

Concise Summary of PhD Dissertation



**Labouring to Learn:
Employment Experience and Cross-cultural Adjustment of Migrant Workers**

by

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Research Background

Globalisation has enabled the international flow of capital, people and trade more than ever before. Consequently, the world has become increasingly integrated and interdependent in economy, society, politics and culture. Moreover, advancements in information and communication technology (ICT) have added value in expansion of the global market by allowing and assisting in sharing and distributing market space. Owing to this development in information access and modernisation, international labour mobility has become possible (International Labour Organization, 2010). According to The World Bank (2016), 3.4 percent of the world's population, estimated at around 247 million, live outside their countries of origin, and this number has rapidly increased in the last 15 years. It is known that one of the major determinants of this phenomenon is the economic disparities between developing and developed countries that creates uneven demand on labour markets. Therefore, more than 90 percent of the existing migrant population are economically active migrants (International Labour Organization, 2010), who have relocated to higher income countries from their countries of origin (United Nations, 2016).

In the current environment, immigration is regarded as a sustainable economic development resource to both origin and receiving countries. In the perspective of receiving countries such as Australia and Japan, migrants have become a great labour resource to offset labour shortages issues in specific sectors of the labour markets (Koser, 2007). Also, migrants tend to create jobs as entrepreneurs and contribute to the enrichment of host communities by promoting cultural diversity (United Nations, 2016). In return, they also contribute to economic development through currency exchange, increased travel, import of goods to receiving countries, and the export of ideas and expertise to home countries. However, there are also

challenges involved with current migration patterns and trends. For instance, there has been a growing gap between international migration demand and supply related to specific skills. Although more people wish to move for a better life and opportunities, fewer workers with the right skills are available, which has resulted in an increasing pattern of irregular migration across nations. This trend in migration pattern is regarded as a threat to state security. Specifically, irregular migration and asylum have been the primary concerns for potential terror threats and further illegal activities in receiving nations. The growing fears about international migration trends are alarming for host countries, which in turn hampers the benefits of skilled migration in both developed and developing nations. This, consequently, influences the immigration policies of host nations. Hence, there have been ongoing discussion concerning a new form of immigration policy development which may maximise the positive aspects while minimising the negative aspects (Wickramasekara, 2008). In this perspective, the form of temporary migration has received considerable attention as an alternative solution from policy-makers. As per the definition, temporary migration involves staying in the host nation for a fixed period with an anticipated return to the home country (International Labour Organization, 2010). Both home and host nations are assumed to benefit from temporary immigration while minimising the negative challenges.

The United Nations (UN, 2015) describes an ‘international migrant’ as ‘a person who is living in a country other than the country of birth’. When this is defined as depending on the duration of stay, it can be distinguished as ‘permanent migration’ or ‘temporary migration’ (International Labour Organization, 2010). ‘Permanent migration’ is for an indefinite period of stay while ‘temporary migration’ is for a specified time after which the migrants return to their source nations (International Labour Organization, 2010). According to Castles (2000), temporary migrant workers (also known as guest-workers or overseas contract workers) are

defined as individuals who migrate for a limited period to take up employment. In addition, many other forms of temporary migration can be included in this category, such as international students, working holiday-makers, or self-initiated expatriates who leave their home country for a limited period (Doherty et al., 2013). Similarly, these migrants also have work permits and work rights during their stay in host nations. This particular migrant population showed a considerable impact in terms of resolving labour shortage issues in certain countries such as Australia (Australian Bureau of Statistics, 2014). Although they are regarded as an important labour source, these temporary migrant workers have received little attention in previous migration studies, especially from the perspective of cultural adaptation via work experience. However, in reality, young and low-skilled individuals leave their home countries with an international studentship or other forms of entry to find jobs. These types of workers tend to be exposed to labour-intensive sectors such as service or manufacturing with unprotected employment agreements, due to their limited host culture knowledge and host language skill. These types of workers are also an important labour substitute for the shortage of labour in the tourism and hospitality industry (Baum, 2012).

In 2016, the tourism and hospitality sector had 284 million people in employment, which is about 1 in 11 jobs in the world (World Travel and Tourism Council, 2016). Among those employees, temporary migrant workers have been a vital source for industries, especially in developed and developing nations (Baum, 2012). Like other sectors, labour shortage has become a critical issue in the tourism and hospitality sector; thus having migrant workers in the sector could reduce labour market pressures (wage inflation), and contribute to labour market segmentation (Choi et al., 2000; Baum, 2012).

