



**FACTORS AFFECTING CROSS-CULTURAL ADJUSTMENT AND JOB
PERFORMANCE OF CHINESE EXPATRIATES IN ASEAN COUNTRIES**



**A Thesis Submitted to the Graduate School of Naresuan University
in Partial Fulfillment of the Requirements
for the Doctor of Philosophy in Business Administration**

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BAOFU YANG

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Performance of Chinese Expatriates in ASEAN Countries"

By Baofu Yang

has been approved by the Graduate School as partial fulfillment of the requirements
for the Doctor of Philosophy in Business Administration of Naresuan University

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ABSTRACT

This study employs a mixed-methods approach to investigate the determinants of success for Chinese corporate expatriates in ASEAN countries. The research design incorporated qualitative focus group and individual interviews with 10 expatriates to refine the survey instrument, followed by a comprehensive quantitative survey of 400 assignees. The findings reveal three key patterns: (1) demographic analyses show younger expatriates (20-29 years) demonstrate superior adaptation, while doctoral-level education exhibits a paradoxical negative relationship with intercultural personality traits; (2) Structural Equation Modeling identifies Cultural Intelligence (CQ) as the strongest predictor of Cross-Cultural Adjustment ($\beta = .303$), while Pre-Departure Training (PDT) shows the most substantial direct effect on Job Performance ($\beta = .275$); (3) Cross-Cultural Adjustment serves as a critical mediator, translating approximately 12-31% of antecedent effects into enhanced performance. The study provides an empirically-validated framework for optimizing expatriate management practices in cross-cultural contexts, with particular relevance for the China-ASEAN economic corridor.

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ABBREVIATIONS



ASEAN	=	Association of Southeast Asian Nations
AVE	=	Average Variance Extracted
BCQ	=	Behavioural CQ
CCA	=	Cross-Cultural Adjustment
CCC	=	Cross-Cultural Competence
CCQ	=	Cognitive CQ
CE	=	Cultural Empathy
CNY	=	Chinese Yuan
CP	=	Contextual Performance
CQ	=	Cultural Intelligence
CR	=	Composite Reliability
CWB	=	Counterproductive Work Behavior
ES	=	Emotional Stability
FDI	=	Foreign Direct Investment
FGI	=	Focus Group Interview
GA	=	General Adjustment
GDP	=	Gross Domestic Product
GSE	=	General Self-Efficacy
HCN	=	Host Country National
HR	=	Human Resources
HRM	=	Human Resource Manager
IA	=	Interaction Adjustment
IRB	=	Institutional Review Board
JP	=	Job Performance
MCCQ	=	Meta-Cognitive CQ



MCQ	=	Motivational CQ
MNE	=	Multinational Enterprise
MNC	=	Multinational Corporation
MPQ	=	Multicultural Personality Questionnaire
MR	=	Multiple Regression
NCWB	=	Non-Counterproductive Work Behavior
NEC	=	Non- Ethnocentrism
NU	=	Naresuan University
OM	=	Open Mindedness
PDT	=	Pre-Departure Training
PEE	=	Previous Expatriate Experience
PRC	=	the People's Republic of China
RCEP	=	Regional Comprehensive Economic Partnership
RS	=	Relational Skills
SEA	=	Southeast Asia
SEM	=	Structural Equation Modeling
SI	=	Social Initiative
TP	=	Task Performance
UAE	=	United Arab Emirates
USA	=	The United States of America
UNCTAD	=	United Nations Conference on Trade and Development
WA	=	Work Adjustment

CHAPTER I

INTRODUCTION

This chapter describes an overview of expatriate Cross-Cultural Adjustment (CCA), Job Performance (JP), and business expatriate Demographics, Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence/Quotient (CQ) that affecting CCA and JP. The chapter is structured under the following headings:

- 1.1 Rationale of the Study
- 1.2 Statement of the Problem
- 1.3 Research Questions
- 1.4 Research Objectives
- 1.5 Scope of the Study
- 1.6 Contribution of the Study
- 1.7 Significance of the Study
- 1.8 Definition of Terms
- 1.9 Organization of the Thesis

1.1 Rationale of the Study

1.1.1 China

China is located in the eastern part of Asia, on the west coast of the Pacific Ocean. The total land area is about 9.6 million square kilometers, and the total sea area is about 4.73 million square kilometers. The length of China's land border is about 22,000 kilometers, and the length of the mainland coastline is about 18,000 kilometers. There are 7,600 islands of various sizes distributed in the sea area, and the largest is Taiwan Island, with an area of 35,759 square kilometers. At present, China has 34 provincial administrative regions (see Figure 1), including 23 provinces, 5 autonomous regions, 4 municipalities directly under the Central Government, and 2 special administrative regions. Beijing is the capital of China (Central Government of PRC, 2024b). With a population of 1.443 billion in 2021 (Central Government of PRC,

2021), China's GDP grew by 5.2% year-on-year in 2023, reached CNY 126 trillion in 2023 (Central Government of PRC, 2024a).

China's economic regions in mainland are divided into four major regions: Eastern, Central, Western, and Northeastern regions. The specific divisions are: 10 provinces (municipalities) in the Eastern region (in light yellow color) include Beijing, Tianjin, Hebei, Shanghai, Jiangsu, Zhejiang, Fujian, Shandong, Guangdong, and Hainan; 6 provinces in the Central region (in light purple color) include Shanxi, Anhui, Jiangxi, Henan, Hubei, and Hunan; 12 provinces (autonomous regions and municipalities) in the Western region (in pink color) include Inner Mongolia, Guangxi, Chongqing, Sichuan, Guizhou, Yunnan, Xizang, Shaanxi, Gansu, Qinghai, Ningxia, and Xinjiang; 3 provinces in the Northeast region (in blue color) include Liaoning, Jilin, and Heilongjiang (National Bureau of Statistics of China, 2021) as presented in Figure 1.



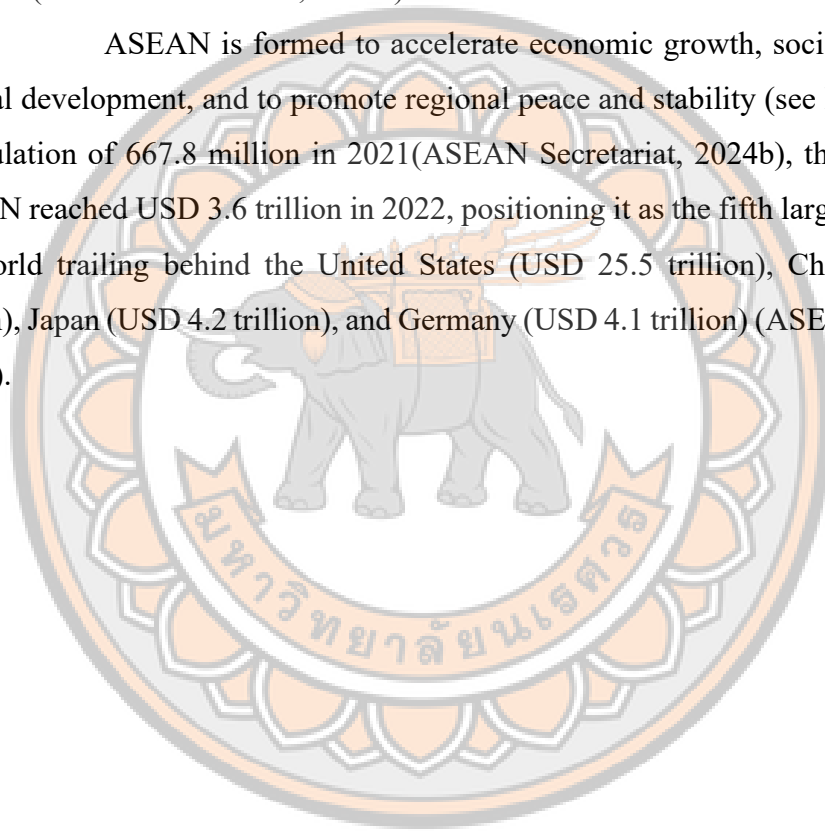
Figure 1 Administrative Division Map of China

Source: Adapted from Wu, Song et al., 2019

1.1.2 ASEAN

The Association of Southeast Asian Nations, or ASEAN, was established on 8 August 1967 in Bangkok, Thailand, with the signing of the ASEAN Declaration (Bangkok Declaration) by the Founding Fathers of ASEAN: Indonesia, Malaysia, Philippines, Singapore and Thailand. Brunei joined ASEAN on 7 January 1984, followed by Viet Nam on 28 July 1995, Laos and Myanmar on 23 July 1997, and Cambodia on 30 April 1999, making up what is today the ten Member States of ASEAN (ASEAN Secretariat, 2024a).

ASEAN is formed to accelerate economic growth, social progress and cultural development, and to promote regional peace and stability (see Figure 2). With a population of 667.8 million in 2021(ASEAN Secretariat, 2024b), the total GDP of ASEAN reached USD 3.6 trillion in 2022, positioning it as the fifth largest economy in the world trailing behind the United States (USD 25.5 trillion), China (USD 17.9 trillion), Japan (USD 4.2 trillion), and Germany (USD 4.1 trillion) (ASEAN Secretariat, 2024c).



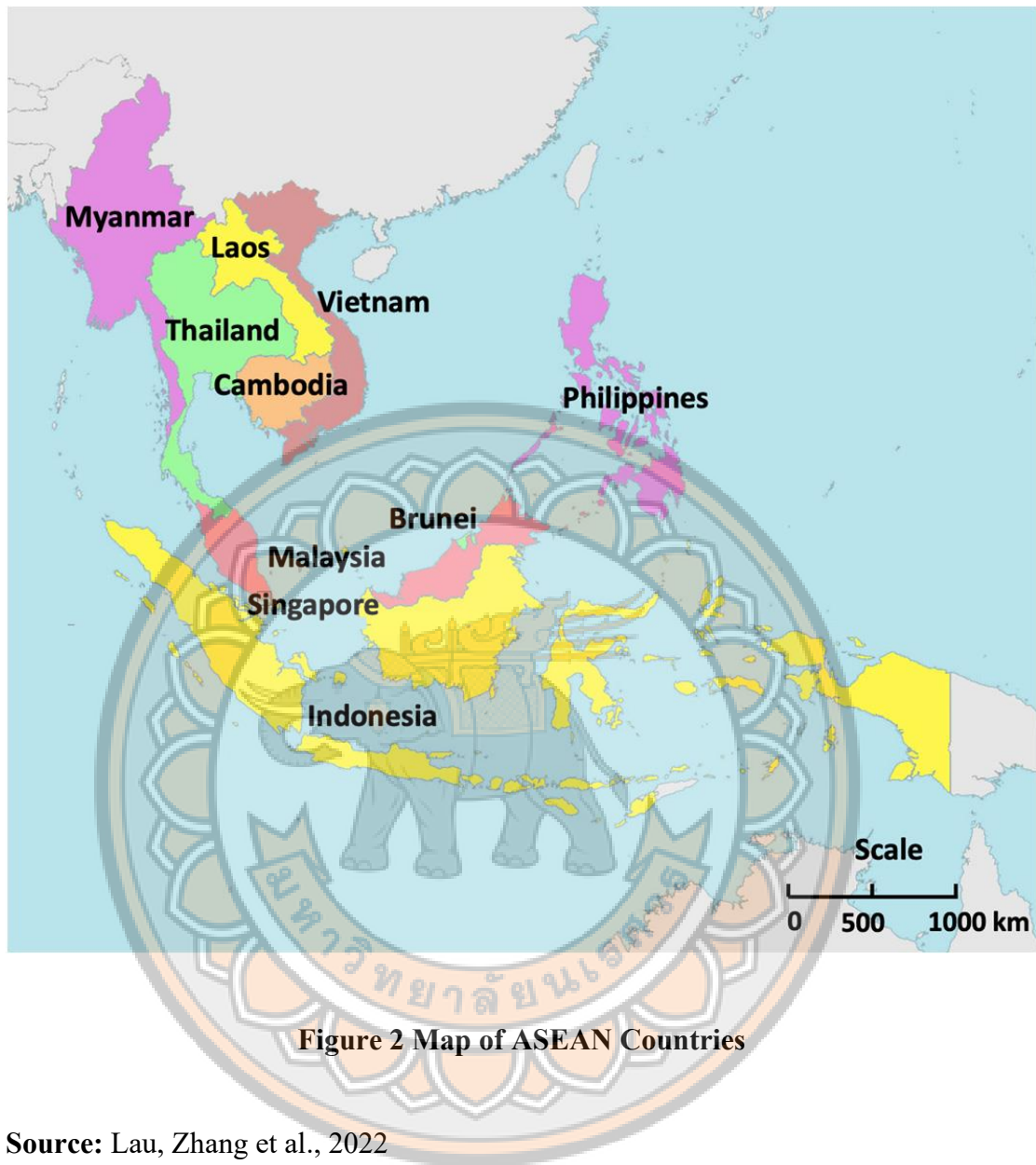


Figure 2 Map of ASEAN Countries

Source: Lau, Zhang et al., 2022

Social Culture aspect

Southeast Asia is one of the most ethnically diverse regions in the world, mainly including the Javanese, Kinh, Thai, Burmese, and Sundanese. ASEAN countries have a wide variety of languages, and there are multiple official and commonly used languages. Thailand, Myanmar, Laos, and Cambodia are mainly Buddhist; Indonesia, Malaysia, and Brunei are mainly Muslims, and Indonesia is the country with the largest Muslim population in the world; the Philippines is Catholic. Due to ethnic and cultural differences, ASEAN countries have many unique customs, but due to religious beliefs

and other factors, member countries also have many common customs (Department of Foreign Investment and Economic Cooperation, Academy of International Trade and Economic Cooperation et al., 2024).

Population distribution aspect

According to World Bank data, by the end of 2022, the total population of the ten ASEAN countries exceeded 679 million, second only to China and India, and is one of the most densely populated regions in the world, accounting for about 8.5% of the world's total population. Among them, Indonesia has the largest population, ranking fourth in the world, followed by the Philippines (13th), Vietnam (16th), and Thailand (20th). The labor force in the region accounts for about 50% of the total population. The region is also the most concentrated region for Huaren in the world. More than 70% of Huaren reside in ASEAN countries, with Indonesia, Thailand, and Malaysia ranking the top three (Department of Foreign Investment and Economic Cooperation, Academy of International Trade and Economic Cooperation et al., 2024).

1.1.3 China's Outward Foreign Direct Investment (FDI) in the World

According to the World Investment Report 2023 by UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT (UNCTAD), global Foreign Direct Investment (FDI) outflows reached \$ 1.49 trillion in 2022 with a year-end stock of \$ 39.9 trillion (UNCTAD, 2023). Based on this report, China's outward FDI flows (see Figure 3) and stock (see Figure 4) in 2022 accounted for 10.9% and 6.9% (see

Figure 5) of the global total respectively ranking second among all countries (regions) in terms of outward FDI flows, and third in terms of stock.

In 2022, China's outward FDI net flows reached \$ 163.12 billion, decreased by 8.8% compared with the previous year. By the end of 2022, 29,000 Chinese domestic investors had established 46,600 FDI enterprises overseas in 190 countries (regions) around the world. The year-end total assets of overseas enterprises were \$ 8.4 trillion. The accumulated outward FDI net stock reached \$ 2,754.81 billion. Among the stock, \$ 1,484.56 billion was equity investment, \$ 962.64 billion was reinvested earnings, and \$ 307.61 billion was debt instrument investment, accounting for 53.9%, 34.9% and 11.2% of the total respectively (Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023).

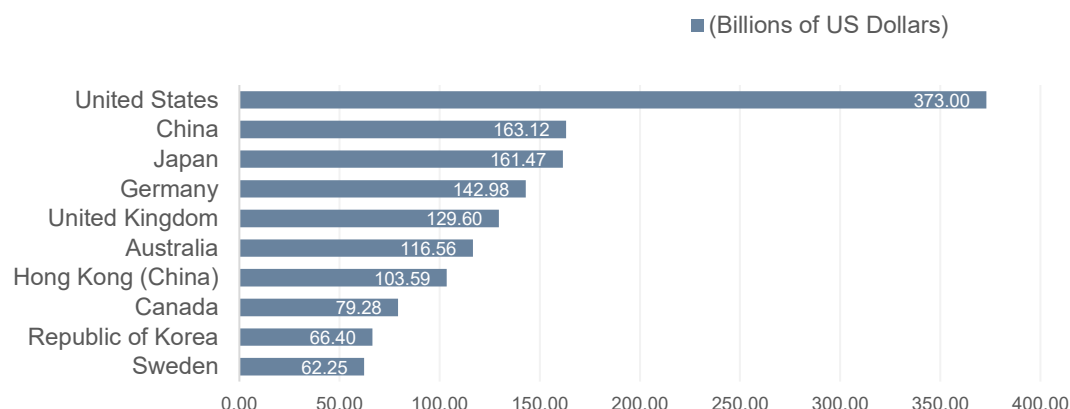


Figure 3 Foreign Direct Investment (FDI) Outflows of China and Other Major Countries (Regions), 2022

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

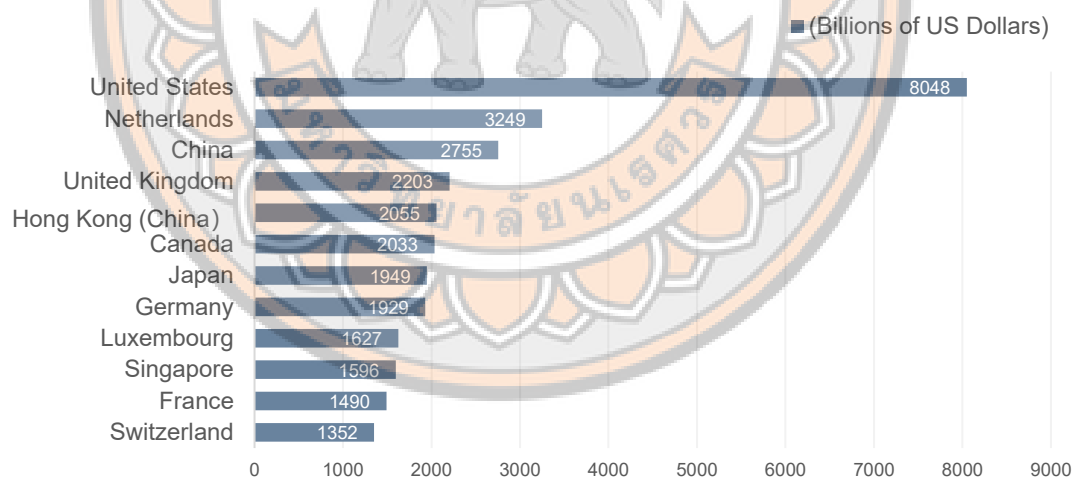


Figure 4 Outward Foreign Direct Investment Stock of China and Other Major Countries (Regions), 2022

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

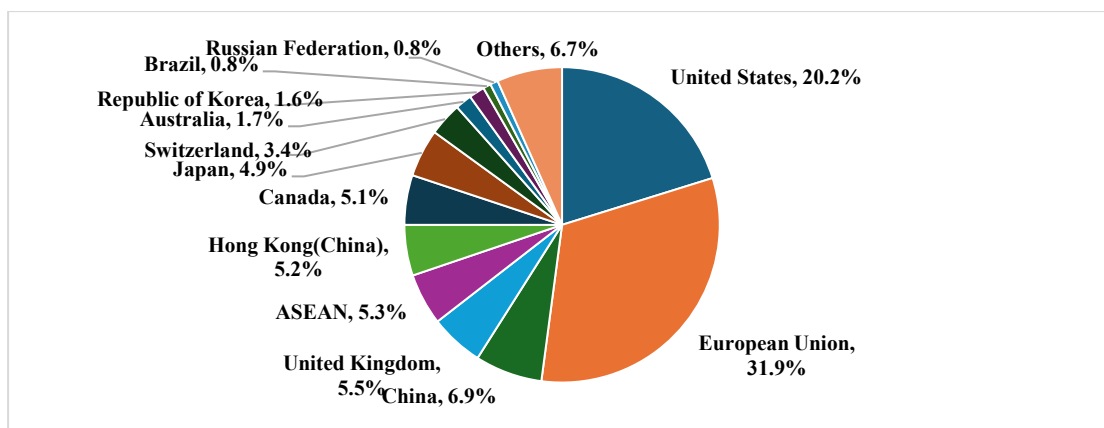


Figure 5 Proportions of Outward Foreign Direct Investment Stock of Global Major Economies, by the End of 2022

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

Since the release of the annual statistics of outward FDI in 2003, China has ranked among the top three in terms of outward FDI flows for 11 consecutive years, and its contribution to the world economy has become increasingly prominent as presented in Figure 6 and Figure 7.

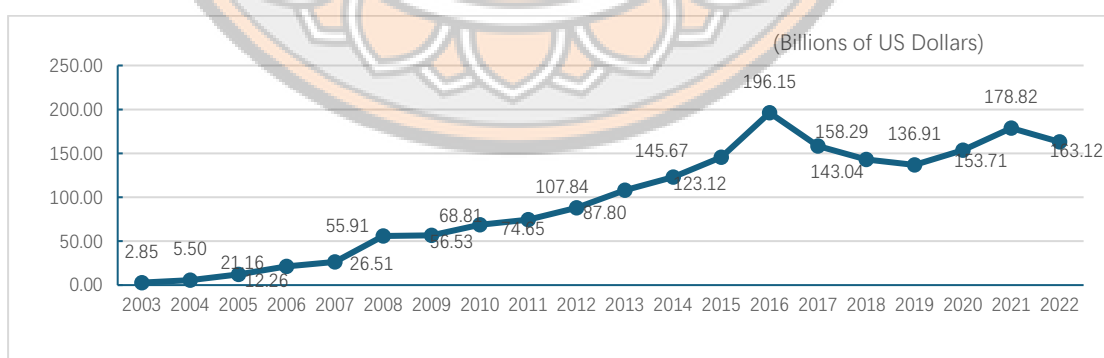


Figure 6 Outward Foreign Direct Investment Flows of China, 2003-2022

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

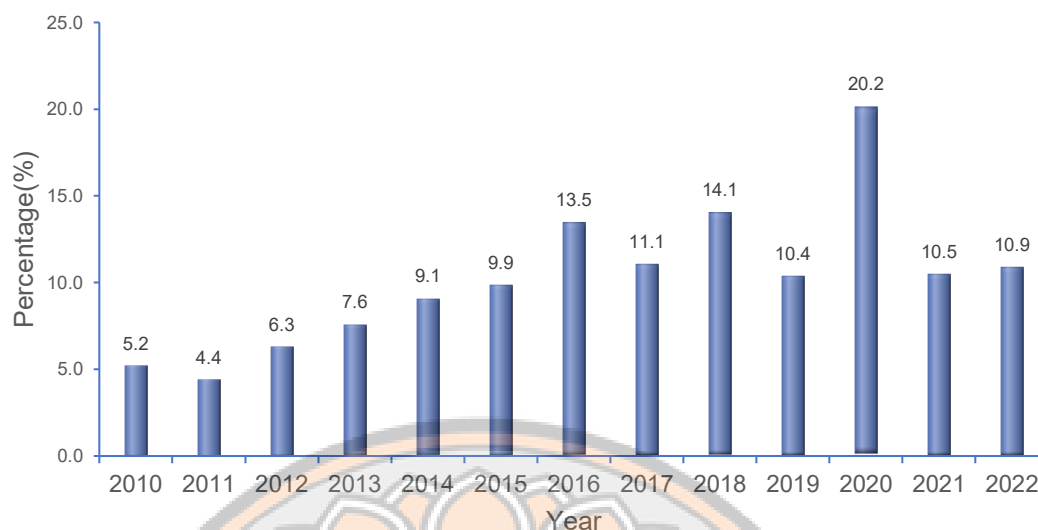


Figure 7 China's Percentage Share in World Foreign Direct Investment Outflows, 2010-2022

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

In 2022, the total amount of taxes paid by overseas enterprises to the countries (regions) where they invest was \$ 75.0 billion, with a 35.1% increase comparing with the previous year. By the end of the year, the total number of employees of overseas enterprises reached 4.108 million, including 2.493 million foreign employees, accounting for 60.7% of the total, with an increase of 99,000 compared with the previous year (Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023).

By the end of 2022, the number of China's outward foreign direct investors had reached over 29,000 (investors). In terms of the domestic investors' registration types from the state administration for market regulation, private enterprises accounted for 33.6% of the total which were the largest and most active groups in China's outward foreign investment. Limited liability companies accounted for 28.7%, ranking second. Incorporated companies accounted for 13.5%. The shares of foreign-invested enterprises, state-owned enterprises, Hong Kong/Macao and Taiwan-invested enterprises, self-employed companies, joint-stock cooperative

companies, collective enterprises, associated enterprises and other enterprises reached 5.7%, 5.6%, 4.1%, 2.2%, 1%, 0.3%, 0.1% and 5.2% respectively (see Figure 8). Among the domestic investors, there were 172 central enterprises and units, accounting for only 0.6%, while local enterprises from all provinces and cities accounted for 99.4% (Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023).

