

# KATSUHIKO YOSHIKAWA, PhD

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## EDUCATION

- 2013-2017 London School of Economics and Political Science London, UK**  
PhD in Management (Employment Relations and Organisational Behaviour Track)  
Supervisor: Dr. Hyun-Jung Lee and Dr. Chia-huei Wu  
Dissertation: *Generalised Social Exchange Orientation and its Antecedents and Consequences*.  
Examiner: Professor Blake Ashforth (W.P. Carey School of Business, Arizona State University) and  
Professor Neil Conway (Royal Holloway, University of London)
- 2010-2011 London School of Economics and Political Science London, UK**  
MSc. Management, Organizations, and Governance (Distinction), October 2011  
Supervisor: Dr. Hyun-Jung Lee  
Dissertation: *Japanese Expatriate Managers in the UK and China: Leadership Challenges, Cultures, and Institutions*.
- 1993-1998 University of Kyoto Kyoto, Japan**  
Bachelor of Arts in Economics, March 1998

## PUBLICATIONS

### Journal Articles (peer-reviewed)

- Yoshikawa, K.**, Sakazume, H., & Takamura, S. (2023). Is “Slow Promotion” in Japan Changing? Empirical Analysis of Changes in Promotion Age and Their Causes. *Japanese Journal of Labor Studies*, 65 (7), pp. 62-74. [In Japanese Language]
- Yoshikawa, K.**, Wu, C.-H., & Lee, H.-J. (2023). Knowledge sharing on online platforms within organisations: An interactionist perspective on generalised exchange. *Applied Psychology*, 1– 25.
- Kokubo, A., **Yoshikawa, K.**, & Wu, C. (2023). Facilitating transition from maternity leave to work for working mothers: A self-efficacy intervention study. *Cambridge Prisms: Global Mental Health*, 10, E18. doi:10.1017/gmh.2023.6
- Weisman, H., Wu, C.-H., **Yoshikawa, K.**, & Lee, H.-J. (2023). Antecedents of Organizational Identification: A Review and Agenda for Future Research. *Journal of Management*, 49(6), 2030–2061.
- Lee H.-J., **Yoshikawa K.**, Harzing A.-W. (2022). Cultures and Institutions: Dispositional and contextual explanations for country-of-origin effects in MNC “ethnocentric” staffing practices. *Organization Studies*, 43(3), 497-519.
- Yoshikawa, K.**, Wu, C.-H., & Lee, H.-J. (2020). Generalized Exchange Orientation: Conceptualization and Scale Development. *Journal of Applied Psychology*, 105(3), 294–311.
- Yoshikawa, K.**, Wu, C.-H., & Lee, H.-J. (2018). Generalized Social Exchange and Its Relevance to New Era Workplace Relationships. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 11(3), 486-492.
- Yoshikawa, K.**, Kokubo, A., & Wu, C.-H. (2018). A cultural perspective on gender inequity in STEM: The Japanese context. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 11(2), 301-309.
- Sasaki, I. & **Yoshikawa, K.** (2014). Going beyond national cultures – Dynamic interaction between intra-national, regional, and organizational realities. *Journal of World Business*, 49(3), 455-464.

### Books/ Book Chapters

- Wu, C.-H., Weisman, H., **Yoshikawa, K.** & Lee, H.-J.. (2021) Organizational identification. In: Sessa, V.I. and Bowling, N.A., (eds.) *Essentials of Job Attitudes and Other Workplace Psychological Constructs: Theory and Practice*. Taylor & Francis, New York, NY.
- HC Solution Group, Recruit Co., Ltd. (2008). *Diversity Management in Practice*. Tokyo: Eiji Press.  
Co-authored with Tominaga, J., and Saijo, N. (In Japanese)