Jobs in the hospitality industry are seasonal, physically stressful, low paid, and are assigned low status. Thus, most host nationals often forego hospitality jobs. In contrast, temporary

migrant workers with low skills and low host language proficiency often find these opportunities attractive as the industry offers various points of entry that are suitable to their skill sets. However, migrant workers also stay in the industry only for a temporary purpose or as a transition experience (Choi et al., 2000) due to the unfavourable working environment.

Although previous research has highlighted the positive impacts of having migrant workers in the industry, its adverse effects have not been much discussed in detail. This point is also agreed by Baum (2007), who said that issues such as productivity, skills and general workplace enhancement concerning migrant workers in the industry have been ignored. Furthermore, migrant workers are particularly unable to enjoy the benefits of supportive trade union representation (Baum, 2012) due to their work permits and informal employment contracts. Consequently, the majority of migrant workers remain in low-paid jobs after several years of employment compared with native workers (International Labour Organization, 2010). This can also further lead to different work environments for migrant workers that would negatively influence the employees' work satisfaction and efficient work performance. Indeed, in the case of Australia, overall migrant workers' turnover rates were recorded as being 20 percent higher than local born workers (Shah, 2009). Therefore, migrant workers can make their best contribution and development when they enjoy decent working conditions and fair opportunities (Wickramasekara, 2008).

The Research Problem

The benefits of migration in host communities are not exploited to the maximum. The migrant population remains the most vulnerable section of society (Turchick Hakak & Al Ariss, 2013). Migrants are faced with lower levels of job security, often working for less pay, longer hours,

and in more disadvantageous working conditions than host nationals. Migration for many is an empowering experience. Yet at the same time, a significant proportion endures difficult times (United Nations, 2015). From an individual perspective, one of the main reasons why this population still takes up lower paid and less secure jobs is because of their lack of necessary skills to engage in the new culture (Masgoret & Ward, 2006). This aspect can be a significant obstacle when searching for suitable jobs even though they have the necessary work experience and knowledge. However, many migrants take employment opportunities as a channel of learning and adapting to a foreign culture. Therefore, their expectations of employment experience can be dissimilar to other types of workers. For instance, previous research has revealed that self-initiated expatriates in Korea are mostly satisfied with extrinsic motivational factors from their jobs which include job condition, international experience and family factors (Froese et al., 2012). This means, although the given jobs are not desirable occupations for those migrants, their needs can be fulfilled with specific job elements such as having cross-cultural experience and having favourable job conditions. Unfortunately, in reality, not many host national employers provide adequate opportunities to these people which leaves a significant gap between employers and employees.

When considering migrant workers' success in host countries, individuals' adjustment to the host culture is a significant aspect (Mendenhall & Oddou, 1985; Black, 1988). The previous literature has extensively explained various perspectives on migrant individuals' acculturation and, further, to cultural adjustment (Lysgaard, 1955; Oberg, 1960; Berry, 1997, 2005). When individuals experience a new culture, they are not sure of the appropriateness of the host culture, which is mostly different to their home culture. Therefore, many migrants and foreign workers tend to experience culture shock during the process of coping with the uncertainties of the host culture. A basic knowledge of the cross-cultural adjustment processes is essential in reducing

the risk by adopting appropriate behaviours while interacting with the new culture (Black & Gregersen, 1991a). This process assists migrant individuals to obtain psychological comfort and, further, bring life satisfaction in new locations. However, Janta and colleagues (2012) prove that migrant workers could gain cultural knowledge through their employment experience while having positive interactions with working colleagues and customers. Furthermore, it has been noted that migrant workers' job motivations also have a close relationship with enhancement of adjustment to a host country (Froese et al., 2012). In other words, when migrant workers' perceived job motivation such as job condition, relationship with colleagues, and cultural learning opportunities are fulfilled, their cultural adjustment can also be enhanced accordingly. Therefore, it can be expected that particular migrant workers such as temporary migrants and self-initiated expatriates have a greater potential to adapt to a new culture via a positive employment experience.

In order to adjust to a new culture, attaining a positive attitude towards host nationals is vital (Black, 1988). Having frequent interactions with host nationals creates positive influences when learning about their culturally appropriate behaviours (Black & Mendenhall, 1990). Migrant workers' employment activities would contribute significantly in developing their cultural adjustment. Sam and Berry (2010) also agree that individuals' situational factors during a new culture learning could modify experiences which may bring different outcomes or behaviours to cross-cultural adjustment. For instance, positive organisational socialisation creates social ties which also influence individuals to achieve expected interactions and social knowledge. It is an essential process in the role of organisations and for participating as one of the organisations' members (Ashford & Taylor, 1990; Louis, 1980). Creating social connections in the workplace can be an additional support while building knowledge about host nationals. Prior research has proved that the more social interactions migrant workers

make with host nationals, the more likely they become affluent and comfortable in adjusting to the host culture (Caligiuri, 2000).