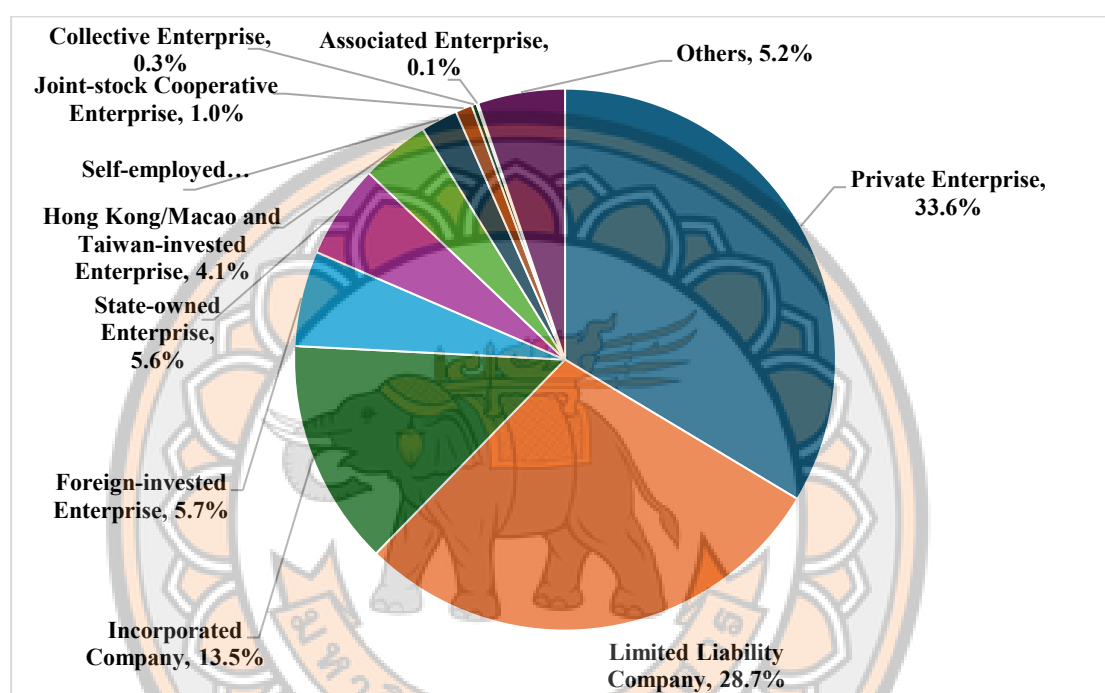


Figure 8 Distribution of Domestic Investors, by Registration Type, by the End of 2022

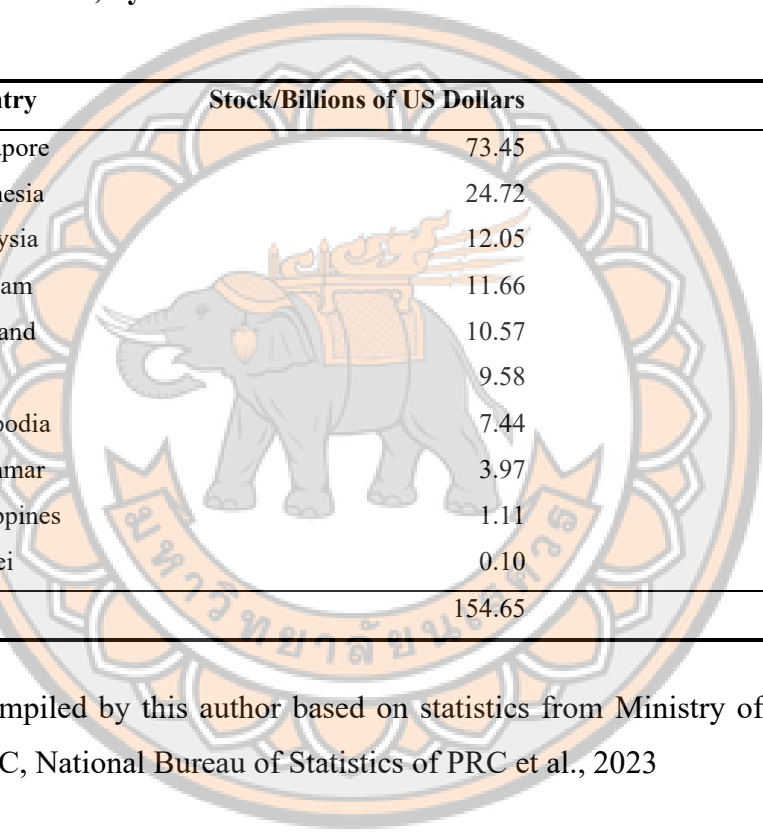
Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

1.1.4 China's Outward Foreign Direct Investment in ASEAN

In 2022, FDI flows to Asia were \$ 124.28 billion, representing a decrease of 3% compared with the previous year. It accounted for 76.2% of the total FDI outflows in that year, an increase of 4.6 percentage points from the previous year. Among them, investment in the 10 countries of Association of Southeast Asian Nations (ASEAN), namely Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam, amounted to \$ 18.65 billion, with a

year-on-year decrease of 5.5%, accounting for 15% of investment in Asia, and accounting for 11.4% of investment in the world. By the end of 2022, China's outward FDI stock in ASEAN were \$ 154.66 billion, accounting for 5.6% of the total stock and 8.4 % of the stock in Asia, which mainly distributed in Singapore, Indonesia, Malaysia, Vietnam, and Thailand. These investments are summarized in Table 1 below.

Table 1 China's Outward Foreign Direct Investment (FDI) Stock in ASEAN Countries, by the End of 2022



No.	Country	Stock/Billions of US Dollars	Share/%
1	Singapore	73.45	47.49
2	Indonesia	24.72	15.98
3	Malaysia	12.05	7.79
4	Vietnam	11.66	7.54
5	Thailand	10.57	6.83
6	Laos	9.58	6.19
7	Cambodia	7.44	4.81
8	Myanmar	3.97	2.57
9	Philippines	1.11	0.72
10	Brunei	0.10	0.06
	Total	154.65	100

Source: Compiled by this author based on statistics from Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

In terms of the industrial structure of China's outward FDI stock, \$49.28 billion was invested in manufacturing, accounting for 31.9%, mainly distributed in Indonesia, Singapore, Vietnam, Thailand, Malaysia, etc. The wholesale and retail trade industry received \$24.77 billion, accounting for 16% mainly distributed in Singapore, Malaysia, Thailand, etc. The leasing and business services industry received \$ 22.49 billion, accounting for 14.5%, mainly distributed in Singapore, Indonesia, Laos, etc. The production and supply of electricity/heat/ gas and water sector received \$ 14.48 billion, accounting for 9.4%, mainly distributed in Singapore, Indonesia, Malaysia, Myanmar, Vietnam, etc. The construction industry received \$ 9.51 billion, accounting

for 6.1%, mainly distributed in Cambodia, Indonesia, Singapore, Laos, Malaysia, etc. (Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023). These investments in different industries are summarized in Table 2 below.

Table 2 Major Industries of China's Outward Foreign Direct Investment Stock to ASEAN, by the End of 2022

No.	Industry	Stock/Millions of US Dollars	Share/%
1	Manufacturing	49,283.69	31.9
2	Wholesale and Retail Trade	24,767.67	16.0
3	Leasing and Business Services	22,485.21	14.5
4	Production and Supply of Electricity/Heat/Gas and Water	14,482.66	9.4
5	Construction	9,508.99	6.1
6	Finance	8,080.88	5.2
7	Transportation/Storage and Postal Services	6,002.97	3.9
8	Mining	5,733.14	3.7
9	Agriculture/Forestry/Animal Husbandry and Fishery	5,281.77	3.4
10	Information Transmission / Software and Information Technology Services	3,411.51	2.2
11	Real Estate	1,545.95	1.0
12	Resident Services/Repairs and Other Services	1,419.06	0.9
13	Scientific Research and Technical Services	1,315.25	0.9
14	Water Conservancy / Environment and Public Facilities Management	416.57	0.3
15	Education	381.40	0.2
16	Others	545.91	0.4

Source: Compiled by this author based on statistics from Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

1.1.5 China's Outward Foreign Direct Investment Stock by Province and Expatriate Personnel

By the end of 2022, Chinese domestic investors had established around 46,000 non-financial overseas enterprises. The numbers and proportions of overseas enterprises established by China's major provinces, municipalities, and Central Enterprises and Units, by the end of 2022 are presented in Table 3. China's Central Enterprises and Units refer to state-owned enterprises whose investor responsibilities are performed by the State Council of the People's Republic of China (i.e., the Central People's Government) or its authorized institutions such as the Ministry of Finance and the State-owned Assets Supervision and Administration Commission of the State Council on behalf of the State Council. According to State-owned Assets Supervision and Administration Commission of the State Council (2023), there are 97 Central Enterprises at present.

Table 3 The Numbers and Proportion of Overseas Enterprises Established by China's Major Provinces and Municipalities, by the End of 2022

No.	Province	Number of Overseas Enterprises	Proportion of Overseas Enterprises / %
1	Guangdong	8,459	18.48
2	Central Enterprises and units	6,029	13.17
3	Zhejiang	4,821	10.53
4	Shanghai	4,741	10.36
5	Beijing	4,162	9.09
6	Jiangsu	3,927	8.58
7	Shandong	2,576	5.63
8	Fujian	1,251	2.73
9	Tianjin	894	1.95
10	Liaoning	812	1.77
11	Yunnan	777	1.70
12	Sichuan	737	1.61

No.	Province	Number of Overseas Enterprises	Proportion of Overseas Enterprises / %
13	Hebei	633	1.38
14	Henan	576	1.26
15	Others	5,367	11.73
	Total	45762	100

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

China's outward FDI stock was 2,450.91 billion of USD by the end of 2022 (Non-Financial Part), of which Central Enterprises total was 1,518.03 billion of USD, and Provincial total was 932.88 billion of USD. Central Enterprises are located in different provinces, but they are directly under the jurisdiction of the State Council of China, so their FDI stock cannot be included in the statistical data of each province. By the end of year 2022, the outward FDI stocks of each province and the proportions are presented in Table 4. Among the Provincial total 932.88 billion of USD, \$ 761.64 billion came from eastern China, accounting for 81.6%; \$77.89 billion came from western China, accounting for 8.4%; \$74.1 billion came from central China, accounting for 7.9%; \$19.25 billion came from three provinces in northeastern China, accounting for 2.1% (Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023) as presented in Table 5.

Table 4 China's Outward Foreign Direct Investment Stock by Province, by the End of 2022 (Non-Financial Part)

(Millions of USD)

No.	Province	Amount	Proportion / %
1	Guangdong	179,987.38	19.29
2	Shanghai	162,741.84	17.45
3	Zhejiang	102,813.37	11.02
4	Beijing	101,538.18	10.88
5	Shandong	69,918.95	7.49
6	Jiangsu	63,620.67	6.82
7	Tianjin	26,102.57	2.80
8	Fujian	25,812.13	2.77
9	Anhui	19,857.13	2.13
10	Henan	18,424.14	1.97
11	Hebei	17,227.00	1.85
12	Sichuan	14,667.93	1.57
13	Liaoning	12,858.24	1.38
14	Hunan	12,074.36	1.29
15	Hainan	11,880.32	1.27
16	Yunnan	11,845.03	1.27
17	Jiangxi	10,996.36	1.18
18	Hubei	10,277.61	1.10
19	Inner Mongolia	8,209.44	0.88
20	Chongqing	7,899.11	0.85
21	Xinjiang	7,028.14	0.75
22	Gansu	6,689.05	0.72
23	Ningxia	6,682.22	0.72
24	Shaanxi	5,209.84	0.56
25	Guangxi	5,121.88	0.55
26	Heilongjiang	4,094.72	0.44
27	Shanxi	2,470.02	0.26
28	Jilin	2,293.75	0.25
29	Guizhou	2,047.42	0.22

No.	Province	Amount	Proportion / %
30	Xizang	1,795.91	0.19
31	Qinghai	695.5	0.07
	Total	932,880.21	100

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

Note: 1. This table didn't include the amount of Hong Kong, Macao, and Taiwan.
2. The amount of Xinjiang included the amount of Xinjiang P&C Group.

Table 5 Regional Distribution of China's Provincial Outward Foreign Direct Investment Stock, 2022

Region	Stock/Billions of US Dollars	Share/%
Eastern region	761.64	81.6
Central region	77.89	8.4
Western region	74.10	7.9
Three northeast provinces	19.25	2.1
Total	932.88	100

Source: Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

Note: 1. The eastern region includes: Beijing, Tianjin, Hebei, Shanghai, Jiangsu, Zhejiang, Fujian, Shandong, Guangdong, and Hainan.
2. The central region includes: Shanxi, Anhui, Jiangxi, Henan, Hubei, and Hunan.
3. The western region includes: Inner Mongolia, Guangxi, Sichuan, Chongqing, Guizhou, Yunnan, Shaanxi, Gansu, Qinghai, Ningxia, Xinjiang, and Xizang.
4. The three northeast provinces include: Heilongjiang, Jilin, and Liaoning.

The total number of employees of overseas enterprises reached 4.108 million in the world, including 2.493 million foreign persons (Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023). So, we may roughly get the total number of Chinese employees of overseas enterprises is 1.615 million.

By the end of 2022, China had set up more than 6,500 overseas enterprises in ASEAN, employing more than 660,000 foreign persons.

In 2021, Chinese companies sent a total of 236,000 labor personnel to Asia, accounting for 73.1% of the total number of labor personnel dispatched of all types, an increase of 10,000 compared with the same period last year, mainly distributed in Macao, Hong Kong, Singapore, Japan and Indonesia and other countries (regions) (Ministry of Commerce of PRC, 2022).

By the end of 2022, the number of Chinese labor personnel in ASEAN countries reached 104,126 as presented in Table 6 (Department of Foreign Investment and Economic Cooperation, Academy of International Trade and Economic Cooperation et al., 2024).

Table 6 Chinese Labor Personnel in ASEAN Countries, by the End of 2022

No.	Country	Labor Personnel	Proportion in ASEAN / %
1	Singapore	45,759	43.95
2	Indonesia	28,615	27.48
3	Malaysia	7,408	7.11
4	Laos	6,028	5.79
5	Cambodia	5,890	5.66
6	Vietnam	4,079	3.92
7	Philippines	3,406	3.27
8	Myanmar	1,383	1.33
9	Thailand	1,356	1.30
10	Brunei	202	0.19
Total		104,126	100

Source: Compiled by this author based on statistics from Department of Foreign Investment and Economic Cooperation, Academy of International Trade and Economic Cooperation et al., 2024

1.1.6 Cultural Difference between China and ASEAN

1) Culture

Culture is the set of values, beliefs, rules, and institutions held by a specific group of people. Culture is a highly complex portrait of a people. National culture is a strong shaper of a people's values, attitudes, customs, beliefs, and communication (Wild and Wild, 2014, p. 66). Three distinct cultural dimensions exist: context, time and space (Hall, 1959, 1976, cited in Zakaria, 2019, p. 19).

Culture can be compared to an iceberg, because so much goes undetected. So that within our lives and work it is often ignored. The impacts of culture on the elements of communication needs to be explicitly explored rather than taken for granted or ignored. The list below shows some of the cultural issues that impact on our interactions (Hanley, 1999):

Surface Culture

LANGUAGE

ARTS, LITERATURE
RELIGIONS, MUSIC, DRESS
DANCE, GAMES, SPORTS, COOKING

Folk Culture

//////////////////////\awareness level boundary//////////////////////

Invisible

NOTIONS OF MODESTY, CONCEPTS OF BEAUTY
EDUCATION, CHILD RAISING, RULES OF DESCENT,
COSMOLOGY, RELATIONSHIP TO THINGS, ANIMALS & PLANTS
COURTSHIP PRACTICES, CONCEPT OF JUSTICE, MOTIVATION TO WORK
CRITERIA FOR LEADERSHIP, DECISION MAKING PROCESSES, DEITIES
DEATH, IDEAS OF CLEANLINESS, LOCUS OF CONTROL, THEORY OF DISEASE,
PHYSICAL SPACE, DEFINITION OF SANITY, FRIENDSHIP, LOVE, MURDER, LIFE,
GENDER, FACIAL EXPRESSIONS ROLES IN RELATION TO STATUS BY AGE,
GENDER, CLASS, KINSHIP, OCCUPATION, RELIGION, CONVERSATIONAL
PATTERNS IN VARIOUS SOCIAL CONTEXTS, CONCEPTION OF TIME & SPACE
PREFERENCES FOR COMPETITION, COOPERATION, INDIVIDUALISM OR GROUP
NORMS, SIN, GRACE NOTION OF ADULTHOOD, NOTION OF LOGIC AND
VALIDITY, PHYSICAL SPACE ARRANGEMENTS, LIFE ODORS, HANDLING OF
EMOTIONS, ACCEPTANCE OF FRUSTRATION OR PAIN, CONCEPT OF FAITH

2) Cultural Similarities and Differences between China and ASEAN Countries

Cultural Similarities

There are many cultural similarities between China and ASEAN countries. China and ASEAN countries are geographically close and interdependent. Laos, Myanmar and Vietnam border Guangxi and Yunnan of China. At the same time, China and Southeast Asian countries have close ethnic ties and similar cultures. Due to geographical and historical reasons, many ethnic groups in ASEAN countries have deep linguistic roots with ethnic groups in southwest China. Ethnic groups in Cambodia, Thailand and other places still retain the same or similar living customs and language habits as many ethnic groups in China. Internationally, China and Vietnam are classified as belonging to the "Chinese Cultural Circle", which is enough to prove that the cultural roots of the two countries are very deep. Chinese culture has a profound influence on Laos. Most of the vocabulary in Laos' language and culture is similar to that of Dai language in Yunnan, China. In addition, the Miao and Yao people in Laos still use Chinese characters. The Chinese classical literature "Romance of the Three Kingdoms" is widely circulated among the Lao people. China's Confucian thoughts and concepts were once widely circulated in Southeast Asian countries and had a profound influence. For example, Vietnam and Singapore are typical examples of the practice of Chinese Confucian culture. Malaysia, Indonesia, Singapore and other places are densely populated by Huaren (foreign nationals of Chinese descent). Relying on the dual advantages of geography and ethnicity, China and ASEAN countries were not only able to carry out economic and cultural exchanges at an early stage, but also to have inseparable continuity in culture and customs between China and ASEAN countries. The similarities between China and Southeast Asia at the cultural level, such as the fact that some of the languages and characters originated from China and evolved; some of the living customs are the same or similar to those in China; in addition, the food culture is also similar to that in China; some international scholars have classified China and Southeast Asia as the "Chinese character cultural circle" and the "chopstick cultural circle"(Yu & Fan, 2018, p. 65-67).

Cultural differences

Between different cultures, Zakaria (2019) argued that there are many differences in the ways people speak, including the way people arrange their words, the tone of voice they use, how they select the content of a message, and the person to whom they direct the message. Studies have shown that culture does influence communication. Communication in a high-context society takes into consideration key factors such as what, who, why, when and how. On the other hand, communication in a low-context society relies almost exclusively on what - that is, the content of the message. Thus, in a low-context culture, people directly express their disagreement, while in a high-context culture, people are reluctant to speak if they fear they will offend someone (their boss, for example, or their father). High-context cultures are from countries like those in Asia, that is, China, Malaysia, Thailand and many other countries. So, when working with people from different cultures, you need to be aware of their various communicative behaviors, because any blunders in conversation will lead to miscommunication, misinterpretations or confusion, all of which can adversely affect performance (Yu & Fan, 2018, p. 85).

The ethnic groups in ASEAN countries have great differences in cultural customs. Even if they have similarities in some aspects, there is a certain gap in their development level. This difference has a far-reaching impact on the cultural identity of the ASEAN region (Yu & Fan, 2018, p. 122).

There are cultural differences between China and ASEAN countries in religious beliefs, ideology and social systems. Therefore, cultural conflicts are inevitable. The main cultural differences are reflected in the following three aspects:

Differences in religious beliefs: ASEAN religious culture is inherently complex. Western Christian religion and culture, Indian Buddhist culture, Islamic culture, and Chinese Confucian culture have all had a profound impact on ASEAN culture. They occupy their respective dominant positions in different countries, but none of them can dominate the entire ASEAN region.

Ideological differences: China and Vietnam are both socialist countries. Due to historical reasons, the Vietnamese people have a deviation in their cognition of Chinese culture. In addition, most ASEAN countries are capitalist systems, while China is a socialist country. The value orientations behind the two systems are

very different. Capitalism emphasizes profit over righteousness, while Chinese traditional culture emphasizes moral self-discipline.

Differences in political sovereignty and national interests:

Political sovereignty and national interests will also affect the intimacy of cultural relations. The South China Sea sovereignty issue is a complex issue that has long affected the development of relations between China and ASEAN countries such as the Philippines and Vietnam. It is difficult to find a solution that satisfies all parties in a short period of time. The conflicts in the political field will lead to different degrees of rejection of Chinese culture in these countries, restricting the exchanges and cooperation between China and ASEAN in the cultural field (Yu & Fan, 2018, p. 145-147).

3) Culture Shock

According to Zakaria (2019), when expatriates go to a new place with a different cultural background, they may experience culture shock. One model that is helpful for understanding culture shock when we encounter travelling issues is the iceberg model, we know that an iceberg has only 10% of its total mass above the water while 90% of it is underwater, but that 90% is what the ocean currents act on and what creates the iceberg's behavior at its tip. Cultural understanding can be looked at in this same way (Zakaria, 2019, p. 11).

In the case of expatriate managers, cultural differences between home country and host country are important factors in their potential success. Culturally sensitive managers increase the likelihood that a company will achieve its international business goals.

Living in another culture can be a stressful experience. Selecting managers comfortable traveling to and living in unfamiliar cultures, therefore, is an extremely important factor when recruiting for international posts. Set down in the midst of new cultures, many expatriates experience culture shock--a psychological process affecting people living abroad that is characterized by homesickness, irritability, confusion, aggravation, and depression. In other words, they have trouble adjusting to the new environment in which they find themselves. Expatriate failure--the early return by an employee from an international assignment because of inadequate Job Performance (JP)—often results from cultural stress. The higher cost of expatriate

failure is convincing many companies to invest in cultural-training programs for employees sent abroad (Wild & Wild, 2014, pp. 425-426).

According to Wild and Wild (2014), culture shock typically occurs during stays of a few months or longer in an unfamiliar culture. It begins on arrival and normally occurs in four stages (although not all people go through every stage) as presented in Figure 9:

Stage I: The "honeymoon" typically lasts from a few days to a few weeks. New arrivals are fascinated by local sights, pleasant hospitality, and interesting habits. They are thrilled about their opportunity and are optimistic about prospects for success. Yet this sense of security is often false because, so far, interactions with locals are similar to those of a tourist.

Stage II: This stage lasts from a few weeks to a few months; in fact, some people never move on to Stage 3. Unpredictable quirks of the culture become annoying, even maddening. Expatriates begin mocking the locals and regarding the ways of their native cultures as superior. Relationships with spouses and children suffer, and depression, perhaps even despair, sets in.

Stage III: Emotions hit bottom and recovery begins. Cynical remarks cease as expatriates begin to learn more about the local culture, interact more with locals, and form friendships.

Stage IV: Expatriates not only better understand local customs and behavior but actually appreciate many of them. They now treat differences as "unique" solutions to familiar problems in different cultural contexts. Reaching this stage is a sign that the expatriate has adapted well and that success in his or her international assignment is likely (p. 425).

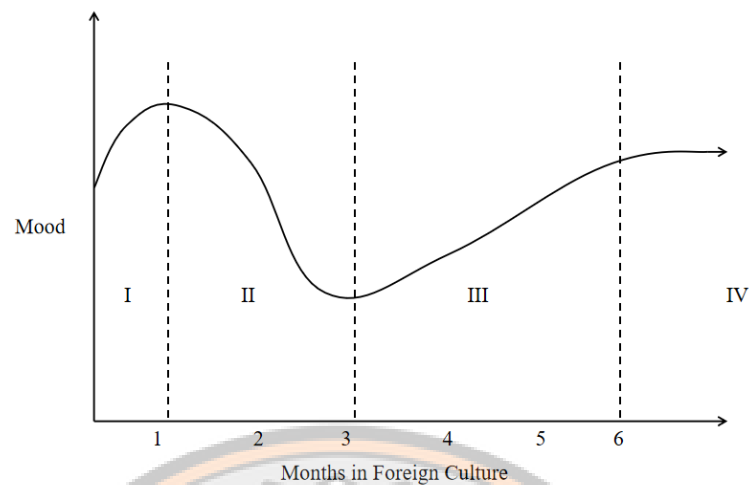


Figure 9 A Culture Shocking Ordeal

Source: Adapted from Wild and Wild, 2014

1.1.7 Expatriate Cross-Cultural Adjustment (CCA) and Job Performance (JP)

With the implementation of the "the Belt and Road" initiative and the increasingly close cooperation between China and Association of Southeast Asian Nations (ASEAN), more and more Chinese enterprises are investing in ASEAN countries. Along with the process of internationalization of Chinese enterprises, more and more expatriates are being sent to work abroad. However, in the process of expatriation, expatriates have to face many problems and difficulties. Among them, the thorny problem is the CCA of expatriates. "The concept of the well-adjusted personality or of good adjustment sets a low ceiling upon the possibility for advancement and for growth. The cow, the slave, the robot may all be well adjusted" (Maslow, 1954, p. 292). If it is not handled well, it will bring irreparable losses to the company and individuals, including but not limited to the company's performance and personal performance. Therefore, it is very necessary to study the factors affecting expatriate CCA and JP, and further explore the impact mechanism of expatriate CCA on expatriate JP and mediating role of expatriate CCA on the relationships between the factors and JP.

There are many factors that affect the CCA and JP of business expatriates, including macro factors (such as national policies and cultural distance) and micro factors (such as corporate culture and leadership style). In an extensive review of literature, Black, Mendenhall et al. (1991) identified numerous factors that determine CCA. We can't examine all of the related factors in a study at the same time. Therefore, this research only studies five micro factors related to the expatriates themselves, namely Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ).

Management of expatriates is a complex and multifaceted process and multinational companies often rely on motivated and skilled expatriate employees (who are particularly hard to come by) to set-up, control and operate the subsidiaries in foreign locations such as the United Arab Emirates (Tahir & Egleston, 2019).

Expatriate individual factors have a certain influence on expatriate CCA. The findings show that gender, expatriate time, proficiency in the host language and English have significant effects on expatriates' CCA (Zhou & Cui, 2012). Cultural empathy and Emotional stability have a positive impact on general adjustment (Peltokorpi & Froese, 2012). Expatriates understanding of local conditions can be limited owing to their limited Japanese language skills and restricted interaction with Japanese employees (Peltokorpi, 2007). However, surprisingly few scholars have examined the influence of expatriate personal characteristic (like Education level, lower position level, and host language proficiency, etc.) in the host subsidiary company on CCA, for exceptions, see e.g., (Freeman & Lindsay, 2012; Wang, Feng et al., 2014; Bešić & Ortlieb, 2018).

This study contributes to research of the effects of expatriate Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) on the expatriate Cross-Cultural Adjustment (CCA), and the antecedents and CCA on expatriate Job Performance (JP) in ASEAN countries in two ways. Firstly, I use questionnaires to examine the influence of expatriate Demographics, PDT, Personality, CCC, and CQ on expatriate CCA and expatriate JP, and to examine the mediating role of expatriate CCA on the relationships between these factors and expatriate JP. Secondly, in comparison to previous studies in this domain, e.g., the study of Peltokorpi and Zhang (2020). The collected data also

enables the use of confirmatory factor analyses to validate the factors scale and control for factors that can bias the results.

1.2 Statement of the Problem

China is the second largest global economy after the United States, the largest developing country and is one of the largest investors in the world. The economic, trade and investment cooperation between China and ASEAN is now booming, showing unprecedented vitality and potential. As the economic and trade relations between the two sides deepen and the scale of trade and investment continues to expand, China and ASEAN are each other's important trading partners.

Since 2013, China-ASEAN trade has grown at an average annual rate of 8.8%, which is 3.8 percentage points higher than China's overall average annual growth rate during the same period. In 2023, bilateral trade continues to grow, reaching 6.41 trillion Chinese Yuan. ASEAN has maintained its status as China's largest trading partner for four consecutive years, and China has also been ASEAN's largest trading partner for many consecutive years. As of 2023, China's trade volume with ASEAN has increased 16.8 times in 20 years. As of July 2023, the cumulative two-way investment between China and ASEAN countries exceeded US\$380 billion, and more than 6,500 direct investment enterprises were established in ASEAN (The State Council Information Office of PRC, 2024).

Globalization and internationalization of businesses have increased the cultural diversity of the workforce. To perform effectively, expatriate employees must possess skills and personality traits that enable them to adapt to a new cultural environment (Aliane & Zakariya, 2023).

When Chinese enterprises invest abroad, they face many problems, such as finance, marketing, employment, information, one of which is the Cross-Cultural Adjustment (CCA) of expatriates. Therefore, this study examines the expatriate 5 factors (i.e., expatriate Demographics, PDT, Personality, CCC, and CQ) affecting the CCA and Job Performance (JP) of expatriates from China, and investigates the mediating role of expatriate CCA on the relationships between these 5 factors and JP, so as to facilitate the selection, training, assignment, return and personal performance management of expatriates in the future.

With the continuous acceleration of globalization, economic cooperation between China and ASEAN countries is becoming increasingly close. China has frequent exchanges with ASEAN countries in politics, economy, culture, and other aspects.