### Conferences papers (peer-reviewed)

- Sakazume, H., **Yoshikawa, K.**, Takamura, S. (2022). Typology of senior managers' job and its characteristics: An analysis based on four roles of senior managers. (Original title in Japanese: 部長の仕事の類型化とその特徴: 4つの部長役割に基づく検討) Presented at the 52nd Conference of Japan Society of Human Resource Management, 9th-10th July, 2022, Online.
- Yoshikawa, K.** Sakazume, H., Takamura, S. (2022). Under which conditions do "ideal" senior managers grow: An analysis of promotion criteria and development practices based on a four-factor model of senior managers' roles. (Original title in Japanese: あらまほしき部長はどのような環境下で育つのか: 部長役割の4因子モデルに基づく登用基準、育成施策の検討). Presented at the 52nd Conference of Japan Society of Human Resource Management, 9th-10th July, 2022, Online.
- Yoshikawa, K.**, Wu, C.-H., & Lee, H.-J. (2020). Knowledge Sharing on Online Platforms within Organizations: An Interactionist Perspective on Generalized Exchange. Presented at 2020 annual meeting of the Academy of Management, 7-11 August 2020, Online.
- Yoshikawa, K.**, Lee, H.-J. & Jiang, Y. (2020). When Does High-Performance Work System (HPWS) Promote Employee Retention at MNC Subsidiaries? A contingency Approach. Presented at 2020 annual meeting of the Academy of International Business, 1-9 July 2020, Online.
- Lee, H.-J., **Yoshikawa, K.**, & Reade, C. (2018). Intercultural Communication Challenges in East-East Encounters. Presented at the 2018 annual meeting of the Academy of Management, 10-14 August 2018, Chicago, United States. [*Nominated as finalists for International Management Division Best Paper Award in OB/HR/OT, and nominated for Caroline Dexter Award*]
- Yoshikawa, K.**, Lee, H.-J., & Reade, C. (2018). Intercultural Communication Challenges in Small Cultural Distance Contexts: Lessons from Japanese Expatriates in China. Presented at the 2018 annual meeting of the Association of Japanese Business Studies, 24-25 June 2017, Minneapolis, United States. [*Awarded the Palgrave Macmillan Best Paper Award*]
- Yoshikawa, K.** & Lee, H.-J. (2018). The impact of MNCs' formalization-based HR integration on subsidiary employee turnover: A contingency approach. Presented at the 2018 annual meeting of the Academy of International Business, 25-28 June 2017, Minneapolis, United States.
- Yoshikawa, K.**, & Lee, H.-J. (2017). The impact of MNCs' formalization-based HR integration on subsidiary employee turnover: A contingency approach. Presented at the 2017 annual meeting of the Academy of International Business, 2-5 July 2017, Dubai, United Arab Emirates.
- Yoshikawa, K.** (2017). Development of Social Exchange Orientations Scale. Presented at 2017 Congress of European Association of Work and Organizational Psychology, February 17-20 May 2017, Dublin, Ireland.
- Yoshikawa, K.** (2016). Help Others, as Someone Will Help You: Generalised Exchange in Organisations and Its Antecedents. Presented at the 2016 annual meeting of the Academy of Management, August 5-9 2016, Anaheim, California, United States.
- Yoshikawa, K.** Lee, H.-J. and Harzing, A.-W. (2016). The Determinants of MNE Ethnocentric Staffing: Are They Emotional or Rational? Presented at the 2016 annual meeting of the Academy of Management, August 5-9 2016, Anaheim, California, United States.
- Yoshikawa, K.** Lee, H.-J. and Harzing, A.-W. (2016). Won't localize or can't localize?: Emotional and rational explanations for MNE ethnocentric staffing practices. Presented at the 2016 annual meeting of the Academy of International Business, June 27-30 2016, New Orleans, United States.
- Sasaki, K. and **Yoshikawa K.** (2015). What factors shape organisational culture of MNEs' subsidiaries? Subsidiary acculturation and its antecedents. Presented at the 2015 Annual Academy of International Business, 27-30 June 2015, Bengaluru, India
- Yoshikawa, K.** Lee, H.-J. (2015). The Impact of MNE Headquarters' Control and Local HR's Knowledge Search on Subsidiary Employee Turnover: Evidence from MNEs Operating in China. Presented at the 2015 Annual Academy of International Business, 27-30 June 2015, Bengaluru, India.
- Yoshikawa, K.** Lee H.-J. (2015). Does Country of Origin Affect Employee Turnover? Investigation of the Impact of Expatriate Control on Employee Turnover in China. The Annual Conference of the Association of Japanese Business Studies, 25-26 June 2015, Bengaluru, India.
- Yoshikawa, K.** and Lee, H.-J. (2014). Expatriate top management and employee turnover in MNE subsidiaries: Evidence from firms operating in China. Presented at the European International Business Academy Conference 2014, 13th December 2014, Uppsala, Sweden.

