

LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	LEONG CHEN KUAN	Student ID number:	2430004
Programme:	DBA		
Module:	Advancing to Doctoral Research Stage		
Module code:	HKBM7022	Contribution to Overall Module Assessment (%):	60%
Lecturer:	Prof Peter Fong	Internal Verifier:	Dr Andrew Chan
Assignment Title:	Assessment 1 - Portfolio	Word count (or equivalent):	4,500 words (+/-10%)
Submission deadline:	14 April 2025	Return date of provisional marks & written feedback:	14 May 2025 (Tentative)
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Work which is submitted up to 1 week late will be capped at 50% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.		
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AN EVALUATION ON MY RESEARCH PROPOSAL

**A RESEARCH ON
MALAYSIAN EXPATRIATES IN HONG KONG**

Advancing to Doctorate Research Stage
HKBM7022

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APRIL 14, 2025

Total word count: 5374 words
Net word count (UWTSD requirements): 4504 words

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ABSTRACT

This paper critically evaluates the experiences of Malaysian expatriates in Hong Kong, focusing on the challenges, strategies, and effectiveness of their management practices. The study aims to bridge a gap in existing literature by examining the unique experiences of Malaysian professionals in a multicultural environment. While the research highlights strengths such as addressing relevant and emerging issues, its unique focus, and the personal and professional insights of the researcher; it also acknowledges several weaknesses and limitations. These include lack of novelty, potential bias, sampling issues, inadequate literature reviews, narrow scope, and time constraints. To enhance the study's validity and impact, alternative approaches such as refining the research topic, incorporating emerging trends, and using mixed methods are suggested. By addressing these weaknesses and exploring new avenues, the research could provide more comprehensive insights towards the existing literature and practical recommendations for management practices.

RESEARCH SUMMARY

This research proposal investigates the experiences of Malaysian expatriates in Hong Kong. The study aims to bridge a gap in existing literature by specifically examining the challenges, strategies, and effectiveness of Malaysian professionals working in Hong Kong's dynamic business landscape.

RESEARCH TITLE

A Study on How Malaysian Expatriates Navigate Cultural Differences and Utilize Their Management Styles in Hong Kong.

RESEARCH AIM AND OBJECTIVES

The primary aim of this research is to fill a gap in the current understanding of the specific experiences encountered by Malaysian expatriates in Hong Kong.

The research objective is to examine the management styles and practices employed by Malaysian expatriates in Hong Kong. The research focuses on:

- To identify and analyze the challenges they face in adapting to the distinct business culture of Hong Kong.
- To understand the strategies they implement and the management practices they utilize in a multicultural environment.

EMERGING CONTEXT: MALAYSIAN EXPATRIATES IN HONG KONG

Hong Kong's business environment, characterized by its fast-paced nature and intense competition, has long attracted expatriates from around the business world (World

Business Culture, 2019). Historically, the city's unique blend of Eastern and Western cultures presents both opportunities and challenges for those working within this vicinity (3E Accounting Firm, 2024). As of 2024, over 15,000 Malaysian professionals have established a presence in Hong Kong, contributing to the city's diverse workforce (Malaysia, 2025). Recognizing this growing demographic, the Hong Kong government has expressed intentions to recruit even more talent from Malaysia, further highlighting the importance of understanding their working experiences in the city (Fung, 2024).

RESEARCH MOTIVATION

The motivation for this research stems from the researcher's 19 years in Hong Kong as a Malaysian expatriate. This personal experience has led to the belief that the primary challenges are not necessarily related to technical skills or business acumen. Instead, the true difficulties lie in navigating cultural differences, including language barriers, interpersonal interactions, adaptability, and openness to local customs (Zainol et al., 2014). For example, Malaysians often speak English and Cantonese with a unique accent and frequently mix multiple languages within a single sentence (Chan, 2024).

LITERATURE REVIEW

The research incorporates key theories and models from the field of cross-cultural management to provide a theoretical framework for understanding interactions in multicultural environments. These include:

- **Hofstede's Cultural Dimensions Theory** – This theory provides a framework for understanding cultural differences across nations based on dimensions such as power distance, long-term vs. short-term orientation, etc. (Hofstede, 2002, 2011; Hofstede et al., 2010).

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- **Cultural Differences Model** – This model offers another perspective on cultural differences, focusing on dimensions such as universalism vs. particularism, individualism vs. communitarianism, etc. (Trompenaars & Hampden-Turner, 2011).