At present, the number of Chinese expatriates in ASEAN countries is constantly growing, and the fields involved are also very wide, including but not limited to agriculture, mining, manufacturing, trade, tourism, etc. These expatriates not only bring rich business experience and professional knowledge to the company, but also play an important role in promoting economic and trade cooperation between China and ASEAN countries.

As Chinese enterprises continue to expand globally, more and more Chinese employees are sent to work overseas. Since there are different contexts between China and ASEAN countries, for instance, foods, religions, languages, dresses, and so on. These expatriates face huge CCA challenges, which is not only related to their personal career development, but also directly affects the international competitiveness of the company. Therefore, exploring the effects of expatriate 5 factors (Demographics, PDT, Personality, CCC, and CQ) on CCA and JP of Chinese expatriates, and exploring the interrelationship between CCA and JP is of great significance for improving the international competitiveness of enterprises and expatriates.

Chinese expatriates face many challenges in the process of CCA. Firstly, language barriers are a common problem. Although many employees have received English education at home, they may still encounter communication difficulties in actual work and life. Secondly, cultural differences are also an important challenge. Different countries and regions have different cultural customs, values and business habits, which require in-depth study and understanding by expatriates. Finally, the environment and conditions of working overseas may be very different from their experience at home, which also requires them to adapt and adjust.

CCA has a direct impact on the JP of expatriates. First, good CCA can help employees better integrate into the local society and establish good interpersonal networks, thereby creating more business opportunities for the company. Secondly, CCA can also improve employees' personal abilities and qualities, giving them more

advantages in international competition. Finally, CCA also helps reduce cultural conflicts and misunderstandings and improve the efficiency and quality of teamwork.

Thus, CCA and JP of Chinese expatriates in ASEAN countries is a practical issue during their assignment. It is necessary to investigate the effects of expatriate Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) on the CCA and JP of expatriates and how to solve existing problems, so as to provide corresponding suggestions for expatriate companies and expatriate employees.

1.3 Research Questions

Over-all research questions:

Are there significant differences in the perceived effectiveness of PDT, Personality, CCC, CQ, CCA, and JP across different host countries and demographic profiles?

What are the effects of expatriate Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) on expatriate Cross-Cultural Adjustment (CCA)?

What are the effects of expatriate PDT, Personality, CCC, CQ, and CCA on expatriate Job Performance (JP)?

Does expatriate CCA mediate the relationships between expatriate PDT, Personality, CCC, CQ and expatriate JP?

Sub-questions:

Do perceived levels of PDT, Personality, CCC, CQ, CCA, and JP vary significantly by host country and demographic profile?

Does expatriate PDT affect (a) CCA and (b) JP of Chinese expatriates?

Does expatriate Personality affect (a) CCA and (b) JP of Chinese expatriates?

Does expatriate CCC affect (a) CCA and (b) JP of Chinese expatriates?

Does expatriate CQ affect (a) CCA and (b) JP of Chinese expatriates?

Does CCA affect JP of Chinese expatriates?

Does CCA mediate the relationships between expatriate (a) PDT, (b) Personality, (c) CCC, (d) CQ and expatriate JP?

1.4 Research Objectives

The primary objective of this study is to develop and empirically test an integrated model that explains how key antecedent factors influence the cross-cultural adjustment and job performance of Chinese expatriates in the ASEAN context. To achieve this, the specific research objectives are as follows:

Objective 1: To compare the levels of Pre-Departure Training (PDT) effectiveness, Personality traits, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP) across host country and demographic groups.

Objective 2: To examine the direct effects of PDT, Personality, CCC, and CQ on CCA.

Objective 3: To examine the direct effects of the aforementioned antecedent factors and CCA on JP.

Objective 4: To investigate the mediating role of CCA in the relationships between the antecedent factors (PDT, Personality, CCC, CQ) and JP.

Demographic characteristics (e.g., gender, age, previous expatriate experience) will be measured and included as control variables in the analysis to isolate the effects of the core theoretical constructs, but they are not the focus of these research objectives.

1.5 Scope of the Study

This study employs a mixed-methods sequential exploratory design (Creswell & Clark, 2017) to examine employees sent by Chinese enterprises registered in mainland China to work in their subsidiaries, offices, and on overseas contracting projects in ASEAN countries. The research integrates qualitative and quantitative phases to ensure a comprehensive investigation.

1.5.1 Research Design, Population, and Sampling

The research design comprises two sequential phases:

Qualitative Phase (Initial Exploration): Focus Group Interview (FGI) and individual interviews were conducted to gain in-depth insights into expatriates' lived experiences and to contextualize the quantitative findings. These FGI and interviews informed the refinement of the quantitative survey instrument.

Quantitative Phase (Main Investigation): A cross-sectional survey was administered to test the hypothesized relationships among the study constructs.

The target population comprises full-time employees of Chinese companies who were sent from mainland China and are currently on assignment in ASEAN countries.

Qualitative Sampling: The qualitative phase included ten participants (one Focus Group Interview of five expatriates and five Individual Interviews) recruited through purposeful sampling. Participants were identified via formal channels (the China Chamber of International Commerce). This strategy ensured access to information-rich cases representing diverse demographics (e.g., age, tenure) and coverage across multiple ASEAN host countries (Philippines, Indonesia, Thailand, Laos, Malaysia, Myanmar, Singapore, and Vietnam). All interviews were conducted online via VooV Meeting.

Quantitative Sampling: The sample size for the survey was set at $N = 400$. Given the absence of a definitive sampling frame for this geographically dispersed population, a **quota-guided, multi-seed snowball sampling strategy** was employed to balance feasibility with methodological rigor. Initial participants (“seeds”) were recruited from multiple sources, including the researcher's network and organizational gateways (e.g., the China Chamber of International Commerce). These participants were then asked to refer other eligible expatriates within their professional networks. This **referral process was actively managed** against pre-determined quota targets (based on provincial origin and host country) to maximize sample diversity and mitigate network homogeneity bias.

1.5.2 Data Collection and Measurement Tools

Data were collected using two primary tools:

Focus Group Interview Guide: A semi-structured protocol was used in the qualitative phase to explore themes related to cross-cultural adjustment, challenges, and perceived effectiveness of pre-departure training.

Structured Questionnaire: A self-administered questionnaire was the primary tool for the quantitative phase. It was developed based on established scales from prior literature to measure the study's eight key constructs:

Control Variable: Expatriate Demographics.

Independent Variables: Expatriate Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ).

Dependent Variables: Cross-Cultural Adjustment (CCA) and Job Performance (JP).

All multi-item scales used a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

1.5.3 Data Analysis Tools and Procedures

Data analysis was conducted in two stages, corresponding to the research phases:

Qualitative Data Analysis: Transcripts from the FGI and individual interviews were analyzed using thematic analysis (Braun and Clarke, 2006) to identify, analyze, and report patterns (themes) within the data.

Quantitative Sampling: The sample size for the survey was set at N = 400. Given the absence of a definitive sampling frame for this geographically dispersed population, a classic probability sampling method, such as **stratified random sampling**, was not feasible. To maximize the diversity and representativeness of the sample within these practical constraints, a **non-probability, quota-guided, multi-seed snowball approach** was employed to balance feasibility with methodological rigor. Initial participants (“seeds”) were recruited from multiple sources, including the researcher's network and organizational gateways (e.g., the China Chamber of International Commerce). These participants were then asked to refer other eligible expatriates within their professional networks. This **referral process was actively managed** against pre-determined quota targets (based on provincial origin and host country) to maximize sample diversity and minimize network homogeneity bias.

1.5.4 Geographical and Temporal Scope

This study examines Chinese expatriates working across the ten ASEAN member states. The focus on China is justified by two key factors: 1) the deepening economic integration following the establishment of the China-ASEAN Free Trade Area, and 2) the expected strengthening of bilateral relations due to industrial complementarity and regional logistical advantages. Data collection was conducted between July 2024 and June 2025.

1.6 Contribution of the Study

Up to now, there is no similar study on Cross-Cultural Adjustment (CCA) of Chinese expatriates in ASEAN. This research is the first attempt to investigate systematically business expatriates' 5 factors (i.e., Demographics, PDT, Personality, CCC, and CQ) influencing the CCA and JP of Chinese expatriates in ASEAN, and to explore the mediating role of CCA on the relationships between these 5 factors and JP.

To enrich the literature of CCA and JP of Chinese expatriates in ASEAN.

This study puts forward a new model, which makes some beneficial attempts for the construction of local theory based on the practice of CCA of Chinese expatriates in ASEAN. In the literature review, no similar study on CCA of Chinese expatriates in ASEAN have been found. Therefore, this study focuses on the Chinese expatriate adjustment in ASEAN and plans to fill in the gap. The study enriches the CCA literature of Chinese expatriates in ASEAN.

To provide a guidance for Chinese enterprises to select expatriates.

The study will examine the business expatriate 5 factors affecting the CCA and the JP of Chinese expatriates. It tries to fill in the existing gaps and provides guidance for Chinese enterprises to select expatriates.

To test the CCA and JP of Chinese expatriate in the context of ASEAN countries. China's growing FDI in ASEAN countries and the relationship between China and ASEAN as each other's largest trading partners require a large number of Chinese expatriates to support it. However, no literature and research on the CCA and JP of Chinese expatriates in ASEAN countries is currently found. This research is the first attempt to fill in this gap.

To find some possible additional / extra variables, such as medical care services, unpunctuality, work pace, based on the results of Focus Group Interview (FGI), which will be conducted with Chinese expatriates in ASEAN countries.

1.7 Significance of the Study

With the implementation of the "the Belt and Road" initiative and the increasingly close cooperation between China and ASEAN, more and more Chinese enterprises are investing in ASEAN countries. More and more Chinese enterprises are going out and investing abroad accompanying millions of expatriates working in different countries. Consequently, as said: "identifying factors influencing expatriates' Cross-Cultural Adjustment (CCA) at work and performance has become an increasingly important issue for both researchers and firms".

Practical implication

Just as Na-Nan and Ngudgratoke (2017) believed that enhancing "the expatriate adjustment factors and management understanding in a company and other companies as well, and it is not only important for the issue of human resource, but also is one for the competition in international market".

It is of great practical significance to study the CCA of Chinese expatriates in ASEAN countries. Since previous focused research was concentrated mostly on expatriates in developed countries, such as Japan, Europe or the United States of America (Tahir & Egleston, 2019). Furthermore, majority of the current expatriate literature deals with expatriation in general rather than focusing on a country or region (AlMazrouei & Pech, 2014). The results demonstrated in the study, based on this empirical testing, provide more confidence and guidance to Chinese multinational corporations when selecting appropriate candidates for such international assignments, especially in ASEAN countries.

The study has certain practical implication for the CCA of Chinese expatriates and the expatriate Job Performance (JP) management. It provides guidance for Chinese enterprises to select expatriates.

Theoretical implication

It is of great theoretical significance to study the CCA of Chinese expatriates in ASEAN. In the literature review, the similar study on CCA of Chinese expatriates in ASEAN hasn't been found. Therefore, this study focuses on the Chinese expatriate adjustment in ASEAN and plans to fill in the gap.

This study puts forward a new model, which makes some beneficial attempts for the construction of local theory based on the practice of CCA of Chinese expatriates in ASEAN. The study enriches the CCA literature of Chinese expatriates in ASEAN.

In conclusion, the research presented here contributes to knowledge of expatriate management practically, as well as theoretically.

1.8 Definition of Terms

To pursue the objectives, it is necessary to clarify the following essential terms:

Huaren: Foreign citizens or nationals who are Chinese by descent and ethnicity, also called Huayi.

Expatriate: An expatriate is an individual living and/or working in a country other than their country of citizenship, often temporarily and for work reasons. In this study, it refers to an employee originally hired by and working for a multinational in one country whom that employer now reassigns to work temporarily abroad in a new overseas place of employment.

Chinese expatriates: Employees, who hold the nationality of the People's Republic of China, hired by a company and sent to a foreign country or region for a purpose of working for their subsidiaries, offices, and overseas contracting projects. In this study, the term will be referred to full-time employees expatriated to ASEAN countries by the Chinese companies registered on the mainland of China and who are still working now in ASEAN countries.

Culture shock: a psychological process affecting people living abroad that is characterized by homesickness, irritability, confusion, aggravation, and depression. In other words, they have trouble adjusting to the new environment in which they find themselves (Wild & Wild, 2014, p. 425).

Income: Income here refers to salary, allowances, and bonuses before taxes.

Demographics: Demographics refer to the specific characteristics within a given population and include such things as gender, age, marital status, income level, education level, occupation, geographic location, race and ethnicity, employment status, etc. Expatriate demographic characteristics include acquired demographics achieved through individual initiatives and efforts, such as marital status, nationality, or by a

matter of choice and inherent demographic features that are congenital, such as age, gender and race (Quazi, 2003).

Pre-Departure Training (PDT): PDT is a training given to the expatriates which consists of host country culture, language and living conditions (Venkataiah, 2022).

Personality: Expatriate Personality traits refer to “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions” (McCrae & Costa, 2003, p. 25).

Cross-Cultural Competence (CCC): CCC was defined as the ability of individuals to function effectively in another culture (Gertsen, 1990).

Cultural Intelligence/Quotient (CQ): Earley and Ang (2003) introduced a construct of intelligence that reflected adaptation to varying cultural contexts, or what they called CQ. They used “the shorthand label of CQ as a convenience to remind the reader that this is a facet of intelligence” (Earley & Ang, 2003, p. 4).

The term CQ was formally defined as “a person's capability to adapt effectively to new cultural contexts” (Earley & Ang, 2003, p. 58).

In the following, Cultural Intelligence or CQ is used uniformly to refer to Cultural Intelligence/Quotient.

Cross-Cultural Adjustment (CCA): CCA, defined in early studies as the degree to which expatriates are psychologically comfortable and familiar with different aspects of foreign environment (Black, 1988), is since more described to cover the degree of ease or difficulty expatriates have with various issues related to life and work abroad (Takeuchi, Marinova et al., 2005).

Job Performance (JP): JP (sometimes also called work performance) refers to the extent to which an employee fulfills his or her prescribed work role expectation. JP is an evaluative outcome that refers to the core technical duties of the job, also known as task performance or in-role performance (Fisher, 2003).

1.9 Organization of the Thesis

This thesis is organized into five chapters. They are:

Chapter I, the introduction, presents the background of the study, followed by problem statement, research objectives, research questions, definition of key terms and significance of the study.

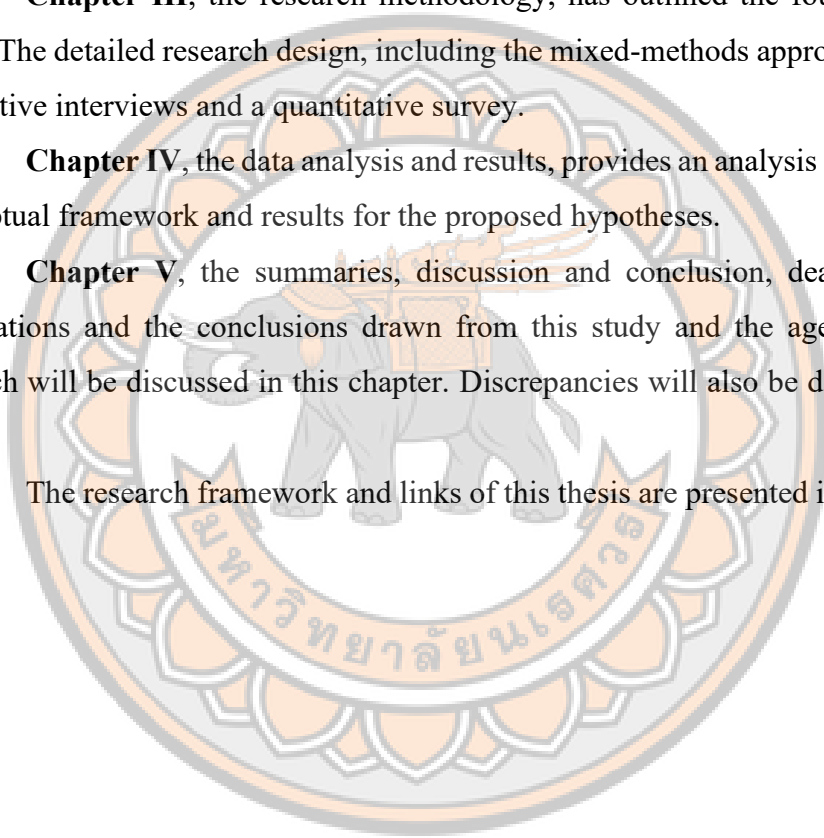
Chapter II, the literature review, covers the review of theoretical and empirical literature to develop hypotheses and a conceptual framework.

Chapter III, the research methodology, has outlined the foundation of the study. The detailed research design, including the mixed-methods approach integrating qualitative interviews and a quantitative survey.

Chapter IV, the data analysis and results, provides an analysis of the proposed conceptual framework and results for the proposed hypotheses.

Chapter V, the summaries, discussion and conclusion, deals with policy implications and the conclusions drawn from this study and the agenda for future research will be discussed in this chapter. Discrepancies will also be discussed in this part.

The research framework and links of this thesis are presented in the following figure.



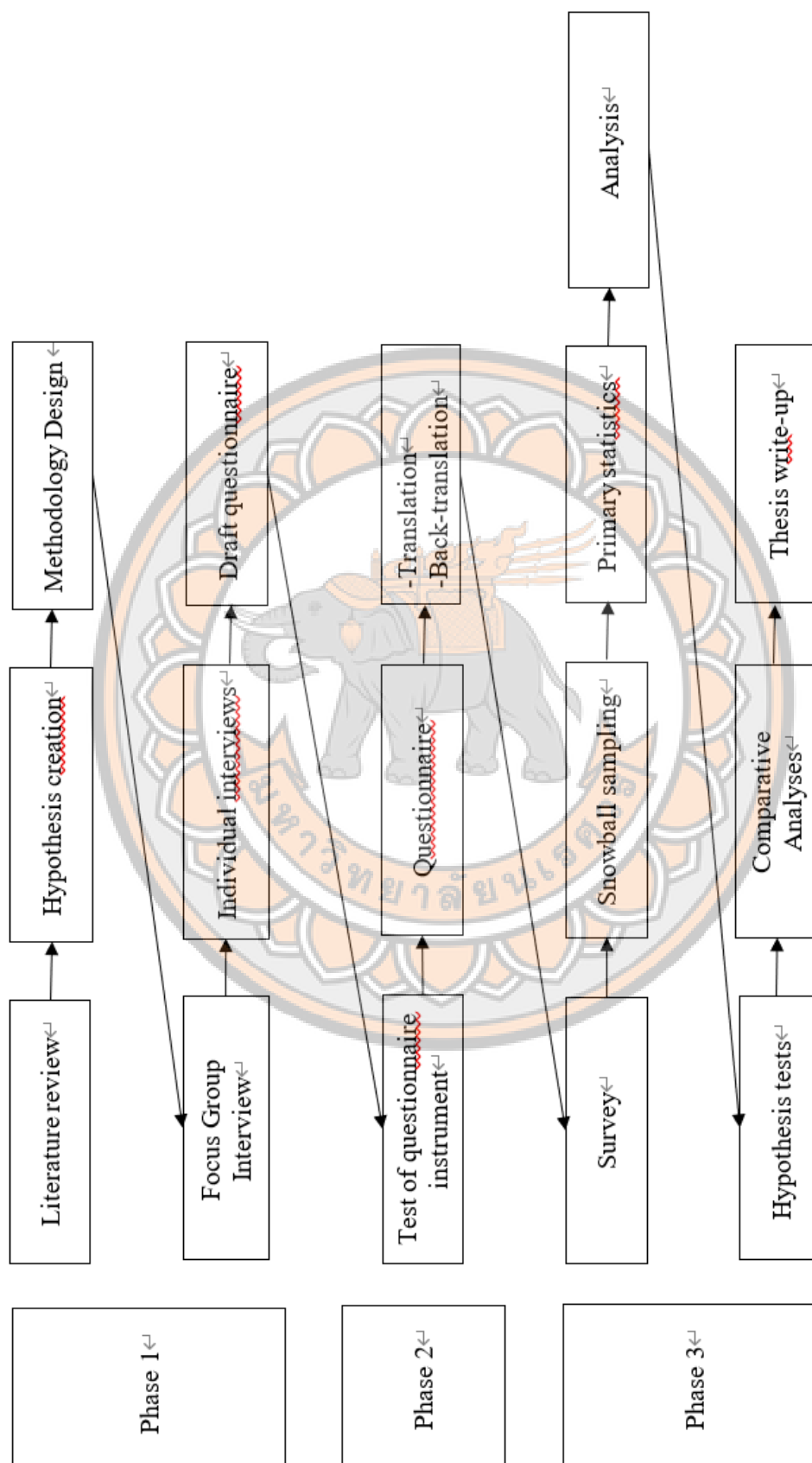


Figure 10 Research Framework

CHAPTER II

LITERATURE REVIEW

Expatriation, described as a voluntary, ephemeral relocation of an individual abroad for an assignment, with the expectation of return to the home country, is growing in importance for MNCs. Expatriates who can work effectively in different locations around the globe, and achieve their company's targets successfully, are increasingly sought as a source of competitive advantage for their companies (Tahir & Egleston, 2019). Gupta and Bhaskar (2016) argued that expatriates' adaptation to the foreign culture is pivotal to the MNC's success and performance in the host country.

The literatures on expatriates in this chapter are all about expatriates who were still in foreign positions at the time of the research, and don't include literatures on repatriates who have returned to their home country. This chapter will be developed in the following sections.

- 2.1 Theoretical Background
- 2.2 Related Concepts
- 2.3 Five Factors and Cross-Cultural Adjustment (CCA)
- 2.4 Six Factors and Job Performance (JP)
- 2.5 Mediating Role of Cross-Cultural Adjustment on the Relationships Between the Five Factors and Job Performance
- 2.6 Expatriate Job Performance (JP)
- 2.7 Summary of the Research Gaps
- 2.8 Summary of the Variables
- 2.9 Conceptual Framework

2.1 Theoretical Background

In this section, theories related to expatriate Cross-Cultural Adjustment (CCA) and Job Performance (JP) will be reviewed.

2.1.1 Theory of Work Role Transitions

Work roles can be viewed as networks of goals and means-ends relationships involving both people and materials (Nicholson, 1984). Work role transitions are here defined as any change in employment status and any major change in job content, including all instances of forms of intra- and interorganizational mobility (Louis, 1980), and other changes in employment status (e.g., unemployment, retirement, reemployment).

Nicholson (1984) presented a theory of work role transitions, which linked personal and organizational adjustment outcomes with the characteristics of the person, the role, and the organization. The theory not only contributes to thinking about the consequences of mobility, but also relates to the outcomes of job redesign and instances of organizational change in which the work is radically reshaped by changes in organizational goals or structure.

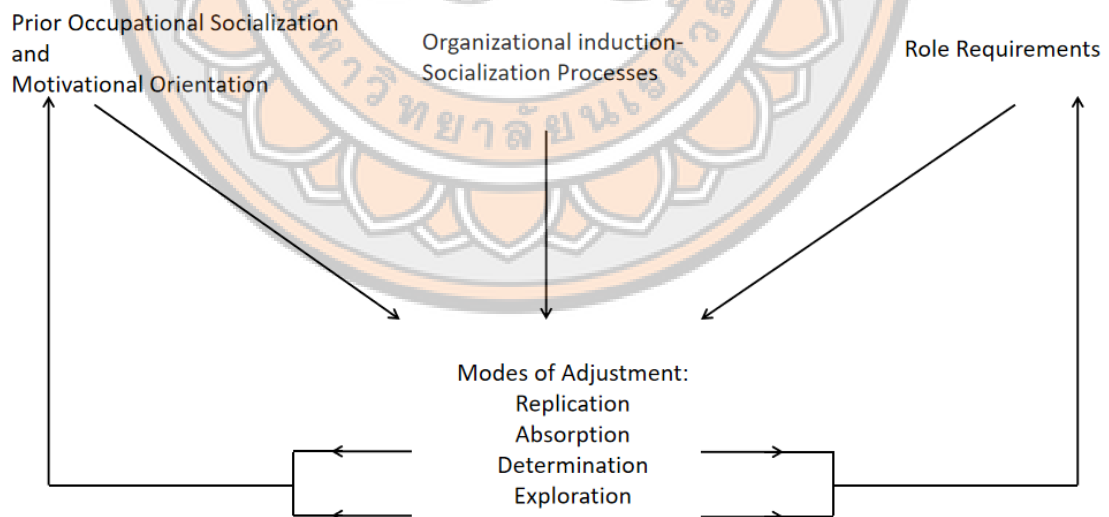


Figure 11 Schematic Summary Showing Relationships of Determinants in the Theory of Work Role Transitions

Source: Adopted from Nicholson, 1984

The theory specified some of the principal variables and generated testable propositions about their influence on modes of adjustment. Briefly summarized, the predictor variables fall into the following groupings: (1) the requirements of the roles between which the person is moving, i.e., role requirements; (2) the psychological dispositions and motives of the person, i.e., motivational orientations; (3) the character of the person's past socialization into previous work roles, i.e., prior occupational socialization; and (4) the form of any current organizational induction or socialization practices that shape the person's adjustment to the new role, i.e., the induction-socialization process. The theory related these variables to two outcomes of individual adjustment: personal development to absorb new demands, and role development to redesign situational demands (Nicholson, 1984). The Figure 11 presents these variables in a schematic diagram of the theoretical framework.

In the theory, long-term work histories were analyzed as shifts between modes of adjustment brought about by changes in the predictor variables, which were represented by the feedback arrows in the Figure 11. The theory provided a new perspective on issues in life-span development, careers and work socialization, and organizational change (Nicholson, 1984).

Nicholson (1984) believed that the process of adjustment posed for the person the fundamental alternatives of adapting to meet environmental requirements or manipulating the environment to meet personal requirements. On the one hand, a person's adjustment to role transition can be considered as a kind of **personal development**, which can vary in its centrality to the person's identity, a range encompassing changes in self-concept, values, skills, and life-styles. On the other hand, a person's adjustment strategy can be proactive: when the person tries to change role requirements so that they better match his or her needs, abilities, and identity. This strategy, which can be labelled **role development**, is implicitly an incipient form of organization development. Role development varies according to the constraints and opportunities of the role and the needs and expectations of the person. The person may initiate changes in task objectives, methods, materials, scheduling, and in the interpersonal relationship's integral to role performance.

These two kinds of adjustment strategies can be considered to be independent, and, moreover, it should be noted that, on either dimension, developmental change can be retrograde, reactionary, or destructive. Furthermore, both forms of development are theoretically dimensional rather than categorical. In the interests of clarity of exposition, however, the two dimensions are dichotomized. Dividing each into classes of high or low development allows extreme cases or types to be characterized and generates outcomes spanning the four adjustment modes presented in the following figure (Nicholson, 1984).