In addition to organisational socialisation, migrant workers' psychological well-being in relation to direct and indirect work influences is also an important element when adjusting to a new culture. Temporary migrants often take jobs which are less related to their previous professional experience and educational background due to their current circumstances and proficiency in the host language skills. Therefore, they tend to experience job novelty while also experiencing cultural novelty. However, as highlighted above, particular migrants are more satisfied with extrinsic job factors than intrinsic job factors since they have primary motivations: learning a new culture or seeking financial support during an overseas experience.

Consequently, it is interesting to consider whether migrant workers' cultural adjustment can be interrelated to perceived employment experience. Previous research has paid attention to relationships between the acculturation and the job satisfaction of migrant workers in various sectors (Leong & Chou, 1994; Au et al., 1998; Mace & Carr, 2005; Ea et al., 2008) which show that highly assimilated migrant workers tend to experience less job stress, resulting in more job satisfaction. While previous research has focused on individuals obtaining acculturation concerning job satisfaction, some highlight the opposite. In this case, job satisfaction is considered as a moderator to host cultural adjustment to a certain extent. Caligiuri (2000) explains that low-skilled migrant workers tend to experience less job satisfaction resulting in less work adjustment in the host country. Therefore, by considering types of migrants and their primary migration motivation, their host culture adjustment can be enhanced through employment experience which should be considered at an organisational level.

Research Sites: Darwin (Australia) and Beppu (Japan)

This study examines temporary migrant workers in two different locations to compare the workers' activities and learning cultures in different migration sites: one in Australia, a 'traditional' immigration receiving country (Hugo et al., 2015) and one in Japan, a 'latecomer' immigration receiving country (Seidel, 2015) in the Asia Pacific region. Depending on each government's immigration policies, the migrants' perceived opportunities and quality of life in the host countries vary.

The Australian Bureau of Statistics (ABS) (2016a) reveals that 28.2 percent of the Australian population was born overseas, accounting for 6.7 million of the total population of 24.1million in 2015. The growth has been continuously increasing since 2004 which indicates that more people are migrating to Australia. Various nationalities are included in the total migrant population of which the top contributors are British (5.1%) and New Zealanders (2.6%) followed by Chinese (2.0%), Indian (1.8%) and Filipino and Vietnamese (both 1.0%) (Australian Bureau of Statistics, 2016c). Australia has become one of the leading host countries in the globe.

Net overseas migration (NOM) is the net gain or loss of population through immigration to Australia and emigration from Australia (Australian Bureau of Statistics, 2016). Individuals who stayed in Australia continuously for at least 12-month period or more over a 16-month period (12/16 rule) are included in the NOM category (Australian Bureau of Statistics, 2016a). In this category, there are four major groupings, including temporary visas (67.0%), permanent visas (40.2%), New Zealand citizen (6.5%), Australian citizen (-10.5%) and others (-3.2%) (Australian Bureau of Statistics, 2016a). Temporary visa holders are the main contributors to

the NOM population. Since 2000, the NOM population has been contributing more than the natural population increase (births minus deaths) to the total population growth rate (Australian Bureau of Statistics, 2011). In the latest record, its contribution was 55.2% of the total population growth in 2015 (Australian Bureau of Statistics, 2016). As the numbers indicate, the migrant population and its changes are a significant influence on the Australian population which also falls into many aspects.

Specifically, the group of temporary visas is divided into visitor, student, temporary skilled workers (subclass 457), working holiday and others. The arrival of temporary visa-holders in Australia has increased by 108 percent since 2002. Specifically, student and working holiday visas increased by 108 percent and 111 percent and are expected to grow continuously (Australian Bureau of Statistics, 2011).

