgence Vs. Restraint explores the degree of control over pleasure and desire in different cultures. Chinese culture generally shows a high degree of restraint. The Chinese may be more inclined to keep desires within a stable and controllable range, whereas Portuguese culture may

have higher indulgent characteristics. Portuguese society may be more prone to the pursuit of pleasure, enjoyment and satisfaction, with less emphasis on inhibition and self-control. Therefore, in this cultural dimension, this study believes that the differences between China and Portugal are even greater.

4.4.2 Comparison with Cross-cultural Adjustment Model (U-Curve Theory of adjustment)

The U-Curve Theory of adjustment (UCT) provides a structured framework to help employees and management better understand the phases of adjustment that expatriates may go through. However, according to the findings and new adaptation process curve (Figure 4), the UCT also has some limitations that need to be considered.

First, this model was developed in a Western cultural context, and its applicability may be limited in non-Western or diverse cultural settings where adaptation processes may differ significantly. The adaptation curve of Chinese expatriates in Portugal can be used as a unique research perspective to distinguish it from the cultural adaptation curve, because it combines the theoretical basis and framework of the cultural adaptation curve, and also fully takes into account the more specific characteristics of Chinese expatriates in Portugal. Adaptation processes and the focused impact of different cultural dimensions on different stages. According to the adaptation characteristics of Chinese expatriates in Portugal, the curve designed by our research is divided into five stages. The specific comparison is as follows:

Rapport Period (RP) & Exploration Period (EP) Vs. Honeymoon Phase. In terms of personality traits, the Chinese are relatively closed and conservative towards unfamiliar environments or people in the early stages. This contrasts with the open personality of Westerners. There are significant differences in the degree of openness between Chinese and Westerners, so the first stage is called the “Rapport Period”, which is relatively more in line with the introverted character of the Chinese. Although Chinese expatriates are eager to adapt faster, they will be more cautious when faced with challenges. It is not easy for Chinese to open up and show their true feelings during the rapport period, so these factors hinder Chinese expatriates’ adaptation. Once they are relatively familiar with the environment and the people around them, and they are treated in a friendly and helpful manner, this will further inspire them to actively explore

Portuguese culture and gain an in-depth understanding of Portuguese working and living habits. This second stage therefore is called the “Exploratory Period”. Overall, the Chinese adaptation process is relatively slower than the honeymoon period of the expatriate adaptation process.

Frustration Period (FP) Vs. Cultural shock phase. The frustration period of the cultural adaptation process for Chinese expatriates is relatively close to the cultural shock phase of the U-Curve model. In the process of adapting to the new culture, Chinese expatriates will find that they are temporarily unable to understand or accept certain aspects of the new culture. At the same time, language and communication barriers lead to inner frustration, so this period is called the frustration period. The adaptation of Westerners rarely involves factors such as language and communication barriers but rather the impact of different cultures. For Chinese expatriates, however, the impact is twofold, reflected in the impact of the new culture and the lack of their own skills, hence they face the frustration period.

Adaptation Period (AP) Vs. Adjustment phase. After a period of frustration, Chinese expatriates also gradually realized the importance of adjustment and adaptation, which we call the “Adaptation Period”. Unlike the traditional adjustment period, we will talk about the adjustment of Chinese expatriates from two aspects: First, both China and Portugal, two countries with characteristics of the East and the West, are constrained societies, which are relatively close to each other in terms of indulgence and constrained cultural dimensions, and Portuguese culture pays more attention to leisure and personal enjoyment; secondly, Chinese constrained culture makes Chinese expatriates treat their work and life with a higher quality of pursuit, and they can be strict with themselves, put in more hard work and endure difficulties in order to pursue a higher goal, although they will adapt to Portuguese culture during this period, it does not mean that they are satisfied with the present.

Polarization Period (PP) Vs. Mastery phase. After the adaptation period, the adaptation goals of the interviewees were significantly different and showed a polarization tendency, which we call the “Polarization Period”. Understandably, not every expatriate adapts successfully. The most discussed term in this study is “adaptation”. Adaptation is a “state”. This is very different from the term “adjustment” in the Cross-cultural Adjustment (U-Curve Theory of Adjustment). Adjustment expresses a type of “behaviour”. Although expatriates can adjust and master

adjustment skills, this does not mean that they have fully adapted to and like Portugal mentally and physically. In search of personal development and fulfillment, this leads them to return home or to seek better opportunities in other countries.

4.5 Limitations

While the findings are informative and enhance our understanding of the cultural differences and adaptation processes faced by Chinese expatriates in Portugal, there are limitations to the study. First, the research sample is limited. Although the researcher aimed for a representative sample of research participants in Portugal, the research findings are limited by the sample size and the results may differ if the samples are different. Second, the definition of expatriates is limited. With the continuous changes in the social environment, the definition of expatriates has also become broader. Portugal's current situation, immigration and forms of expatriation are more diverse, and future research directions need to be further expanded. Thirdly, although Macao people are included in our sample of Chinese expatriates, Macao used to be a Portuguese colony and was strongly influenced by Portuguese culture. Therefore, there are some differences between Macao people as a research sample and mainland Chinese people. Macao people have more obvious advantages in assimilation. Perhaps in the future, research can classify Chinese from mainland China and Chinese from Macao as different categories.

4.6 Implications for Practice

This study has value for different types of stakeholders. *1.* For new immigrants or Chinese who are about to immigrate to Portugal, this study provides a new perspective and reference for immigration, laying the foundation for immigration to Portugal. *2.* During the expatriation period, it provides the expatriates with a career development plan and formulates long-term goals. Although mastery of English and Chinese alone may be enough to cope with work and life, familiarity with the host country's language can help to manage daily affairs and local business (Pinto et al., 2023). Improving language skills is also one of the requirements for obtaining permanent residence status, which requires passing the Portuguese A2 level and a simple oral test when applying. The findings of this study have practical implications for companies and organizations when managing Chinese expatriates. By understanding cultural differences and

implementing appropriate intercultural management strategies, organizations can improve the job satisfaction and performance of Chinese expatriates in Portugal, thereby contributing to international business success. In conclusion, the discussion section of this study provides an in-depth analysis of the influence of cultural differences on the intercultural management of Chinese expatriates in Portugal and offers useful suggestions for practical application.

Chapter 5 – Conclusion

The main purpose of this research is to explore the challenges that the Chinese expatriates in Portugal face and the strategies they have adopted in their cultural adaptation by understanding the actual work experiences of Chinese expatriates in Portugal. Using the research method of qualitative and semi-structured interviews, this study reveals the work-life experiences of 12 Chinese expatriates in Portugal. By comparing Hofstede's cultural dimensions to analyze the cultural similarities and differences between China and Portugal, and the impact of cultural similarities and differences on the acculturation process of expatriates. Integrating Hofstede's cultural dimensions with the expatriate acculturation model provides a holistic approach to understanding the complexities of cultural adaptation. Through research, we designed a more localized model of the adaptation process of Chinese expatriates in Portugal and comprehensively demonstrated the impact of six cultural dimensions at different stages. By recognizing the cultural differences at each stage, organizations and expatriates can more effectively manage the challenges and promote a successful cross-cultural experience. This study explores the key cultural adaptation skills and strategies required for Chinese expatriates working in Portugal.

(1) Management style and effective communication are summarized based on the Power Distance Index. Chinese expatriates could adopt democratic and participative decision-making methods, and Chinese expatriates could communicate openly and honestly with colleagues and superiors. Team members are encouraged to share ideas and participate in the decision-making process.

(2) Based on the Individualism Vs. Collectivism, strategies are summarized for balancing the individual and the team, and self-expression. Chinese expatriates could focus on the more individualistic side of the Portuguese at work and balance teamwork. In addition, Chinese expatriates could be good at expressing their opinions when faced with problems. Silence and blind restraint may only mean that a person agrees, but in reality, he or she may feel uncomfortable.

(3) Uncertainty Avoidance Index summarizes strategies for avoiding ambiguity and excessive flexibility. Chinese expatriates could listen to different points of view and use clear and direct language to ensure that the intentions of both parties are understood.

(4) Masculinity Vs. Femininity summarizes strategies for balancing work and life, as well

as enthusiasm and politeness. Chinese expatriates could not impose their own work ethic on the Portuguese. Sometimes we could look at ourselves and learn from the advantages of others. Chinese expatriates need to show more enthusiasm and politeness to reduce the emotional distance between them.

(5) Based on the Long-Term Orientation Vs. Short-Term Orientation, the strategy of distribution according to work and reciprocity is summarized. Chinese expatriates can distribute work tasks according to individual differences and personal goals to achieve overall interests. The reciprocal way of interpersonal communication in China also applies to Portugal. Portuguese people care less about the monetary value of material things, but they care more about people's feelings.

(6) Indulgence Vs. Restraint summarizes the strategy of balancing work and leisure. Work is never-ending. Sometimes people may think that working efficiently will bring personal satisfaction and family happiness, and overestimate the role of personal skills in work and life.

(7) The power of faith as an external strategy is equally important in the adaptation of Chinese expatriates. Faith will influence an individual's acceptance of the new culture. At the same time, faith can help individuals understand and integrate into the host culture. Faith can provide the believers a social support platform to meet the various needs they face in work and life.

Although the empirical research results and the theoretical model have similar and different views, the intercultural adaptation and adjustment of Chinese expatriates is itself a complex issue, and the research results also prove this. There are few previous studies on Chinese expatriates in Portugal. Alternatively, the definition of expatriation may be too simplistic and limited to the traditional sense. Future research needs to broaden the scope of the definition of expatriation. This study is also one of the few that focuses on the different processes that Chinese expatriates in Portugal go through. As globalization continues to deepen, exchanges and cooperation between China and Portugal are becoming more frequent. The ability of cultural adaptation is crucial for both organizations and employees.

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Appendix A:

访谈问题 Interview Questions

名字代码 Name Code:

部分一 Part One: 个人信息 Personal Information

1. 您的性别 Gender:
2. 您的年龄 Age:
3. 您的最高学历 Highest qualification:
4. 您的婚姻状况 Marital status:
5. 您目前工作职务? Your current job position
6. 您在葡萄牙工作了多长时间? How long have you been working in Portugal?
8. 除了你的母语, 您掌握的语言有哪些? Apart from your mother tongue, what other language(s) do you master?
9. 您之前是否有跨文化管理的工作经验? Do you have any experience of cross-cultural management before this?
- (如果有) 工作时间? (if yes), how long was it?

部分二 Part Two: 跨文化适应和管理 Cross-Cultural Adaptation and Management

1. 文化差异感知 Cultural Difference Perception

- 1) 您在葡萄牙工作和生活时是否经历和感受到了中葡文化之间的差异? 请举例。

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

- 2) 这些文化差异在您的工作和生活中有哪些具体影响? 请举例。

What specific impacts do these cultural differences have on your work and life? Please give an example.