Additional aspects reviewed in the literature include expatriate challenges, conflict management approaches, social adaptation strategies, work-life balance issues, and the effectiveness of training and communication programs.

The literature review also highlights key differences between Malaysian and Hong Kong cultures, as well as different management styles. For example, Malaysian management styles blend traditional and modern approaches influenced by Malay, Chinese, and Indian customs, while Hong Kong styles are characterized by Eastern, Western local customers, emphasizing formality and respect for hierarchy (3E Accounting Firm, 2024; Kennedy, 2002; Schmillen & Testaverde, 2020).

KEY RESEARCH QUESTIONS

This research seeks to answer the following key questions:

1. What specific challenges do Malaysian expatriates face in adapting to Hong Kong's business culture?
2. How effective are the management practices employed by Malaysian expatriates in a multicultural environment in Hong Kong?
3. What strategies do Malaysian expatriates utilize to overcome cross-cultural barriers in their workplaces?
4. What management styles are most employed by Malaysian expatriates working in Hong Kong?

PROPOSED METHODOLOGY

The research will adopt a qualitative approach, allowing for an in-depth exploration of the experiences and perceptions of Malaysians living in Hong Kong. A purposive sampling method will be used to select approximately 30 participants from various industries, including finance, IT, manufacturing, and relevant service sectors. Participants will be Malaysian expatriates with at least one year of working in Hong Kong. Data will be collected through semi-structured interviews, each lasting around 2 to 3 hours. A pilot study will be conducted with 3-5 participants to refine the interview process and data collection quality.

EXPECTED OUTCOMES

The expected outcomes of this research include:

- Insights into the effectiveness of different management styles employed by Malaysian expatriates in Hong Kong, as compared to local practices.
- Recommendations for enhancing cross-cultural training programs to support the expatriates' adjustment processes.
- Empirical evidence regarding the specific challenges by Malaysian professionals, a context that has been underexplored so far.

AN EVALUATION ON STRENGTHS, WEAKNESSES AND LIMITATIONS

This section investigates this proposal's inherent strengths, potential weaknesses, and unavoidable limitations. This evaluation is crucial for understanding the study's potential impact and identifying areas for improvement.

STRENGTHS

A well-designed research assignment possesses inherent strengths that can contribute to its credibility and significance. In this section, the researcher has identified several potential strengths that can be expanded upon:

- **Relevant and Emerging issues** – The research topic is highly relevant and there are emerging issues surrounding cross-cultural management in Hong Kong. For instance, the city has an evolving strategic position in a shifting global landscape, particularly during the current global bi-polar shift. There's a paradigm shift in Hong Kong's expatriate landscape, the traditional Westerners are shifting away from Hong Kong due to the 2019 political changes (Chan et al., 2022; Chan, 2024). Whereas the Hong Kong Government is trying to fill this gap by attracting new talents from China and other Asian countries, particularly Malaysians (Fung, 2024; Tai, 2024).

Hong Kong's proximity to China and the establishment of Greater Bay area in 2019 makes it an attractive destination for expatriates seeking a career and business ventures (CMAB, 2023). Understanding the experiences of existing Malaysian professionals in this changing environment is crucial for businesses, policymakers, and individuals alike. This research can shed light on how these geopolitical dynamics are shaping the experiences of Malaysian expatriates and their new perceptions of Hong Kong as a desirable place to live and work.

- **Unique Focus** – The researcher's specific attention to Malaysian expatriates in Hong Kong can contribute to a significant strength. This is because the existing studies on cross-cultural expatriate experiences are often in a more general context, treating all foreigners as a homogenous group (Adams & Van de Vijver, 2015). Let's bear in mind that individuals have different characteristics that are not identical or similar, such as upbringing, education background, languages, etc.

By focusing on a specific nationality within a particular context, this research can potentially uncover differences and new culturally specific management styles that would otherwise be missed by existing literatures. The cultural background, languages, and professional experiences of Malaysians may significantly differ from those of expatriates from the homogeneous group. This research can investigate these differences, contributing potential new insights to cross-cultural literatures and providing practical guidance for organizations and policymakers.

- **Personal and Professional Insight** – The researcher with 19 years of extensive experience living and working in Hong Kong brings a valuable perspective to the study. This insider knowledge can facilitate access to participants, enhance the researcher's understanding of the cultural context, and provide a deeper interpretation of the findings.