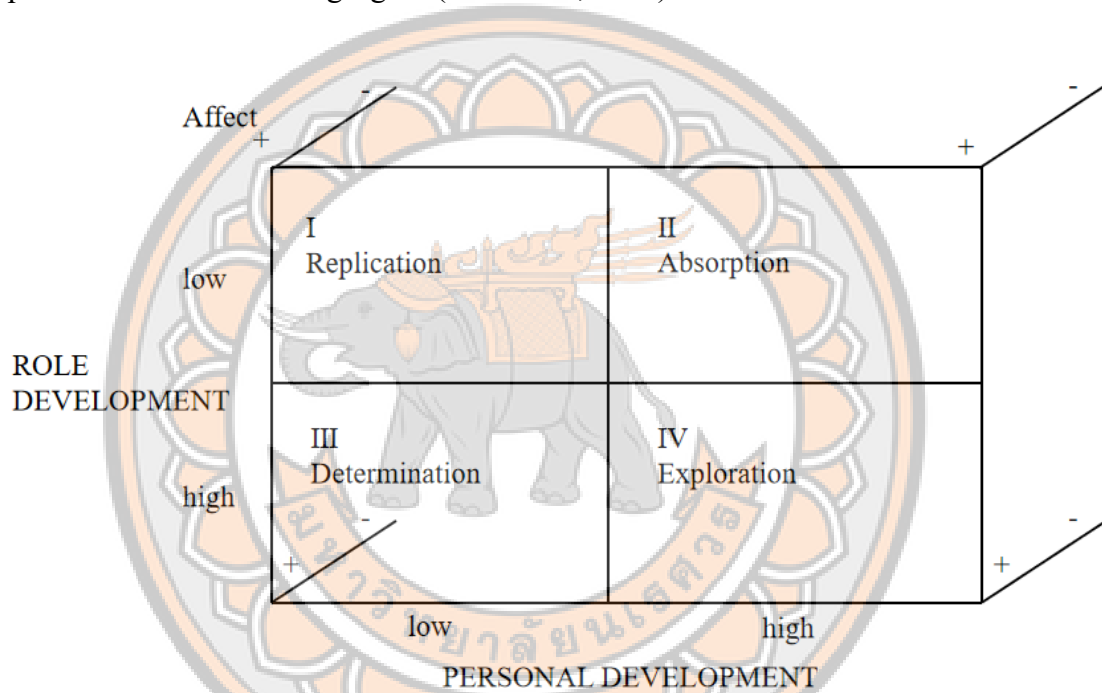


Figure 12 Modes of Adjustment to Transitions Resulting from Personal and Role Development

Source: Adopted from Nicholson, 1984

Replication (cell I) represents those transitions that generate minimal adjustment to personal or role systems. The new incumbent makes few adjustments in his or her identity or behavior to fit into the new role and makes no changes in role requirements. The person performs in much the same manner as in previous jobs and also in much the same manner as previous occupants. For example, an assembly worker

transferred from one plant to a similar job in another plant continues well-practiced skills in a role whose fixed parameters are undisturbed by the change of occupancy. However, replication is not confined to technologically determined roles. The outcomes of transition are ones that replicate and maintain existing personal, organizational, and sociocultural forms (Nicholson, 1984).

Absorption (cell II) represents transitions in which the burden of adjustment is borne almost exclusively by the person, who does little to modify the parameters of the new role. In short, absorption has the predominant characteristic of role learning. Common examples of this are workers transferred between functionally dissimilar shop-floor jobs or a manager moving to new offices in which the tasks and social environment are in sharp contrast to previous experience. The person's energies are mainly devoted to the task of assimilating new skills, social behaviors, and frames of reference to meet the requirements of the new situation (Nicholson, 1984).

Determination (cell III) represents those instances in which the incumbent's adjustment to the demands of role transition leaves the person relatively unaffected but alters the new role; the person actively determines elements in the content or structure of the role. Nonetheless, there is evidence from less systematic investigations that determination is a significant outcome of transition (Nicholson, 1984).

Exploration (cell IV) represents cases in which there is simultaneous change in personal qualities and role parameters. The middle manager is recruited because the organization wants to capitalize on his or her previous experience in other organizations, and the manager chooses to make the move to further the development of his or her professional skills. The two-way nature of these processes simultaneously shapes both the person and the role (Nicholson, 1984).

All in all, the theory explained and predicted the range of adjustment modes defined by personal development and role development (Figure 12).

2.1.2 Theory of Human Motivation

Maslow, a behavioral scientist, developed a theory about the rank and satisfaction of various human needs and how people pursue these needs. The theory is widely cited in the business literature (Gawel, 2019).

The Theory of Human Motivation (Maslow, 1943), better known as **Maslow's hierarchy of needs**, is considered a cornerstone of understanding human motivation. Even today it continues to be used as a foundation for other theories of motivation and behavior. The Theory of Human Motivation asserts that we each have a set of basic needs that must be met, including biological and psychological, safety, belongingness and love, self-esteem, and self-actualization. Once our basic needs are met, such as having shelter or feeling loved, we are able to focus on our higher-order needs such as self-esteem and self-actualization.

Further research has expanded upon the original needs identified by Maslow to include three additional levels - cognitive, aesthetic, and transcendence.

Maslow's hierarchy of needs is organized in a pyramid (see Figure 13). The basic needs are at the base of the pyramid. As people meet their needs at each level, they are able to meet more complex needs, and they work their way closer to self-fulfillment and achieving their full potential. However, this is not a one-way process. People may find themselves revisiting levels based on life circumstances at a given time. This model provides a framework for understanding why people may be motivated toward certain behaviors at a given time; it does not provide specific steps that must be taken in order. The following sections look at each level in the hierarchy.

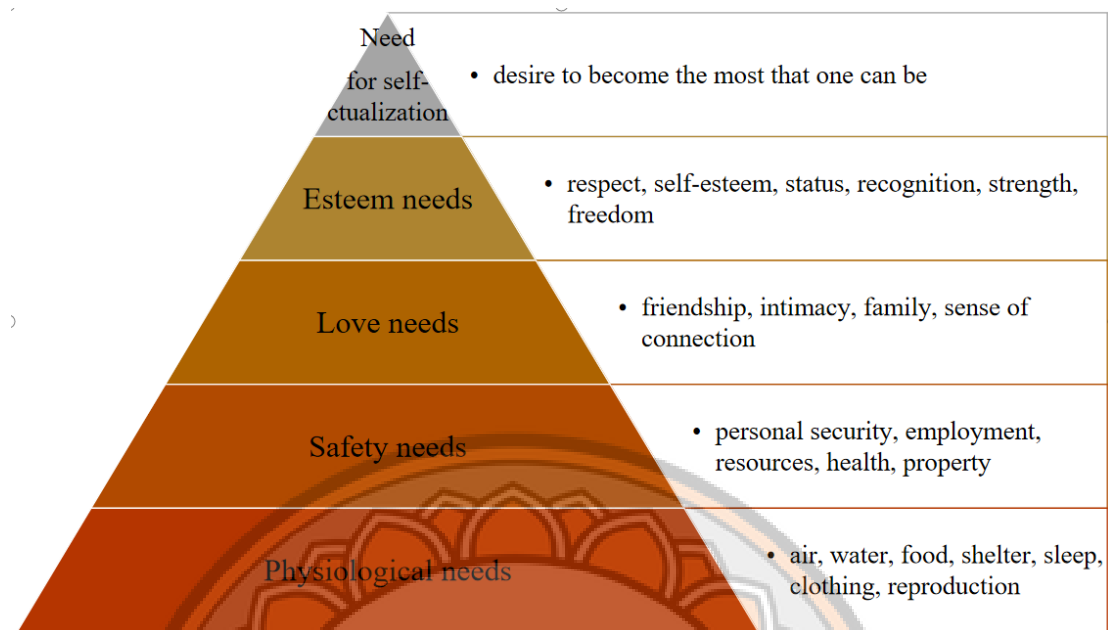


Figure 13 Maslow's Hierarchy of Needs

Source: Created from Maslow, 1943

The physiological needs

The first level includes needs such as food, shelter, sleep, and homeostasis (the body's ability to maintain its natural state). These are the needs that are critical for survival. If they aren't being met, it is difficult to focus on anything else.

The safety needs

In Maslow's hierarchy, safety expands beyond the physical to include emotional safety, order and predictability, routines, and stability. This includes being in familiar surroundings and not having to worry about a lot of unexpected change.

The love needs

Once a person is physically content and feels safe, the need to belong and be loved by others becomes important. The need for belongingness and love recognizes that each person needs more than just food and shelter. We need to belong to something greater than ourselves, to be part of a partnership or group that values us as an individual yet provides us with a sense of purpose greater than ourselves. This

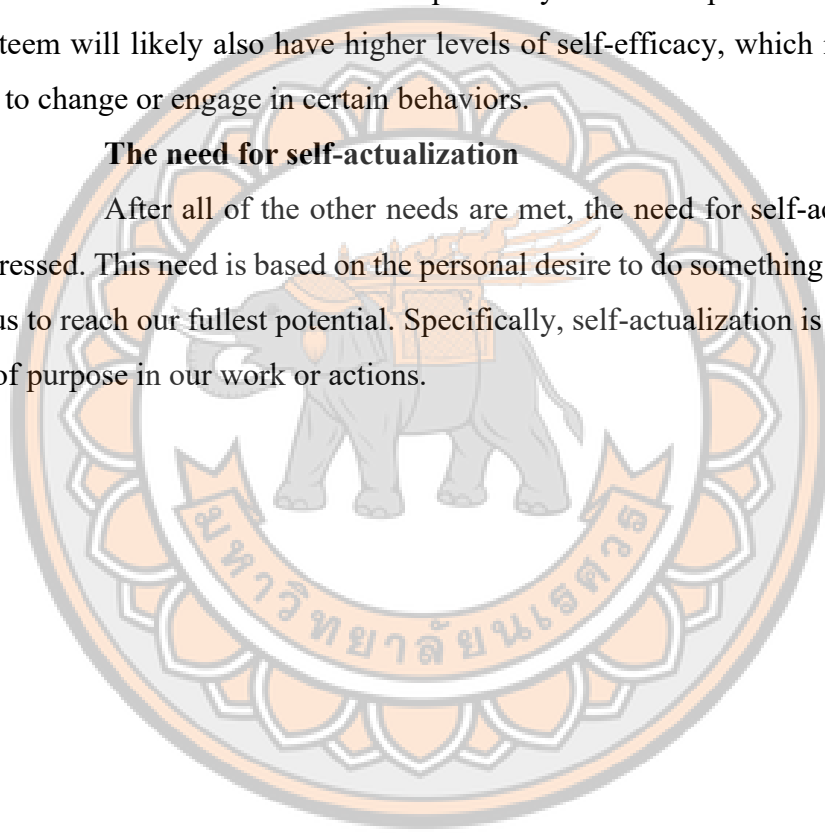
need may be met through nurturing friendships, having a trusted person to talk to, being in a romantic relationship, or feeling connected to a cause, such as a club or team.

The esteem needs

This level is best described as people having “a need or desire for a stable, firmly based, (usually) high evaluation of themselves, for self-respect, or self-esteem, and for the esteem of others” (Maslow, 1943). We need to develop a respect of self that is fostered by an understanding of our own self-worth and abilities. **Self-esteem** also considers the need to be respected by others. People with higher levels of self-esteem will likely also have higher levels of self-efficacy, which influences their ability to change or engage in certain behaviors.

The need for self-actualization

After all of the other needs are met, the need for self-actualization can be addressed. This need is based on the personal desire to do something substantial that helps us to reach our fullest potential. Specifically, self-actualization is about finding a sense of purpose in our work or actions.



2.1.3 Summary of the Theories

The theories related to expatriate Cross-Cultural Adjustment (CCA) and JP are summarized in Table 7 below.

Table 7 Summary of Theories Used in the Literature Review

No.	Theories	Main points	Authors
1	Theory of Work Role Transitions	The theory specified some of the principal variables and generated testable propositions about their influence on modes of adjustment. Briefly summarized, the predictor variables fall into the following groupings: (1) the requirements of the roles between which the person is moving, i.e., role requirements; (2) the psychological dispositions and motives of the person, i.e., motivational orientations; (3) the character of the person's past socialization into previous work roles, i.e., prior occupational socialization; and (4) the form of any current organizational induction or socialization practices that shape the person's adjustment to the new role, i.e., the induction-socialization process. The theory related these variables to two outcomes of individual adjustment: personal development to absorb new demands, and role development to redesign situational demands (Nicholson, 1984).	Nicholson (1984)
2	Theory of Human Motivation	Maslow's hierarchy of needs is a performance management theory that describes how human is generally motivated to fulfil their needs in order, starting with the most basic and increasing to higher-level needs. The theory states that only once human fulfil one need, they can move on to the next. The hierarchy consists of five levels, physiological, safety, love/belonging, esteem and self-actualisation. The first two levels are deficit needs, meaning that if an individual doesn't meet these needs, they become unable to function properly. The other three levels are growth needs, which motivate human to grow and develop their skills.	Maslow (1943)

2.2 Related Concepts

In this section, the concepts of Cross-Cultural Adjustment (CCA) and Job Performance (JP) are briefly explained.

2.2.1 Cross-Cultural Adjustment (CCA)

The outcomes of transitions between work roles are treated as individual effects, behavioral and dispositional, which are referred to generically as "adjustment" (Nicholson, 1984).

In the proposed model for international adjustment, Black, Mendenhall et al. (1991) made a distinction between three dimensions of in-country adjustment: (1) adjustment to work; (2) adjustment to interacting with host nationals; and (3) adjustment to the general nonwork environment. This theoretical framework of international adjustment covers sociocultural aspects of adjustment.

Adjustment to the new work role can be viewed as having three primary dimensions: degree, mode, and facet (Black, 1988). Black's study was done in the Japanese context.

The study of Srivastava and Panday (2012), which was done in the USA context, indicate that expatriate perceptions scores do not support three dimensions of adjustment as proposed by Black (1988). Their respondents did not consider statements pertained to interaction as separate statements from general adjustment. Unlike Black's study, which was done in the Japanese context, interaction with host nationals was not found to be a separate dimension. A possible explanation is that the Indians' linguistic skills and the presence of an Indian diaspora in the USA support Indian expatriates during their interactions with host nationals.

Degree of adjustment

Degree of adjustment can be viewed as both a subjective and objective concept. Subjectively, it is the degree of comfort the incumbent feels in the new role and the degree to which he or she feels adjusted to the role requirements. Objectively, it is the degree to which the person has mastered the role requirements and is able to demonstrate that adjustment via his or her performance (Black, 1988).

Mode of adjustment

Mode of adjustment involves the manner in which the individual adjusts to the new role (Black, 1988). Guided by the Theory of Work Role Transitions (Nicholson, 1984), Peltokorpi and Zhang (2020) identified/coded two modes of work- and non-work adjustment: proactive mode and developmental/passive mode. These modes of adjustment respectively reveal how expatriates seek to change their work and non-work context to correspond to their needs or adjust to their work and non-work context.

Facet of adjustment

The mainstream literature views business expatriate adjustment as multidimensional. In the study done by Black (1988) study in the Japanese context shown that facet of adjustment includes 3 dimensions: work adjustment, general adjustment, and interaction adjustment. An influential current view categorizes these dimensions into work adjustment, interaction adjustment and general adjustment (Black, Mendenhall et al., 1991).

Adjustment to work; Work adjustment depicts to what extent expatriates are well integrated in daily work in the host location. This is one of the three dimensions of expatriate adjustment proposed by Black (1988).

Adjustment to interacting with host nationals; and
Adjustment to the general non-work environment.

While, some other divided it into two dimensions only: work adjustment and non-work adjustment.

2.2.2 Job Performance (JP)

JP (or Work Performance) is defined as the degree to which an employee meets the expectations of their designated work role. It constitutes an evaluative outcome focused on the core technical duties of the position, also termed task performance or in-role performance (Fisher, 2003).

Work effectiveness describes to which extent a person's job behavior is in line with a role sender's expectation (Tsui, 1984). Previous research has shown that work effectiveness is positively correlated to JP (Tsui & Ohlott, 1988). The study of Tahir and Egleston (2019) found that western expatriate recruitment and selection are related to expatriate JP, which was done in the UAE context. The consideration of the

various country conditions that may affect expatriate JP and well-being in different ways is necessary (Bader, Berg et al., 2015).

To comprehensively assess JP, the present study adopts the established tripartite model encompassing task performance, contextual performance, and counterproductive work behavior (Sackett & Lievens, 2008). This framework provides a relatively comprehensive and parsimonious approach to the construct space of overall JP (Dalal, Baysinger et al., 2012; Koopmans, Bernaards et al., 2014).

Task Performance (TP) refers to “the proficiency with which individuals perform the core substantive or technical tasks central to his or her job” (Campbell, 1990, as cited in Koopmans, Bernaards et al., 2014), including actions directly related to production or service provision (Rotundo & Sackett, 2002). It consistently shows a strong contribution to overall performance ratings (Conway, 1999).

Contextual Performance (CP) comprises behaviors that “support the organizational, social and psychological environment” necessary for the technical core to function (Borman & Motowidlo, 1993). This dimension, including facets like job dedication and interpersonal facilitation, also uniquely predicts overall performance (Conway, 1999).

Counterproductive Work Behavior (CWB) is defined as “voluntary behavior that harms the well-being of the organization” (Rotundo & Sackett, 2002). It encompasses a wide range of harmful acts, from theft and absenteeism to poor-quality work and interpersonal deviance, often categorized along interpersonal-organizational and task-relevance dimensions (Gruys & Sackett, 2003). Research indicates that factors like workplace ostracism can exacerbate CWB, while cross-cultural adjustment may moderate such relationships (Gürlek, 2021).

2.3 Five Factors and Cross-Cultural Adjustment

In this section, a literature review will be conducted on the relationship between the five factors expatriate Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) and Cross-Cultural Adjustment (CCA).

2.3.1 Expatriate Demographics and Cross-Cultural Adjustment

Demographics refer to the specific characteristics within a given population and include such things as gender, age, marital status, income level, education level, occupation, geographic location, race and ethnicity, employment status, etc.

Expatriate demographic characteristics include acquired demographics achieved through individual initiatives and efforts, such as marital status, nationality, or by a matter of choice and inherent demographic features that are congenital, such as age, gender and race (Quazi, 2003).

Expatriate Demographics analysis is the study of a population-based on factors such as Gender, Age, Race, Marital status, Income level, Education level, etc. Demographic data refers to socioeconomic information expressed statistically, including employment, education, income, marriage rates, birth and death rates, and more. Expatriate CCA could be influenced by many factors, such as expatriate Gender, Age, Marital status, Income level, Education level, English language proficiency, Host language proficiency, Position level, previous overseas' experience. These key demographic constructs are summarized in Table 8.

Table 8 An Overview of the Expatriate Demographics Measurement Constructs

No.	Concept	Measurement	Author(s)
1	Demographic characteristics	Inherent demographics: - Age - Gender - Race Acquired demographics: - Marital status - Nationality, etc.	Quazi (2003)
2	Demographic characteristics	- National origin - Race / ethnicity - Sex - Age	Olsen and Martins (2009)

The correlation between expatriate Demographics and expatriate CCA will be reviewed in this part. A variety of researches have revealed that some of expatriate Demographics impacted CCA (Church, 1982; Black, 1988; Mamman & Richards, 1996; Bhaskar-Shrinivas, Harrison et al., 2005; Srivastava & Panday, 2012; Zhou & Cui, 2012; Wang & He, 2014; Peltokorpi, 2017; Li, Zhao et al., 2020; Pham, Huang et al., 2023). While, some studies have reached different or even opposite conclusions (Wang & He, 2014; Tahir, 2018; Peltokorpi & Zhang, 2020).

1) Gender and Cross-Cultural Adjustment (CCA)

Mamman and Richards (1996) pointed out that sociobiological characteristics of expatriates have effect on intercultural interaction adjustment. In line with research evidence, a reasonable percentage do not view their gender (27.7%) as relevant to their intercultural interaction. The results from the study seemed to indicate that gender can have both negative (3.1%) as well as positive (15.4%) effects on intercultural interaction adjustment.

Similarly, Raghavendra and Shetty (2018) found that acclimatization of expatriates in the host country does not depend on their gender. Male and female expatriates needed almost the same duration to acclimatize in the host country.

However, the study of Tahir (2018) indicated that Arab men would not take a Western woman seriously and were reluctant to take instructions from the woman in her early days in the United Arab Emirates. So, the Western woman was frequently restricted to her cabin. And similarly, the gender has a significant impact on expatriates' CCA (Zhou & Cui, 2012). Their empirical results show that women are better than men in expatriate adjustment. The possible explanation for this difference is that compared with Chinese male expatriates, Chinese female expatriates have greater attraction and women are more attractive.

Therefore, there is no definite evidence that gender has a positive or negative effect on expatriate CCA.

2) Age and Cross-Cultural Adjustment

Age is related to CCA because younger expatriates are found to have more social interactions with host country nationals, and older expatriates are more adjusted to general aspects in the host country (Church, 1982). In a Multicultural Personality Questionnaire (MPQ) study, older respondents are found to have higher scores than young respondents on Emotional stability (Van der Zee & Brinkmann, 2004).

Mamman and Richards (1996) pointed out that sociobiological characteristics of expatriates have effect on intercultural interaction adjustment. In line with research evidence, a reasonable percentage do not view their age (38.9%) as relevant to their intercultural interaction. The results from the study seem to indicate that age can have both negative (1.5%) as well as positive (30.8%) effects on intercultural interaction adjustment.

Wang and He (2014) found that expatriates from China are relatively young. According to the random survey data, 70% of the expatriates are under the age of 30. However, the average age of western expatriates is over 35 (Takeuchi, Wang et al., 2009; Bader, Berg et al., 2015). These differences will lead to differences in the company's expatriate policies and the CCA bias of expatriates. Therefore, the particularity of the sample study of Chinese enterprises is self-evident.

3) Marital Status and Cross-Cultural Adjustment

Marital status may have a dual impact on CCA. On the one hand, studies show that spouses help expatriates to cope with anxiety and stress related to CCA (Black, 1988). On the other hand, dissatisfaction in a spousal relationship can spill over, having a negative influence on expatriate CCA (Bhaskar-Shrinivas, Harrison et al., 2005).

The study of Iheanachor, Costa-Climent et al. (2024) found that CCA varied significantly across the marital status.

4) Income Level and Cross-Cultural Adjustment

Financial factor is one of the important reasons for expatriates. Five broad categories of reasons for self-initiated expatriates' (SIEs) academics to go abroad have been found: adventure/travel, life change/escape, family, financial incentives and career (Selmer & Luring, 2011).

Wang and He (2014) pointed out that the CCA of Chinese enterprise expatriates depends more on whether their vital interests (i.e., financial support, housing resettlement, leisure vacation) are taken care of, which corresponds to the fact that Chinese enterprises are in the initial stage of transnational operation. First, it is related to the initial stage of transnational operation. According to the principle of Maslow's hierarchy of needs, the needs of expatriates for social integration have not been revealed; Second, it is related to the short assignment cycle. The assignment cycle of Chinese enterprises is generally only 1-3 years. Therefore, expatriates do not care much about whether they can integrate into the local society. Consequently, the Income level is one of the most important vital interests, we should pay more attention on it. According to National Bureau of Statistics of the People's Republic of China (2022), average annual wages of Chinese employees in enterprises above designated size in 2021 was 88,115 Chinese Yuan (approximately 7,343 Chinese Yuan monthly).

Intrinsic motivation refers to a person's motivation to perform an activity for the pleasure and satisfaction inherent in the activity, whereas extrinsic motivation indicates the desire to perform an activity in order to obtain external rewards and avoid negative outcomes (Chua & Ayoko, 2021). Pham, Huang et al. (2023) found that extrinsic motivation was positively related to CCA ($\beta = .229, p < .001$).

5) Education Level and Cross-Cultural Adjustment

Formal education plays a key role in a society. Formal education is the medium through which individuals learn many of the language, conceptual, and mathematical skills that are indispensable in a modern society. Formal education also supplements the family's role in socializing the young into the values and norms of a society (Hill, Wee et al., 2016, p.98).

Sociobiological characteristics of expatriates have effect on intercultural interaction adjustment. In line with research evidence, educational qualifications of the expatriate have a positive impact on their intercultural interaction adjustment (63.1%) (Mamman & Richards, 1996). In some societies, educational qualifications are highly valued and can be a significant determinant of social and economic status. Therefore, expatriates perceived to have high levels of education would command respect and hence improve their chances of receiving favorable responses during interaction.

According to Mustaffa and Ilias (2013), as for level of education and CCA, the results found that there was a significant relationship between CCA and level of education. Based on the analyses, the researcher found that most of Master's and PhD students easily adjust compared to the undergraduate students.

6) English Language Proficiency and Cross-Cultural Adjustment

The most widely spoken language in the world is English (i.e., many people speak English as a second language), followed by French, Spanish, and Chinese. English is increasingly becoming the language of international business (Hill, Wee et al., 2016, p. 97).

English Proficiency refers to an individual's ability to read, write, speak, and understand English. English, which has been recognized as "shared language" or lingua franca, is used predominately in MNCs (Peltokorpi, 2017).

The National College English Test (CET) Band 4 and Band 6 in China is a large-scale standardized test organized by the Ministry of Education and hosted and implemented by the Education Examination Authority of the Ministry of Education (formerly the Examination Center of Ministry of Education). It is a national teaching examination and its purpose is to promote the College English teaching work, to measure the English ability of college students objectively and accurately, and to

provide services for improving the teaching quality of college English courses in the country. CET was started in 1987 and has gone through a process of more than 30 years, which has had a positive impact on the development and reform of college English teaching in the country. The CET written test (with a total score:710 points) is held in June and December every year; the CET oral test (with four levels: excellent, good, qualified, or unqualified) is held in May and November every year. Candidates who apply for the oral test must first apply for the written test of the corresponding level (Ministry of Education of PRC, 2024). CET is divided into CET4 and CET6, CET4 is lower than CET6.

College English Test (CET) is one of the largest standardized English proficiency tests developed and administered locally in China (Zhang, 2022). As important English evaluation standards, CET4 and CET6 have increasingly highlighted their importance in graduation, employment, and further education of college students in China.

Usually, CET4 is set as the graduation condition for undergraduates, and CET6 for postgraduate students. Although taking this CET test is voluntary and is not mandatory by the Ministry of Education, many universities also implemented a policy requiring students to pass the CET4 or CET6 as part of their graduation requirements (Fan, Frost et al., 2022).

The Test for English Majors (TEM) is an English proficiency test program in China designed to assess the English language proficiency of undergraduate English majors. It is used to determine whether examinees have met the learning requirements specified in the teaching syllabus and provide teachers with feedback on their teaching effectiveness and students on their strengths and weaknesses in English learning. The test has two levels: TEM4, which is required to be taken by sophomore English major students, and TEM8, which is administered to senior English major students (Chen, Cai et al., 2023).

The study of Peltokorpi (2007), which was conducted with 30 Nordic expatriates in Japan, showed that differences in languages create barriers to the expatriate–local employee interactions in foreign subsidiaries. The lack of shared language has a negative impact on intercultural communication. Expatriate understanding of local conditions can be limited owing to limited language skills and

restricted interaction with host employees. Limited language skills and organizational status can restrict expatriates' interactions to the few local managers who are able to speak English and who are likely to act as linking pins between expatriates and local employees. The use of Nordic employees in Japan allows expatriate presidents to gain more support for their or headquarters' initiatives in subsidiaries, perhaps owing to a more balanced distribution of power. Several expatriate presidents recruit Nordic people in Japan with strong cultural and language skills to cope with language and intercultural communication problems. These locally hired Nordic employees frequently act as links between the expatriate presidents and local employees, helping the presidents to communicate quickly up and down the organizational hierarchy. The role that these few linguistically competent local managers play as information network nodes have been recognized as an important source informal power (Marschan, Welch et al., 1997).