Darwin was chosen as one of the sites for this study as the total population in Darwin was counted as 140,400 in 2014 (Australia Bureau of Statistics, 2016b), and in the same year, the migrant population in Darwin was recorded at 23,952, or 17 percent of the total population of the city (Australia Bureau of Statistics, 2014). Specifically, the NOM rate is recorded as being higher than the average national rate, as the city is known as a transit point for many temporary migrants (Australia Bureau of Statistics, 2016d). In terms of the tourism and hospitality sector in this region, slightly above half (52.5%) of the work force are Australian-born employees, while others (46%) were born overseas (City of Darwin, 2016). As the rates indicate, a culturally diverse population exists in this region, contributing to the high workforce diversity in the hospitality sector. Birrell (2013) noted that the NOM proportion is competing for low-skilled jobs in such areas including retail, tourism and hospitality sectors. Because of these

unique characteristics of the region, Darwin has been identified as the best suitable research destination for this research.

According to the Statistics Bureau (2015) of Japan, international migrants formed about 2.1 percent (2.7 million) of the 127.1 million population in 2015 in Japan. The growth of international migrants has declined as well as the total Japanese population since 2011. As of 2015, major immigrants by nationality in Japan were as follows: Chinese (32.0%), Korean (20.5%), Filipino (10.3%), Brazilian (7.8%), Vietnamese (6.6%), American (2.3%), Peruvian (2.1%), Thai (2.0%) and Indonesian (1.6%). In comparison to other members of the OECD, Japan has a relatively small portion of immigrant population over national population. However, the current government has encouraged more migrant population as a substitute to losing national workforce due to ageing and decline of the population.

The Japanese government is in the process of constructing a suitable immigration policy to assist national demands. Historically, Japan was a former out-migration country. The country has turned into an in-migration country. In 1990, the government introduced immigration in the form of family reunification, which is similar to ancestry visas in European countries, for the children of overseas Japanese nationals. It is a proactive way of implementing immigration policy from the government. The government is a little less active concerning immigration of trainees, but it is progressing through Japan's overseas development assistance and justifies this in terms of transfer of technology and expertise to developing countries (Kondo, 2008). Foreigners' status of residence in Japan can be divided into six classifications including permanent residence, family reunification, specialized and technical labour, trainees, ethnic repatriates, asylum seekers, students and others (Kondo, 2008).

In Japan, the city of Beppu was chosen as the site for this study. Beppu's total number of migration population is about 3,663, which is around three percent of the total population (121,100) in 2015 (Statistics Bureau, 2015). This is higher than the national average migrant population rates (2.1%); Chinese migrants are the largest group with 940 people, followed by Koreans (613), Vietnamese (472), Indonesians (330), Thais (211), and others (1,097) (Statistics Bureau, 2015).

According to the information from the Japan Institute for Labour Policy and Training (2016), the annual employment trends showed that service-based industries provide more job opportunities than other industries due to flexible employment. Therefore, service-based industries have a great portion of non-regular employees than regular employees. For instance, non-regular employees accounted for around 73.3 percent in the food and beverage and hotel sectors in Japan (Japan Institute for Labour Policy and Training, 2016). Non-regular workers and non-regular foreign workers in the hospitality section are expected to be much greater in the Beppu area.

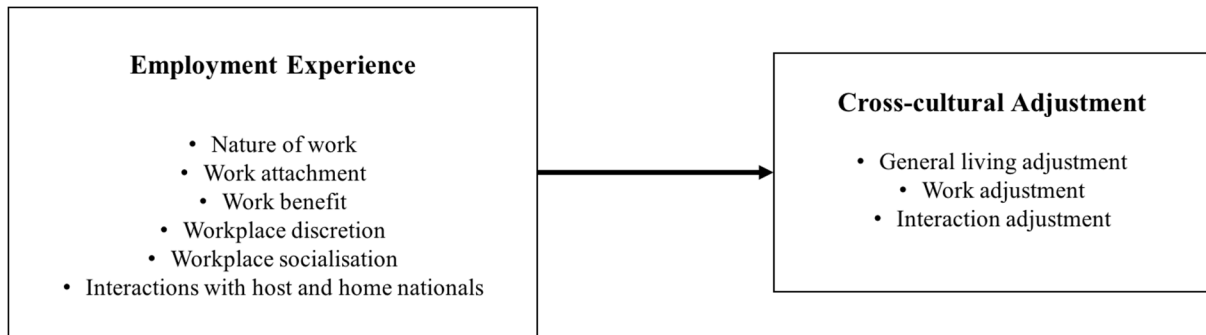
Purpose of the Study

This research is focused on migrant workers in two sites in the Asia-Pacific region: Australia (Darwin) and Japan (Beppu). The common factors for the chosen sites are that, in their respective nations, they are both known for receiving the highest number of temporary migrants in the Asia Pacific region. The history, political and social aspects of both countries have however influenced a different set of national immigration policies. For instance, in terms of immigration policies, Australia is known as a traditional immigration country, whereas Japan is known as a latecomer (Seidel, 2015) which maintains a conservative and cautious attitude

towards migrant population (Korekawa, 2015). Depending on immigration policy practices, migrant workers' perceived experience in the host countries can be significantly different. In fact, previous research highlights that migrant workers' intention to stay in a foreign country such as short-term or long-term could be an important factor when observing the workers' labour market behaviour (Dustmann, 1997).