The researcher's familiarity with the local environment, the challenges faced by expatriates, and the understanding of the Malaysian-Hong Kong cultural dynamic can contribute to a more insightful and impactful study. Having spent 19 years in the city, the researcher will have established networks, understands the local business etiquette, and is sensitive to the unspoken rules that govern social interactions.

WEAKNESSES

For every research project, there are unavoidable potential weaknesses that can compromise its project quality. The researcher recognizes these weaknesses, and it is essential to mitigate its impact and aim to improve on the quality for future research.

- **Lack of Novelty** – This topic of cross-cultural management has been extensively researched, raising concerns about the novelty of the proposed study. If the researcher does not offer a new perspective or significant contribution to the existing body of knowledge, this research value may be limited. To address this weakness, the researcher should identify a specific research gap or focus on a unique aspect of the expatriate experience that has not been adequately explored.

The researcher should focus on the specific challenges and opportunities presented by Hong Kong's evolving political and social landscape (Mushkat, 2023). Also, he could place emphasize on the impact of the global bi-polar economy on Malaysian expatriates (Lind, 2024). The goal is to identify a niche area within the broader field of cross-cultural management that offers the potential for new insights and contributions.

- **Potential Bias** – The researcher's personal experiences, while valuable, can also introduce bias into the study. His subjectivity can influence the research questions, data collection methods, and interpretation of findings. This is especially true when the researcher has a long history with the city and potentially strong opinions on the issues facing Malaysians.

It is crucial that he acknowledges and addresses this potential bias through rigorous data analysis techniques, such as triangulations and peer reviews, to ascertain the research's objectivity and credibility.

- **Sampling Issues** – The researcher's reliance on a purposive sampling method presents challenges to ensure a diverse and representative sample. Purposive sampling, while useful for targeting specific groups, inherently limits the cultural diversity of the participants. This means, the samples may not fully capture the broader experiences of Malaysians in Hong Kong. This limitation can affect the generalizability of the findings and may lead to skewed or incomplete conclusions.

To address this issue, his research should consider incorporating a mix of sampling methods. For instance, using snowball sampling method in conjunction with purposive sampling can help in reaching participants that would have otherwise been missed.

- **Inadequate Literature Reviews** – A comprehensive literature reviews are essential for establishing the theoretical framework, identifying research gaps, and contextualizing the findings. The researcher acknowledges that there's an inadequate review of relevant literatures, such as management styles, leadership theories, etc. The researcher should critically review the methodologies and findings of previous studies to identify gaps and areas for further research, such as:

1. Cross-cultural management theories, such as Trompenaars' cultural dilemmas (Hampden-Turner & Trompenaars, 2008).
2. Expatriate adjustment models, such as the U-curve model, the W-curve model (Berardo, 2012).
3. Different leadership styles in cross-cultural contexts (Dickson et al., 2003).

LIMITATIONS

Limitations are constraints or restrictions that affect the research process and the interpretation of findings. These unavoidable limitations are often beyond the researcher's control, and he should acknowledge it transparently.

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- **Narrow Scope** – Focusing solely on Malaysian expatriates in Hong Kong may be too narrow, limiting the generalizability of the findings. While the specificity of the research allows for an in-depth examination of a particular group, the study's conclusions may not be applicable to global expatriates or Malaysians working in other countries. This restricted scope can reduce the study's broader relevance and its potential to inform policies or practices beyond the specific case of Malaysian expatriates in Hong Kong.
- **Sample Size and Selection Bias** – The sample size may not be large enough to represent the broader population of Malaysian expatriates in Hong Kong. The existing small sample size can limit the statistical power of the study and reduce the reliability of the findings. The purposive sampling method, while useful for gaining in-depth insights, inherently limits cultural diversity and may lead to selection bias, as it only reflects the experiences of those willing to participate. To address these issues, this research proposal should aim for a larger and more representative sample size.
- **Limited Generalizability** – The study's focus on a specific Malaysian population in a single location means that the findings may not be generalizable to other contexts. The unique cultural, economic, and political environment of Hong Kong may influence the experiences of Malaysian expatriates in ways that are not applicable to other expatriate groups or locations. This limitation reduces the study's potential for informing policies or practices beyond the specific case of Malaysian expatriates in Hong Kong.
- **Time Constraints** – This research may face time limitations for conducting semi-structured interviews, translating conversations, and analyzing the qualitative data. These constraints can impact the depth and quality of the data collected, potentially affecting the reliability and validity of the findings. To mitigate these limitations, the researcher should carefully manage his time and resources, prioritize data collection efforts, and employ efficient data analysis techniques. Adequate time should be

allocated for transcription, translation, and coding of qualitative data to ensure the accuracy and completeness of the analysis.