2. 跨文化适应过程 Cross-Cultural Adaptation Process

3) 刚到葡萄牙时，您在文化差异上有何感受？有没有经历所谓的“蜜月期”？在这个阶段中，您有任何特别的体验？请举例。

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any special experience? Please give an example.

3. 跨文化冲击过程 Cross-Cultural Shock Process

4) 抵葡后的生活中是否有遇到了文化冲击和挫折？请举例说明。您是如何应对这些挑战的？最后，在您的经历中，这种文化冲击是发生在蜜月期之后吗？或者说文化冲击与蜜月期有没有什么时间先后顺序？

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

4. 跨文化适应 Cross-Cultural Adaptation

5) 您是否感觉自己已经适应了葡萄牙文化？如果是，请问您大概抵葡多长时间后开始融入葡萄牙文化的？是否有什么具体的经验或事件使您感觉自己更接受当地文化？

6) 您觉得自己对葡萄牙文化适应的哪些方面是成功的？

Do you feel like you have adapted into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

5. 文化差异管理 Cultural Difference Management

7) 根据 Hofstede 的文化维度，一般认为文化差异可以体现为 6 个方面（见附录），您认为中葡文化的主要差异在哪里？这些差异在工作环境中有何体现？

8) 您是如何处理和管理这些文化差异的？是否有一些具体策略或方法？

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

6. 文化间的相似之处 Similarities Between Cultures

9) 按照 Hofstede 的文化维度，您是否发现葡萄牙文化与中国文化之间的一些相似之处？

这些相似之处是否有助于您在适应过程中的理解和融入？

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

7. 跨文化适应的建议 Suggestions for Cross-Cultural Adaptation

10) 基于您在葡萄牙的经历，您有什么建议适应未来可能被派往葡萄牙或其他文化不同国家工作的人员？

Based on your experience in Portugal, what advice do you have for people who may be expatriates to Portugal or other culturally different countries in the future?

11) 宗教: 如果您不介意的话，请问您有宗教信仰吗？请问按您的经历和观察，您认为信教是有助于跨文化适应还是有阻碍跨文化适应？为什么？

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

8. 个人成长和收获 Personal Growth and Gains

12) 在葡萄牙的工作经历中，您个人成长最大的方面是什么？有没有遇到一些让您重新思考或改变的事情？

What has been the greatest aspect of your personal growth during your work experience in Portugal? Did you come across something that made you rethink or change?

Appendix B: Interview Consent Form

采访同意书 Interview Consent Form

首先感谢您在百忙之中接受我的访谈！First of all, thank you for accepting my interview in spite of your busy time!

简介：我叫杨隼，是 ISCTE-Business School (里斯本大学学院-商学院) 的一名管理学专业硕士研究生。

Introduction: My name is Jun Yang, and I am a master student majoring in management at ISCTE-IUL Business School (ISCTE-IUL).

Contact: Jun Yang

Tel: 937315857

E-mail: junyang83915@gmail.com

研究主题：葡萄牙的中国籍外派经理人的跨文化管理。

Research Topic: Cross-cultural management of Chinese expatriate managers in Portugal.

研究内容及目的：了解中国籍经理人怎样适应不同文化环境、面对文化冲突的挑战和跨文化管理的策略和经验。为此我们将通过访谈的形式进行资料收集，这些资料将被用于社会管理方面研究，可能对在葡萄牙工作的中国籍经理人有所帮助或参考贡献。

Research Content and Purpose: Understand how Chinese managers adapt to different cultural environments, face the challenges of cultural conflicts, and cross-cultural management strategies and experiences. In this respect, we will collect data in the form of interviews, which will be used for research on social management, and may be helpful or reference contributions to Chinese managers working in Portugal.

访谈进行方式：邀请您参与一对一的访谈形式，访谈可以为线上平台或线下具体地点会面，完全由您决定。访谈时间约为 45-60 分钟。为了资料记录的正确严谨性，访谈时将会录音，如果您不愿意录音、不愿某段发言录音或中途想停止录音，我将会尊重您的个人意愿。

Interview Method: You are invited to participate in a one-on-one interview. The interview can be an online platform or an offline meeting at a specific location, which is completely up to you. The interview time is approximately 45-60 minutes. For the accuracy and rigor of data recording, the interview will be recorded. If you do not want to record all, do not want to record a certain speech, or want to stop recording in the middle, I will respect your personal wishes.

保密及隐私条例：在研究中所收集到的所有关于您的个人资料均属保密。研究数据与资料将用于论文研究或在学术期刊发表，请放心您的姓名以及可辨识您身份的信息将不会被泄露。

Confidentiality and Privacy Policy: All personal information about you collected during the study will be kept confidential. Research data and materials will be used for research papers or published in academic journals, please rest assured that your name and information that can identify you will not be disclosed.

暂停及退出研究之权益：您对此研究的参与属自愿行为，如您不愿意，可以拒绝参加。访谈过程中，若您感到不舒服，想要暂停或退出研究，我们会完全尊重您的意愿。

Right to Suspend and Withdraw from the Study: Your participation in this study is voluntary, and you can refuse to participate if you do not want to. During the interview, if you feel uncomfortable and want to pause or withdraw from the study, we will fully respect your wishes.

我已获得本研究包括以上所列信息的口头描述，我同意参与本研究。I have been given a verbal description of this study including the information listed above and I agree to participate in this study.

研究者 Interviewer's Name:

杨隼

参与者姓名 Interviewee's Name:

同意录音 Agree to recording



不同意录音 Disagree to recording



签名 Signature:

杨隼

日期 Date:

2023-8-4

采访同意书 Interview Consent Form

首先感谢您在百忙之中接受我的访谈！First of all, thank you for accepting my interview in spite of your busy time!

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Introduction: My name is Jun Yang, and I am a master student majoring in management at ISCTE-IUL Business School (ISCTE-IUL).

Contact: Jun Yang

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E-mail: junyang83915@gmail.com

研究主题: 葡萄牙的中国籍外派经理人的跨文化管理。

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保密及隐私条例: 在研究中所收集到的所有关于您的个人资料均属保密。研究数据与资料将用于论文研究或在学术期刊发表，请放心您的姓名以及可辨识您身份的信息将不会被泄露。

Confidentiality and Privacy Policy: All personal information about you collected during the study will be kept confidential. Research data and materials will be used for research papers or published in academic journals, please rest assured that your name and information that can identify you will not be disclosed.

暂停及退出研究之权益: 您对此研究的参与属自愿行为，如您不愿意，可以拒绝参加。访谈过程中，若您感到不舒服，想要暂停或退出研究，我们会完全尊重您的意愿。

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研究者 Interviewer's Name:

杨隽

参与者姓名 Interviewee's Name:

KA HENG U

同意录音 Agree to recording



不同意录音 Disagree to recording



签名 Signature:

杨隽

日期 Date:

2023.8.1.

采访同意书 Interview Consent Form

首先感谢您在百忙之中接受我的访谈！First of all, thank you for accepting my interview in spite of your busy time!

简介：我叫杨隼，是 ISCTE-Business School (里斯本大学学院-商学院) 的一名管理学专业硕士研究生。

Introduction: My name is Jun Yang, and I am a master student majoring in management at ISCTE-IUL Business School (ISCTE-IUL).

Contact: Jun Yang

Tel: 937315857

E-mail: junyang83915@gmail.com

研究主题: 葡萄牙的中国籍外派经理人的跨文化管理。

Research Topic: Cross-cultural management of Chinese expatriate managers in Portugal.

研究内容及目的: 了解中国籍经理人怎样适应不同文化环境、面对文化冲突的挑战和跨文化管理的策略和经验。为此我们将通过访谈的形式进行资料收集，这些资料将被用于社会管理方面研究，可能对在葡萄牙工作的中国籍经理人有所帮助或参考贡献。

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研究者 Interviewer's Name:

杨隼

参与者姓名 Interviewee's Name:

蒋宜宁

同意录音 Agree to recording



不同意录音 Disagree to recording



签名 Signature:

蒋宜宁

日期 Date:

2023.8.10.

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Tel: 937315857

E-mail: jiangang123@outlook.com

研究主题：此论文研究主题是：葡萄牙的中国籍经理人的跨文化管理。

Research topic: Cross-cultural management of Chinese expatriate managers in Portugal.

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研究者 Interviewer's Name: 张磊

参与者姓名 Interviewee's Name: 郭毅雄

同意录音 Agree to recording ☒

不同意录音 Disagree to recording ☐

签名 Signature: 郭毅雄

日期 Date: 2023.8.2.

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研究者 Interviewer's Name: 杨隽

参与者姓名 Interviewee's Name: 张文龙

同意录音 Agree to recording ☒ 不同意录音 Disagree to recording ☐

签名 Signature:



日期 Date: 3 August, 2023

采访同意书 Interview Consent Form

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研究者 Interviewer's Name:

Jun Yang

参与者姓名 Interviewee's Name:

Cheong Pek Wai

同意录音 Agree to recording



不同意录音 Disagree to recording



签名 Signature:

Pek Wai Cheong

日期 Date: *06-08-2023*

采访同意书 Interview Consent Form

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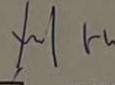
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研究者 Interviewer's Name: 杨隽

参与者姓名 Interviewee's Name: 

同意录音 Agree to recording ☒ 不同意录音 Disagree to recording ☐

签名 Signature: 

日期 Date: 21/08/2023

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研究者 Interviewer's Name:

杨隼

参与者姓名 Interviewee's Name:

郑捷

同意录音 Agree to recording



不同意录音 Disagree to recording



签名 Signature:

郑捷

日期 Date:

10/08/2023

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研究者 Interviewer's Name: 杨隽

参与者姓名 Interviewee's Name: Xiaozhong BAO

同意录音 Agree to recording ☒ 不同意录音 Disagree to recording ☐

签名 Signature: Xiaozhong BAO

日期 Date: 14.08.2023

采访同意书 Interview Consent Form

首先感谢您在百忙之中接受我的访谈！First of all, thank you for accepting my interview in spite of your busy time!

简介：我叫杨隽，是 ISCTE-Business School (里斯本大学学院-商学院) 的一名管理专业硕士研究生。

Introduction: My name is Jun Yang, and I am a master student majoring in management at ISCTE-IUL Business School (ISCTE-IUL).

Contact: Jun Yang

Tel: 937315857

E-mail: junyang83915@gmail.com

研究主题：葡萄牙的中国籍外派经理人的跨文化管理。

Research Topic: Cross-cultural management of Chinese expatriate managers in Portugal.