This study examines migrant workers' cross-cultural adjustment while having an employment experience. Furthermore, this study chose migrant workers, especially from the hospitality sector in which there is a great demand for foreign workers to offset the experienced labour shortages. To learn about how well migrant workers are adjusted to the host culture, this study firstly examines cross-cultural adjustment, followed by general living, work, and interaction adjustments. To comprehend whether their perceived employment experience in the host country would have a relationship with the enhancement of cultural adjustment, this study investigated employment experience by considering individuals' perceived nature of work, work attachment, work benefit, work discretion, and interactions with host and home nationals (Figure 1.1).

Figure 1.1 Model



Research Questions and Hypotheses

The central research question for this study is whether perceived employment experience would predict cross-cultural adjustment. In particular, this study examined (i) Whether the employment experience of migrant workers could be a predictor of the workers' cross-cultural adjustment in a new cultural environment?; (ii) If employment experience could predict the workers' cross-cultural adjustment, and, would this relationship be similar in the Darwin and Beppu contexts?; and (iii) Would type of visas influence employment experience as well as cross-cultural adjustment? If so, which type of visa for migrants would have the lowest cross-cultural adjustment and negative impact among hospitality employees? And how does the outcome like in Darwin and Beppu? Each of these research questions were used to hypothesise concepts for further analysis.

Table 1.1 Research hypotheses

Research Hypotheses
Study Enquiry Focus 1
<p>H1a: Nature of hospitality work has negative effect on non-work adjustment.</p> <p>H1b: Nature of hospitality work has negative effect on work adjustment.</p> <p>H2a: Work attachment has no effect on non-work adjustment.</p> <p>H2b: Work attachment has positive effect on work adjustment.</p> <p>H3a: Workplace discretion has no effect on non-work adjustment.</p> <p>H3b: Workplace discretion has positive effect on work adjustment.</p> <p>H4a: Work benefit has no effect on non-work adjustment.</p> <p>H4b: Work benefit has positive effect on work adjustment.</p> <p>H5a: Workplace socialisation has positive effect on non-work adjustment.</p> <p>H5b: Workplace socialisation has positive effect on work adjustment.</p> <p>H6a: Interaction with home nationals has positive effect on non-work adjustment.</p> <p>H 6b: Interaction with home nationals has no effect on work adjustment.</p> <p>H7a: Interaction with host nationals has no effect on non-work adjustment.</p> <p>H7b: Interaction with host nationals has positive effect on work adjustment.</p>
Study Enquiry Focus 2
<p>H8a: If there is a significant difference in cross-cultural adjustment between Darwin and Beppu, migrant workers in Darwin have better cross-cultural adjustment than migrant workers in Beppu.</p> <p>H8b: There is a significant difference in hospitality employment experience between Darwin and Beppu. Migrant workers in Beppu have poorer hospitality employment experience than migrant workers in Darwin.</p> <p>H8c: Migrant workers in Darwin shows a greater association between hospitality employment experience and cross-cultural adjustment than migrant hotel workers in Beppu.</p>
Study Enquiry Focus 3
<p>H9a: Migrant workers with temporary visas (international student, working and holiday maker) have lower cross-cultural adjustment than workers with long-term or professional visas (expatriate, immigrant, PR immigrant).</p> <p>H9b: Migrant workers with temporary visas (international student, working and holiday maker) have more negative employment experience than workers with long-term or professional visas (expatriate, immigrant, PR immigrant).</p> <p>H9c-1: Cross-cultural adjustment of temporary visa holders (international student, working and holiday maker) is significantly different to long-term visas holders (skilled immigrant, PR immigrant) in Darwin.</p> <p>H9c-2: 'Employment experience' in the hospitality industry of temporary visa holders (international student, working and holiday maker) is significantly different to long-term visas holders (skilled immigrant, PR immigrant) in Darwin.</p> <p>H9d-1: 'Cross-cultural adjustment' of temporary visa holders (international student, working and holiday maker) is significantly different to long-term visas holders (skilled immigrant, PR immigrant) in Beppu.</p> <p>H9d-2: 'Employment experience' in the hospitality industry of temporary visa holders (international student, working and holiday maker) is significantly different to long-term visas holders (skilled immigrant, PR immigrant) in Beppu.</p>