- **Lack of Longitudinal Perspective** – This research focuses on experiences at a single point in time, and its failing to capture cross-cultural adjustments over the long term or the longer career span of expatriates. A longitudinal approach would provide more comprehensive insights into how expatriates adapt and evolve over time. By tracking the experiences of Malaysian expatriates over a longer period, researchers can gain a deeper understanding of the factors that contribute to successful expatriation and the challenges that expatriates face at different stages of their careers.
- **Limited Consideration of Circumstantial Factors** – This research proposal overlooks some larger contextual factors such as organizational culture, industry challenges, and macro-economic conditions. Current emerging issues such as Trump's second term, the bi-polar economy, and role of Artificial Intelligence technology on expatriate employability and business impact has not been addressed.

These factors can significantly influence expatriate experiences and should be considered to provide a more holistic understanding of the challenges faced by Malaysian expatriates in Hong Kong. Ignoring these broader influences can lead to an incomplete or skewed understanding of the expatriate experience. Future research should incorporate an analysis of these circumstantial factors to provide a more distinctive and comprehensive perspective.

TO CONSIDER ALTERNATIVE APPROACHS

Given the weaknesses and limitations above, exploring alternative research approaches is crucial for enhancing the validity, reliability, and overall impact of the study. This section discusses several alternative approaches that could be considered, incorporating the feedback and suggestions from Professor Fong and fellow classmates during my PowerPoint presentation.

TO REVISIT THE RESEARCH TOPIC

A revisit to my research topic is a fundamental step in improving this research's significance and relevance. This may involve incorporating emerging trends, addressing specific research gaps, or focusing on a particular aspect of the expatriate experience. The following are potential areas for revisiting my research topic.

- **Global Bi-Polar Economy and the Evolving Political and Social Landscape of Hong Kong** – Incorporating the following two impacts can add a new and timely dimension to the research on the experiences of Malaysian expatriates:
 1. global bi-polar economy between US and China (Lind, 2024).
 2. the evolving political and social landscape of Hong Kong since the enactment of National Law (Mushkat, 2023)

This could involve exploring how these factors influence career and business prospects, job satisfaction, overall well-being, and long-term plans for remaining in Hong Kong. The rise of China as a global economic and IT power and the increasing integration of Hong Kong with Greater Bay area are creating both opportunities and challenges for Malaysian expatriates.

My research could further examine how Malaysian expatriates are adapting to these changes, navigating new regulatory frameworks, and managing cultural differences. The shifting political climate in Hong Kong, with increased emphasis on national security and social stability, is also impacting the experiences of Malaysian expatriates. The research could explore how these political changes are affecting their perceptions of Hong Kong as a desirable place to live and work, and their willingness to invest in the city's future.

- **Job Satisfaction and Retention of Malaysian Expatriates** – Focusing on job satisfaction and retention of Malaysian expatriates can provide valuable insights for employers seeking to attract and retain talent in a competitive global market. This could involve investigating the factors that contribute to job satisfaction, such as compensation, work-life balance, career development opportunities, organizational culture, and the quality of relationships with colleagues and supervisors.

My research could also explore the reasons why Malaysian expatriates choose to leave Hong Kong, such as lack of career advancement opportunities, dissatisfaction with the work environment, family reasons, or concerns about the political and social climate. Understanding these factors is crucial for organizations seeking to create a positive and supportive work environment that attracts and retains top talent.

- **The Greater Bay Area Initiative, Opportunities and Challenges for Malaysian Entrepreneurs in Hong Kong** – Examining the opportunities and challenges presented by the Greater Bay Area Initiative for Malaysian entrepreneurs in Hong Kong can be a fruitful and highly relevant area of research. This could involve exploring how the initiative facilitates cross-border business ventures, promotes innovation, and fosters economic integration between Hong Kong, Macau, and nine cities in Guangdong province.

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The research could also investigate the challenges faced by Malaysian entrepreneurs in navigating the complex regulatory environment, entry requirements, taxations, accessing funding and resources, and competing with established businesses in the Greater Bay Area. Understanding these opportunities and challenges is crucial for policymakers seeking to promote entrepreneurship and economic growth in the region.

- **A more in-depth sub-group topic** – My research topic could involve examining the impact of emerging trends such as remote work, digital nomadism, the rise of Artificial Intelligence on the expatriate experience.