研究内容及目的：了解中国籍经理人怎样适应不同文化环境、面对文化冲突的挑战和跨文化管理的策略和经验。为此我们将通过访谈的形式进行资料收集，这些资料将被用于社会管理方面研究，可能对在葡萄牙工作的中国籍经理人有所帮助或参考贡献。

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研究者 Interviewer's Name: 杨隽

参与者姓名 Interviewee's Name: 陈泉

同意录音 Agree to recording ☒ 不同意录音 Disagree to recording ☐

签名 Signature: 陈泉

日期 Date: 2023-8-12

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参与者姓名 Interviewee's Name: 何启明

同意录音 Agree to recording ☒ 不同意录音 Disagree to recording ☐

签名 Signature: 何启明

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研究者 Interviewer's Name:

杨隽

参与者姓名 Interviewee's Name:

周洁 Jie Zhou

同意录音 Agree to recording



不同意录音 Disagree to recording



签名 Signature:

周洁

日期 Date:

2023.8.10.

Appendix C:

Interview Content

Name Code: P1

Part One: Personal Information

1. Gender: Male

2. Age: 23

3. Highest qualification: Master

4. Marital status: Single

5. Your current job position: Visa Officer, Public

6. How long have you been working in Portugal? 2 year

7. Apart from your mother tongue, what other language(s) do you master? Portuguese, English

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

I think the differences are relatively obvious, for example, the concept of time, the Portuguese don't have a strong sense of time, the Chinese are generally more punctual. Portugal is deeply influenced by Europe, and they have a strong sense of traditional culture, but they are more individualistic in their

personal behaviour. Individuals are relatively independent of each other, and the Portuguese like to work according to rules and regulations, and the boundaries of work and life are relatively clear.

What specific impacts do these cultural differences have on your work and life? Please give an example.

For a lazy person like me, life in Portugal will make me more comfortable and adaptable. I prefer the pace of life in Portugal, I can be different myself when I go to work and when I go off work, I can work well, and when I go off work, I can not care about my work at all, and I don't need to work overtime, which is totally different from the way of working in China. Although I haven't worked in China for a long time, the pace of work in China is very fast, which is totally different from Portugal. Although there are many similarities between the Chinese and the Portuguese, the Portuguese are more independent and tend to be less willing to co-operate. The Portuguese know very little about the Chinese.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

I think the honeymoon period is a phase you go through wherever you go, it's a phase where you get to know new things, you feel that everything around you is new, such as food, such as dealing with people, and since I came to Portugal I've been facing unfamiliar environments and people with a much more positive mindset. Whether it's work or life, I want to show a good side. The honeymoon period will be longer for me. I am also interested in European architecture, and I came to Portugal to really feel the history and culture of the developed countries in Europe. All of that appealed to me. We are all away from home, so we will be more careful in the world. The honeymoon period would probably last 2-3 months for my first time in Portugal.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

I think the culture shock to me and the impact, but not very big, my undergraduate time is to study Portuguese, the Portuguese culture is relatively understand some of the history and culture have a preliminary understanding, during the school period also contact a lot of Portuguese, also have

Portuguese friends. I think the biggest culture shock is still to get along with people, if you do not take the initiative to contact with the Portuguese, the Portuguese will not take the initiative, of course, the majority of Chinese people in the face of unfamiliar environments and people are relatively closed and conservative, treating unfamiliar environments, the Chinese people are less likely to take the initiative to show themselves. The Portuguese philosophy is to work and earn money in order to have a better life, while the Chinese philosophy is to live in order to work and earn money. Chinese people will feel that the Portuguese work attitude is irresponsible, not willing to work overtime, not willing to degree more work, and sometimes the arrangement of the work is also delayed for a long time to complete. Portuguese people to rest time is sure to go to rest, they will not care about the hands of the work task is urgent, whether it needs to be completed immediately. Our work is mainly to collect visa information and then colleagues audit each other, I audit my colleague to collect the material, I collect the material also need him to review the second time, but if he does not review, I have no way to review the second time, which also delayed my time. For example, if a colleague from Portugal wants to take a leave of absence during a certain period of time, he will not consider very much whether this period of time is very busy and whether his colleagues will be able to cope with it; he will do it as long as he wants to take a leave of absence and he will not consider other people's feelings. More consideration for personal gain. Honeymoon period or not, I think there will be culture shock, and there will always be good and bad aspects and some issues that will bother me as I deal positively with all new situations and people.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

Being relatively outgoing myself, I would take the initiative to make friends with Portuguese people, and the best way for me to do this is for me to go ahead and make a Portuguese friend with whom I can have dinner and interact more.

Portuguese people, although individualistic and uncooperative, are sometimes found to be considerate of others. The Portuguese are more willing to help strangers at work, but the Chinese are more cold towards strangers. Chinese people are more indifferent to strangers. This has left a good impression on

me, and my Portuguese colleagues are also very caring and considerate towards new colleagues. Portuguese people are more empathetic and friendly to strangers.

I feel integrated, but not fully integrated. For example, when I go to festivals, although I also respect traditions and culture, it is difficult for me to understand their traditional culture, I can be fully integrated in my work, and I have no problem with the Portuguese people and each other, but if I were to eat Portuguese food every day, I probably wouldn't be able to adapt to it either.

The Portuguese language level is considered the biggest integration, and I have improved my Portuguese language level in Portugal.

I remember once going to see the Portuguese music FADO, which also deeply attracted me. FADO demonstrates the Portuguese music tradition and the rich cultural history of the country. It is deeply rooted in Portuguese culture. Fado's performances create a powerful link between the past and the present, allowing Portuguese people to reflect on their history and cultural identity".

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: Portugal also respects superiors and bosses, I once asked a Portuguese friend, I said if your boss asked you to do something after work, would you do it? He said he would do it if it was urgent. But if it is to take me as a long-term free labour, then I certainly do not want. The power distance between the Portuguese and the Chinese is a little smaller.

Individualism vs. Collectivism: Portugal is a bit like the Chinese in Europe in that they have a more pronounced tendency towards individualism, although they usually interact with their friends a lot.

Uncertainty avoidance: Portugal is a country that works more according to rules and regulations, so you get the feeling that they are very inefficient, but they are very responsible, but they are not willing to take risks.

Masculinity vs Feminism: Portugal is more on the feminine side of society, they are more tolerant and focus on quality of life. Sympathise with the weak and treat strangers more kindly. Portuguese people are not very competitive and not very ambitious.

Long-term vs. short-term tendency: Portugal is more short-term orientated, Portuguese people are more frugal, and also a little Confucianism, Portuguese people will think that live in the moment, not too ambitious goals and plans. Portuguese people respect history, tradition and family.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Indulgence and Restraint: Portugal is a little more indulgent than China, with a greater emphasis on personal enjoyment and leisure. The Chinese will sacrifice their leisure time for work.

Portugal is relatively introverted and moderate, much like China, and does not like to fight.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

Firstly learn the Portuguese language so that you can communicate effectively and also keep your work life separate, which the Portuguese have very clear boundaries. Life can be more and Portuguese people to communicate, they are also willing to share themselves.

The best way to adapt to Portugal is to communicate effectively, communication is furthermore to grind, the premise of grinding is that you understand each other's ideas, the other side also understand your ideas. This way both parties can understand and tolerate each other better.

Portuguese people are very friendly to strangers, which makes me feel very adaptable when I first arrived in Portugal, sometimes they will personally help you to do some things without needing to reciprocate, so Chinese people also need to express their enthusiasm and friendliness, which is very important in Portugal.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think

religious belief helps or hinders cross-cultural adaptation? Why?

I'm interested in Buddhism but not a believer for the time being, it would probably help a lot for Catholics as there are shared values and beliefs, there is more to talk about and mutual would get to know each other faster.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?
Did you come across something that made you rethink or change?

My personal biggest gain is the cross-cultural adaptation. My mum always says that if you see differently, you think differently, so coming to Portugal has also broadened my horizons and given me a deeper understanding of Europe and Portugal. In the process of getting along with Portuguese people, no matter how different our cultures are, our horizons widen and we become more tolerant and understanding. There is a Chinese saying, "See more, know more" and that's what it means. Although a lot of things are new to us, there is a higher level of acceptance. Whether we are in Portugal or another country in the future, we will also adapt more quickly and know what to expect, what challenges we will encounter, etc.

Interview Content

Name Code: P2

Part One: Personal Information

1. Gender: Male

2. Age: 52

3. Highest qualification: Bachelor

4. Marital status: Married

5. Your current job position: Head of Administration, Public

6. How long have you been working in Portugal? 6 years

7. Apart from your mother tongue, what other language(s) do you master? Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

I think there are a lot of differences, after all, they are two different countries and different nationalities at a relatively long distance, such as the way of life, food, and the way of work, and so on.

China has 5,000 years of history and culture, and many of its traditions have continued to this day. Lunar New Year is the biggest festival in China and the whole family gets together to celebrate it. Portugal also values festivals and traditions and people get together to celebrate them.

What specific impacts do these cultural differences have on your work and life? Please give an example.

But for me these differences do not affect me very much because Macau was also a Portuguese colony before and was influenced by Portuguese culture, and there are also many Portuguese people living in Macau, and there is also a lot of Portuguese food in Macau. I work in the government sector and I have come into contact with a lot of Portuguese people and Portuguese culture.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

There are definitely cultural differences, but they are not very special to me. After all, I was born and grew up in Macau, and I have already been exposed to and learnt about the culture of grapes and the Portuguese people, so I don't have any special feeling of not adapting. This cultural difference also had a relatively small impact on me. I didn't experience a special honeymoon period, after all, I knew Portugal before, so I wasn't particularly excited and positive, but of course there are many aspects that need to be adapted to, after all, the Portuguese people I contacted in Macau are different from the Portuguese people in Portugal, and the way of working is different, and the language needs to be improved, and the way of working with the colleagues needs to be constantly adapted. As for the work of our government departments, both in Portugal and in Macau, there are rules and regulations, and everyone works according to them, so there are not a lot of new things that need to be changed and adapted to.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

Life: Lisbon is also the capital of the big city, life is quite convenient, basically need to buy things, so for me in life did not encounter a big culture shock.

Work: the way we do things and the way we deal with problems is different from the Portuguese, Macau's work pace will be faster, Portugal's pace will be slower, they are not in a hurry to do things, so we need to get along in this regard. There are also differences in communication, so

you need to learn how to communicate with them in their way, and these are challenges that you need to take on yourself to build a good relationship with them. I can't say that these are culture shocks, they haven't reached that level yet, but the differences are definitely there, and there are no obvious culture shocks for me.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I don't think there was a very noticeable time for me to really integrate into the Portuguese culture, it was just a matter of coming to a new place that I knew and was familiar with before, so it wasn't really a strange place for me, I already had the concept of familiarity in my mind. Portugal has not changed a lot, except for a little more people, other aspects are basically the same as before, so I don't think I experienced a very obvious discomfort to adapt, this may also be because I am a Macanese.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

In fact, these differences can be reflected in many aspects: language, clothes, lifestyle, habits, music, etiquette, etc. Power distance: Chinese will obey their superiors and leaders, and Portugal will respect their superiors and bosses, to that time they are more likely to express their opinions, because everyone has a rule system for their work too, if it belongs to them they will do it, if it doesn't belong to them they will refuse it. They are better at expressing their feelings and needs than the Chinese.