Significance of the Study

Firstly, this study is advantageous, since the research interest is about a migrant population: temporary migrants. The number of temporary migrants is growing in these two study sites, and there is a perceived lack of studies of this trend. However, they remain unprotected and vulnerable in the host society as employees. Secondly, this study is also important for its theoretical contribution, especially from the perspective of cross-cultural adjustments. The study's outcomes may help give an understanding of whether individuals' employment experiences matters in enhancing the cross-cultural adjustment of foreign nationals. Thirdly, since this study has selected the hospitality sector as a target research area, migrant individuals' perceived job satisfaction via the nature of hotel jobs will be revealed. Although an adequate amount of research has explored hotel employees and their job satisfaction, this study will further add the perspectives of migrant workers. In practice, understanding migrant workers' job fulfilment would add value to the study of the retention of this population. Finally, this study compares migrant workers in the two destinations in two different countries to consider the influence of national policy on immigration, which results in overall migrant workers' activities in the host countries. It must replace the idea that migrant population will soon be a superior substitute for labour shortage in developed countries. However, until now, not much emphasis has been given to this population. In this respect, this study would pay attention to the 'temporary migrant workers', particularly workers in the hospitality sector.

Organisation of the Study

This study uses cross-cultural adjustment theory to examine whether migrant workers' employment experience in the hospitality industry is related to cross-cultural adjustment in the

host countries. The idea is inspired by the research of Janta and Ladkin (2009). Although a great amount of research on cross-cultural adjustment of expatriates and migrant workers has been conducted concerning work outcomes such as diversity management and employee retention; less attention has been given to temporary migrant workers in the hospitality sector. Janta and Ladkin (2009) explore cultural learning via Hungarian migrant workers in the United Kingdom's (UK) hotel sector. By extension of their findings, this study examines similar issues but in a different demographic context. In addition, this study employs Black's (1988) cross-cultural adjustment model, which has been widely used and tested in the field of expatriate studies. This time the model is applied to test temporary migrant workers' cross-cultural adjustment. As Janta and Ladkin (2009) explored the workers' cultural enhancement during employment experience in the host country, this study also seeks a possible relation between temporary migrant workers' cultural adjustment and employment experience.

There are seven chapters in this dissertation: Chapter One provides an introduction and extensive clarification of the research idea. Chapter Two provides information about current immigration policies at the selected research destinations; Darwin in Australia and Beppu in Japan, to promote an understanding of the background of this research. Chapter Three organises a review of the related literature, and further presents an essential theoretical background for this study. Chapter Four provides information on the applied research methodology. Chapter Five presents the results of the statistical analysis. Chapter Six provides a discussion based on related literature. Finally, Chapter Seven offers insights into the findings, and discusses the research limitations and implications for future research.

Why This Study Matters

The current study attempted to discover an association between individual foreign workers' perceived employment experiences and their cross-cultural adjustment. It is certain that cultural knowledge greatly matters when developing cross-cultural adjustment in a new cultural environment. However, in many cases, people tend to explore and assimilate to a new culture via direct experience, without acquiring the background cultural knowledge. Especially, low-skilled migrant workers tend to be exposed to a new working environment even before adapting to the host culture. In this case, the nature of the working environment and interacting with people on a daily basis could be influential factors when adjusting to a new culture. In this perspective, this study discovered a strong ability to foresee migrant workers' cross-cultural adjustment through on-the-job experience. Therefore, this study claims that understanding perceived employment experience is also a critical aspect when considering foreign workers' cross-cultural adjustment. Moreover, the distinction was evident especially with temporary migrant workers but not with long-term migrants. This explains the fact that lower-skilled workers with a temporary visas tend to be less adjusted to a new culture than skilled workers with a permanent visa. However, a considerable amount of research on CCA has focused only on organisational expatriates who are often provided with a certain level of cross-cultural training and job support during overseas assignments. Therefore, this study attempted to uncover a future possible research area: Low-skilled migrant workers' perceived employment experience and their CCA. Furthermore, this study also made a comparison between two research destinations, Darwin (Australia) and Beppu (Japan). Since Australia is known as a traditional immigration destination and Japan as a late comer immigration destination, making a comparison study between these two nations was desirable. The main motivation for selecting Darwin and Beppu for the current study destinations was its comparable characteristics. Those

major similarities are including located in regional area, have similar population sizes, promote tourism as part of their economic strategy, much in need of new labour migrants. Although these two destinations have similar purpose for inviting migrant workers, the implications of their immigration policies appear to be quite different. Therefore, this cross-national comparison study may assist us to understand how, when provided with cross-cultural adjustment opportunities to migrant workers, state immigration policies would influence the creation of a positive perceived employment experience. This information will be valuable especially for enhancing future migration policies and practices.