Moreover, my research topic could also focus on a specific industry sector such as technology, finance, engineering, etc., and exploring the experiences of a specific sub-group of Malaysian expatriates. For instance, the study can focus on female expatriates, millennial expatriates, entrepreneurs or Malaysian students under University Grants Committee and their challenges and adaptation in the Hong Kong environment.

TO USE A MIXED METHODS APPROACH

While the choice of research topic is crucial, the methodology employed to investigate the topic is equally important. A mixed-methods approach, which combines both quantitative and qualitative data collection and analysis techniques, offers a powerful way to gain a more comprehensive understanding. The quantitative data can provide a broad overview of the key challenges and opportunities, while the qualitative data can provide an in-depth understanding of the lived realities of Malaysians living and working in Hong Kong.

The researcher would add a new quantity method into his research approach which will commence before his qualitative approach. The two smaller sections below, he will examine these two approaches in detail.

- **Quantitative Approach: Gathering Broad Insights**

The quantitative component of this proposed mixed methods approach typically involves the collection of numerical data from a larger sample of participants. This data can be analyzed statistically to identify patterns, trends, and relationships between variables. In the context of studying expatriate experiences, a structured survey would be used to collect quantitative data. The following sections explain on the questionnaires, sample sizes, techniques and data collection methods.

Structured Questionnaire Survey

In the context of studying expatriate experiences, a structured questionnaire can be used to collect quantitative data on a range of topics, including:

1. Demographic details: This includes information such as gender, age, nationality, years of experience, living location and education level. These details can be used to identify subgroups within the expatriate population and to examine how demographic factors influence their experiences.
2. Industry details and leadership style: This includes information about the industry in which the participants work or runs their businesses, their job title, and their perceived leadership style. This data can be used to explore how industry-specific factors and leadership practices impact expatriate satisfaction and performance.
3. Challenges faced: This section of the questionnaire can assess the challenges that expatriates face in their daily lives, such as cultural differences, language barriers, discrimination, and difficulty accessing services.
4. Strategies to overcome barriers: This section can explore the strategies that expatriates employ to overcome the challenges they face, such as seeking support

from mentors or networks, participating in cultural programs, or learning a new local language. The effectiveness of these strategies can be assessed using quantitative measures.

By collecting quantitative data from a large sample of expatriates, researchers can gain a broad understanding of the key challenges they face and the strategies they use to overcome those challenges. This data can be used to identify statistically significant relationships between variables and to develop more generalizable conclusions.

Sample Size and Sampling Techniques

In the context of studying Malaysian expatriate experiences, the target population is all expatriates living and working in Hong Kong. However, it is often impractical or impossible to collect data from the entire population.

The researcher will apply the simple random sampling method, which involves selecting participants from the population at random without any restrictions. Random sampling helps to minimize bias and to ensure that the sample is representative of the population.

In addition, the researcher suggests a sample size of at least 500 participants, with an expected 70% return rate. This implies that the researcher aims to collect data from at least 350 participants. Lastly, statistical analysis techniques such as regression analysis, and correlation analysis can be used to examine the relationships between these variables and to identify the factors that predict expatriate challenges, strategies and management styles and retention rates (Birdseye & Hill, 1995; Cohen et al., 2013).

Data Collection Points

Finally, the researcher must identify appropriate collection points for recruiting participants. For this research project, the following collection points will be used to recruit participants:

1. Malaysian Associations: These associations can provide access to many Malaysian expatriates.
2. Organizations: Companies that employ expatriates can be valuable collection points.
3. Group chats: Online group chats frequented by expatriates can be a useful way to reach potential participants.
4. Social media: Social media platforms such as LinkedIn and Facebook can be used to recruit participants.

By strategically selecting collection points, researchers can maximize their reach and ensure that they recruit a diverse and representative sample of expatriates.

- **Qualitative Approach: Uncovering In-Depth Narratives**

The results from quantitative data would be used as a base to establish and refine the qualitative approach. The existing qualitative research, which involves the collection and analysis of non-numerical data such as semi-structured interviews, and body-language observations, can provide a richer and more in-depth understanding of the expatriate experience.

Qualitative data can be used to explore the subjective experiences of expatriates, to uncover their motivations, aspirations, and fears, and to understand how they make sense of their lives in Hong Kong. Qualitative methods can also be used to identify

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unanticipated challenges and opportunities that may not have been captured in the quantitative data.