Individualism vs. Collectivism: Portuguese people are more individualistic, they don't only value collective interests, but also need to protect their personal interests, and they will fight for their own personal interests. They will also fight for their own personal interests. At work, Portuguese people will still help their colleagues, and will not bring obstacles to others for the sake of their own career development.

Uncertainty avoidance: Chinese people are relatively more flexible in doing things, some of them will do what they can do, but not what they can't do, they will do it like a way, and they will think of their own ways to overcome the difficulties. My Portuguese colleagues in the department I work in have been working for a long time, and they are very familiar with the requirements of Macau, and in general they will co-operate with the work, unless it involves their power and welfare and other factors they will express.

Masculinity vs Femininity: Portugal is more of a feminised society and Portuguese people are friendlier to strangers.

They are more tolerant and focus on quality of life.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Portuguese people are very friendly, which is similar to Chinese people, although the two countries have different ways of being friendly, Portuguese people will be more direct, especially to strangers, Chinese people will be relatively conservative and subtle, but once a relationship is established, they will be especially warm and willing to help. I haven't experienced any discrimination in Portugal, and there is nothing to say that Chinese people are not welcome. If they weren't so far away, I think Portugal and China would have more exchanges and become more familiar with each other. The friendliness of the Portuguese people has helped me to adapt. I can speak Portuguese and the Portuguese feel happy that Chinese people can communicate in Portuguese.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

First of all, learn to integrate into the local life, take the initiative to contact the locals and learn more about the local culture, such as etiquette, they like to meet and greet enthusiastically, very polite, but also will embrace or handshake ah, show a very warm side. For example, Portuguese food, in fact, every country has its own food culture, if you do not like to eat, but you can not deny the Portuguese food culture, the way of doing things on the Portuguese will be a little slower, but this is the people's work and way of life, we can not judge too much good or bad. Although we can do 10 things an hour, the

Portuguese an hour to do 1 thing, but this is their way, we have to respect and accept their way of doing things. After all, we are the ones who come to people's countries.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I am a Christian and I feel that faith will help with cross-cultural adjustment, I go to church regularly and I share my ministry work in the church with my colleagues so that they can understand my faith. From the perspective of faith and goodness let them know more about us. And from the point of view of faith, I also look at all the strange things around me from the point of view of goodness, and I don't think of everything as dark or think of people as bad. Maybe Portuguese people don't necessarily know a lot about Christianity or Christians, most of them are Catholics. Faith also helps me to see things from a different perspective and a different culture.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal? Did you come across something that made you rethink or change?

Living and working in a place with a completely different culture from my own has been the greatest growth in itself. I've also had to make a lot of changes and adjustments in Portugal to fit in. We also need to reflect on the Portuguese way of life, I think they know how to live and enjoy the country, they pay attention to interpersonal relationships, they also attach great importance to the family, my colleague after work is the first to go home, maybe we will be after work first activities in the home, the Portuguese in the holidays will also spend time with their families, to enjoy the leisure time with their families, which is worth our learning, some times we Chinese people should also learn to slow down, spend more time with their families and improve their quality of life.

Interview Content

Name Code: P3

Part One: Personal Information

1. Gender: Female

2. Age: 47

3. Highest qualification: Under-graduate

4. Marital status: Married

5. Your current job position: Director, Media

6. How long have you been working in Portugal? 6 years

7. Apart from your mother tongue, what other language(s) do you master? English, Basic Portuguese

8. Do you have any experience of cross-cultural management before this?

Yes, Our company in China has a lot of trade with Portugal.

- (if yes), how long was it? 3 years

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

I have a very clear sense of the cultural differences between China and Portugal, I worked in Beijing before, my company is also engaged in the Internet-related business, the pace of work is very fast, I came to Portugal, I feel that there is a big gap between the speed of Portugal and China, the pace of work and life here is very slow!

What specific impacts do these cultural differences have on your work and life? Please give an example.

But for me these differences do not affect me very much because Macau was also a Portuguese colony before and was influenced by Portuguese culture, and there are also many Portuguese people living in Macau, and there is also a lot of Portuguese food in Macau. I work in the government sector and I have come into contact with a lot of Portuguese people and Portuguese culture.

Another difference is reflected in when we meet with Portuguese big customers, I will prepare the programme in advance, for example, I want to negotiate today's cooperation programme has A, B, C, etc., but when negotiating with the Portuguese customers, they said that they will only talk about the A programme today, and the other programmes will be left to find the time to talk about after, what I can not understand is that this cooperation negotiation is beneficial to both parties, and in order to prepare for this negotiation, we first In order to prepare for this meeting, we first make an appointment, and then wait for a reply, and then go through a series of processes, we have paid a lot of time and energy, why not take advantage of this meeting to talk more about some cooperation matters, so there is really a big difference in the way of communication, but of course, I live in Portugal for a long time, but also gradually adapted to understand their style, and will work with the Portuguese people's way of doing things in the future.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

Because of the work I often go abroad, but also have a lot of and Portuguese business experience, so when I came to Portugal, I have an expected vision of Portugal, will not say that everything is unfamiliar to me, I myself am also clear that the culture of this country and we are different, and I myself have such a psychological preparation. This honeymoon period for me is not very obvious, just be prepared to adapt and adjust, after all, before the understanding and the real working life in Portugal is not the same.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

There is a big culture shock. Let me give two examples. Firstly, in business negotiations, the Chinese mindset is more proactive, and when we are discussing things, we will encounter problems that require negotiation and more discussion between the two parties, and the Chinese mindset will insist on overcoming difficulties in order to facilitate co-operation. I would think if solution A doesn't work, I can consider solution B. I always want to find a solution and make it happen. But the concept of the Portuguese do not know how to adapt, if programme A does not work, will not say to think of programme B or C. I also do not know Portuguese, I need to translate to help me, in translation, there has been some information that the meaning of the change, but also easy to be misunderstood by the Portuguese think we are challenging their bottom line. In fact, the Chinese negotiation thinking is very simple, we just want to win-win in order to facilitate co-operation, we just want to find which way is easier and closer.

Second, the management of Portuguese employees, our company has half of the time when the Portuguese employees, of course, I communicate with Portuguese employees need the help of an interpreter, the Portuguese employees rarely have the heart to think about is the work of things, for the company and work hard every day. Portuguese people can't be disturbed when they are off work and on weekends, even if there is something they need, they will refuse. I can tolerate and co-operate with a lot of cultures and their habits and ways. However, there is one thing that I think the Portuguese staff didn't think about me and the company, we have a Portuguese lawyer in our company, once we organised a large business meeting, we would invite many VIPs to attend, in order to prepare for this meeting, all of our Chinese staff had to take on several jobs, do a lot of work beyond their own, I really couldn't find the manpower, I asked the lawyer to let him do the reception of the VIPs, he refused, he said he was a lawyer, he could only do the work. said he was a lawyer and he could only do legal related work, I said I was the boss and I could do anything.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I don't think I've really integrated into the Portuguese culture yet, I think I've adapted myself out of necessity, that is, in itself, my own personality has a hard time adapting to the Portuguese culture, but I

work and live in this country and I've had to adapt to the culture and the way things are done here, and even though I could have made a change, I mentally wasn't willing to change.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

I have been living in Portugal for 6 years now, and I have learnt a lot about the Portuguese way of doing things and their habits, but there are some differences that I still can't fully understand.

Power distance: I find it hard to use Chinese management style on Portuguese employees, they have too much of their own opinions, when I have meetings to arrange work tasks, they have too many personal ideas, many ideas and I think it is the opposite, I think they do not have a lot of respect for the Chinese boss. In Portugal, there are often demonstrations against some policies, etc., which should not be considered as respecting power.

Individualism vs. Collectivism: When it comes to the personal interests of Portuguese people, they will definitely fight for it actively, they will not sacrifice their personal time and interests for the company, Portuguese people are more individualistic.

Uncertainty Avoidance: As I said above, Portuguese people are more stereotypical and don't know how to adapt, so there is a reason why Portuguese people are inefficient in many cases. For example, if you are sick and go to the hospital, you have to wait a long time to get an appointment and see a doctor in a public hospital, so we are insured in private hospitals, and even if this is also also a long time to wait, I can't change anything, I just have to accept it.

Masculinity vs Feminism: Portugal leans towards a feminised society and Portuguese people are friendlier to strangers. But it's also hard to build deep friendships with Portuguese people. Portuguese people are very quality of life orientated and family orientated.

Long-term orientation vs. short-term orientation: Portuguese people don't have a very long-

term pursuit. When you go to a company, you will find a very old person working as a receptionist, and she may be doing the same job for her whole life, but Chinese people will think about their career development, for example, if they are working as a receptionist for two years, then I will be promoted to other positions, and Chinese people have a more long-term goal. Of course, I also have some Portuguese friends who have very high positions and status, and they also have very high requirements for themselves and have long-term plans.

Indulgence vs. discipline: Portuguese people are hedonistic, they pay more attention to their personal leisure and entertainment, and they are relatively less self-disciplined.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Before the Chinese ambassador mentioned some Chinese and Portuguese people are very similar, the first is the concept of family, Portuguese parents and Chinese parents are also the same as the financial support for children, the Portuguese elderly will also help their children to take care of their children. Secondly, there are similarities in food. Many Chinese people feel that Portuguese food is very close to Chinese eating habits.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

Before you come to Portugal, you still need to be mentally prepared and psychologically constructed, the difference between Chinese and Portuguese is still very big, even in China, the cultural difference between the north and south is also very big. It is still important to learn Portuguese, if you go to do business, when you use English, Portuguese people will tell you, but not very detailed, if you use Portuguese, they will feel very friendly, and willing to go into detail with you.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I'm not religious, but I think it would be quicker to adapt if I were Catholic over here, and faith would be helpful.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?

Did you come across something that made you rethink or change?

My biggest growth is the re-conceptualisation of life. Before, my working life was stressful, I was either working or on the way to work every day, often working overtime. But after coming to Portugal, we have to learn from the Portuguese people's leisure, slow down our pace a bit, and pay more attention to the quality of life and personal enjoyment. So now also often go on holiday, enjoy the time with the family, relax and enjoy life together.

Interview Content

Name Code: P4

Part One: Personal Information

1. Gender: Male

2. Age: 44

3. Highest qualification: High School

4. Marital status: Married

5. Your current job position: General Manager, Business & Trade.

6. How long have you been working in Portugal? 15 years

7. Apart from your mother tongue, what other language(s) do you master? Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

Cultural differences are definitely there, we are considered the old generation of immigrants, 97 years came to Portugal, was working in the restaurant, although the restaurant also has other Portuguese employees, but we basically do not have too much communication, we are doing their own thing, at that time did not consider too many difficulties and challenges, just think out to make money, because there are many relatives in Europe made a lot of money, we also came over, the Chinese are relatively more capable of hard work, the Chinese people are more capable of hard work, the Chinese people are

relatively more capable of hard work. Chinese people are relatively capable of hard work. I think the biggest cultural difference is the language, because when I first came to Portugal, I didn't understand a word of Portuguese, and I didn't know how to express myself when I went to buy cigarettes, so I could only go to the shop with a cigarette box and use body language to express myself. The older generation of Chinese people are particularly hardworking, which is very different from the Portuguese culture, when the Chinese basically did not have much time to rest, and were busy from morning till night. The food was also very different. At the beginning, I was not used to eating Portuguese food, but I was used to eating Chinese food every day.