What are the problems for Migrant Workers in the Hospitality Industry?

Although there are growing numbers of foreign workers in the hospitality industry, the majority tend to migrate with limited cross-cultural knowledge, and have no support in settling in a new environment. Thus, this type of worker is often exposed to the gruelling demands from the industry while, at the same time, must adapt to a new culture. The hospitality industry is one of the major labour-intensive sectors which requires cheap foreign workers. Hence, the offered easy entry to the sector becomes an opportunity for low-skilled migrants to take part in the new society. But, despite the growing number of foreign workers in the industry, it ignores the new phase of landscape change. Therefore, more attention should be paid to foreign workers' assimilation to a new culture as well as to a new work environment.

Past research had highlighted that the better the foreign workers adapt to work adjustment regarding cross-cultural adjustment, the more satisfied they are with their job (Aryee & Stone, 1996). However, according to this study's findings, the nature of work in the hospitality industry has a negative impact on migrant workers' work adjustment. This offers the insight

that, depending on job characteristics, foreign workers struggle to adapt to a new culture. The findings also indicated that temporary migrant workers in the hospitality industry are more exposed to this problem in comparison to long-term migrant workers. Previous research done by Dustmann (1997) highlights that migrants' labour market behaviour in a host country is also determined by their return plans: Temporary versus permanent migration.

Major Findings

This study has concentrated on three *study enquires areas*. First of all, it discovered that perceived employment experience can anticipate migrant workers' cross-cultural adjustment. Unlike previous research findings on cross-cultural adjustment, this study added the possibility that certain work-related factors can also be associated with 'non-work adjustment', factors which are especially related to workplace socialisation with host and home nationals and workers' job attachment. Since this research put its focus on migrant workers in the hospitality sector, the research outcome should bear a close relationship with this type of migrant workers. In the research conducted by Black (1988), the model was applied to organizational expatriates, thus work-related employment experience factors have strong relationships with 'work adjustment' of CCA.

Among the migrant workers in Darwin, workplace socialisation factors had a great positive influence on their 'non-work adjustment', but the 'nature of work' had a significantly negative impact. According to the findings on employment experience by visa category, long-term visa holders tend to have negative experiences from the job characteristics of the hospitality sector. Therefore, it can be assumed that long-term visa holder's employment experience in the sector may impact negatively on their general living adjustment in the host country. On the other hand,

among the migrant workers in Beppu, only the ‘work attachment’ factor was associated with migrant workers,’ ‘work adjustment’ and ‘non-work adjustment’. Both relationships indicated positive associations. The association between ‘work attachment’ and ‘non-work adjustment’ was not anticipated among the study hypotheses. However, it is an important finding in understanding the workers in Beppu.

In previous research, low-skilled category migrants such as international students and trainees in Japan tend to have host country living experiences that is highly impacted by their part-time job experience (Liu-Farrer, 2011). This suggests that perceived employment experience for workers in Beppu seem to be more important influence for overall cross-cultural adjustment than migrant workers in Darwin. In addition, temporary visa holders (international students) in Beppu had positive levels of ‘interactions with home nationals’ at the workplace. This could be their motivation to join the hospitality industry apart from gaining economic benefits.

When analysing CCA by visa category, long-term migrant workers tend to have stronger CCA than temporary migrant workers regardless of workers’ destinations. This finding supports the idea that immigration status can be one of the factors that influence migrants’ settlement outcomes (Cobb-Clark & Khoo, 2006). In contrast, an individuals’ perceived employment experience by visa category did not follow such a trend. Migrant workers in Darwin and Beppu showed rather distinctive outcomes for their employment experiences in the hospitality sector. In Darwin, the gap between temporary visa holders and long-term visa holders was the greatest in terms of the ‘nature of work’ only. Whereas, in Beppu, the ‘interactions with home nationals’ factor showed the biggest gap between groups. These gaps between temporary visa and long-term visa groups in Darwin and Beppu showed slightly different outcomes.