For example, face-to-face interviews with Malaysian expatriates can reveal the emotional impact of cultural differences, the challenges of building social networks, and the strategies they use to cope with feelings of isolation and loneliness. Observations during the interview can provide insights into the daily lives of expatriates, their interactions with local people, and their adaptation to the local culture.

CONTRIBUTIONS TO LITERATURES, PRACTICES AND MANAGEMENT

This research portfolio dives into the experiences of Malaysian expatriates in Hong Kong and the Greater Bay Area, a region with changing political and social landscape since year 2019. This remaining section will explore the research's potential contributions to both academic literature and practical management, highlighting its implications for policymakers, businesses, and future research endeavours.

CONTRIBUTIONS TO LITERATURE AND PRACTICE

This research offers timely empirical evidence on the specific challenges faced by Malaysian expatriates in the unique context of Hong Kong and the Greater Bay Area. This is particularly relevant given the evolving geopolitical landscape and the shift towards a multipolar business world (Eichengreen, 2024; Lind, 2024). By focusing on this specific demographic, this research contributes to a more updated understanding of expatriate experiences, moving beyond generalized studies to address the needs and challenges of Malaysians living in Hong Kong.

Furthermore, the study enriches the existing body of literature on expatriation by shedding light on the 'New' challenges that expatriates face in the twenty first century. These challenges may include navigating complex cross-cultural communication norms, adapting to rapid technological advancements, and coping with the uncertainties of a volatile global economy since 2019. Considering sources such as (Fung, 2024) which indicates Hong Kong's interest in attracting more Malaysian talent to diversify its workforce, the research underscores the importance of understanding and addressing the unique integration needs of this demographic.

The research also provides valuable insights for policymakers seeking to improve the integration of expatriates into Hong Kong society. By identifying the specific needs and

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concerns of Malaysian expatriates, policymakers can develop targeted programs and initiatives to facilitate their successful adaptation and contribution to the local economy. This could include initiatives related to cultural integration, housing, education and healthcare.

In addition to its contributions to literature and policy, this research offers practical insights for strategic decision-makers in multicultural environments. By understanding the cultural distinctions and challenges faced by Malaysian expatriates; public organizations, multinationals and local businesses can develop more effective strategies for managing diverse teams, fostering cross-cultural collaboration, and expanding their operations in Hong Kong and the Greater Bay Area. The research emphasizes the importance of cultural awareness and sensitivity in building successful international business relationships.

MANAGEMENT IMPLICATIONS AND RECOMMENDATIONS

The research findings have direct implications for management practices, particularly in the areas of pre-departure training, mentorship programs, and feedback systems.

The research recommends the development of comprehensive pre-departure training programs that focus on cultural awareness, language skills, and practical knowledge of Hong Kong's customs and communication styles. These programs can equip expatriates with the tools and knowledge they need to navigate the cultural differences they will encounter in their new environment. Pre-departure training should cover areas such as business etiquette (3E Accounting Firm, 2024; World Business Culture, 2019), social customs, and practical information about daily unique lives in Hong Kong.

The implementation of mentorship programs that pair new Malaysian arrivals with experienced locals is another potential recommendation. These mentorship programs

can provide expatriates with invaluable support and guidance as they adjust to their new environment. Mentors can help expatriates navigate the local transport systems, find suitable housing, and understand the intricacies of the Hong Kong local culture.

FURTHER RESEARCH

The research identifies several avenues for future exploration, including longitudinal studies on the evolving challenges of cross-cultural differences, the impact of emerging technologies such as Artificial Intelligence, and the implications of global bi-polar economic trends.

The potential impact of a second Trump presidency on international business and trade relations warrants further investigation (McKibbin et al., 2024). Researchers should explore how such a scenario might affect the experiences of Malaysian expatriates in Hong Kong and the Greater Bay Area, as well as the broader economic landscape of the region.

The role of Artificial Intelligence in shaping cross-cultural communication and collaboration is another important area for future research. As Artificial Intelligence powered translation tools and virtual assistants become increasingly sophisticated, they have the potential to bridge cultural gaps and facilitate communication between individuals from different backgrounds. However, researchers should also consider the potential risks and ethical implications of using Artificial Intelligence in cross-cultural settings.

The complexities of navigating international business changes while maintaining a cultural identity also warrant further investigation. As globalization continues to blur national boundaries, individuals and organizations face the challenge of adapting to new cultural norms and practices while preserving their own cultural heritage. This is

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particularly relevant for Malaysian expatriates, who may need to balance their Malaysian cultural values with the demands of the Hong Kong business environment.

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