Employees' English language proficiency is positively related to their willingness to accept international assignments (Li, Zhao et al., 2020). Employees' foreign language anxiety moderates the mediating effect of English language proficiency on willingness to accept international assignments through openness to corporate globalization such that the indirect effect is stronger among employees with low foreign language anxiety. Accordingly, Chinese employees might be more willing to accept international assignments if they have high English proficiency because they have greater confidence in coping with a multilingual environment.

The proficiency of English language has an impact on expatriates' CCA. The English proficiency has a significant impact on expatriates' CCA (Zhou & Cui, 2012). The study found that employees with different English proficiency have significant differences in expatriate adjustment and expatriate performance. Srivastava and Panday (2012) also found that the Indians' linguistic skills and the presence of an Indian diaspora in the USA support Indian expatriates during their interactions with host nationals.

A summary of the literature reviews on English proficiency and CCA is presented in Table 9.

Table 9 A Summary for the Effect of English Proficiency on Expatriate Cross-Cultural Adjustment (CCA)

Expatriates from	Host country/Region	Shared language	Effect	Author(s)
Nordic expatriates	Japan	English	Positive (interaction adjustment)	Peltokorpi (2007)
China	N/A	English	Positively related to their willingness to accept international assignments	Li, Zhao et al. (2020)
China	Asia, Europe, Africa and North America	English	Positive	Zhou and Cui (2012)
India	USA	English	Positive (interaction adjustment)	Srivastava and Panday (2012)

Note: 1. N/A: Not Available.

2. Nordic: includes 4 countries, like Finland, Denmark, Norway, and Sweden.

It is normal that expatriates from China, perhaps owing to the Chinese education system, are more competent in written than spoken English. Many expatriates from China found that supplementing verbal communication with written material increased shared understanding. In fact, many Chinese employees are afraid to speak English in public even though they have high levels of English proficiency.

From the above table, we can see that no study examined the effect of English language proficiency on CCA of Chinese expatriates in ASEAN. Therefore, this study tries to fill in the gap.

7) Host Language Proficiency and Cross-Cultural Adjustment

Although English is widely used, learning the local language yields considerable advantages. Most people prefer to converse in their own language, and being able to speak the local language can build rapport, which may be very important

for a business deal. International businesses that do not understand the local language can make major blunders through improper translation (Hill, Wee et al., 2016, p.97).

Based on the previous literature review, the proficiency of host language has an impact on expatriates' CCA. For a qualified expatriate, mastering the host language is good way to communicate with local employees even some local employees know some English.

Without some level of host-country language proficiency, it is very difficult to communicate genuinely with host-country nationals in a new culture (Black, Gregersen et al., 1992, p. 64).

In a study with a mail survey of 600 American expatriate managers living in France, Usunier (1998) found that positive oral pleasure has a positive influence on personal satisfaction, as far as language is concerned and the expatriate's abilities in the host country's language have a positive influence on the anticipated duration of stay (i.e., how long do they expect to stay, from now). Local language skills, which capture expatriates' fluency in speaking and using local languages, are confirmed by many studies as a determinant of successful expatriate adjustment and performance (Selmer, 2006; Kim & Slocum Jr, 2008). The host language proficiency has a significant impact on expatriates' CCA (Zhou & Cui, 2012). Their study found that there were significant differences in general adjustment and interactive adjustment among expatriates from China with different host language proficiency in the host country. Peltokorpi and Froese (2012) also found that host country language proficiency is more important determinant of interaction adjustment than the MPQ personality traits in Japan.

When the Nordic expatriate presidents or managers in Japan, owing to the limited Japanese language proficiency of the expatriates, infrequent interaction between them and (Japanese) employees at lower levels in the hierarchy (Peltokorpi, 2007). Even expatriate presidents are accessible and willing to communicate with all employees. It was pointed out that Japanese employees with low English proficiency, in particular, prefer short, spontaneous discussions with expatriates. Expatriates understanding of local conditions can be limited owing to their limited Japanese language skills and restricted interaction with Japanese employees.

Freeman and Lindsay (2012) revealed that expatriate managers got so much respect for speaking the local language and it opened up a lot of doors. Local employees could come to them with problems so they could help local employees fix problems. The analysis revealed that issues dealing with CCA related to language were much more pronounced for expatriate managers dealing with host country nationals at the nonprofessional level than at the more technical levels in the organization. Bešić and Ortlieb (2018) noted that expatriate has to grow into the local language ... maybe not be completely fluent from the beginning, but one has to understand and know the local laws. That is important.

A summary of the literature reviews on the host language proficiency and CCA is presented in the following table.

Table 10 A Summary for the Effect of Host Language Proficiency on Expatriate Cross-Cultural Adjustment

Expatriates from	Host country/Region	Host language	Effect	Author(s)
American	France	French	Positive	Usunier (1998)
Western expatriates	China	Chinese	Positive	Selmer (2006)
Korean expatriate	U.S. A.	English	Positive (interaction adjustment)	Kim and Slocum Jr (2008)
China	Asia, Europe, Africa and North America	Local language	Positive (general adjustment and interactive adjustment)	Zhou and Cui (2012)
From 25 countries spanning across all continents except for Africa.	Japan	Japanese	Positive (interaction adjustment)	Peltokorpi and Froese (2012)
Nordic expatriates	Japan	Japanese	Positive (interaction adjustment)	Peltokorpi (2007)

Expatriates from	Host country/Region	Host language	Effect	Author(s)
Australia	Malaysia	Malaysian language	Positive	Freeman and Lindsay (2012)
Austria	BiH and/or Croatia	Local language	Positive	Bešić and Ortlieb (2018)
China	In 36 countries. (2 of 127 respondents working in Indonesia)	Local language	Positive (interpersonal skills)	Wang, Feng et al. (2014)

Note: Nordic: includes 4 countries, like Finland, Denmark, Norway, and Sweden.

From the above table, we can see that no study examined the effect of host language proficiency on CCA of Chinese expatriates in ASEAN. Only 2 respondents working in Indonesia involved in the study of Wang, Feng et al. (2014) and the effect of host language on interpersonal skills has been examined. Therefore, this study tries to fill in the gap.

8) Position Level and Cross-Cultural Adjustment

Different position in a subsidiary company in host country is associated with different authority, power, resources, and professionalism. Expatriates at different position levels seek to use the advantages they can grasp to promote their own CCA. First, expatriates at higher levels are able to cope with work-related challenges with a wider variety of resources and thus be more satisfied with their jobs than lower-level managers. Second, HCN subordinates in certain countries, such as Japan, can acknowledge and respect the senior expatriates' power and be more willing to help these senior managers (Froese & Peltokorpi, 2011).

Peltokorpi and Zhang (2020) found that, instead of adapting to local conditions, the expatriate managers sought to maintain their home country lifestyle in host countries. Instead of adjusting to practices in host countries, the expatriates having salient foreign manager identity preferred and adopted the opposite approach: adjusting the work environment to their preferences. The foreigner identity appeared not to hinder non-work adjustment largely because these expatriates often lived in separate

communities with limited social interactions with locals. The authors also pointed out that the identity of expatriates as managers was associated with authority, power, and professionalism; expatriates who provided accounts suggesting salient identification with their role were the ones who sought to shape their environment to their preferences than to adjust to it. Expatriates in top management positions were particularly determined and confident in pursuing such changes.

A summary of the literature reviews on the relation between expatriate Position level and expatriate CCA is presented in the following table.

Table 11 A Summary for the Effect of Position Level on Expatriate Cross-Cultural Adjustment

Expatriates from	Host country/Region	Respondents' position in subsidiary	Effect	Author(s)
Nordic countries	Japan	Presidents or managers	Almost no need to adjust to local conditions	Peltokorpi (2007)
Nordic countries	China and Japan	Top managers or managers	Shape their environment to their preferences than to adjust to it	Peltokorpi and Zhang (2020)

Note: Nordic: includes 4 countries, like Finland, Denmark, Norway, and Sweden.

9) Previous Expatriate Experience and Cross-Cultural Adjustment

Experience will facilitate learning that helps employees to deal with events that are beyond one's control and recognize personal limits (Tesluk & Jacobs, 1998).

According to Bhatti, Kaur et al. (2013), expatriates with previous international experience might adjust in the host country better as compared to others with a lack of previous international experience. Furthermore, expatriates develop their skills and traits while working in the international assignment, which helps them to adjust in a host country.

Raghavendra and Shetty (2018) also found that expatriates work experience affect acclimatization of expatriates in the host country. The respondents with relatively higher work experience have better exposure, coping mechanisms and hence are less likely to become vulnerable to cultural shocks. And they further found that the acclimatization of expatriates in the host country is significantly influenced by the length of assignment in the host country.

The study of Iheanachor, Costa-Climent et al. (2024) found that CCA varied significantly across the previous expatriate experience.

However, Shi and Franklin (2014) surprisingly found that expatriation experience – often regarded as predictive of expatriate effectiveness – to be unrelated to CCA.

10) Measurement of Expatriate Demographics

A summary of expatriate demographics and its corresponding measurement items is presented in Table 12.

Table 12 Measurement of Expatriate Demographics

No.	Measurement /indicators	Question Statements	Author(s)
1	Gender	Your gender	Peltokorpi and Froese (2012)
2	Age	Your age	Peltokorpi and Froese (2012)
3	Marital	Your marital status	Selmer and Lauring (2011)
4	Income level	Your average income level per month before taxes	Suutari and Tornikoski (2001)
5	Education level	Your education level	Cheng and Li (2020)
6	English language proficiency	-I rate my reading ability in English as... -I rate my listening ability in English as... -I rate my writing ability in English as... -I rate my speaking ability in English as... -I rate my overall English ability as...	Li, Zhao et al. (2020)
7	Host language proficiency	To what degree you are familiar with the local language?	Peltokorpi (2008); Wang, Feng et al. (2014)
8	Position level	What is your current position?	Selmer and Lauring (2011); Wang, Feng et al. (2014)
9	Previous expatriate experience	How long have you worked abroad as an academic expatriate, including the current job?	Selmer and Lauring (2011)

2.3.2 Pre-Departure Training (PDT) and Cross-Cultural Adjustment

The literature reviews in this section are related to hypothesis H1a.

According to Venkataiah (2022), PDT is a training given to the expatriates which consists of host country culture, language and living conditions. The PDT is given in order to prepare the expatriates on the host country's norms and behaviour.

In addition to job factors that increase uncertainty, several job-related factors have the potential for reducing it and facilitating adjustment. These include the role discretion, previous transfers, and pre-departure knowledge (Black, 1988).

Because pre-departure knowledge has the potential of providing the individual with information about the impending transition, it can reduce the uncertainty by increasing the predictability of the new situation as well as by increasing at least the individual's anticipatory familiarity.

Black (1988) pointed out that pre-departure knowledge had a significant and negative impact on work adjustment and only pre-departure knowledge had a significant positive impact on general adjustment. Those that had pre-departure knowledge concerning the country and culture were more aware of the cultural elements in the job responsibilities than those who had little pre-departure knowledge. In other words, that those with little pre-departure knowledge ignore or just not be aware of those aspects in which culture had an impact on job responsibilities. The pre-departure knowledge was more accurate and relevant to living and was less accurate and relevant to working in other country.

The study of Iheanachor, Costa-Climent et al. (2024) found that CCA varied significantly across the previous expatriate training. Similarly, Wang and Tran (2012) also found that pre-departure cross-cultural training has significant effects on expatriates' work (beta = .51), interaction (beta = .39), and general (beta = .32) adjustment. It had the strongest impact on work adjustment.

Nevertheless, Lo and Nguyen (2023) found that training does not influence CCA.

A summary of expatriate Pre-Departure Training (PDT) and its question statements is presented in Table 13.

Table 13 Measurement of Expatriate Pre-Departure Training (PDT)

No.	Measurement /indicators	Question Statements	Author(s)
10	PDT	-The training I got from my organisation enhances my comfort and safety while working the host region. -In general, the cultural orientation program about the country I am about to be deployed to, my organisation provided before my departure was adequate to me. -The training program my organisation provided before my departure focused on helping me behave appropriately to survive in the new environment. -The training my organisation provided before my departure helps me better adjusts to the new environment. -The training my organisation provided before my departure was of value in contributing to the success in my present job.	Kour and Jyoti (2022)

Based on the discussions in the section 2.3.2, the following hypothesis is developed:

H1a: Expatriate PDT has an impact on CCA of Chinese expatriates.

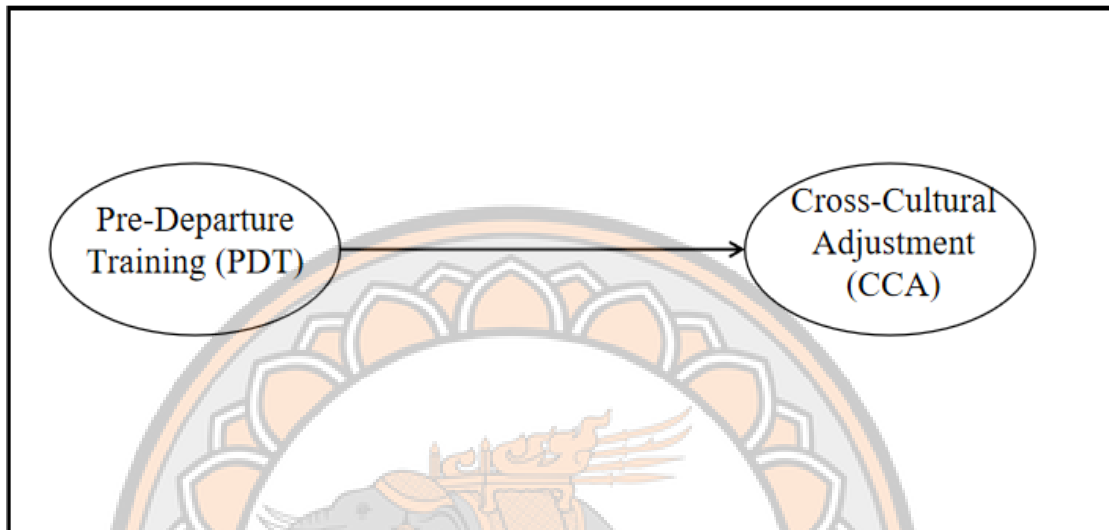


Figure 14 The Effect of Expatriate Pre-Departure Training (PDT) on Cross-Cultural Adjustment (CCA)

2.3.3 Expatriate Personality and Cross-Cultural Adjustment

The literature reviews in this section are related to hypothesis H2a.

Expatriate Personality traits refer to “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions” (McCrae & Costa, 2003, p. 25).

The Big Five personality traits, sometimes known as “the five-factor model of personality”, which includes the dimensions of Extraversion, Neuroticism, Agreeableness, Openness to experience and Conscientiousness used to determine the relationship between personality dimensions and Job Performance (JP) (Rothmann & Coetzer, 2003). However, after reviewing previous literatures, Boyle (2008) doubted the utility of the measures of the five-factor model of personality in making valid predictions of JP. He further stressed that interpretation of three Big Five dimensions (Openness to experience, Agreeableness, and Conscientiousness) continues to remain controversial. Hough (1992) believed that “not only are the Big Five too broad and

heterogeneous, additional constructs above and beyond the Big Five appear important if the goal is prediction rather than description”. He argued that the Big Five personality traits fail to provide the level of specificity required to understand the influence of personality traits on adjustment and JP. For example, Hough (1992) added locus of control, and masculinity to the list of constructs needed to predict JP.

The Multicultural Personality Questionnaire (MPQ) consisting of Cultural empathy, Open-mindedness, Social initiative, Emotional stability, and Flexibility dimensions was developed (Van Der Zee & Van Oudenhoven, 2000). The MPQ is a reliable, valid, and suitable instrument because the five dimensions have consistently emerged from exploratory and confirmatory factor analyses and explained more variance on multicultural success. Therefore, this study uses MPQ to test the expatriate Personality.

Şahin, Gurbuz et al. (2014) also found that the personality trait extraversion moderates the relationship between international experience and CQ, such that individuals who are high on extraversion are more likely to change their metacognitive CQ and behavioral CQ following international assignment. And individuals who are high on openness to experience are more likely to change their motivational CQ following international assignment.

The correlation between expatriate Personality and expatriate CCA will be reviewed in this part. Some studies have been found that expatriate Personality had positive effects on CCA (Peltokorpi & Froese, 2012; Selmer & Luring, 2013; Na-Nan & Ngudgratoke, 2017).

A study done with expatriates from foreign-owned multinational firms in Taiwan found that expatriate Personality has positive effects on expatriate CCA (Qomariyah, Nguyen et al., 2022).

A summary of expatriate Personality and its corresponding measurement items is presented in Table 14.

Table 14 An Overview of the Expatriate Personality Measurement Constructs

No.	Concept	Measurement	Author(s)
1	Personality	-Cultural empathy -Open-mindedness -Social initiative - Emotional stability - Flexibility	Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
2	Personality	-Emotional stability -Extraversion -Conscientiousness -Openness -Agreeableness -Emotional intelligence	Qomariyah, Nguyen et al. (2022)
3	Multicultural Personality	-Cultural empathy -Open-mindedness -Emotional stability -Flexibility -Orientation to action -Adventurousness -Extraversion	Van Der Zee and Van Oudenhoven (2000)
4	Multicultural Personality	-Cultural empathy -Social initiative -Open-mindedness -Emotional stability	Wu and Bodigerel-Koehler (2013)

1) Cultural Empathy and Cross-Cultural Adjustment

Cultural empathy refers to the ability to empathize with the feelings, thoughts, and behaviors of members from different cultural groups (Van Der Zee & Van Oudenhoven, 2000), which reflects the ability and sensitivity to read the feelings and thoughts of people from other cultural background.

According to the study of Wu and Bodigerel-Koehler (2013), which was done with the expatriates from foreign firms in Mongolia, Cultural empathy has positive effects on work CCA and interaction CCA, with direct effects of .649 and .400 respectively.

Cultural empathy has a positive impact on general adjustment (Peltokorpi & Froese, 2012). Expatriates empathetic to other cultures are more accepting of cultural differences rather than seeing them as good or bad, right or wrong. From the socioanalytic perspective, the literature in this domain suggests that Cultural empathy is related to expatriates' needs of predictability and order (find meaning) and being accepted and liked (get along).

2) Open-Mindedness and Cross-Cultural Adjustment

Open-mindedness refers to having an open and unprejudiced attitude towards different groups and towards different cultural norms and values (Van Der Zee & Van Oudenhoven, 2000).

According to the study of Wu and Bodigerel-Koehler (2013), which was done with the expatriates from foreign firms in Mongolia, Open-mindedness has positive effects on work CCA and interaction CCA, with direct effects of .469 and .330 respectively.

Open-mindedness has a positive impact on interaction adjustment (Peltokorpi & Froese, 2012). Their findings suggest that Open-mindedness is the most important personality trait to establish social relations with host country nationals in Japan. Expatriates with high Open-mindedness are better able to conform to cultural differences in their assignments, easing stress levels, and able to have more satisfying interactions with host country nationals.

Na-Nan and Ngudgratoke (2017) found that the openness showed the positive relationship with the adjustment of expatriates.

3) Social Initiative and Cross-Cultural Adjustment

Social initiative refers to expatriates' tendency to stand out, establish contact, and to be active in different cultures (Van Der Zee and Van Oudenhoven, 2000). Social initiative shows the use of proactive strategies in social situations and taking initiatives in problem solving and interpersonal relations.

According to the study of Wu and Bodigerel-Koehler (2013), which was done with the expatriates from foreign firms in Mongolia, Social initiative has positive effects on work CCA and interaction CCA, with direct effects of .411 and .250 respectively.

A study with 181 expatriates in Japan shown that Social initiative was positively related with work adjustment (Peltokorpi & Froese, 2012). Social initiative facilitates work adjustment because expatriates belong to the same group (company) and are thus considered as in-group members. Social initiative is relevant to work adjustment in terms of needs for status and power. While Social initiative may not be related to general and interaction adjustment in Japan, it facilitates work adjustment due to the positive outcomes in work context. Specifically, expatriates with high social initiative are motivated to build social networks to acquire information and lead social action in their companies, and to have effective work relations (getting along) with HCNs. These expatriates can be high performing employees who are able to work with HCNs, acquire and transfer local knowledge to global operations, and initiate the headquarters directives in their work units.

4) Emotional Stability and Cross-Cultural Adjustment

Emotional stability represents the ability to handle stressful situations and regulate emotional reactions under difficult circumstances.

According to the study of Wu and Bodigerel-Koehler (2013), which was done with the expatriates from foreign firms in Mongolia, Emotional stability has positive effects on work CCA and interaction CCA, with direct effects of .474 and .405 respectively.

Hough (1992) argued that “the well-adjusted person is generally calm, displays an even mood, and is not overly distraught by stressful situations. He or she thinks clearly and maintains composure and rationality in situations of actual or perceived stress. The poorly adjusted person is nervous, moody, easily irritated, tends to worry a lot, and ‘goes to pieces’ in times of stress”.

Dispositional affectivity includes positive affectivity (PA) and negative affectivity (NA). Positive affectivity represents the predisposition to respond positively to environmental stimuli, and negative affectivity, depicting the opposite reaction. Dispositional affectivity has been the focus of a good deal of recent research (Ng & Sorensen, 2009). A study with 1352 expatriates residing in Denmark revealed that positive affectivity had a positive association with work adjustment and negative affectivity had a negative relationship with work adjustment (Selmer & Lauring, 2013).

Emotional stability has a positive impact on general adjustment (Peltokorpi & Froese, 2012). Their findings suggest further that expatriates with high Emotional stability are able to make sense out of their lives and cope with stress caused by unknown, challenging situations in foreign countries. They argued that Emotional stability can be especially beneficial in Japan where Western expatriates have to cope with various challenges, such as differences in culture, language, psychical proximity, and standing out and being treated differently.

5) Flexibility and Cross-Cultural Adjustment

Flexibility demonstrates the capacity to tolerate uncertainties, and the ability to learn from past experiences and to adjust one's behaviors where necessary (Peltokorpi & Froese, 2012).

According to Lo and Nguyen (2023), personality traits influence CCA, and higher flexibility will have better CCA.

6) Measurement of Expatriate Personality and Hypothesis

A summary of expatriate Personality and its corresponding measurement items is presented in Table 15.

Table 15 Measurement of Expatriate Personality

No.	Measurement /indicators	Question Statements	Author(s)
1	Cultural empathy	-Try to understand other people's behavior. -Try to see things through other's perspective. -Am attentive to facial expressions. -Find it hard to empathize with others.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
2	Open-mindedness	-Am interested in other cultures. -Respect people with different views. -Am open to new ideas. -Feel uncomfortable in a different culture.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
3	Social initiative	-Make contacts easily. -Take initiatives. -Take the lead. -Am a slow starter.	Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)

No.	Measurement /indicators	Question Statements	Author(s)
4	Emotional stability	-Radiate calm. -Am not easily hurt. -Keep calm at ill-luck. -Am nervous.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
5	Flexibility	-Change easily from one activity to another. -Switch easily from one activity to another. -Function best in a familiar setting. -Avoid surprises.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)

Based on the discussions in the section 2.3.3, the following hypothesis is developed:

H2a: Expatriate Personality has an impact on CCA of Chinese expatriates.

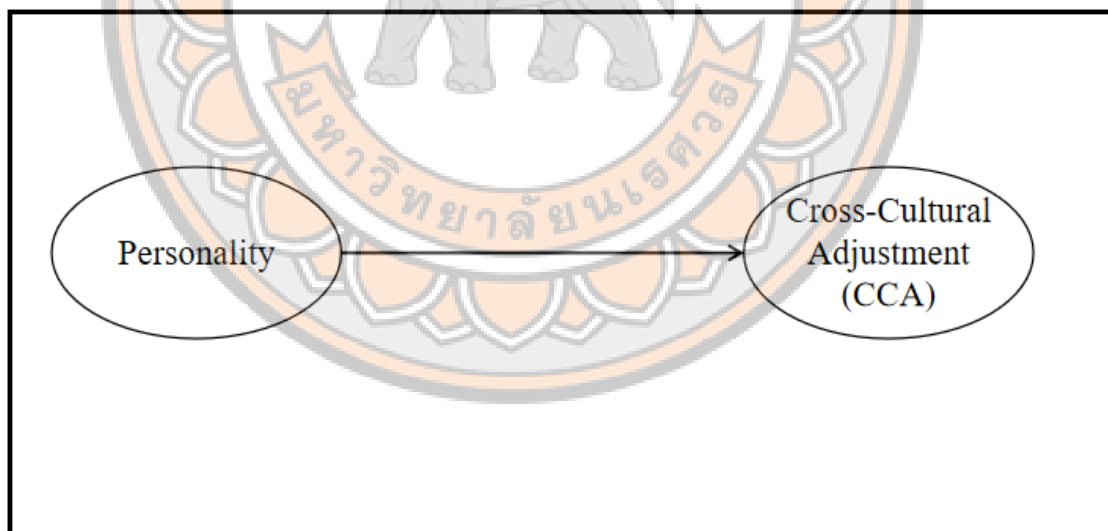


Figure 15 The Effect of Expatriate Personality on Cross-Cultural Adjustment

2.3.4 Expatriate Cross-Cultural Competence (CCC) and Cross-Cultural Adjustment

The literature reviews in this section are related to hypothesis H3a.

In this section, literature review will be conducted on the effects of expatriate CCC on CCA.

CCC was defined as the ability of individuals to function effectively in another culture (Gertsen, 1990). Different researchers used different concepts, such as CCC, Cross-Cultural Competency, Cross-Cultural Competencies. The author of this thesis uses CCC to represent these concepts.

Cross-cultural skills are characterized by abilities to manage stress in international work settings, to understand host perceptions, and to relate to host people in an effective way (Mendenhall & Oddou, 1985).

Tahir and Egleston (2019) argued that multinational companies often rely on motivated and skilled expatriate employees (who are particularly hard to come by) to set-up, control and operate the subsidiaries in foreign locations such as the United Arab Emirates. Therefore, the factors related to CCC will be focused in this part.

Many scholars have developed several constructs to measure CCC in their previous works, yet each work contains different components. Hence, there are no commonly accepted depictions for CCC. And a strong overlap between CCC and other similar concepts including personality, CQ, and skills, etc., which all describe the capabilities to interact effectively with culturally different others (Gertsen, 1990; Johnson, Lenartowicz et al., 2006; Jung, Paek et al., 2021; Kai Liao, Wu et al., 2021; Qomariyah, Nguyen et al., 2022). The different measurements for CCC are presented in the following table.

Table 16 An Overview of the Expatriate Cross-Cultural Competence (CCC) Measurement Constructs

No.	Concept	Measurement	Author(s)
1	Cross-Cultural Competence	- Relational skills - General self-efficacy - Non- ethnocentrism	Kai Liao, Wu et al. (2021)
2	Cross-Cultural Competence	- CQ - Cultural Adaptability - Cultural Empathy	Qomariyah, Nguyen et al. (2022)
3	Cross-Cultural Competency	-Metacognitive competency -Cognitive competency -Motivational competency -Behavioral competency	Jung, Paek et al. (2021)
4	CCC	-The knowledge dimension -The skills dimension -The personal attributes dimension	Johnson, Lenartowicz et al. (2006)
5	Intercultural Competence	-Affective dimension -Cognitive dimension -Communicative, behavioral dimension	Gertsen (1990)
6	Cross-Cultural Competency	- Relational skills - General self-efficacy - Non- ethnocentrism	Aliane and Zakariya (2023)
7	Cross-Cultural Dynamic Competencies	- Relational skills - General self-efficacy - Non- ethnocentrism	Wu and Bodigerel-Koehler (2013)

CCC includes behavioral competencies like (1) relational skills, (2) general self-efficacy, and (3) non-ethnocentrism, allowing an expatriate to work efficiently with host nationals in a different cultural backgrounds (Wu & Bodigerel-Koehler, 2013). Each of these 3 competencies is described more below.