Contributions to Existing Theory

The cross-cultural adjustment model by Black (1988) was adopted in this study. The CCA with its antecedents within the hospitality industry has been explored for the first time in this study. In agreement with the study findings, it can be highlighted that individual foreign workers' CCA can be predicted from various aspects, not only via individuals' cultural knowledge before arrival, but also via experience in a foreign nation (Armstrong & Li, 2017). Perceived job characteristics towards CCA are examined for the first time in this study. The current study findings added value to the original model's perceived job characteristics at the level of developing a means of prediction for CCA. Therefore, the CCA model can be utilised accurately for understanding foreign workers' intentions of travel, their visa category, and their choice of industry.

This study has highlighted that social interactions at a workplace have significantly associated with the 'non-work adjustment' of foreign workers. Although previous research has emphasised that work-related factors would only be associated with 'work adjustment', workplace socialisation with home and host nationals can influence more than work-related cross-cultural adjustment. In addition, the CCA model outcome can be expected to be different, depending on participants' occupations. Depending on job characteristics, an individual's CCA can be slightly different. Finally, the three facets of CCA model were not fully explained in this study context, but two facets (work and non-work adjustment) appear. Thus, the Black's (1988) CCA model could be slightly modified depending on the research context, which should be explored more in future studies.

Implications to Academia

A significant amount of research has focused on the successful cultural adjustment of foreign workers based on their cultural knowledge and/or personality traits (Galiguuri, 2000; Ryder et al., 2000; Johnson et al., 2003; Huang & Lawler, 2005; Peltokorpi & Froese, 2012). On the other hand, Black (1988) laid his research focus on the cross-cultural adjustment of expatriates and their experiences during international assignments, which was assumed to be a key factor in successful completion. Since globalisation has lowered borders between nations, job opportunities have become available to low-skilled as well as professional workers. This study showed that soon the populations of low-skilled migrant workers will exceed professional migrant workers in host nations. However, a great portion of academic research on foreign workers and their cultural adaptation has focused on organisational expatriates. Understanding is needed on how low-skilled and temporary migrants might foster job equality between migrants and host nationals, their implied cultural adaptations, and their quality of life.

The findings from this study have raised the possibility of considering the job characteristics and perceived work experience as an impact factor for foreign workers' overall cultural adaptation apart from attained cultural knowledge. Therefore, the present study's outcomes can add value to studies concerning temporary migrants regarding perceived employment experience and their development of cultural assimilation in a host nation. This will, in turn, benefit host nations by plugging the void in the labour markets with an engaged workforce who would contribute for the benefit of the host nation's economy, societal enhancement, political stability and cultural harmony.

Implications to Practice

The implications to the present study's findings can be translated into macro-government, meso-organisation, and micro-individual levels. Firstly, the study's findings can be implicit for immigration policy-making resources, especially for temporary migrant workers and their limited capability in opportunities due to visa category. Also, the findings can be utilised for job design, especially for migrant workers, to escalate those workers' experience that would positively influence work outcomes. For instance, the findings indicate that migrant workers tend to assimilate better to a new host culture when they have more interactions with new people and a strong work attachment, but not so much with work benefits. Consequently, employers with migrant employees would consider creating a workplace with more interactions and encouragement. Moreover, at an individual level, an improved workplace experience for migrant workers would also provide a real chance to assimilate with host societies that may result in improving the quality of life, for both migrants and hosts, while living in a foreign environment.

Limitation and Future Research Directions

Although this study completed cross-national research between Darwin in Australia and Beppu in Japan, the differences in national cultures between the two destinations were not considered. However, according to research by Hofstede and Hofstede (2001), national understanding of differences when studying cross-cultural studies has been a critical aspect of such interactions. Also, since this study was an exploratory study searching a possible association between perceived employment experience and cultural adjustment, multiple levels of theory explanation were not applied. However, this research has confirmed that foreign workers'

perceived employment experience could explain their level of cultural adaptation in a foreign nation. Therefore, future researchers are recommended to consider applying a complex theory-based analysis such as experience and culture learning theory by also adding knowledge of national culture differences as a variable.

Finally, the sample collection in Japan was not distributed well. The majority of samples were collected among international students. Although the author tried to have access to various types of migrant workers than international students, there was a very limited number of long-term migrant workers in the hotels in Beppu. Therefore, future research is recommended to examine various types of migrant workers to have more accurate research outcomes.