What specific impacts do these cultural differences have on your work and life? Please give an example.

The biggest difference in the work is the concept of different ideas, Chinese people in Portugal in order to make money and a better life in the future, although there are a lot of difficulties, the work is also very hard, but the Chinese people are very persistent and hardworking, treatment of these difficulties can be endured. But if you let the Portuguese work and live in such a way, they will not be able to adapt.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

In fact, there is no honeymoon period for me, it seems to be the same, because we were due to the language problem, and the Portuguese communication is not much, and the outside environment is relatively isolated, we will not take the initiative to make friends with the Portuguese, and will not think of going out to learn more about the culture and tourism, the idea was to try to make money. Of course, we also use our own way to understand Portugal, more contact with the Chinese community groups.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

Culture shock is not very obvious to me either, of course not adapting is definitely there, after all, in unfamiliar countries, many times will also be at a loss for what to do, we will take the culture shock that you talk about as a small difficulty on the road to success, when you have a very clear

goal, you will feel that everything can be overcome, I'm not very educated, and of course at that time did not think about the word culture shock, and now that you have mentioned it, I feel that I also encounter a lot of difficulties and it's a big challenge to go out and do things on my own. As we lived in Portugal for a long time, we also created our own shop and hired Portuguese staff, which is the real contact with Portuguese people, of course, the Chinese management style does not work for them at all, they emphasise on freedom, rest, enjoyment, welfare, and if they are allowed to work overtime, they will refuse and have a lot of reasons, and for the end of the year incentives that we have given, it does not really encourage them to work hard. They work hard, in fact, they are good at Portuguese, otherwise there is no need to hire them, but rather increase the labour cost.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

In Portugal time on, can also say some Portuguese, daily communication no problem, but the design is too complex things can not communicate, so also slowly adapted to life in Portugal, now also especially like Portuguese food, Portuguese seafood is also particularly delicious, breakfast will eat bread. I also have my own family in Portugal, my children speak Portuguese better than Chinese, is also adapted to the work and life in Portugal, we are business is also very stable, so life in Portugal is not bad.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: the Portuguese on the Chinese management style is not very agreeable, sometimes I arrange the work, they are disobedient, stressed a lot of their own reasons, which makes me feel very disgusted, but I can not do anything, but also to respect them, after all, in their country well.

Individualism vs. Collectivism: Portuguese people are definitely individualistic, let them think about the company, it is impossible, they care more about their own interests.

Uncertainty avoidance: the Portuguese people do things more rigid, do not know how to be flexible, such as selling goods in the shop, sometimes guests ask for a commodity, if the shop does not have, they will directly say no, in fact, there are a lot of other products in the shop can be an alternative to the guests can be introduced more.

Masculinity vs Femininity: Portugal tends to be a feminised society, Portuguese people are more family oriented, relatively kind and don't bully foreigners, which I think is quite good, and they are also very good at life.

Long-term orientated vs short-term orientated: Portuguese people are not supposed to have too long term plans and long term goals, if a Portuguese worker doesn't like the job, they may quit right away.

Indulgence vs restraint: Portuguese are hedonistic, they also like to go to the pub and drink, they like to have fun and travel.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

The Portuguese are as frugal as the Chinese, and many Portuguese are not rich; the Portuguese care about their families.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

It's probably still a good idea to learn the language well, and definitely compare life abroad to life at home, be prepared to suffer, if you just want to enjoy it then don't come out.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think

religious belief helps or hinders cross-cultural adaptation? Why?

Although I'm a Christian, I haven't been going to church for a long time, I can't say whether it has any effect or not, it should help, there are a lot of Chinese people in the church, and generally when there's something going on, people are still very happy to help.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?

Did you come across something that made you rethink or change?

My biggest growth is that through my efforts in Portugal I have now opened a big shop, and now my business and life are stable, and I'm kind of adapting to the culture and life in Portugal, but if there can be opportunities to make money elsewhere, I'll go elsewhere to develop, and my goal is still to make more money.

Interview Content

Name Code: P5

Part One: Personal Information

1. Gender: Male

2. Age: 34

3. Highest qualification: PhD

4. Marital status: Single

5. Your current job position: Researcher, Education.

6. How long have you been working in Portugal? 5 years

7. Apart from your mother tongue, what other language(s) do you master? English and Basic Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

There are a lot of cultural differences, but there is no way to recount all of them. Firstly, we do not have strict commuting time in our research lab, it is relatively flexible, you can go to work at 10:00 or 11:00, which is a clear contrast with the domestic one, and you can leave early in the afternoon after work, the domestic university teachers will be strictly managed, and if they find that you go to work late, they will criticise you. Secondly: Portuguese teachers will not be very pushy to students, generally respect the students' ideas and time plan, will not be mandatory for you, the domestic teachers will be very strict to

urge you to academic progress. There are two graduation seasons every year in China, but in Portugal you can graduate when you meet the requirements.

What specific impacts do these cultural differences have on your work and life? Please give an example.

Strictly speaking I haven't worked in China, I came to Portugal as a postdoc after graduation, and compared to Portugal the pace is a bit slower, the pressure is not so big, and this pressure is not hard. So working in Portugal is relatively easier, but it doesn't mean there is no pressure.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

I went through the honeymoon period, when I first came to Portugal I didn't speak the language well, including English, but I did have a positive attitude and was very interested in all the unfamiliar food, after a period of time I would take the initiative to communicate with my boss, go out to eat with my colleagues and participate in their activities etc. I was very happy with my new job. The honeymoon period lasted about 6 months. Of course, I didn't get to the honeymoon phase all at once. Although I was very positive about everything at the beginning, I still observed the environment and people more and more, and it took me a little while to get to the honeymoon phase, but I don't think I was able to open up myself completely at the beginning.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

I also had a deep experience in the low period. There was a colleague in my group who was a bit aggressive in his personality and temperament, and people did not like him much because he would often offend people with his words and was not likeable. Of course, it was painful for me to work with him because the cooperation did not go well, and there were often disagreements in the work, and there was no way to communicate. The culture shock lasted about six months to a year.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

There are both subjective and objective reasons to get out of the trough, the objective reason is that I have some achievements in my academic research, which gives me a little sense of achievement; the subjective reason is that I am willing to take the initiative to adjust myself and change my way of working and interpersonal communication. I will become more proactive to communicate with my boss and colleagues, take the initiative to seek their help, including also sharing some of their feelings with them, and will also be modest to ask for their advice, take the initiative to try to integrate with them, I think that relatively adapted to the life in Portugal is also about 2 years of experience.

For example, once I went to participate in an activity in Portugal, I felt that it gave me a very deep experience, their culture, traditions, music, dance are deeply attracted to me, which is very similar to our country's history and traditions.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: Portugal is also a hierarchical society, subordinates also have to obey their superiors, but it is not as obvious as in China, and a professor is a very senior position. In meetings, everyone respects the Portuguese boss, who is also very dignified.

Individualism vs. collectivism: Portuguese collectivism will be slightly greater than a little individualism, but unlike China is very collectivist.

Uncertainty avoidance: the Portuguese are relatively not very flexible and adaptable, my boss's ideas are generally not easy to be changed, do things very abide by the principle.

Masculinity vs Femininity: Portugal has a more feminised society, competition is not as fierce and confrontational, and their demonstrations are just a formality, not a real confrontation or struggle.

Long-term vs. short-term orientated: The Portuguese are not supposed to have long-term plans and goals.

Indulgence vs. discipline: The Portuguese are more likely to enjoy life.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Life in Portugal is relatively more adaptable to me, the pressure is not so big, the competition is not so fierce is my recognition, and the Portuguese and Chinese people are also very polite, helpful also let me adapt to life in Portugal. The civilisation of Portugal is higher.

Portuguese and Chinese people are very family-oriented, children and parents are very close, from this point you can see the collectivism of Portugal. These similarities have little to do with my adaptation, and I have a better relationship with basically other foreigners, and the depth of the Portuguese to establish friendships is not easy, they are not too willing to develop friendships with foreigners, generally Portuguese people and their own people to play together.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

I don't think it's too difficult to come to live with the Portuguese, my boss, colleagues, flatmates and landlord are all Portuguese, the Portuguese are still very polite and relatively amiable, you have to do things according to the rules, young people are relatively better to get along with, older people will be more stereotypical.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I am a Christian and I think faith is helpful in adapting to the Portuguese culture, the Portuguese are a Catholic country, everyone is rooted in faith, things will be relatively more loving and principled, and of course they will respect my faith.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?

Did you come across something that made you rethink or change?

My biggest growth in terms of life: Portugal is relatively more free, more free speech, and more tolerant of people. And the bosses here are more approachable, not like in China, and subordinates will keep a distance, not easy to approach. We should learn that Portuguese people pay attention to the quality of life and know how to live.

Interview Content

Name Code: P6

Part One: Personal Information

1. Gender: Female

2. Age: 42

3. Highest qualification: Master

4. Marital status: Married

5. Your current job position: Manager, Investment Company.

6. How long have you been working in Portugal? 12 years

7. Apart from your mother tongue, what other language(s) do you master? English and Basic Portuguese

8. Do you have any experience of cross-cultural management before this? Yes

- (if yes), how long was it? 1 year

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

There are still a lot of cultural differences, the Portuguese are more casual and free, not enough self-restraint. Even if I live in Macau, there are obvious cultural differences, such as efficiency, the Portuguese are very slow, and the history and traditions of Portugal and China are different.

What specific impacts do these cultural differences have on your work and life? Please give an example.

My company is an investment company, I often need to Portuguese colleagues to complete the work I go

to review, and then handed over to the boss, but the Portuguese colleague to do things very delayed, I have no way to review in time, resulting in the overall work is delayed, the boss will come to me to ask the reason, so I am in the middle of the very difficult.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

I didn't feel the honeymoon period obviously. I was born and raised in Macau, and I also went to Australia to study and work, so I don't think I'm a stranger to the Portuguese culture, and I'm psychologically prepared for the cultural differences, so I'll be able to integrate into Portuguese working life very quickly as well.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

I don't have any obvious feeling of culture shock, the different opinions and problems with my colleagues at work can't reach the level of culture shock, I like to do things faster, but I am sometimes helpless when it comes to the inefficiency of my colleagues. My Portuguese is average and my colleague's English is not good either, but we need to use English to communicate at work, so my colleague doesn't have much of an advantage in terms of communication language, which is a way of maintaining a balance and not treating Chinese people differently because they don't speak the language well.