- Yoshikawa, K.** and Lee, H-J. (2014). Won't globalise or can't globalise? Rethinking Japanese MNEs' ethnocentric staffing practices. Presented at the Academy of International Business Annual Conference 2014, 25th June 2014, Vancouver, Canada.
- Yoshikawa, K.** and Lee, H-J. (2014). Won't globalise or can't globalise? Rethinking Japanese MNEs' ethnocentric staffing practices. Presented at the 27th Annual Conference of the Association of Japanese Business Studies, 22nd June 2014, Vancouver, Canada. (**Nominated for Best Paper Award**).
- Sasaki, I. and **Yoshikawa, K.** (2014). Revealing acculturation strategies of MNEs: Dynamic interaction between organisational and regional culture. Presented at the annual meeting of the Academy of International Business, 25th June 2014, Vancouver, Canada.
- Yoshikawa, K.** and Sasaki, I. (2014). Subsidiaries' acculturation strategies as dynamic interaction of organisational- and regional-cultures: Analysis of Japanese MNEs. Presented at the 27th Annual Conference of the Association of Japanese Business Studies, 22nd June 2014, Vancouver, Canada.
- Lee, H-J., **Yoshikawa, K.**, Raede, C & Arai, R. (2013). The Confucian Asian Cluster? Cultural, economic and institutional explanations of leadership challenges of Japanese managers in China. Paper presented at the 26th Annual Conference of the Association of Japanese Business Studies, 2nd Jul 2013, Istanbul, Turkey.
- Yoshikawa, K.**, Robinson, P., & Ma, L. (2013). Institutional environments as shaping employee expectations and tacit knowledge in China and Japan. Presented at the 26th Annual Conference of the Association of Japanese Business Studies, 2nd Jul 2013, Istanbul, Turkey.
- Lee, H-J., **Yoshikawa, K.**, & Raede, C. (2012). Cultural Distance and the Organizational Dance: Two Steps Forward and One Step Back for Japanese Expatriates in the UK and China. Presented at the 25th Annual Conference of the Association of Japanese Business Studies, 29th Jun 2012, Washington D.C., United States.
- Lee, H-J., **Yoshikawa, K.**, & Raede, C. (2012). Culture under Strain? Leadership Challenges of Japanese Managers in the UK and China. Presented at the annual meeting of Academy of International Business, 3rd Jul 2012, Washington D.C., United States.

#### **Business Journals / Newspaper Articles (non-peer-reviewed)**

- Yoshikawa, K.** (2014-2016). From the frontier of international business research, (1)-(15). *Recruit Management Solutions*, Institute for Organizational Research Website (<http://www.recruit-ms.co.jp/research/report/international.html>). (in Japanese)
- Yoshikawa, K.** (2012). Global HRM: 12 advices to succeed. *Jinji Management*. July 2013, Vol.271, pp.15-27. (in Japanese)
- Yoshikawa, K.** (2012). Practical science on corporate values. *RMS Message*, vol. 28, pp.22-23. (in Japanese)
- Yoshikawa, K.** (2009). Diversity Management Today. *Nihon Keizai Shinbun evening edition*. 15th Dec 2009. (In Japanese)
- Yoshikawa, K.** and Tominaga, J. (2009). Human resource management in recession. *Nikkei Sangyo Shinbun*, 3<sup>rd</sup>-13<sup>th</sup> Mar 2009. (In Japanese)
- Yoshikawa, K.** (2008). Corporate value and culture building: what is your objective? *Kigyo to Jinzai*, 41 (923), pp.4-9. (In Japanese)
- Yoshikawa, K.** (2007). New trend of recruiting: how to hire people fit to your corporate culture, *Jinji Management*, vol. 11. (In Japanese)

#### **TEACHING**

Career Design (MBA, Shizenkan University).	2019-Current.
Management of People and Organization (MBA, Shizenkan University).	2019-Current.
Global Strategy, Management, and Leadership (MBA, Shizenkan University).	2019-Current.
Principles of Management (1st year undergraduate, Shanghai Jiao Tong U).	2018.
Cross-cultural Management (2nd-3rd year undergraduate, Shanghai Jiao Tong U).	2017-2018.
Business Consulting and Change Management (postgraduate, Shanghai Jiao Tong U).	2017-2018.
Leadership and Communication in Teams (1st year undergraduate, LSE)	2016
Management, Entrepreneurship and Global Leadership (LSE-PKU summer school)	2014-2015
Human Resource Management Policy and Practice (postgraduate, LSE)	2014

## Teaching Qualification

- Postgraduate Certificate in Higher Education (Full Level), The UK Higher Education Academy (to be awarded in 2016)
- Postgraduate Certificate in Higher Education (Associate Level), The UK Higher Education Academy (awarded in 2015)

## AWARDS

- 2020 Best Reviewer Award at the Academy of International Business Conference
- 2019 Best Supervisor Award (Master of International Business) at Antai College of Business and Management, Shanghai Jiao Tong University.
- 2018 Palgrave Macmillan Best Paper Award at the Association of Japanese Business Studies
- 2018 Nominated for Academy of Management Caroline Dexter Award
- 2018 Nominated as a finalist for Academy of Management International Management Division's Best Paper Award in OB/HRM/OT
- 2014 Nominated as a finalist for Palgrave Macmillan Best Paper Award at the Association of Japanese Business Studies Annual Conference 2014.
- 2014 LSE Research Studentship 2014-15 (2066.6 GBP), London School of Economics and Political Science