Relational skills: Individuals with CCC can effectively manage themselves, their relationships, and their business demands while in culturally diverse environments (Caligiuri, Mancin et al., 2019). The relational skills of an expatriate enable them to build long-term relationships, interact effectively with host nationals,

and recognize culturally specific conversation patterns, such as jokes, proverbs, songs, folklore, etc.

General self-efficacy: The general self-efficacy of an expatriate is the confidence in individual ability to effectively manage uncertainties and stressors and adjust psychologically when responding to host nationals in a cross-cultural context (Wu & Bodigerel-Koehler, 2013; Kai Liao, Wu et al., 2021; Aliane & Zakariya, 2023).

Non-ethnocentrism: According to Wild and Wild (2014), ethnocentricity is the belief that one's own ethnic group or culture is superior to that of others. Ethnocentricity can seriously undermine international business projects. It causes people to view other cultures in terms of their own and, therefore disregard the beneficial characteristics of other cultures. Failure can occur when managers ignore a fundamental aspect of the local culture. This can provoke a backlash from the local population, its government, or nongovernmental groups (p. 66). Consequently, we should avoid ethnocentricity during doing international business.

Ethnocentrism is a belief in the superiority of one's own ethnic group or culture. An international business must also be constantly on guard against the dangers of ethnocentric behavior. Hand in hand with ethnocentrism goes a disregard or contempt for the culture of other countries. Unfortunately, ethnocentrism is all too prevalent. Ugly as it is, ethnocentrism is a fact of life, one that international businesses must be on guard against (Hill, Wee et al., 2016, p.103).

Non-ethnocentrism is the belief that an expatriate's culture, beliefs, norms, and traditions are not superior to those of other cultures and behaviors. Non-ethnocentrism makes it easier for expatriates to adjust to their new environment because it facilitates better communication and interaction with host nationals (Wu & Bodigerel-Koehler, 2013; Kai Liao, Wu et al., 2021; Aliane & Zakariya, 2023).

It is important to promote expatriates' CCC so that they will be more easily to adjust to the local environment.

The correlation between expatriate CCC and expatriate CCA will be reviewed in this part. Some studies have been found that expatriate CCC had positive effects on CCA (Chen, 2019; Kai Liao, Wu et al., 2021; Qomariyah, Nguyen et al., 2022).

In a study done with foreigners in high-tech industries in Zhejiang Province, China, it has been found that the stronger the CCC of employees, the better their CCA to the host country (Chen, 2019).

CCC has a positive effect on CCA (Path Coefficient: .252, t -Value: 3.421, $p < .05$) (Kai Liao, Wu et al., 2021). A study done with expatriates from foreign-owned multinational firms in Taiwan found that expatriate CCC has a positive influence on expatriate CCA (Qomariyah, Nguyen et al., 2022).

1) Relational Skills and Cross-Cultural Adjustment

According to the study of Wu and Bodigerel-Koehler (2013), Relational skills completely mediated either the relationship between Social initiative and interaction CCA or that of Cultural empathy and interaction CCA.

Interpersonal skills encompass skills that enhance expatriates' abilities to interact effectively with people from different cultural backgrounds (Mendenhall & Oddou, 1985). Wang, Feng et al. (2014) found that local language skills have a positive impact on interpersonal skills.

According to Mendenhall and Oddou (1985), the Others-Oriented dimension encompass activities and attributes that enhance the expatriate's ability to interact effectively with host nationals. It consists of two subfactors: "relationship development" and "willingness to communicate". This kind of relational skills facilitate expatriate to develop relationship and interact with host nationals. Consequently, it further promotes expatriate CCA.

The more individuals interact with host nationals, the more information they can receive about what is proper and improper behaviors in the host culture and the more how they are adjusting in a new setting (Black, Mendenhall et al., 1991). According to Wu and Bodigerel-Koehler (2013), expatriate managers, who have the ability to develop long-lasting relationships with host nationals, show a willingness to utilize the host country's language, have faith in communicating with people, maintain an interest in communicating materials like anecdotes, jokes, proverbs, songs, sports, etc., and easily adjust to new cultural context. The study of Bhaskar-Shrinivas, Harrison et al. (2005) found that relational skills have a positive relationship with all three dimensions of expatriate CCA. The effects of relational skills tend to be strong, positive, and significant (cultural adjustment, estimated $p=0.32$; interaction adjustment,

estimated $\rho=0.53$; and work adjustment, estimated $\rho=0.15$). The study of Takeuchi, Yun et al. (2002), which surveyed Japanese expatriates assigned to the United States, also found the positive relationship between expatriates' relational skills and their interaction and work adjustment.

2) General Self-Efficacy and Cross-Cultural Adjustment

According to Black, Mendenhall et al. (1991), the more individuals with higher levels of general self-efficacy attempt to display new behaviors in unfamiliar situations, the more chances they will have of receiving feedback, the more opportunity they will have to use the feedback to reduce uncertainty and correct their behavior, and the better they will be able to adjust to the new cultural settings. Accordingly, general self-efficacy is related to psychological adjustment with expatriate employees (Wu & Bodigerel-Koehler, 2013).

According to the study of Wu and Bodigerel-Koehler (2013), General self-efficacy partially mediated the relationship between Emotional stability and psychological adjustment.

3) Non- Ethnocentrism and Cross-Cultural Adjustment

Ethnocentrism is defined as the tendency for any people to put their own group in a central position of worth, while creating and reinforcing negative attitudes and behaviors toward outgroups (Neuliep & McCroskey, 1997).

According to Leiba-O'Sullivan (1999), perceptual competency include ethnocentrism, which is not an entirely stable characteristic, or non-ethnocentrism that has dynamic properties. For organizations that want to minimize training and relocation costs, the selection of expatriate employee with appropriate specific CCC (i.e., strong task and people orientations and nonethnocentric attitudes) should be a priority (Shaffer, Harrison et al., 2006).

Non-ethnocentrism, which is the opposite of ethnocentrism, has generally been defined as the tendency to take one's own traditions, culture, and patterns of behavior as no better than other distinct traditions, cultures, and behaviors (Shaffer, Harrison et al., 2006).

According to Neuliep and McCroskey (1997), ethnocentric attitudes are reflected in linguistic diversity and create communicative distance between interacting individuals. This distance is not something measurable but manifests itself

in the expressions and words of the speakers. Consequently, it results in three types of communicative distance, including: **indifference**, seeing his/her own culture at the center of everything, communicating in speech patterns, such as talking loudly and slowly to a non-native speaker of the language, including exaggerated pronunciation and simplification; **avoidance**, minimizing or avoiding to contact with persons from other cultures through the use of ingroup jargon or slang that members of other cultures or outgroup do not understand; and **disparagement**, communicating to openly express contempt for persons of different cultures and communicating through ethnophaulisms. Accordingly, it is clear that ethnocentric attitudes harm relationships with host nationals and diminish interaction adjustment.

Some studies in cross-cultural literature have found both a negative relationship between ethnocentrism and interaction adjustment and a positive relationship between non-ethnocentrism and interaction adjustment (Shaffer, Harrison et al., 2006).

4) Measurement of Expatriate Cross-Cultural Competence and Hypothesis

The key topics discussed above are summarized into a set of measurement items, presented in Table 18.

Table 17 Cross-Cultural Competence Survey Proposed by Chen (2019)

Serial number	Problem
1	- I like to communicate with people from different cultural backgrounds.
2	- I can properly resolve conflicts with people from different cultural backgrounds.
3	- When people from different cultural backgrounds need help, I will make suggestions in a way that they can accept.
4	- In different cultural backgrounds, I can tolerate higher uncertainty.
5	- In different cultures, I refuse to do what I don't want to do.
6	- Under different cultural backgrounds, I will take the initiative to introduce myself to the people I want to know.
7	- When communicating with people from different cultural backgrounds, I am very confident.

Serial number	Problem
8	- When communicating with people from different cultural backgrounds, I will reflect and feedback on the conversation.
9	- When communicating with people from different cultural backgrounds, I am open to changing my position.
10	- When communicating with people from different cultural backgrounds, I can express my views clearly.
11	- When communicating with people from different cultural backgrounds, I will actively express my ideas.

Source: Chen, 2019

Table 18 Measurement of Expatriate Cross-Cultural Competence

No.	Measurement /indicators	Question Statements	Author(s)
1	Relational skills	- I always react quickly when my partner needs me. - I always give my partner clear and full information. - It is not difficult for my partners to find the right person in the organization. - I inform my partners in time in case of problems. -I systematically keep information on my most important partners. -I organize collective activities for and with my partner. -My organization promotes informal contact between my employees and those of my partner.	Beugelsdijk, Koen et al. (2006); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)
2	General self-efficacy	- When I make my plans, I am certain I can make them work. - If I can't do a job the first time, I keep trying until I can. - When I have something unpleasant to do, I stick to it until I finish it.	Harrison, Chadwick et al. (1996); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)

No.	Measurement /indicators	Question Statements	Author(s)
		- When I decide to do something, I go right to work on it. - I am a self-reliant person. - Failure just makes me try harder.	
3	Non-ethnocentrism	- Generally, I am comfortable interacting with a group of people from different cultures. - I like to get involved in group discussions with others who are from different cultures. - While conversing with a person from a different culture I feel very relaxed. - I face the prospect of interacting with people from different cultures with confidence. - I enjoy interacting with people from different cultures.	Neuliep and McCroskey (1997); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)

Based on the discussions in the section 2.3.4, the following hypothesis is developed:

H3a: Expatriate CCC has a positive impact on CCA of Chinese expatriates.

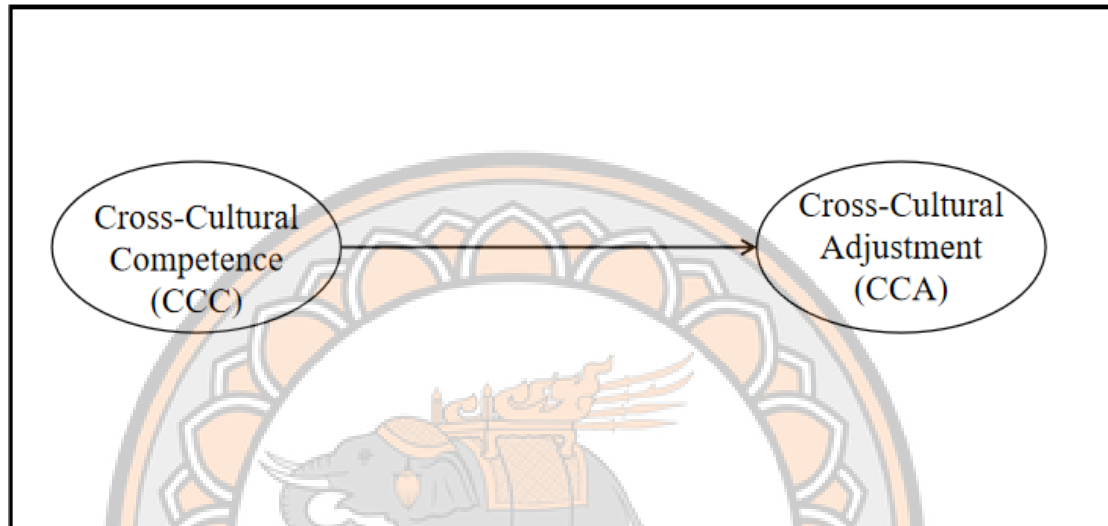


Figure 16 The Effect of Expatriate Cross-Cultural Competence (CCC) on Expatriate Cross-Cultural Adjustment

2.3.5 Expatriate Cultural Intelligence (CQ) and Cross-Cultural Adjustment

The literature reviews in this section are related to hypothesis H4a.

Earley and Ang (2003) defined CQ as “a person’s capability to adapt effectively to new cultural contexts” (p. 58). CQ is conceptualized as a multidimensional construct which includes four main components: meta-cognitive CQ (i.e., cultural awareness), cognitive CQ (i.e., cultural knowledge), motivational CQ (i.e., motivation and self-efficacy in functioning in diverse cultural settings), and behavioural CQ (i.e., adoption of appropriate behaviours during cross-cultural interactions).

Although CQ is a new construct, it has attracted considerable attention worldwide and across diverse disciplines ranging from international management to cross-cultural psychology. In a study with 266 Turkish military persons deployed in

Bosnia and Herzegovina, the author of the research found that international assignment has a significant effect on the development all four facets of CQ in a multicultural setting (Şahin, Gurbuz et al., 2014). Individual's levels of metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ would be higher after the international assignment than at the beginning of the international assignment. So, I try to investigate the effects of CQ on CCA in this section.

In fact, some researcher argued that CQ is a type of higher level social intelligence, allowing one to be socially effective in multiple and varied cultural settings with different norms (Brislin, Worthley et al., 2006).

The key topics discussed above are summarized into a set of measurement items presented in Table 19.

Table 19 An Overview of the Expatriate Cultural Intelligence (CQ) Measurement Constructs

No.	Concept	Measurement	Author(s)
1	CQ	-Meta-cognitive CQ -Cognitive CQ -Motivational CQ -Behavioral CQ	Ang, Van Dyne et al. (2007); Lin, Chen et al. (2012); Şahin, Gurbuz et al. (2014); Kour and Jyoti (2022); Aliane and Zakariya (2023)

The effects of expatriate CQ on expatriate CCA will be reviewed in this part. Some studies have found that CQ positively related to CCA (Lin, Chen et al., 2012; Setti, Sommovigo et al., 2020; Kour & Jyoti, 2022).

Akhal and Liu (2019), utilizing a relatively large sample of foreign professionals (n = 402) working in the mainland of China, found that three dimensions of CQ (meta-cognitive CQ, cognitive CQ, and motivational CQ) had varying positive effects on the three facets of expatriates' CCA, with the exception of behavioral CQ.

A study with 530 managers working in banking sector in India revealed that cross-CQ significantly and positively affects CCA (Kour & Jyoti, 2022). The detailed analyses revealed that all the dimensions of CQ positively affect all the dimensions of CCA (general, interaction and work). The managers are conscious about the cultural knowledge while interacting with the host region nationals thereby

enhancing their adjustment. Culturally intelligent managers make necessary general adjustment to be comfortable or adjust in new culture. Further, they adjust themselves to socialize and communicate with host region nationals on daily basis (interaction adjustment). Culturally intelligent managers alter their facial expression while communicating in host region which in turn lead to interaction adjustment.

The expatriates with salient host country identity were the ones who sought to immerse themselves in the host country culture and to develop social contacts on their own and through their local colleagues, friends, and/or spouses. They sought to interact more with the locals than with other foreigners and immersed themselves in various cultural aspects of host countries. Expatriates with a salient host culture identity often felt more accepted and psychologically comfortable working and living in the host country. However, when experiencing social segregation and negative comments from locals, they tended to experience identity disruptions. Feeling rejected and categorized as outgroup members by locals, despite their efforts to integrate into local cultures, caused expatriates stress and frustration, and had a negative relation to their CCA (Peltokorpi & Zhang, 2020). In the case of emphasis being placed on the localization strategies, expatriates with a tendency to develop a strong host country identity might be more efficient, given their likely sensitivity towards and positive views on local values and practices.

1) Meta-Cognitive Cultural Intelligence and Cross-Cultural Adjustment

Meta-cognitive CQ refers to an individual's level of conscious cultural awareness of - and control over - cognitions during cross-cultural interactions.

Some investigations have found that meta-cognitive CQ has a positive influence on CCA (Lin, Chen et al., 2012; Akhal & Liu, 2019; Kour & Jyoti, 2022). Other studies have revealed a nonsignificant effect (Jyoti & Kour, 2015; Jyoti, Kour et al., 2015).

Meta-cognitive CQ positively related to work CCA (Setti, Sommovigo et al., 2020).

2) Cognitive Cultural Intelligence and Cross-Cultural Adjustment

Some investigations have found that cognitive CQ has a positive influence on CCA (Lin, Chen et al., 2012; Akhal & Liu, 2019; Kour & Jyoti, 2022). Other studies have revealed a nonsignificant effect (Jyoti & Kour, 2015; Jyoti, Kour et al., 2015).

Cognitive CQ positively related to work CCA (Setti, Sommovigo et al., 2020).

3) Motivational Cultural Intelligence and Cross-Cultural Adjustment

Some investigations have found that motivational CQ has a positive influence on CCA (Lin, Chen et al., 2012; Akhal & Liu, 2019; Kour & Jyoti, 2022). Other studies have revealed a nonsignificant effect (Jyoti & Kour, 2015; Jyoti, Kour et al., 2015).

Motivational CQ positively related to work CCA (Setti, Sommovigo et al., 2020).

4) Behavioural Cultural Intelligence and Cross-Cultural Adjustment

Some investigations have found that behavioral CQ has a positive influence on CCA (Lin, Chen et al., 2012; Kour & Jyoti, 2022). Other studies have revealed a nonsignificant effect (Jyoti & Kour, 2015; Jyoti, Kour et al., 2015).

Behavioural CQ positively related to work CCA (Setti, Sommovigo et al., 2020).

5) Measurement of Expatriate Cultural Intelligence and Hypothesis

A summary of cultural intelligence and its corresponding measurement items is presented in Table 20.

Table 20 Measurement of Expatriate Cultural Intelligence

No.	Measurement /indicators	Question Statements	Author(s)
1	Meta-cognitive CQ	-I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds. -Adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me. -Conscious of the cultural knowledge I apply to cross-cultural interactions. -Check the accuracy of my cultural knowledge as I interact with people from different cultures.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)
2	Cognitive CQ	-Know the legal and economic systems of other cultures. -Know the rules (e.g., vocabulary, grammar) of other languages. -Know the cultural values and religious beliefs of other cultures. -Know the marriage systems of other cultures. -Rarely know the arts and crafts of other cultures. -Know the non- verbal behaviours (gestures, facial expression, tone, accent, etc.) in other cultures.	Ang, Van Dyne et al. (2007) ; Kour and Jyoti (2022); Aliane and Zakariya (2023)

No.	Measurement /indicators	Question Statements	Author(s)
3	Motivational CQ	-Enjoy interacting with people from different cultures. -Confident that I can socialise with locals in culture that is unfamiliar to me. -I am unable to deal with the stresses of adjusting to a culture that is new to me. -Enjoy living in cultures that are unfamiliar to me. -Confident that I can get used to the shopping conditions in a different culture.	Ang, Van Dyne et al. (2007) ; Kour and Jyoti (2022); Aliane and Zakariya (2023)
4	Behavioural CQ	-Change my verbal behavior (e.g., accent, tone) when a cross- cultural interaction requires it. -I use pause and silence differently to suit different cross- cultural situations. -Vary the rate of my speaking when a cross- cultural situation requires it. -Change my non-verbal (e.g., gestures, and facial expression) behavior when a cross-cultural situation requires it. -Alter my facial expressions when a cross-cultural interaction requires it.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)

Based on the discussions in the section 2.3.5, the following hypothesis is developed:

H4a: Expatriate CQ has a positive impact on CCA of Chinese expatriates.

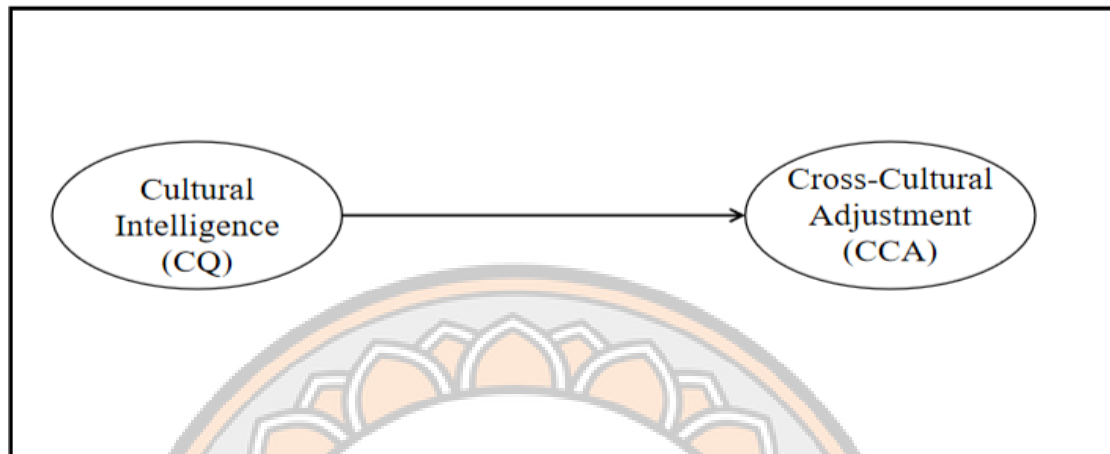


Figure 17 The Effect of Expatriate Cultural Intelligence (CQ) on Expatriate Cross-Cultural Adjustment

2.4 Six Factors and Job Performance

In this section, a literature review will be conducted on the relationship between the six factors expatriate Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), and Cross-Cultural Adjustment (CCA) and Job Performance (JP).

2.4.1 Expatriate Demographics and Job Performance

The effects of expatriate Demographics on expatriate JP will be reviewed in this part. Some of the facets of expatriate Demographics were observed to relate the expatriate JP (Black & Porter, 1991; Selmer, 2006; Peltokorpi, 2007; Kim & Slocum Jr, 2008; Bader, Berg et al., 2015; Tahir & Egleston, 2019). Still, some researches argued that some of expatriate Demographics seems not to matter with the expatriate performance in some environments (Wang, Feng et al., 2014; Bader, Berg et al., 2015).

According to Oyedipe and Popoola (2022), demographic variables are important in the determination of personnel disposition to work, with consequences on their task performance.

1) Gender and Job Performance

Wee, Newman et al. (2021) confirmed the JP favors men when in male-dominated occupations, but favors women when in gender-balanced occupations.

However, Black, Gregersen et al. (1992) held different viewpoint. They believed that “even if foreigners are not used to having women in the workplace, this cultural bias does not necessarily result in performance problems for female expatriates” (p. 67).

According to Oyedipe and Popoola (2022), gender, marital status, and income level had significant joint influence on task performance of the respondents. This means that gender is capable of affecting the ways and manner library personnel perform assigned tasks. There is a significant relationship between gender and task performance of the respondents.

According to Hendrawijaya (2019), gender has a positive effect on employee's JP (Path Coefficients .212, significant at 1%).

2) Age and Job Performance

Older managers have greater life experience and this experience in general is likely to have a positive influence on JP. However, Bader, Berg et al. (2015) argued that the expatriates' age seems not to matter with the expatriate performance in such host countries, namely terrorism-endangered environments.

The research results of Ng and Feldman (2008) showed that age was largely unrelated to core task performance. Results also highlighted that the relationships of age with core task performance and with counterproductive work behaviors are curvilinear in nature.

Salthouse and Maurer (1996) advocated that all relations between age and JP are mediated through other variables, i.e., knowledge, skills, abilities, and other factors.

According to Hendrawijaya (2019), age has a positive effect on employee's JP (Path Coefficients .148, significant at 5%).

3) Marital Status and Job Performance

Marital status was found to be predictive of JP. This may be due to the seeming difficulty in managing work/family combination challenges (Hassan & Olufemi, 2014).

While Dede and Kuşakcı (2022) found that “marital status does not lead to different work performances”. This research tries to examine and provide more evidence.

According to Oyedipe and Popoola (2022), gender, marital status, and income level had significant joint influence on task performance of the respondents. This means that marital status is capable of affecting the ways and manner library personnel perform assigned tasks. There is a significant relationship between marital status and task performance of the respondents.

4) Income Level and Job Performance

The study of Dede and Kuşakcı (2022) revealed that JP is affected positively by intrinsic motivation (like accomplishment, purpose, autonomy, enjoyment, recognition, control, passion, leadership, cooperation, etc.) and negatively by extrinsic motivation (like promotion, recognition, bonuses, professional certification, money, etc.). This research tries to examine and provide more evidence.

According to Oyedipe and Popoola (2022), gender, marital status, and income level had significant joint influence on task performance of the respondents. This means that income level is capable of affecting the ways and manner library personnel perform assigned tasks. There is a significant relationship between income level and task performance of the respondents.

The primary care providers with higher real income level have lower contextual performance ($OR = 0.67, p < .01$) than those with lower real income level. The primary care providers with the expectation of income rising above 50% have lower contextual performance ($OR = 0.66, p < .05$) than those with the expectation of income rising above 20%. The primary care providers with preference for monetary income have lower task performance ($OR = 0.62, p < .01$) and contextual performance ($OR = 0.55, p < .01$) than those without lower preference for monetary income. The percent of performance-based income has no significant effect on all the three dimensions of JP (Wang, Zhao et al., 2022). In other words, income level has no significant effect on all the three dimensions of JP.

5) Education Level and Job Performance

It is the knowledge and abilities, development of character and mental power resulting from intellectual training through education. It can and thus influences attitudes both positive and negative towards work and commitment (Hassan & Olufemi, 2014).

Ng and Feldman (2009) found that education is positively related to task performance.

According to Hendrawijaya (2019), education level has a positive effect on employee's JP (Path Coefficients .187, significant at 5%).

6) English Language Proficiency and Job Performance

English Proficiency refers to an individual's ability to read, write, speak, and understand English. English, which has been recognized as "shared language" or lingua franca, is used predominately in MNCs (Peltokorpi, 2017).

Black and Porter (1991) argued that the factors which are less critical determinants of performance in the United States context (e.g., language or social perception skills) may be much more important in an international context, e.g., in Hong Kong.

Gazzola and Mazzacani (2019) found that English proficiency has a positive effects employment status.

Though English language proficiency is not the only criterion for career development, its importance in the corporate world is widely recognized. It has been identified that English helps improve JP (Clement & Murugavel, 2018).

Internationally educated nurses or nurses from countries outside of the United States of America (USA), United Kingdom (UK), and Australia, to name a few, are required to take an English test or provide proof of English language skills prior to employment. It has been established that the tests used for estimating future JP should be administered in the language used in the job because those with inadequate English language competence may also perform poorly either on the test, on the job, or both (O'Neill, Marks et al., 2006). Furthermore, Oducado, Sotelo et al. (2020) argued that the low English language proficiency of Filipino nurses may negatively affect their future JP or employment when they work in English-speaking countries.

7) Host Language Proficiency and Job Performance

Local language skills have a positive and significant impact on interpersonal skills (Wang, Feng et al., 2014). In the context of Chinese MNEs, they found that expatriates' local language skills are important for host relationship building, but may have limited influence on expatriates' work-related communication and performance. This implies that local language fluency is not sufficient for effective communication. The authors explained that English is used in Chinese overseas subsidiaries and Chinese companies have certain requirements for locals' English fluency in recruiting local staff. This can be viewed as a good reflection of Chinese MNEs' practices overseas, and it explains why some expatriates from China may know nothing about local language but can still work with host country nationals (HCNs).

The study of Peltokorpi (2007), which was conducted with 30 Nordic expatriates in Japan, revealed that the expatriates need the help of bilingual secretaries due to the limited Japanese language proficiency of the expatriates. Owing to the relative ease of communication and frequent interaction, bilingual secretaries were mentioned as important information sources for expatriate presidents.