When I go to the government department to do documents, every time I go to the staff's requirements are different, this time I need these documents, the next time I go to change, which brings me a lot of inconvenience, so the office is completely different according to different people and different requirements.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

Having lived in Portugal for a long time, I may have adapted in life, but I may still not be too comfortable with the inefficiency of Portugal. I'm more comfortable with the food and weather in Portugal.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: Portugal also respects power distance, maybe if the boss is Portuguese they will respect it more, for the boss is Chinese they may not respect it so much. For some Chinese bosses may squeeze a little bit, Portuguese colleagues will feel that you do not give me such a high salary, I can not go to do the work beyond my scope.

Individualism vs. collectivism: Portuguese people are very individualistic, Portuguese people's boundaries are very clear, into the palace does not involve his work, they will not do, as long as it involves personal interests, they will fight for, but for strangers or disadvantaged groups, they are very caring, very and help and dedication. Chinese people are willing to help their colleagues as long as they are on good terms, even if it's not their job. Portuguese people in the holiday before, you must find him to need to handle things to deal with, in the holiday they are not willing to be disturbed. In fact, Portuguese people are friendly and welcoming as long as there is no conflict of interest, but once there is a conflict of interest, they will show another side. The Portuguese are very good at protecting their own interests.

Uncertainty Avoidance: The Portuguese don't follow the rules as much as the Portuguese in Macau do, Portugal is more casual and Macau is more strict. In fact, this may also be related to their beliefs, and they have principles and a bottom line.

Masculinity vs Femininity: Portugal is a more feminised society, with more emphasis on work-life balance and the pursuit of quality of life.

Long-term vs. short-term orientated: The Portuguese tend to be more short-term orientated.

Indulgence vs. constraint: Portuguese people are more enjoyable and pursue personal happiness and fulfilment than Chinese people, who would sacrifice their time and energy to devote to work and family. Grape's procrastination at work can also drive me crazy if I'm in a supervisory role, but of course if I'm an employee, it's nice to slow down a bit.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Both the Chinese and the Portuguese value connections more, and in Portugal it's also better to have connections.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

Don't be too demanding on Portugal, don't expect too much, the higher the expectation the greater the disappointment. If there is a very important work task, need to be divided into several parts of the difference is better, a little to complete, do not give too much pressure to the Portuguese work and heavy tasks. Portuguese people value boundaries, the Portuguese can not be too much expectation, because the two countries have different cultures and ways of doing things, learn the language is also an advantage.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I am a Christian and I think that faith is helpful in adapting to the Portuguese culture.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal? Did you come across something that made you rethink or change?

We as employees can also learn from the Portuguese to protect our interests, and as bosses we need to learn not to over squeeze our employees.

Interview Content

Name Code: P7

Part One: Personal Information

1. Gender: Male

2. Age: 26

3. Highest qualification: Master

4. Marital status: Married

5. Your current job position: Manager, Luxury Industry.

6. How long have you been working in Portugal? 8 years

7. Apart from your mother tongue, what other language(s) do you master? Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

The language and national culture are very different, and the Portuguese are very inefficient, for example, government departments take a long time to do things that could be done in a little bit of time.

What specific impacts do these cultural differences have on your work and life? Please give an example.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced

the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

Previously, when you first came to Portugal, you would have experienced the honeymoon period, because you also came to Portugal very early, and after joining the workforce, you could already adapt to life in Portugal.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

I also experienced culture shock, but I quickly adjusted to it, because I also embraced the society and accepted the world with a more tolerant mindset.

I was a luxury goods salesman, and there were more Chinese customers in the shop, because many Chinese tourists would come to Portugal to buy some luxury jewellery, and my boss would arrange for me to receive the Chinese tourists, because at that time, sales were also linked to performance, and the better the sales performance, the more bonuses I got, but a lot of my Portuguese colleagues did not like it, and they thought that why did they only receive the Chinese customers, but because the Chinese customers did not know Portuguese, and my colleagues did not know Chinese. But because the Chinese guests did not understand Portuguese and my colleagues did not understand Chinese, so they did not have the advantage of receiving Chinese guests, there is no way to communicate, so colleagues and I also have conflicts because of the problem of work arrangements, but this conflict is not caused by me, but later they also slowly understand.

I am relatively adapted to other aspects, but I really can't adapt to the work efficiency in Portugal, for example, when I go to the government or other departments to do business, sometimes I need to wait for a few hours or a few days, and I have to make an appointment and so on, which is too inefficient, and in the waiting time, I feel that my time has been wasted.

For the work assigned by the company, I may be the fastest to finish it, but many of my Portuguese colleagues will finish it only before the end of the workday, and sometimes we all need to co-operate with each other in our work, so you need to wait for them to finish it before you can proceed to the next process, which will also delay my time.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I think the working atmosphere in our company is relatively relaxed, except with the boss there will be a power distance between the upper and lower levels, with colleagues will help each other, our company's Portuguese colleagues are not really hardworking, but they will cooperate when I need it, even if I call them now during off-duty hours, they will pick up the phone and won't refuse. I joke around a lot with my colleagues and we have a good personal relationship, we often have coffee and meals together, I think I'm integrating pretty well in the workplace.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: in Portugal there is also a power distance, much like in China, but they also give their different opinions, and their behaviour like this doesn't mean that they don't respect their managers, but they will have the culture to express themselves like this.

Individualism vs. Collectivism: In our shop, the Portuguese are more collectivist, maybe we are different from other companies, our sales performance also directly affects other people, for example, if my performance is good, my colleague will also enjoy the profit distribution, so we do things a bit more collectivist. Our company's sales system is also more collectivist, for example, if I sell 1,000 euros, my sales commission is 100 euros, and my other colleagues may share a few dozen euros of commission, so that we do not compete with each other, and are more relatively co-operative.

Uncertainty avoidance: Portuguese people are also flexible, maybe my colleagues are not the same as others, because we are in luxury sales, many times we need flexibility and skills to complete the sales task and make the customers satisfied.

Masculinity vs Femininity: My Portuguese colleagues are more inclined to masculinity, our company recruits Portuguese colleagues who are very capable and individualistic, they are not the same as ordinary Portuguese, many of them are PhDs and Masters, so they are more competitive and persistent in their work.

Long-term orientation vs. short-term orientation: the Portuguese should not have too long-term plans and goals, for the annual sales performance, the company boss will give more bonuses, but this thing is not written in the contract, the Portuguese people are more important to the sales bonuses every month, for the end of the year bonuses and incentives they are not very interested in.

Indulgence vs. constraints: Portuguese people have both constraints and indulgences, I think they can still be strict in their work, but in their life and leisure time, they can be very open and enjoy life.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

I think the Portuguese don't have as much of a concept of family as China does, so maybe they'll be more focused on their children.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

First of all, learn Portuguese well and don't always have prejudices, of course the quality of many of the Portuguese underclass will be poorer, but many Portuguese people are still very friendly, and we can't look at other cultures differently, different cultures exist for their own reasons, and we don't want to define other cultures and people according to our own ideas.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I am a Christian and I think that faith has an impact on adjustment but not much. Many of my colleagues are Catholics and Hindus, and we respect each other, but we don't talk too much about religion.

Attending a Portuguese-Chinese church can be very helpful in adapting to the Chinese community.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?

Did you come across something that made you rethink or change?

My biggest growth has been firstly improving my Portuguese very well, but also being more open minded to accept and enjoy different cultures and different people, and also summing up a lot of coping strategies.

Interview Content

Name Code: P8

Part One: Personal Information

1. Gender: Male

2. Age: 24

3. Highest qualification: Bachelor

4. Marital status: Single

5. Your current job position: Assistant Manager, Finance.

6. How long have you been working in Portugal? 4 years

7. Apart from your mother tongue, what other language(s) do you master? Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

There are definitely a lot of cultural differences, starting with the language, and Portuguese wasn't very good when I first arrived. Portuguese people like to go on holiday, while Chinese people devote more time to work and family. The divorce rate in Portugal seems to be quite high, and there is also the fact that people fall in love with each other but don't get married, which is not quite the same as the situation in China.

What specific impacts do these cultural differences have on your work and life? Please give an example.

The pace of work and life here is relatively slow compared to China, and the efficiency is very low. At first, I was not quite used to it, my character is also more anxious, so I'm not used to the slow, but slowly adjust myself to get used to it. For example, I have a Portuguese colleague who needs to finish his own work before I can proceed to the next step, but he is always dragging his feet, which also affects my work.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

There is going through the honeymoon period and do get more positive and enthusiastic about unfamiliar people or situations. Having just joined the workforce, I also try to improve myself and still go home at night to study or improve myself. My colleagues and supervisors are also very nice to me and they often help me in my work, which also makes me have a very comfortable environment and adapt faster.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

In the work actually did not feel very obvious culture shock, we are very united and co-operative within the department, but in the company there are a lot of problems between the departments, our bank will have a very good working system, everyone is very clear about what they should do, but very often we need to cooperate with each other. Sometimes other departments will put the problems to our department, in fact, it is their own did not take seriously or procrastination caused by the time, then our head of department will also be justified, will not be tolerated. I think I've adapted well at work, but I don't have a lot of Portuguese friends in my life, so it may not be easy to develop a deeper friendship with them, but of course they are very polite and friendly to strangers, which is a little bit different from the Chinese, who are wary of strangers or environments and don't show too much warmth, but once they are familiar with them, they will be very enthusiastic.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I feel that I am fairly integrated at work, and I am friendly with my colleagues. But in life I don't think I'm particularly integrated, I don't have much contact and interaction with Portuguese people, although I had Portuguese classmates in university, I didn't become friends with them, maybe they are more willing to play with Portuguese people, my character is not very outgoing, I don't take the initiative to contact them either. I may just say hello to my Portuguese neighbours once in a while, I don't have any Portuguese friends, and I still have more contact with Chinese people in my life.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power Distance: There is also power distance in Portugal, but my supervisor is very caring and takes care of me and helps me with whatever problems I have if I ask her. This makes me feel that although there is a power distance between the hierarchy, it makes me feel more equal and open. When we are in a meeting, if the supervisor is right everyone will obey, but if the Portuguese feel that the supervisor is not right or the arrangement is not reasonable, they will disagree.

Individualism vs. Collectivism: Portuguese people are very individualistic, and it shows in their work. I think Portuguese people will express their different opinions for their own interests, as long as it involves their personal interests, while Chinese people will sometimes be patient and silent. Of course our department is relatively collectivist, maybe our supervisor is very nice and we are willing to co-operate and help each other.

Uncertainty avoidance: For us in the banking sector, we have very clear rules and regulations, and we all work according to the rules, not so much when it comes to the need for flexibility. Portuguese people are also flexible. Maybe my colleague is not the same as others, because we are in luxury sales, and very

often we need flexibility and skills in order to complete the sale and to satisfy the client.

Masculinity vs Feminism: I think it's ok, maybe a bit more on the feminist side. We don't have much competition in the bank either, we all do our own thing, and a lot of the positions are expatriated from China, and there is no relationship with the local positions. So in terms of work and life, maybe Portuguese people are a bit more feminist.

