

Title: Building positive relationships at Sino-Polish workplace in Poland

Summary:

This study examined the differentiated embedding process of Chinese self-initiated expatriates and Polish local employees in cross-cultural workplaces, with a particular focus on the moderating role of Guanxi in building positive coworker relationships. Given the limited attention in prior research to the mechanisms through which positive relationships develop in cross-cultural settings, and the lack of empirical evidence in the Sino-Polish context, this study offers meaningful theoretical, methodological, and practical contributions.

At the theoretical level, the study introduces the differentiated embedding model into the Sino-Polish workplace context, thereby extending the explanatory framework for cross-cultural relationship building. It also systematically applies attachment and belonging measures to this population and validates their effects on high-quality connections. By incorporating Guanxi as a cross-cultural moderating mechanism, the study further clarifies how Guanxi practices function, adapt, and vary in Sino-Polish workplaces, offering a new analytical lens for research on cross-cultural organizational behavior.

At the methodological level, the study adopts a convergent parallel mixed methods design, integrating quantitative and qualitative analyses and using triangulation to establish convergence and complementarity between findings. This approach enhances both the robustness and the explanatory depth of the results, while also providing a replicable pathway for future research on cross-cultural coworker relationships.

At the practical level, the study identifies differentiated mechanisms through which employees in Sino-Polish workplaces build relationships, develop trust, and manage conflict, generating concrete implications for cross-cultural management. Specifically, organizations can apply the dual adjustment strategy proposed in this research: supporting Chinese employees in adapting to Polish workplace culture while helping Polish employees understand and accommodate Chinese coworkers' communication preferences and cultural norms. By fostering both formal and informal opportunities for interaction, organizations can accelerate trust building, reduce cultural friction, and improve team cohesion and performance.

In conclusion, this study provides empirical evidence on the construction of positive relationships in Sino-Polish workplaces. It lays a theoretical and methodological foundation for future research

on relational mechanisms in multicultural organizational contexts. The findings offer a fresh perspective on how individuals and organizations can collaborate effectively across cultural boundaries in the era of globalization, and they open new avenues for advancing cross-cultural management research.