Local language skills, which capture expatriates' fluency in speaking and using local languages, are confirmed by many studies as a determinant of successful expatriate adjustment and performance (Selmer, 2006; Kim & Slocum Jr, 2008).

A summary of the literature reviews on the relation between Host language proficiency and expatriate JP is presented in Table 21. Even some study did not obviously point out the relation between expatriates' Host language proficiency and their performance, their performance was actually positively related to the host language to some extent because these expatriates were assisted by bilingual secretaries during their working.

Table 21 A Summary for the Effect of Host Language Proficiency on Expatriate Job Performance (JP)

Expatriates from	Host country/Region	Host language	Effect	Author(s)
Western expatriates	China	Chinese	Positive	Selmer (2006)
Korean expatriate	U.S. A.	English	Positive	Kim and Slocum Jr (2008)
Nordic countries	Japan	Japanese	Positive	Peltokorpi (2007)

Note: Nordic: includes 4 countries, like Finland, Denmark, Norway, and Sweden.

From the above table, we can see that no study examined the effect of Host language proficiency on performance of Chinese expatriates in ASEAN. Therefore, this study tries to fill in the gap.

8) Position Level and Job Performance

Bader, Berg et al. (2015) found that the expatriate hierarchical position is also important for expatriate performance in countries that are perceived as particularly dangerous. Higher-level managerial positions are beneficial for a variety of reasons. For instance, higher-level managers have more autonomy and control. It can also be expected that individuals higher in hierarchy are more likely to gather extensive information about the situation in their host country and then base their decisions on that. As a consequence, an enhanced performance is supposed.

The research of Peltokorpi (2007) revealed that the use of Nordic employees in Japan allows expatriate presidents to gain more support for their or headquarters' initiatives in subsidiaries, perhaps owing to a more balanced distribution of power. Several expatriate presidents recruit Nordic people in Japan with strong cultural and language skills to cope with language and intercultural communication problems. These locally hired Nordic employees frequently act as links between the expatriate presidents and local employees, helping the presidents to communicate quickly up and down the organizational hierarchy. At the same time, several Japanese

play the role of information gatekeeper because of their position between expatriate presidents and local employees. The position of local managers in the organizational hierarchy enables them to act as nodes in horizontal and vertical communication flows.

In the literature review, most of the respondents of the previous studies were from the expatriate group of top managers or managers only. Few samplings covered the expatriate group of ordinary staff.

And at the same time, from the above table, we can see that few studies investigated the effect of different Position level on CCA of Chinese expatriates in ASEAN. Therefore, this study tries to fill in the gap.

9) Previous Expatriate Experience and Job Performance

Reiger and Rees (1993) found that in the 6–10-year period of time, years of work experience significantly impacted motivation for some of work-related actions. However, after the 6–10-year time of period, the employees became significantly less motivated as the years of experience increased.

According to Bhatti, Kaur et al. (2013), expatriates with previous international experience might adjust in the host country and perform better as compared to others with a lack of previous international experience. Furthermore, expatriates develop their skills and traits while working in the international assignment, which helps them to improve JP.

However, Shi and Franklin (2014) surprisingly found that expatriation experience – often regarded as predictive of expatriate effectiveness – to be unrelated to JP.

10) Measurement of Expatriate Demographics

A summary of expatriate Demographics and its corresponding measurement items is presented in Table 22.

Table 22 Measurement of Expatriate Demographics

No.	Measurement /indicators	Question Statements	Author(s)
1	Gender	Your gender	Peltokorpi and Froese (2012)
2	Age	Your age	Peltokorpi and Froese (2012)
3	Marital	Your marital status	Selmer and Luring (2011)
4	Income level	Your average income level per month before taxes	Suutari and Tornikoski (2001)
5	Education level	Your education level	Cheng and Li (2020)
6	English language proficiency	-I rate my reading ability in English as... -I rate my listening ability in English as... -I rate my writing ability in English as... -I rate my speaking ability in English as... -I rate my overall English ability as...	Li, Zhao et al. (2020)
7	Host language proficiency	To what degree you are familiar with the local language?	Peltokorpi (2008); Wang, Feng et al. (2014)
8	Position level	What is your current position?	Selmer and Luring (2011); Wang, Feng et al. (2014)
9	Previous expatriate experience	How long have you worked abroad as an academic expatriate, including the current job?	Selmer and Luring (2011)

2.4.2 Pre-Departure Training and Job Performance

The literature reviews in this section are related to hypothesis H1b.

Tahir and Egleston (2019) found that pre-departure cross-cultural training is related to expatriate performance. Appropriate, concise and pertinent predeparture cross-cultural training increases the likelihood of an expatriate being content and happy while living and working in a foreign country and likely contributes to performance and successful assignment completion, as well. Their study was done with the western expatriates in the context of the United Arab Emirates.

According to Vance and Paik (2002), the specific managerial behaviors that expatriates should adopt or avoid to optimize their expatriate assignment performance may vary from country to country. Therefore, the expatriate PDT program should include knowledge of appropriate behaviors to be emphasized in the country to which they are to be assigned.

Nevertheless, Lo and Nguyen (2023) found that training does not influence work performance.

A summary of expatriate Pre-Departure Training and its corresponding question statements is presented in Table 23.

Table 23 Measurement of Expatriate Pre-Departure Training

No.	Measurement /indicators	Question Statements	Author(s)
10	PDT	- The training I got from my organisation enhances my comfort and safety while working the host region. - In general, the cultural orientation program about the country I am about to be deployed to, my organisation provided before my departure was adequate to me. - The training program my organisation provided before my departure focused on helping me behave appropriately to survive in the new environment. - The training my organisation provided before my departure helps me better adjusts to the new environment. - The training my organisation provided before my departure was of value in contributing to the success in my present job.	Kour and Jyoti (2022)

Based on the discussions in the section 2.4.2, the following hypothesis is developed:

H1b: Expatriate PDT has an impact on JP of Chinese expatriates.

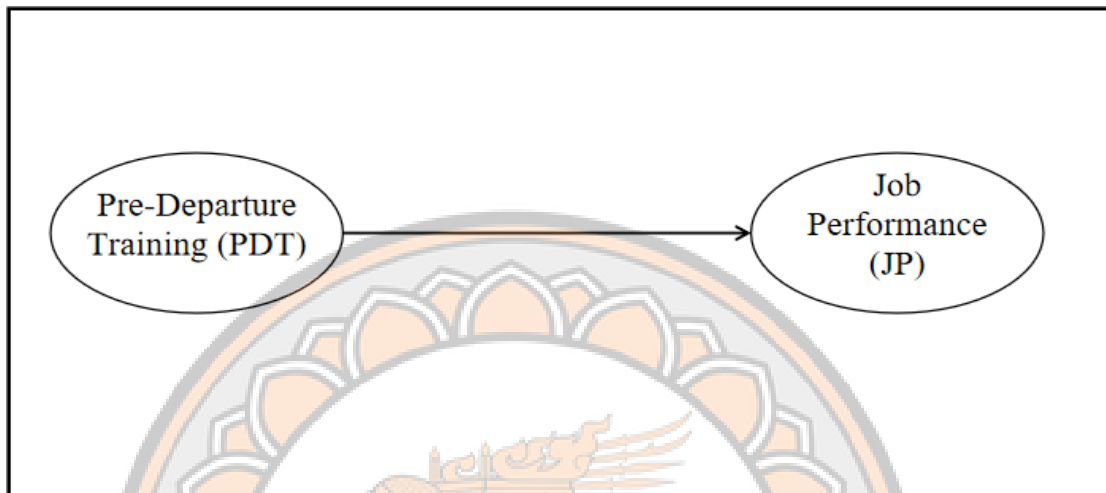


Figure 18 The Effect of Expatriate Pre-Departure Training on Job Performance (JP)

2.4.3 Expatriate Personality and Job Performance

The literature reviews in this section are related to hypothesis H2b.

Expatriate Personality traits refer to “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions” (McCrae & Costa, 2003, p. 25).

The correlation between expatriate Personality and expatriate JP will be reviewed in this part. Some of the facets of expatriate Personality were observed to relate the expatriate JP (Rothmann & Coetzer, 2003; Peltokorpi & Froese, 2012; Nan-Nan & Ngudgratoke, 2017; Luring & Selmer, 2018). However, the study of Shi and Pan (2012) argued that expatriate Personality has a weak correlation with the JP of expatriates from China.

A summary of expatriate Personality and its corresponding measurement items is presented in Table 24.

Table 24 An Overview of the Expatriate Personality Measurement Constructs

No.	Concept	Measurement	Author(s)
1	Personality	- Cultural empathy - Open-mindedness - Social initiative - Emotional stability - Flexibility	Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
2	Personality	- Emotional stability - Extraversion - Conscientiousness - Openness - Agreeableness - Emotional intelligence	Qomariyah, Nguyen et al. (2022)
3	Multicultural Personality	- Cultural empathy - Open-mindedness - Emotional stability - Flexibility - Orientation to action - Adventurousness - Extraversion	Van Der Zee and Van Oudenhoven (2000)
4	Multicultural Personality	- Cultural empathy - Social initiative - Open-mindedness - Emotional stability	Wu and Bodigerel-Koehler (2013)

1) Cultural Empathy and Job Performance

Cultural empathy refers to the ability to empathize with the feelings, thoughts, and behaviors of members from different cultural groups (Van Der Zee & Van Oudenhoven, 2000), which reflects the ability and sensitivity to read the feelings and thoughts of people from other cultural background.

In a study with 473 business expatriates from Beijing who were or are stationed abroad, Shi and Pan (2012) regarded that the personal characteristics (like Cultural empathy) emphasized in foreign selection have a weak correlation with the JP of expatriates from China.

2) Open-Mindedness and Job Performance

Open-mindedness refers to having an open and nonjudgmental attitude toward people with different social norms and values (Van Der Zee & Van Oudenhoven, 2000).

Shi and Pan (2012) regarded that the personal characteristics (like Open-mindedness) emphasized in foreign selection have a weak correlation with the JP of expatriates from China.

Na-Nan and Ngudgratoke (2017) found that the openness showed the positive relationship with the contextual performance of expatriates.

Openness to experience was related to task performance (Rothmann & Coetzer, 2003).

3) Social Initiative and Job Performance

Social initiative refers to expatriates' tendency to stand out, establish contact, and to be active in different cultures (Van Der Zee & Van Oudenhoven, 2000). Social initiative shows the use of proactive strategies in social situations and taking initiatives in problem solving and interpersonal relations.

A study of Peltokorpi and Froese (2012) with 181 expatriates in Japan shown that expatriates with high Social initiative are motivated to build social networks to acquire information and lead social action in their companies, and to have effective work relations (getting along) with HCNs. These social networks, in turn, are possibly to help expatriates to perform their tasks effectively (getting ahead). These expatriates can be high performing employees who are able to work with HCNs, acquire and transfer local knowledge to global operations, and initiate the headquarters directives in their work units.

In contrast, in a study with 473 business expatriates from Beijing who were or are stationed abroad, Shi and Pan (2012) regarded that the personal characteristics (like Social initiative) emphasized in foreign selection have a weak correlation with the JP of the expatriates.

4) Emotional Stability and Job Performance

Emotional stability represents the ability to handle stressful situations and regulate emotional reactions under difficult circumstances.

In China, emotional control is particularly important as a central value in the Confucian tradition. A study with 1702 business expatriates in China examined the effect of emotional control (low anger and high self-control) on expatriate JP and job satisfaction. For both assigned expatriates and self-initiated expatriates in China, there is a positive association between self-control and JP (Lauring & Selmer, 2018). The authors argued that good emotional control will facilitate expatriate performance and wellbeing as this will allow the individual time to observe and adjust behavior to the local context.

However, Shi and Pan (2012) argued that the personal characteristics (like the ability to control their emotions under pressure, patience) emphasized in foreign selection have a weak correlation with the JP of expatriates from China.

Emotional stability was related to task performance (Rothmann & Coetzer, 2003).

5) Flexibility and Job Performance

Flexibility demonstrates the capacity to tolerate uncertainties, and the ability to learn from past experiences and to adjust one's behaviors where necessary (Peltokorpi & Froese, 2012).

In a study with 473 business expatriates from Beijing who were or are stationed abroad, Shi and Pan (2012) regarded that the personal characteristics (like cultural flexibility) emphasized in foreign selection have a weak correlation with the JP of the expatriates.

6) Measurement of Expatriate Personality and Hypothesis

A summary of expatriate Personality and its corresponding measurement items is presented in the following table.

Table 25 Measurement of Expatriate Personality

No.	Measurement /indicators	Question Statements	Author(s)
1	Cultural empathy	- Try to understand other people's behavior. - Try to see things through other's perspective. - Am attentive to facial expressions. - Find it hard to empathize with others.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
2	Open-mindedness	- Am interested in other cultures. - Respect people with different views. - Am open to new ideas. - Feel uncomfortable in a different culture.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
3	Social initiative	- Make contacts easily. - Take initiatives. - Take the lead. - Am a slow starter.	Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
4	Emotional stability	- Radiate calm. - Am not easily hurt. - Keep calm at ill-luck. - Am nervous.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
5	Flexibility	- Change easily from one activity to another. - Switch easily from one activity to another. - Function best in a familiar setting. - Avoid surprises.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)

Based on the discussions in the section 2.4.3, the following hypothesis is developed:

H2b: Expatriate Personality has an impact on JP of Chinese expatriates.

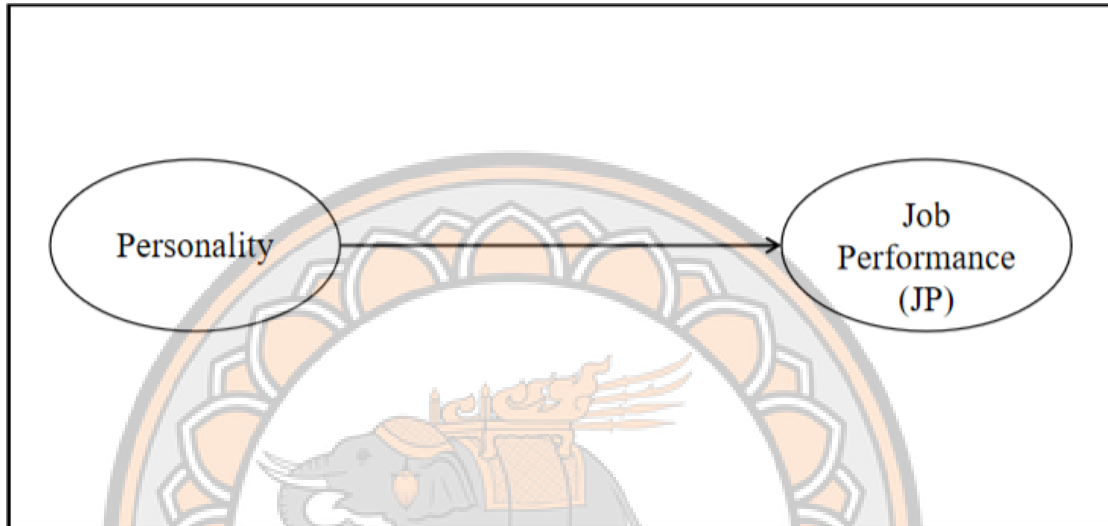


Figure 19 The Effect of Expatriate Personality on Job Performance

2.4.4 Expatriate Cross-Cultural Competence and Job Performance

The literature reviews in this section are related to hypothesis H3b.

The correlation between expatriate Cross-Cultural Competence (CCC) and expatriate Job Performance (JP) will be reviewed in this part. Some of the facets of expatriate CCC were observed to relate the expatriate JP (Chen, 2019; Kai Liao, Wu et al., 2021; Aliane & Zakariya, 2023).

Previous researches indicated that expatriates with greater CCC could accomplish and complete their assignments in an international setting more effectively, resulting in improved performance. Hence, the previous studies revealed that CCC was positively associated with the expatriate JP (Wang, Feng et al., 2014; Jung, Paek et al., 2021; Kai Liao, Wu et al., 2021).

In a study done with foreigners in high-tech industries in Zhejiang Province, China, it has been found that the stronger the CCC of employees, the higher their corresponding JP. CCC is positively related to the JP of expatriate employees (Chen, 2019).

CCC has a positive effect on expatriate JP (Path Coefficient:.264) (Kai Liao, Wu et al., 2021).

A summary of expatriate CCC concept and its corresponding measurement items is presented in the following table.

Table 26 An Overview of the Expatriate Cross-Cultural Competence Measurement Constructs

No.	Concept	Measurement	Author(s)
1	Cross-Cultural Competence	- Relational skills - General self-efficacy - Non- ethnocentrism	Kai Liao, Wu et al. (2021)
2	Cross-Cultural Competence	- CQ - Cultural Adaptability - Cultural Empathy	Qomariyah, Nguyen et al. (2022)
3	Cross-Cultural Competency	- Metacognitive competency - Cognitive competency - Motivational competency - Behavioral competency	Jung, Paek et al. (2021)
4	Cross-Cultural Competence	- The knowledge dimension - The skills dimension - The personal attributes dimension	Johnson, Lenartowicz et al. (2006)
5	Intercultural Competence	- Affective dimension - Cognitive dimension - Communicative, behavioral dimension	Gertsen (1990)
6	Cross-Cultural Competency	- Relational skills - General self-efficacy - Non- ethnocentrism	Aliane and Zakariya (2023)

No.	Concept	Measurement	Author(s)
7	Cross-Cultural Dynamic Competencies	- Relational skills - General self-efficacy - Non- ethnocentrism	Wu and Bodigerel-Koehler (2013)

1) Relational Skills and Job Performance

Interpersonal skills encompass skills that enhance expatriates' abilities to interact effectively with people from different cultural backgrounds (Mendenhall & Oddou, 1985).

Shi and Pan (2012) pointed out that, different from the expatriates from other countries, the ability of dealing with interpersonal relationship of Chinese expatriates has the highest correlation with their JP. This is revealed by the emphasis of Chinese culture on harmonious relations. Chinese employees who grow up in the collectivist cultural atmosphere have a strong correlation between their ability to deal with interpersonal relations and their JP, which to a large extent reflects the significant impact of cultural psychology and values on people's behavior and even work efficiency.

2) General Self-Efficacy and Job Performance

General self-efficacy refers to "global confidence in one's coping ability across a wide range of demanding or novel situations" (Schwarzer, Bäßler et al., 1997).

Bandura (1977) pointed out that "self-efficacy was a uniformly accurate predictor of performance on tasks", and that "the stronger the perceived self-efficacy, the more active the efforts".

In a study conducted on the managers of hotels in Turkey, Kale (2020) found that self-efficacy has a positive effect on JP ($\beta = .28, p < .05$).

3) Non-Ethnocentrism and Job Performance

Sethi, Chaturvedi et al. (2024) found that ethnocentrism decreases JP during corporate restructuring or expansion of the company because such people have difficulty adjusting to a new environment and culture. Such employees always face the dilemma of cultural adaptation, which distracts them from their work.

Caligiuri, Baytalskaya et al. (2016) found that expatriates' ethnocentrism has a direct negative influence on expatriate performance.

Wu and Bodigerel-Koehler (2013) have argued that cross-cultural dynamic competencies (e.g., general self-efficacy, non-ethnocentrism and relational skills) may facilitate success of expatriates.

Aliane and Zakariya (2023) found that non-ethnocentrism may assist an expatriate employee in adjusting to a new cultural environment by fostering long-term friendships with culturally diverse peers, utilizing abilities to effectively deal with the uncertainties associated with a new cultural context, and having a belief that the expatriate's own culture is not in any way superior to other cultures, but this does not necessarily translate into job success.

4) Measurement of Expatriate Cross-Cultural Competence and Hypothesis

A summary of Cross-Cultural Competence and its corresponding measurement items is presented in Table 28.

Table 27 Cross-Cultural Competence Survey Proposed by Chen (2019)

Serial number	Problem
1	-I like to communicate with people from different cultural backgrounds.
2	-I can properly resolve conflicts with people from different cultural backgrounds.
3	-When people from different cultural backgrounds need help, I will make suggestions in a way that they can accept.
4	-In different cultural backgrounds, I can tolerate higher uncertainty.
5	-In different cultures, I refuse to do what I don't want to do.
6	-Under different cultural backgrounds, I will take the initiative to introduce myself to the people I want to know.
7	-When communicating with people from different cultural backgrounds, I am very confident.
8	-When communicating with people from different cultural backgrounds, I will reflect and feedback on the conversation.
9	-When communicating with people from different cultural backgrounds, I am open to changing my position.

Serial number	Problem
10	-When communicating with people from different cultural backgrounds, I can express my views clearly.
11	-When communicating with people from different cultural backgrounds, I will actively express my ideas.

Source: Chen, 2019

Table 28 Measurement of Expatriate Cross-Cultural Competence

No.	Measurement /indicators	Question Statements	Author(s)
1	Relational skills	- I always react quickly when my partner needs me. - I always give my partner clear and full information. - It is not difficult for my partners to find the right person in the organization. - I inform my partners in time in case of problems. -I systematically keep information on my most important partners. -I organize collective activities for and with my partner. -My organization promotes informal contact between my employees and those of my partner.	Beugelsdijk, Koen et al. (2006); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)
2	General self-efficacy	- When I make my plans, I am certain I can make them work. - If I can't do a job the first time, I keep trying until I can. - When I have something unpleasant to do, I stick to it until I finish it. - When I decide to do something, I go right to work on it. - I am a self-reliant person. - Failure just makes me try harder.	Harrison, Chadwick et al. (1996); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)

No.	Measurement /indicators	Question Statements	Author(s)
3	Non-ethnocentrism	- Generally, I am comfortable interacting with a group of people from different cultures. -I like to get involved in group discussions with others who are from different cultures. - While conversing with a person from a different culture I feel very relaxed. - I face the prospect of interacting with people from different cultures with confidence. - I enjoy interacting with people from different cultures.	Neuliep and McCroskey (1997); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)

Based on the discussions in the section 2.4.4, the following hypothesis is developed:

H3b: Expatriate CCC has a positive impact on JP of Chinese expatriates.

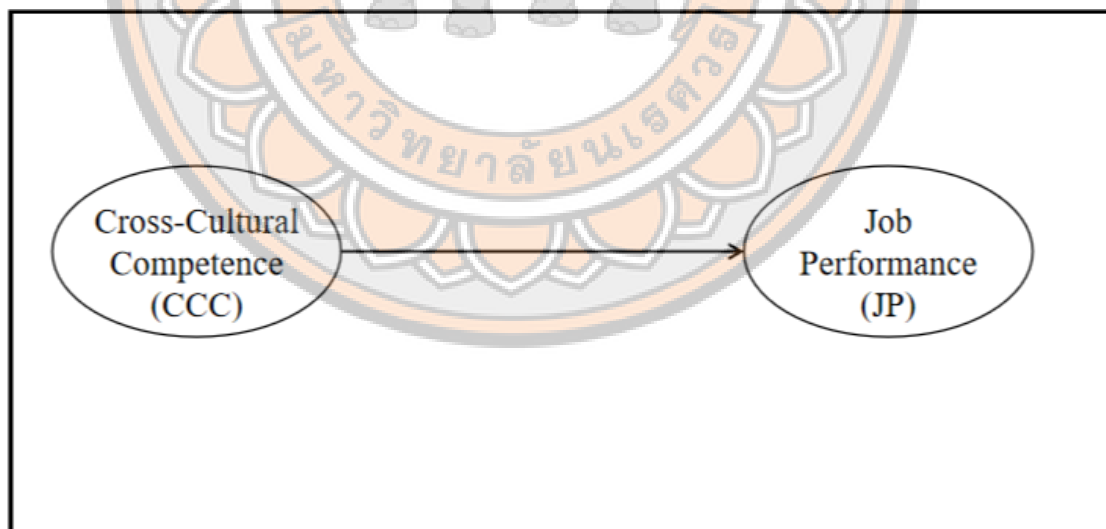


Figure 20 The Effect of Expatriate Cross-Cultural Competence on Expatriate Job Performance

2.4.5 Expatriate Cultural Intelligence and Job Performance

The literature reviews in this section are related to hypothesis H4b.

The correlation between expatriate CQ and expatriate JP will be reviewed in this part. Some studies revealed that CQ significantly affects JP (Jyoti and Kour, 2015; Jyoti, Kour et al., 2015; Setti, Sommovigo et al., 2020).

In fact, some researcher argued that CQ is a type of higher level social intelligence, allowing one to be socially effective in multiple and varied cultural settings with different norms (Brislin, Worthley et al., 2006).

A summary of expatriate CQ concept and its corresponding measurement items is presented in the following table.

Table 29 An Overview of the Expatriate Cultural Intelligence Measurement Constructs

No.	Concept	Measurement	Author(s)
1	CQ	- Meta-cognitive CQ - Cognitive CQ - Motivational CQ - Behavioral CQ	Ang, Van Dyne et al. (2007); Lin, Chen et al. (2012); Şahin, Gurbuz et al. (2014); Kour and Jyoti (2022); Aliane and Zakariya (2023)

1) Meta-Cognitive Cultural Intelligence and Job Performance

Meta-cognitive CQ refers to an individual's level of conscious cultural awareness of - and control over - cognitions during cross-cultural interactions. Indeed, individuals high in metacognitive CQ are better at adjusting their existing knowledge to meet changing environmental demands (Ang, Van Dyne et al., 2007). Thus, individuals can compensate for cognitive capability when previously acquired knowledge is unreliable, avoiding potential problems (Setti, Sommovigo et al., 2020).

Ang, Van Dyne et al. (2007) found that meta-cognitive CQ was related to task performance of expatriates in Singapore and also facilitated expatriates' performance by decision-making and task performance.

Meta-cognitive CQ positively related to assignment-specific performance (Setti, Sommovigo et al., 2020).

2) Cognitive Cultural Intelligence and Job Performance

Cognitive CQ refers to an individual's general knowledge of norms, practices, and conventions in foreign countries gained from personal experiences and education. Expatriates in Singapore may perform well in foreign workplaces because their in-depth knowledge about diverse cultures enables them to reach a greater understanding of cultural expectations. Additionally, such knowledge leads them to adopt culturally appropriate behaviours by facilitating decision-making and cultural judgment (Ang, Van Dyne et al., 2007).

Cognitive CQ positively related to assignment-specific performance (Setti, Sommovigo et al., 2020).

3) Motivational Cultural Intelligence and Job Performance

Motivational CQ refers to individual's ability to direct attention to understand cultural diversity and maintain energy concentrated on learning about - and operating in - new cultural settings, even when situations are challenging (Ang, Van Dyne et al., 2007).

Motivational CQ positively related to assignment-specific performance (Setti, Sommovigo et al., 2020).

4) Behavioural Cultural Intelligence and Job Performance

Behavioural CQ reflects the individual's ability to communicate in a culturally sensitive way and exhibit culturally appropriate (verbal and non-verbal) behaviours when interacting with people from other cultures. This involves having a wide repertoire of overt behavioural responses which fits to a variety of cross-cultural situations, in addition to using culturally appropriate words, body language and conversation style (Ang, Van Dyne et al., 2007).

Ang, Van Dyne et al. (2007) found that behavioural CQ of expatriates in Singapore was related to task performance. Similarly, behavioural CQ was found positively related to assignment-specific performance (Setti, Sommovigo et al., 2020).