Long-term orientation vs. short-term orientation: the Portuguese should not have too long-term plans and goals, for the annual sales performance, the company owner will give more bonuses, but this thing is not written in the contract, the Portuguese people are more important to the sales bonuses every month, for the end of the year bonuses and incentives they are not very interested.

Indulgence VS Restraint: Portuguese people are more hedonistic, my colleague on holiday life if I have something to ask him, he will be willing to help, and will not refuse or angry.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Compared to other Portuguese governments or departments, our bank is still quite efficient, which is probably similar to Chinese companies, and the Portuguese have adapted to the culture of Chinese companies. Portuguese people also work overtime, not that they always leave after work, they are willing to work overtime if there is a need or something urgent, which is very similar to Chinese people.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

If you speak Portuguese at work, your Portuguese colleagues will also be happy and more willing to communicate with you, so it is important to learn Portuguese. It's also important to be able to think differently and to have a good work life balance.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I am a Christian, and I think it still had a big impact on my adaptation in Portugal. My dad and I are both golden immigrants, and we didn't know anything when we first came over here, but we attended the

Chinese church, and the church helped us a lot, and provided us with a lot of useful information, which helped us new immigrants to adapt more quickly.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?

Did you come across something that made you rethink or change?

The biggest growth in my work is that I have a lot of business knowledge, got along with Portuguese supervisors and colleagues, and improved my language. In my life, I also gradually identify with the Portuguese way of life, in fact, this kind of life also makes me very comfortable and enjoy it.

Interview Content

Name Code: P9

Part One: Personal Information

1. Gender: Male

2. Age: 25

3. Highest qualification: Master

4. Marital status: Single

5. Your current job position: Data analyst, Finance.

6. How long have you been working in Portugal? 3 years

7. Apart from your mother tongue, what other language(s) do you master? English and Basic Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

There are differences, work: and China's working environment is not the same, from the work attitude of this side of the more free some, do not want to domestic competition is so fierce, often to assess your KPIs, this side of the work can be normal off work, the domestic to often overtime. I also asked the young people in Portugal about their future plans, and they all said they didn't think too much about these plans.

What specific impacts do these cultural differences have on your work and life? Please give an example.

There are still differences in the workplace, but everyone can respect and co-operate with each other, and the working environment is still very relaxed and enjoyable.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

Have experienced the honeymoon period, although before I came to understand the situation and culture of Portugal, but the real work and life in Portugal is still different, the Portuguese people are very inclusive, and also willing to take the initiative to introduce me to their culture and food, which has a great impact on the honeymoon period with me, I feel that the people here are still very friendly and enthusiastic. I also like the slower pace here.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

Culture shock for me should not be in the end to this extent, in the work of life in the face of the differences are there, but not to the serious degree of culture shock, a friend of mine in the U.S. company, the atmosphere of their company is results-oriented, the management will be very impolite to speak very directly, but in our company, most of the Portuguese, we do things or very much care for each other and speak more euphemistically! I was very happy to meet my Portuguese colleagues at lunch.

When I went to lunch with my Portuguese colleagues, although they spoke a few words of English at the beginning, they used Portuguese to communicate with each other when they spoke happily, and didn't take care of other non-Portuguese-speaking colleagues, so I might have a gap in my mind, and I felt that I couldn't be fully integrated into the culture yet.

This cultural gap will always exist, not only after the honeymoon period, but also in the work life.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I don't feel like I really fit in, I'm probably just more familiar with it. I'm comfortable with the food and have my own favourite cuisines. What I don't really fit in with is the history and culture, which I've had less exposure to, so I don't really know much about it yet. I also go to the museums in Lisbon to visit, also like to learn more about the culture of this country, for example, the politics is also completely ignorant, perhaps the real integration also need to understand the whole situation. I still have Portuguese colleagues and friends, I go to dinner and bars every week, and I get along with my Portuguese friends quite well.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power Distance: The power distance in my company is not very obvious, my supervisor is very approachable, he comes in every morning and greets everyone in the department and offers to help. In China, it's considered disrespectful to report to a higher level, but here it's not a problem. In meetings, people are more direct in what they say, they are not afraid to speak up just because you are in charge, instead they will take the initiative to express their views, which is not a matter of disrespect. Managers also ask other people what they think, and there can be disagreements and arguments, but not about things.

Individualism VS Collectivism: Portugal sometimes gives me the feeling like collectivism, because we do things fast or slow, good or bad, etc. are the same, the salary is the same, the system does not differentiate between the Ken obvious, so many people will not be too active to do things, which also produces everyone is more individualistic, do not think too much about the interests of the collective.

Uncertainty avoidance: banking and finance industry has a very perfect system and system, not too often flexible and innovative, everyone is in accordance with the requirements of the work, and sometimes try some flexible way, but there will also be people who put forward this potential risk is relatively large, so everyone is in accordance with the rules and regulations of the work. They'll face the risks when there are risks.

Masculinity vs Feminism: Portugal may be half and half masculinity and feminism, in the work, Portugal's senior leadership will also be very ambitious and persistent, but in life they are also very gentle and kind, focus on quality of life.

Long-term vs. short-term orientated: the Portuguese are not supposed to have long-term plans and goals, they live in the moment and they are very focused on their traditions and customs.

Indulgent vs. restrained: many times I am more productive, I prioritise work and then entertainment, and many of my colleagues are curious as to how we can do it so fast, what are my methods, etc. The Portuguese will procrastinate and may work while entertaining. Most Portuguese are more indulgent, they focus more on personal leisure time and enjoying their holidays.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Maybe the view on marriage is similar, many Portuguese people also say they want to develop their career first and then have a certain financial base before getting married, which is very similar to China. Another similarity is that everyone complains about low wages.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

You can come over and live after your wealth is free, but don't come over if it's for career advancement, the wages over here really aren't that high. As long as you have a good grasp of English, you can adapt well too, probably knowing English will make you integrate 50%, of course knowing Portuguese will adapt better and faster and integrate better.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think

religious belief helps or hinders cross-cultural adaptation? Why?

I'm not a Christian, and I think that faith is helpful in adapting because the history and culture of this country involves religious beliefs as well, so having faith will also lead to a better understanding of the country's history and culture.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?

Did you come across something that made you rethink or change?

My biggest growth has been the improvement of English as a working language. Working and living in a multicultural environment has also improved my ability to adapt.

Interview Content

Name Code: P10

Part One: Personal Information

1. Gender: Male

2. Age: 25

3. Highest qualification: Master

4. Marital status: Single

5. Your current job position: Sales Manager, Light Industry.

6. How long have you been working in Portugal? 3 years

7. Apart from your mother tongue, what other language(s) do you master? English and Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

There is a difference, work-wise Portugal is slow to work efficiently. May often be late and unpunctual. Life is also richer. This side is more monotonous but everyone has a good time.

What specific impacts do these cultural differences have on your work and life? Please give an example.

In China there is a lot of competition within the company and everyone is under pressure, over here it's relatively more relaxed and Portugal is very quality of life orientated. For me, there are pros and cons,

although I also focus on quality of life, I also focus on career development and hope to have a better job development and a good income. The pace in China allows you to grow fast and learn more, and here you have a lot of spare time, which allows you to develop a lot of personal interests.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

I don't know if this is a honeymoon period, in fact, I still have great expectations for the work, and also did a lot of preparation on my own, but after the work, I found that the work is very simple, and there is no pressure, a lot of free time I don't know what to do, I would like to work more to enrich and enrich myself, and I also reflected with my boss, maybe they are not well-prepared in the management of interns or their culture is just like this. At first I was really positive and proactive too.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

Portuguese people would have a clear division between work and life, but I would want to work to improve myself, I would be more influenced by the competitive implosion culture in China, and jobs over here don't quite meet my needs, I don't feel like I'm learning, and of course the pay is not very good. Maybe this is where I feel conflicted.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I don't think I'm really integrated, but if I want to, I'll be integrated very quickly. In fact, I don't think there's any problem with living in Portugal, and it's very comfortable here, but from a working point of

view, I don't think it's very suitable for young people to develop here, it's too comfortable, and there's not a lot of competition and pressure, so young people can't learn anything in this kind of environment. So if I have the chance, I will choose to go to other countries or go back to China.

I have a lot of friends from other countries, but very few real Portuguese friends. I have a lot of friends from other countries, but I have very few real Portuguese friends. I'm kind of integrated in terms of habits and food. Drinking coffee is also an integration.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: I think different Portuguese manage differently, my ex-boss was a very serious person, he wouldn't be very welcoming, he wouldn't be your friend, he was a managerial role. The current boss is much more friendly and welcoming and also offers to help other people, there would be no noticeable feeling of power distance.

Individualism vs. collectivism: This also varies from person to person. Senior managers in Portuguese companies may be more collectivist, they have been working in the company for more than ten years, and will think more about the interests of the company as a whole, but if it's an ordinary staff member, he or she may think more about personal interests.

Uncertainty avoidance: Portuguese people also look at the industry and personal, overall comparison of Portugal will be more rigid, no matter how urgent, they may still be in accordance with the usual way to deal with the process, and did not give the expedited processing. They themselves will also take the initiative to take responsibility if they do something wrong.

Masculinity vs Feminism: Portugal is more feminist, balancing work life, after work is not allowed to disturb them, and I will not do so, even if there are bosses looking for me after work, they will feel sorry for disturbing me.

Long term orientated vs short term orientated: good Portuguese people still have long term goals and career plans, but most Portuguese people don't have too long term plans and goals, they live in the moment. Portuguese people also care a lot about face and relationships. They prefer a stable life and

don't really like adventure or uncertainty.

Indulgence vs Restraint: It seems like overall western culture they are more focused on personal leisure time and enjoying their holidays.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Portuguese people are also very family orientated and traditional, which is more similar to China and has helped me to integrate into the Portuguese environment.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

I probably won't be in Portugal for too long either, I've always felt that it's not a good place for young people, if you're very demanding and long term in your career you need to think before you come to Portugal, if it's just to live for a holiday or to retire, then Portugal is a great place to be.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I'm not a Christian, and I think the Catholic faith is helpful in adapting in a way that other faiths shouldn't be.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal? Did you come across something that made you rethink or change?

My greatest growth has been in honing my language skills and developing independent living skills. Awareness and understanding of different cultures. It takes real life to experience more of another country's culture.

Interview Content

Name Code: P11

Part One: Personal Information

1. Gender: Male

2. Age: 28

3. Highest qualification: PhD candidate

4. Marital status: Single

5. Your current job position: Student, Education.

6. How long have you been working in Portugal? 3 years

7. Apart from your mother tongue, what other language(s) do you master? English and Basic Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

There are differences, the most obvious being that the Portuguese are relatively closed in their relationships and are less likely to form deep friendships. In China, people are relatively close in a group. For example, in an office in China, we often have reunions and dinners together, but in our office, our mentor did not bring us to a dinner or a reunion once.