## PROFESSIONAL EXPERIENCE

- 2023-Current Professor & Vice President, Shizenkan University Tokyo, Japan**
- 2019-2023 Associate Professor & Vice President, Shizenkan University Tokyo, Japan**
- Tenured faculty: engage in research and publication. Teaches Management of People and Organization and Global Strategy and Management courses.
  - Head of Academic Affairs: oversee the design and delivery of the entire MBA program; support faculty members design their courses; lead course evaluation and improvement of the program and courses; manage faculty recruitment and development activities.
  - Industry engagement: design and deliver global leadership development programs at multinational firms; support organizational change activities in multinational firms; provide advisory to founders and senior executives of start-up firms on human resource and organizational issues.
- 2019-Current Visiting Researcher, Institute of Global Strategic Leadership, Waseda University Tokyo, Japan**
- Conduct research on international business-related topics
- 2017-2019 Assistant Professor, Antai College of Economics and Management, Shanghai Jiao Tong University Shanghai, China**
- Tenure track faculty: engage in research and publication; design and delivery of courses at the undergraduate and postgraduate levels
- 2013 – 2017 Independent consultant London, UK**
- Consult with Japanese multinational companies on human resource management (HRM) issues
- HR systems reform in Chinese subsidiaries of an electric equipment manufacture
  - Design and delivery of executive workshops on global implementation of corporate vision and values at an industrial equipment manufacturer
- Visiting Researcher, Institute for Organizational Behavior Research, Recruit Management Solutions**
- Publish research notes on international business and HRM, targeting practitioners
- 1998 – 2013 Recruit Holdings Co., Ltd. Tokyo, Japan**
- 2012-2013 *Chief Researcher and Senior Consultant, Recruit Management Solutions*
- Lead research and service development in international HRM

- Research project on HRM practices at Chinese subsidiaries of US, European, and Japanese multinationals and their performance implications
- Consulting project to launch a talent management initiative at a rapidly globalising Japanese service firm
- Consulting project to evaluate HRM practices and design reform plans in Chinese subsidiaries of a Japanese manufacture
- Provide seminars and trainings on international HRM for HR executives/managers of Japanese multinationals.

2011-2012 *General Manager and Consulting Director, Human Capital Solution Group*

Lead a consulting team, shifting its focus to international HRM from Japanese domestic projects.

2007-2010 *Consulting Director, Human Capital Solution Groups*

Lead consulting projects, overseeing 10 consultants.

- Implement global corporate values at DENSO, a leading auto parts manufacture: articulate new values, design an implementation plan, develop tools and workshops, and conduct a review survey.
- Design long-term recruiting strategy at an entertainment company: develop a statistical model to forecast future labour supply/demand and propose initiatives to mitigate predicted challenges.
- Develop a long-term plan to improve gender equality in a system integrator: analysis of current state, articulation of a vision and goals, and development of action plans
- Launch a corporate university in a business unit in Recruit: analysis of strategic challenges, define goals and policies, and design programmes

2003-2007 *Consultant, Human Capital Solution Group*

Consult with tens of companies from various industries on HRM and business strategy

- Design, conduct and analyse in-depth interviews and employee surveys
- Analyse client firms' internal data such as assessment and appraisal record and reward database
- Document presentations, meeting materials, and reports under supervision of senior consultants
- Awarded as the Most Valuable Player in the 3<sup>rd</sup> quarter of 2005 and the 1<sup>st</sup> quarter of 2006

2001-2003 *Researcher, Works Institute (an in-house think tank)*

- Research HRM practices and application of resource-based view to strategic planning

2000-2001 *Consultant, Strategic Service Group in i2 Technologies Japan (sent as a trainee)*

- Engage in pre-sales consulting projects to analyse clients' supply chain management practices.
- Develop a consulting methodology and training programme

1998-2000 *Marketing Staff, Marketing Department*

**Osaka, Japan**

- Design and implement marketing activities of classified information magazines

## **SOCIAL SERVICE**

- May 2023 Ministry of Education, Culture, Sports, Science and Technology (Japan), Review Committee for Recurrent Education Project to Develop Work-Ready Talent in Emerging Fields (Support and Scale-out).
- March 2021-Current Corporate Advisor. atama plus. Ltd.
- July 2020 – Current Corporate Advisor, Tao Partners, Ltd.
- September 2017 – Current Corporate Advisor, First Beauty Ltd.
- March 2017 – June 2019 Corporate Advisor, Invenio China Ltd.

## **LANGUAGES**

- Japanese - Native
- English – Fluent - TOEFL 109 (Oct/2012) / IELTS 7.5 (May/2010).
- Chinese (Mandarin) Beginner in Speaking/Listening/Reading/Writing - Completed Chinese Language and Business Culture at Beginner level (Confucius Institute for Business London, LSE, May 2011)

## **MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS**

- Academy of Management
- Academy of International Business
- Association of Japanese Business Studies
- Academy of Multinational Enterprises (Japan)
- Japan Academy of Business Administration
- Japan Society of Human Resource Management