What specific impacts do these cultural differences have on your work and life? Please give an example.

In China people would be more polite and friendly, but in our office, the Portuguese bosses or colleagues if there is a problem they would express their unhappiness or criticism directly, without being subtle and taking care of other people's emotions.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

I will go through the honeymoon period, and I will have a positive and optimistic mindset towards the unfamiliar environment around me when I first arrived in Portugal. I hope that I can adapt to the environment here more quickly. When I first arrived in Portugal, my bosses and colleagues around me are quite friendly and willing to help me if I have any questions. The Brazilians are more enthusiastic than the Portuguese. The honeymoon period lasted about 3 months.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

I have experienced culture clash, I feel isolated when I go out with my office mates, their English is not very good and they communicate in Portuguese a lot of the time, so it's very awkward for me to be next to them and I don't understand what they are trying to do or discuss. I am also not used to their entertainment style, they like to buy a few bottles of wine and have fun outdoors on the grass, but I prefer to call a few friends to have fun at home, cook together and drink and chat.

My boss's rigorous attitude towards his work made me feel that he was very serious. We usually had some reports that didn't need to be published, and I copied a lot of content from other academic journals, which made my boss very angry, and he felt that I was plagiarising, but I felt that it was just an ordinary report, not my academic paper.

The culture clash was after the honeymoon period.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I feel partly integrated, the work life balance is something I agree with, I also like the fact that work and life can be separated, not like in China where people sacrifice their personal time for work. Climate and food I also consider integration, interpersonal relations I did not establish friendship with them, I think I can not enter the circle of the Portuguese, life in many cases I still deal with the Chinese more. I can't get into the circle of Portuguese people, I still deal with Chinese people more often. I can't get into the entertainment of Portuguese people easily, they like to go to the bar or bouncing, I have been there, but I think it's very boring. I have been to bars and discos, but I find it very boring. I have adapted to the way I communicate with my bosses at work, and I understand their requirements and do what they ask me to do.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power distance: for our institute, my mentor's power cannot be challenged and we have to do what he wants.

Individualism vs. Collectivism: Portuguese are more individualistic, they value their personal interests and are less likely to focus on collective interests.

Uncertainty avoidance: the Portuguese are too rigid to be flexible. In the process of writing an essay, you must follow the teacher's requirements, in fact, I have my own ideas, do not need to go round in circles to prove it, you can use a more flexible way.

Masculinity vs Femininity: For our office the Portuguese are more masculine, they will not take special care of you and sympathise with you just because you are a foreigner, on the contrary they may be more strict. If the majority of Portuguese people are more feminist, they are still very tolerant and friendly.

Long term orientation vs short term orientation: the Portuguese are more short term orientated and look to the past, they often mention how glorious their history has been.

Indulgent vs Restrained: Portugal is the country of indulgence, they are more focused on personal leisure and recreation.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

Portuguese people are just as smart as Chinese people, and sometimes they are more interested in the small benefits in front of them. They also value family and have a great sense of family responsibility.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

Language is very important, you must learn Portuguese well, participate in Portuguese activities and learn more about the local culture, and have a rigorous attitude at work, but also pay more attention to their own way of communication, do not think in accordance with the Chinese mindset to think about the problem.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I don't have a faith, but I think faith helps in adapting, this country is practising Catholicism, and if one is Catholic surely one has a deeper understanding and knowledge of the country as a whole.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal? Did you come across something that made you rethink or change?

My biggest growth has been to play by the rules, to respect their way of doing things, and many times we do have a lot of more innovative ideas, but also to listen more to my bosses, and a lot of times what they say is correct and instructive.

Interview Content

Name Code: P12

Part One: Personal Information

1. Gender: Male

2. Age: 38

3. Highest qualification: Under-graduate

4. Marital status: Married

5. Your current job position: Manager, Business & Trade.

6. How long have you been working in Portugal? 5 years

7. Apart from your mother tongue, what other language(s) do you master? English and Portuguese

8. Do you have any experience of cross-cultural management before this? No

- (if yes), how long was it?

Part Two: Cross-Cultural Adaptation and Management

1. Cultural Difference Perception

Did you experience and feel the differences between Chinese and Portuguese cultures when you were working and living in Portugal? Please give an example.

Portuguese people pay more attention to etiquette, traditional culture and festivals. Portugal treats work very seriously, as long as the job is stable, they are generally less likely to change jobs, and do not have too high occupational requirements.

What specific impacts do these cultural differences have on your work and life? Please give an example.

When I first came to Portugal, I didn't quite agree with their work philosophy, and felt that I should have more pursuits and goals in my work, and that I should actively strive for jobs with better career development. Their sense of self-protection is relatively high, they know how to protect themselves better than the Chinese, they know how to get along with other people, they know the boundaries, they will not interfere with other people's privacy, they will only go to help you with their consent, compared to the Chinese people who often go to help others out of zeal or good intentions according to their own ideas, regardless of whether they need it or not. I prefer the sense of boundaries of the grape people, and of course, I am very impressed with how friendly and warm they are to strangers.

2. Cross-Cultural Adaptation Process

How did you feel about the cultural differences when you first arrived in Portugal? Have you experienced the so-called "honeymoon period"? During this stage, do you have any unique experience? Please give an example.

I will go through the honeymoon period, when I first came to Portugal, I will often observe the people and things around me, because I don't know, so I will be very careful, but I told myself that I have to be positive and brave to face the unfamiliar people and the environment, so my attitude is really like the honeymoon period is very interested in and very enthusiastic to build relationships with other people, I also like to chat with the Portuguese people, and they will talk to you a lot, when I like to go to a place, ask for directions, the Portuguese people will be very enthusiastic to take me to that place. When I ask for directions to a place, Portuguese people are very enthusiastic to take me to that place. When I first came here, I was very active in learning Portuguese. The honeymoon period lasted about 5 months.

3. Cross-cultural shock process

Did you encounter any culture shocks and setbacks in your life after arriving in Portugal? Please give an example. How did you deal with these challenges? Finally, in your experience, has this culture shock occurred after the honeymoon period? Or is there any chronological order between culture shock and the honeymoon period?

I have experienced culture clash, some Portuguese people may think that I am cold and have a problem with me, but actually I don't have any problem with them mentally, maybe Chinese people are wary of strangers at the beginning, unlike Portuguese people who are so warm and welcoming. Maybe it's the cultural difference that leads to such misunderstanding.

What I can't accept about Portuguese culture is that they are too enthusiastic, always greetings, maybe

Chinese people relatively don't have so many greetings and habits, I don't think it's bad, maybe I haven't adapted myself yet, that's the habit of Portuguese people, and it doesn't mean that he cares about you so much.

There are also Portuguese people who do not know how to adapt, or they are not willing to adapt, for example, in the shop this item is displayed on the display case, but there may be a period of time there will be newer items need to replace this item, but they will not have such a sense, or the boss you tell me how to do what I do, will not be changed at all or have more thought. If you look at my experience when I came to Portugal, I went through the honeymoon period and then I went through the culture clash period.

4. Cross-Cultural Integration

Do you feel like you have integrated into Portuguese culture? If yes, how long did you start to assimilate into Portuguese culture after arriving in Portugal? Are there specific experiences or events that made you feel more accepting of the local culture?

What aspects of your Portuguese acculturation do you feel were successful?

I can't say I'm fully integrated, if I say I'm 100% integrated, I can only say I'm about 50% or 60% integrated, and this integration is gradual over time, I feel like I've been integrated after more than 1 year, and now I'm integrating a little bit faster, the more you're in contact with the Portuguese, the faster you'll be integrated. I'm particularly comfortable with the Portuguese food and love the weather.

5. Cultural Difference Management

According to Hofstede's cultural dimension, it is generally believed that cultural differences can be reflected in 6 aspects (see appendix). What do you think are the main differences between Chinese and Portuguese cultures? How do these differences manifest in the work environment? How do you deal with and manage these cultural differences? Is there some specific strategy or approach?

Power Distance: Portuguese people will respect their superiors at work, but not as seriously as in China, they can also disagree with their superiors and refute them. After work they will feel that everyone is equal and will not be as deferential to their leaders as the Chinese are at all times. Portugal's coffee culture is to the afternoon coffee time, the Portuguese will put the hands of the work put down outside to drink a coffee, whether or not there is an urgent need to deal with the work, and as a manager has no right to interfere with them to drink coffee.

Individualism vs. Collectivism: The Portuguese often emphasise the importance of the individual's presence, but they are also very collectivist, and their sense of national culture is also very strong. But for the Portuguese amongst themselves, they are all the same, so they don't feel individualistic. The Portuguese value the collective good, but only if it doesn't harm me personally.

Uncertainty Avoidance: Portuguese people are risk averse and not very flexible, they will not like to work with unknown results, instead they will prefer stable and not very challenging work.

Masculinity vs Feminism: Portuguese people are more feminist, more tolerant and softer.

Long-term orientated vs short-term orientated: Portuguese people are very traditional, facetious, don't like challenges and prefer stable jobs and life.

Indulgent vs Restrained: Portugal is indulgent country, they are more focused on personal leisure and recreation, which can be seen in the drinking culture.

6. Similarities Between Cultures

According to Hofstede's cultural dimension, do you find some similarities between Portuguese culture and Chinese culture? Did these similarities help you understand and fit in during the adaptation process?

The Portuguese also value the concept of family as much as the Chinese do. Adults in Portugal also live independently on their own, and will definitely go home to visit their parents on weekends. Portugal may not be a rich country, but children still live with their parents after the age of 18, unlike in other European countries. Parents also help their children to take care of their children.

7. Suggestions for cross-cultural adaptation

Based on your experience in Portugal, what advice do you have for people who may be expatriate to Portugal or other culturally different countries in the future?

The first thing to do is to learn Portuguese, you don't get comprehensive information if you only speak English. The Portuguese have stereotypes about people who don't speak Portuguese, and you will encounter this in government departments or other business places, if you don't speak Portuguese, you can sometimes do things, but not necessarily you will understand all the information, or sometimes older Portuguese people won't speak English with you.

Religion: If you don't mind, are you religious? Based on your experience and observation, do you think religious belief helps or hinders cross-cultural adaptation? Why?

I don't have a faith, I think faith helps in adapting, there aren't too many Catholics in China, Portugal is Catholic, and if one is Catholic surely one has a deeper understanding and knowledge of the country as a whole.

8. Personal Growth and Gains

What has been the greatest aspect of your personal growth during your work experience in Portugal?
Did you come across something that made you rethink or change?

My biggest growth is the Portuguese language has been greatly improved, which is very helpful for my work and life in Portugal, I have also changed jobs several times, knowing Portuguese is very advantageous. I also decided that I will stay in Portugal, although I can't say that I like all aspects of it, but I think this side compared to China is more free, in China there is a lot of pressure at work, but in this side will be very free, and I have learnt the Portuguese way of life, and I'm not impatient, I learnt to slow down a little bit.