5) Measurement of Expatriate Cultural Intelligence (CQ) and Hypothesis

A summary of expatriate Cultural Intelligence and its corresponding measurement items is presented in the following table.

Table 30 Measurement of Expatriate Cultural Intelligence

No.	Measurement /indicators	Question Statements	Author(s)
1	Meta-cognitive CQ	- I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds. - Adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me. - Conscious of the cultural knowledge I apply to cross-cultural interactions. - Check the accuracy of my cultural knowledge as I interact with people from different cultures.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)
2	Cognitive CQ	- Know the legal and economic systems of other cultures. - Know the rules (e.g., vocabulary, grammar) of other languages. - Know the cultural values and religious beliefs of other cultures. - Know the marriage systems of other cultures. - Rarely know the arts and crafts of other cultures. - Know the non- verbal behaviours (gestures, facial expression, tone, accent, etc.) in other cultures.	Ang, Van Dyne et al. (2007) ; Kour and Jyoti (2022); Aliane and Zakariya (2023)
3	Motivational CQ	- Enjoy interacting with people from different cultures. - Confident that I can socialise with locals in culture that is unfamiliar to me. - I am unable to deal with the stresses of adjusting to a culture that is new to me. - Enjoy living in cultures that are unfamiliar to me. - Confident that I can get used to the shopping conditions in a different culture.	Ang, Van Dyne et al. (2007) ; Kour and Jyoti (2022); Aliane and Zakariya (2023)

No.	Measurement /indicators	Question Statements	Author(s)
4	Behavioural CQ	- Change my verbal behavior (e.g., accent, tone) when a cross- cultural interaction requires it. - I use pause and silence differently to suit different cross- cultural situations. - Vary the rate of my speaking when a cross- cultural situation requires it. - Change my non-verbal (e.g., gestures, facial expression) behavior when a cross- cultural situation requires it. - Alter my facial expressions when a cross- cultural interaction requires it.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)

Based on the discussions in the section 2.4.5, the following hypothesis is developed:

H4b: Expatriate CQ has a positive impact on JP of Chinese expatriates.

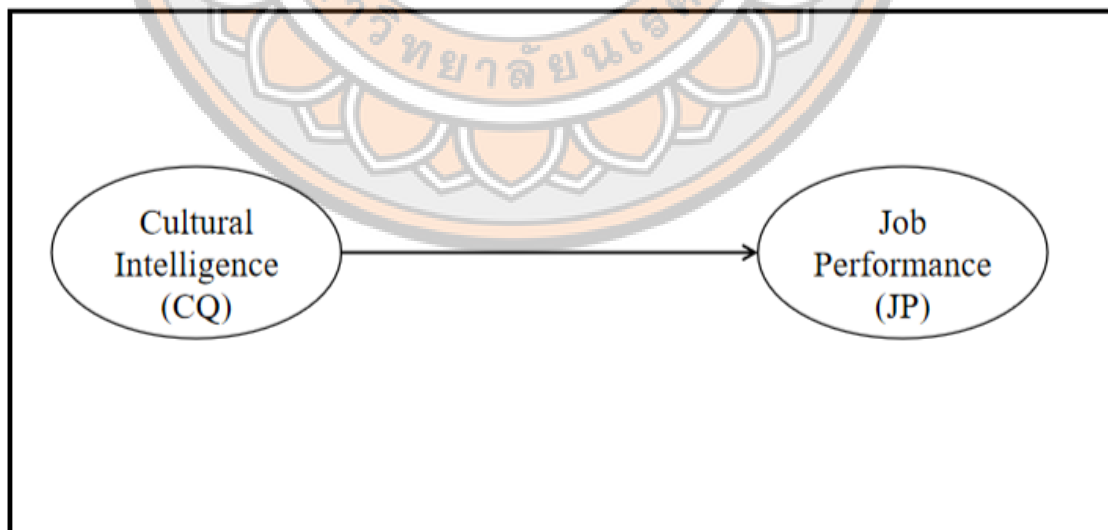


Figure 21 The Effect of Expatriate Cultural Intelligence on Expatriate Job Performance

2.4.6 Expatriate Cross-Cultural Adjustment and Job Performance

The literature reviews in this section are related to hypothesis H5.

CCA, defined in early studies as the degree to which expatriates are psychologically comfortable and familiar with different aspects of foreign environment (Black, 1988), is since more described to cover the degree of ease or difficulty expatriates have with various issues related to life and work abroad (Takeuchi, Marinova et al., 2005).

Maslow (1954) defined that “adjustment means a passive shaping of oneself to one's culture, to the external environment” and believed that “adjustment is a passive rather than active process” (p. 268). And he also mentioned that the concept of good adjustment sets a low ceiling upon the possibility for advancement and for growth (p. 292). CCA refers to the method of adapting to life in the host culture.

The mainstream literature views business expatriate adjustment as multidimensional. The study of Black (1988) which was done in the Japanese context shown that facet of adjustment includes 3 dimensions: general adjustment, work adjustment, and interaction adjustment. An influential current view categorizes these dimensions into general adjustment, interaction adjustment, and work adjustment (Black, Mendenhall et al., 1991).

Unlike the study of Black (1988), Indian expatriate context correlate with General adjustment and Work adjustment, and only interaction with host nationals was not found to be a separate dimension. A possible explanation is that the Indians' linguistic skills and the presence of an Indian diaspora in the USA support Indian expatriates during their interactions with host nationals (Srivastava and Panday, 2012).

The correlation between expatriate CCA and expatriate JP will be reviewed in this part. Some studies have found that expatriate CCA was related to expatriate JP (Na-Nan & Ngudgratoke, 2017; Tahir & Egleston, 2019).

A study of Tahir and Egleston (2019) found that western expatriate adjustment is related to expatriate performance and expatriate commitment, which was done in the context of UAE. A study with 22 Western expatriate managers who are based in the UAE also found that adjustment in the host country has been recognized as a crucial dimension in describing the failure or success of an expatriate manager in the host nation (Tahir, 2018).

Lee (2021) presented a brand-new model of CCA as it affects how job stress and job adaptation relate to JP and confirmed the impact of CCA on work stress, the negative impact of work stress on JP; and also, the positive impact of CCA on work adaptation, and work adaptation on JP. However, his research didn't examine and relate the CCA and JP directly.

In the study of Na-Nan and Ngudgratoke (2017), expatriate adjustment was presented by the positive relationship with task performance and contextual performance respectively.

CCA has a positive effect on expatriate JP (Path Coefficient: .502, t-Value: 6.289, $p < .001$) (Kai Liao, Wu et al., 2021).

A study done with expatriates from foreign-owned multinational firms in Taiwan found that expatriate CCA has a positive influence on expatriate JP (Qomariyah, Nguyen et al., 2022).

A summary of expatriate CCA concept and its corresponding measurement items is presented in the following table.

Table 31 An Overview of the Expatriate Cross-Cultural Adjustment Measurement Constructs

No.	Concept	Measurement	Author(s)
1	CCA	-Work adjustment - General adjustment	Black (1988)
2	CCA	- General adjustment - Interaction adjustment - Work adjustment	Black and Stephens (1989); Black and Porter (1991); Harrison, Chadwick et al. (1996); Kour and Jyoti (2022)
3	CCA	- Psychological adjustment - Interaction adjustment - Work adjustment	Wu and Bodigerel-Koehler (2013)

1) General Adjustment and Job Performance

General adjustment is described as the adjustment to general living conditions, such as transportation system, food, shopping, weather, and entertainment or adjustment to everyday life in the new environment (Black, 1988).

According to Wang and Tran (2012), general adjustment does not directly affect expatriates' JP.

2) Interaction Adjustment and Job Performance

Interaction adjustment is related to expatriates' psychological comfort associated with interaction with hosts both outside and inside work (Black, Mendenhall et al., 1991).

Differences in communication styles, cultural values, and languages create barriers to the expatriate–local employee interactions in foreign subsidiaries (Peltokorpi, 2007).

According to Wang and Tran (2012), interaction adjustment positively affects JP ($\beta = .23$).

3) Work Adjustment and Job Performance

Work adjustment refers to the psychological comfort associated with assignments and duties abroad (Black, Mendenhall et al., 1991). And work adjustment was depicted to what extent expatriates are well integrated in daily work in the host location. This is one of the two dimensions of expatriate adjustment proposed by Black (1988).

Work CCA positively related to assignment-specific performance (Setti, Sommovigo et al., 2020).

According to Wang and Tran (2012), work adjustment positively affects JP ($\beta = .38$) and exhibited the strongest effect on JP.

4) Measurement of Expatriate Cross-Cultural Adjustment and Hypothesis

A summary of expatriate Cross-Cultural Adjustment and its corresponding measurement items is presented in the following table.

Table 32 Measurement of Expatriate Cross-Cultural Adjustment

No.	Measurement /indicators	Question Statements	Author(s)
1	General adjustment	- Adjust myself to living conditions of the country I am posted other than home. - Adjust myself to the housing conditions in the country I am posted other than home. - Adjust myself to the food in the country I am posted other than home. - Adjust myself to shopping in the country I am posted other than home. - Adjust myself to the cost of living in the country I am posted other than home. - Adjust myself to entertainment/recreation facilities and opportunities in the country I am posted other than home. - Adjust myself to the health care facilities in the country I am posted other than home.	Black and Stephens (1989); Black and Porter (1991); Kour and Jyoti (2022)
2	Interaction adjustment	- Adjust myself to socialise with host people in the country I am posted other than home. - Adjust myself to interact with host people on day-to-day basis in the country I am posted other than home. - Adjust myself to interact with local people outside of work in the country I am posted other than home. - Adjust myself to speak with host people in the country I am posted other than home.	Black and Stephens (1989); Black and Porter (1991); Kour and Jyoti (2022)
3	Work adjustment	- Adjust myself to specific job responsibilities in the country I am posted other than home. - Adjust myself to the performance standards and expectations at work in the country I am posted other than home. - Adjust myself to supervisory responsibilities in the country I am posted other than home.	Black and Stephens (1989); Black and Porter (1991); Kour and Jyoti (2022)

Based on the discussions in the section 2.5, the following hypothesis is developed:

H5: Expatriate CCA has a positive impact on JP of Chinese expatriates.

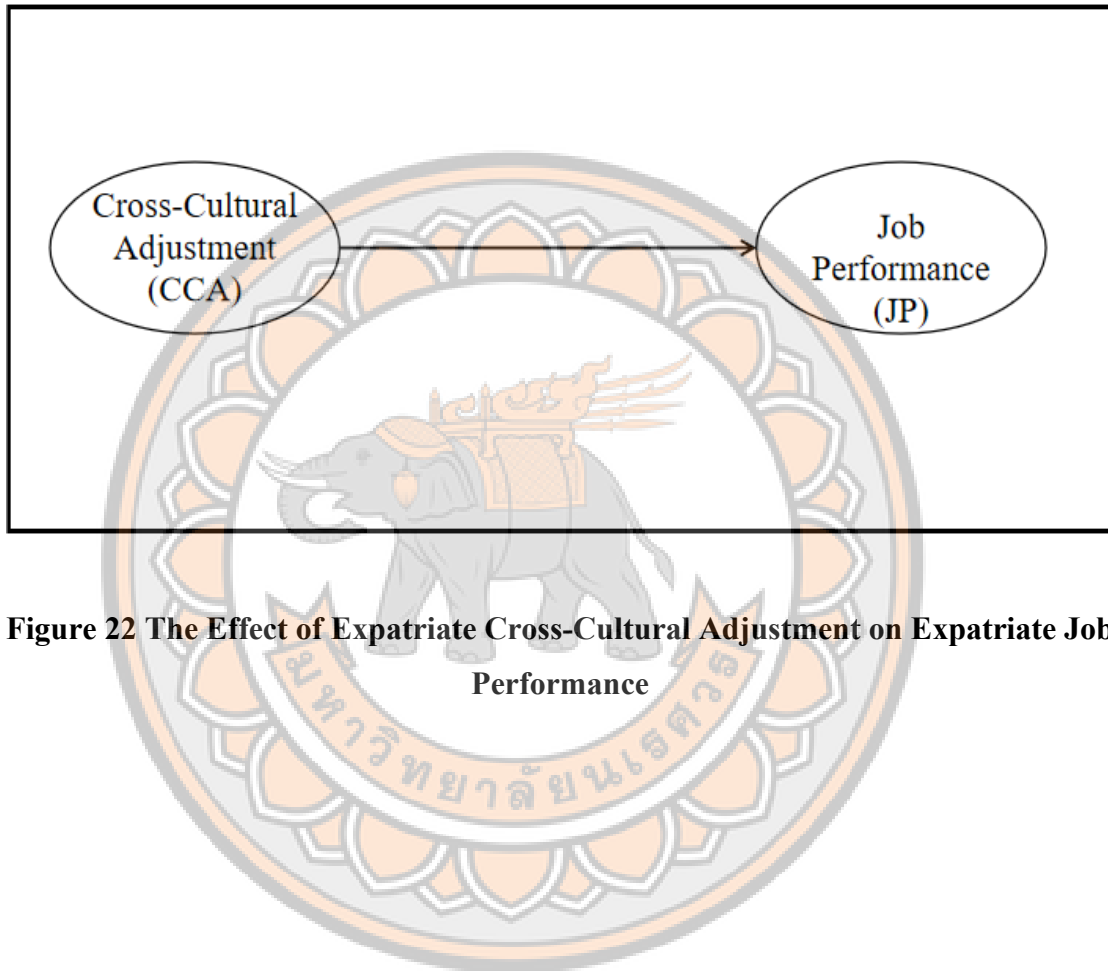


Figure 22 The Effect of Expatriate Cross-Cultural Adjustment on Expatriate Job Performance

2.5 Mediating Role of Cross-Cultural Adjustment on the Relationships Between the Five Factors and Job Performance

In this section, a literature review will be conducted on the mediating role of Cross-Cultural Adjustment (CCA) on the relationships between the five factors expatriate Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) and Job Performance (JP).

2.5.1 Mediating Role of Cross-Cultural Adjustment on the Relationships between Expatriate Demographics and Job Performance

According to Bhatti, Kaur et al. (2013), expatriate CCA (work, general and interaction adjustment) mediates the relationship between demographics (e.g., previous international experience) and expatriate JP (rated by peer and supervisor).

Awais Bhatti, Mohamed Battour et al. (2013a) found that expatriate adjustment mediates the relationship between previous international experience and expatriate JP (supervisor rated).

2.5.2 Mediating Role of Cross-Cultural Adjustment on the Relationships between Pre-Departure Training and Job Performance

Cross cultural training helps in developing cross cultural skills which eventually helps in CCA through which JP can be improved (Venkataiah, 2022).

A PDT is said to be effective if it improves the self-efficacy of an individual which assists him in building the relationship between CCA and their performance (Osman-Gani & Rockstuhl, 2009).

The PDT practices are one way to improve the organization's chances of having well-adjusted expatriates on global assignments. In turn, the improved expatriate CCA will lead to a better performance in the global arena - for both individuals and the organizations (Caligiuri, Phillips et al., 2001).

According to Wang and Tran (2012), regarding each facet of adjustment, general adjustment did not mediate the relationship between pre-departure cross-cultural training and expatriates' JP; interaction adjustment partially mediated the relationship between pre-departure cross-cultural training and expatriates' JP; and interaction adjustment partially mediated the relationship between pre-departure cross-cultural training and expatriates' JP.

Based on the discussions in the section 2.5.2, the following hypothesis is developed:

H6a: CCA mediates the relationship between expatriate PDT and JP of Chinese expatriates.

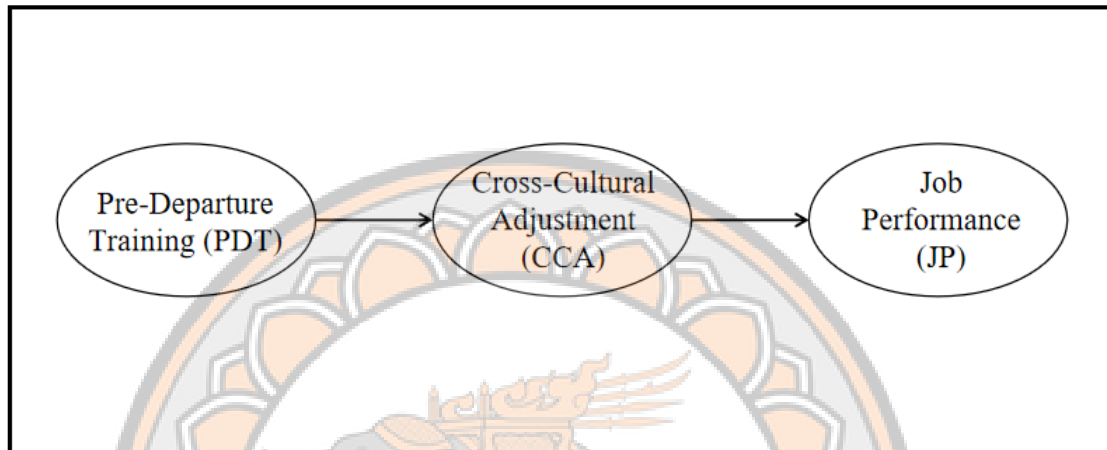


Figure 23 The Mediation of Cross-Cultural Adjustment on the Relationship between Pre-Departure Training and Job Performance

2.5.3 Mediating Role of Cross-Cultural Adjustment on the Relationships between Expatriate Personality and Job Performance

According to Bhatti, Kaur et al. (2013), expatriate CCA (work, general and interaction adjustment) mediates the relationship between personality traits (Big Five) and expatriate JP (rated by peer and supervisor).

Lo and Nguyen (2023) found that personality traits influence CCA, and that CCA positively impacts expatriates' subsequent work performance and confirmed the mediating effect of CCA on the relationship between personality traits and expatriates' work performance.

Awais Bhatti, Mohamed Battour et al. (2013b) found that expatriates' adjustment (work, interaction, and general) mediate the relationship between big five personality traits and expatriates JP.

Based on the discussions in the section 2.5.3, the following hypothesis is developed:

H6b: CCA mediates the relationship between expatriate Personality and JP of Chinese expatriates.

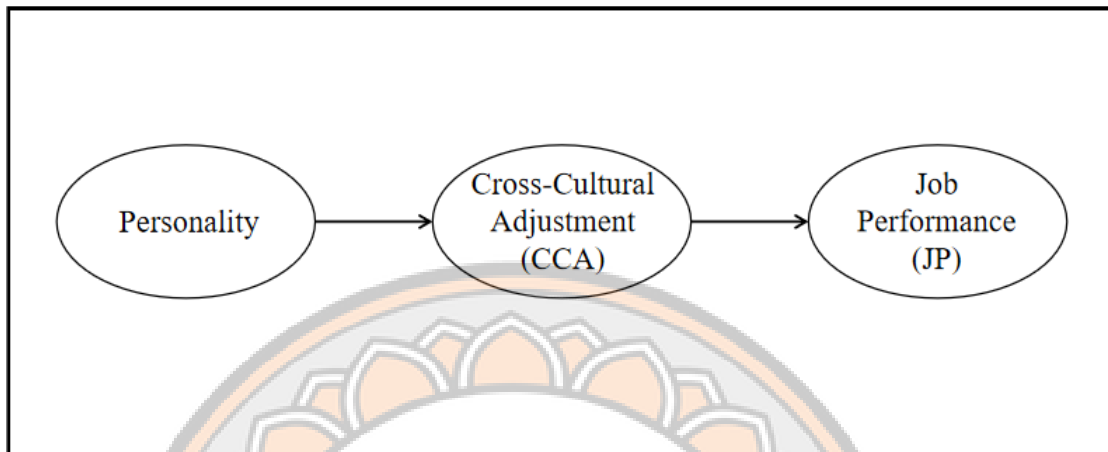


Figure 24 The Mediation of Cross-Cultural Adjustment on the Relationship between Expatriate Personality and Job Performance

2.5.4 Mediating Role of Cross-Cultural Adjustment on the Relationships between Expatriate Cross-Cultural Competence and Job Performance

According to Aliane and Zakariya (2023), CCC had an indirect effects (.434) on expatriate JP through the mediate variable, expatriates' job satisfaction. Furthermore, Shaffer and Harrison (1998) indicated that the job satisfaction was one of the significant predictors of expatriate CCA. Liu and Lee (2008) also found that job satisfaction played an important role in the proposed model of expatriate CCA in an international assignment. Therefore, it is likely that CCA also mediate the relationship between expatriate CCC and JP.

According to Bhatti, Kaur et al. (2013), expatriate CCA (work, general and interaction adjustment) mediates the relationship between CCC (e.g., self-efficacy) and expatriate JP (rated by peer and supervisor).

Based on the discussions in the section 2.5.4, the following hypothesis is developed:

H6c: CCA mediates the relationship between expatriate CCC and JP of Chinese expatriates.

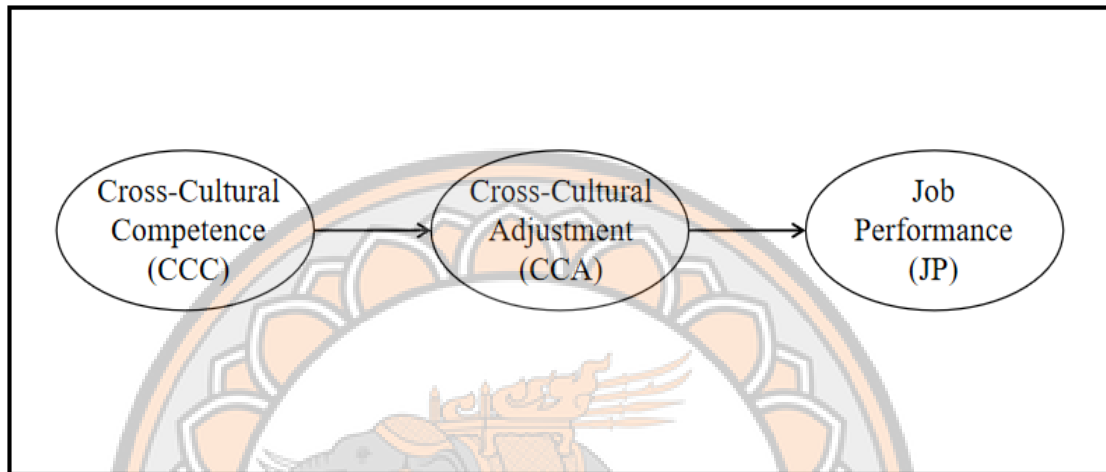


Figure 25 The Mediation of Cross-Cultural Adjustment on the Relationship between Expatriate Cross-Cultural Competence and Job Performance

2.5.5 Mediating Role of Cross-Cultural Adjustment on the Relationships between Expatriate Cultural Intelligence and Job Performance

Work CCA mediate the relationships between meta-cognitive CQ, cognitive CQ, motivational CQ, and behavioural CQ and assignment-specific performance (Setti, Sommovigo et al., 2020).

Some studies revealed that CCA mediates the relationship between CQ and JP (Jyoti & Kour, 2015; Jyoti, Kour et al., 2015; Setti, Sommovigo et al., 2020).

According to Aliane and Zakariya (2023), CQ had an indirect effects (.364) on expatriate JP through the mediate variable, expatriates' job satisfaction. Additionally, Shaffer and Harrison (1998) indicated that the job satisfaction was one of the significant predictors of expatriate CCA. Liu and Lee (2008) also found that job satisfaction played an important role in the proposed model of expatriate CCA in an international assignment. Therefore, it is likely that CCA also mediate the relationship between expatriate CQ and JP.

Based on the discussions in the section 2.5.5, the following hypothesis is developed:

H6d: CCA mediates the relationship between expatriate CQ and JP of Chinese expatriates.

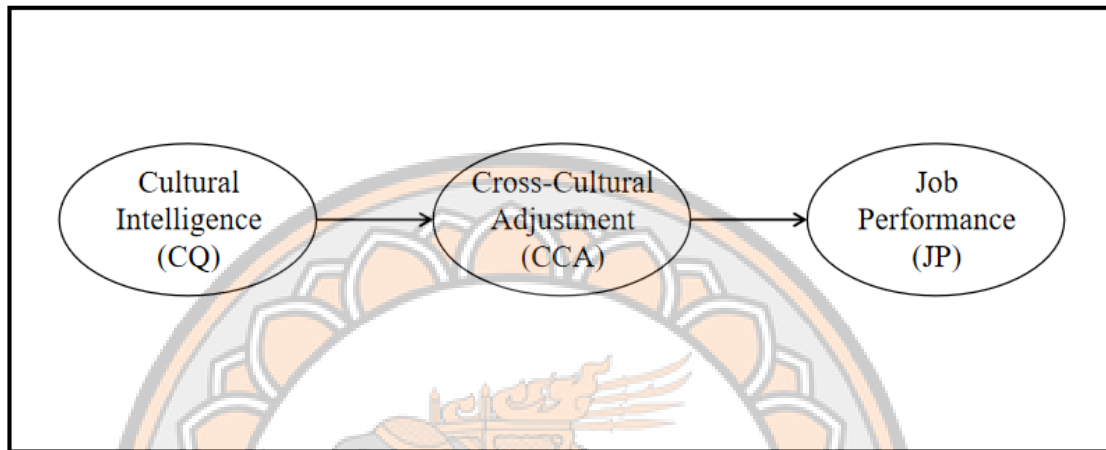


Figure 26 The Mediation of Cross-Cultural Adjustment on the Relationship between Expatriate Cultural Intelligence and Job Performance

2.6 Expatriate Job Performance (JP)

Zakaria (2019) mentioned that a difficulty that arises in the work environment is cooperating with people who have different work natures, beliefs and practices – which consequently leads to some unexpected challenges. So, when working with people from different cultures, you need to be aware of their various communicative behaviors, because any blunders in conversation will lead to miscommunication, misinterpretations or confusion, all of which can adversely affect performance (p. 15, 85).

Expatriate JP (sometimes also called work performance) refers to the extent to which an employee fulfills his or her prescribed work role expectation. JP is an evaluative outcome that refers to the core technical duties of the job, also known as task performance or in-role performance (Fisher, 2003).

A widely endorsed definition of work performance is that of Campbell (1990): “behaviors or actions that are relevant to the goals of the organization.” Three notions accompany this definition: (1) work performance should be defined in terms of behavior rather than results, (2) work performance includes only those behaviors that are relevant to the organization’s goals, and (3) work performance is multidimensional. As distinguishing between behavior and results can be difficult, others have included results in their definition of work performance. For example, Viswesvaran and Ones (2000) defined JP as “scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals.”

In this section, this author will review the literatures about the expatriate JP respectively.

A summary of expatriate JP concept and its corresponding measurement items is presented in the following table.

Table 33 An Overview of the Expatriate Job Performance Measurement Constructs

No.	Concept	Measurement	Author(s)
1	Individual Work Performance	- Task performance - Contextual performance - Adaptive performance - Counterproductive work behavior	Koopmans, Bernaards et al. (2011)
2	Individual Work Performance	- Task performance - Contextual performance - Counterproductive work behavior	Koopmans, Bernaards et al. (2014)
3	JP	- Task performance - Contextual performance	Wang (2016)

Measuring the expatriates’ JP will offer the organization not only the immediate feedback on the possible assignment success or failure, but also the enhancement of the further training development and the method’s selection in order to steer away from the future repetitive mistakes (Na-Nan & Ngudgratoke, 2017).

Dimensions frequently used to describe individual work performance were task performance, contextual performance, adaptive performance, and counterproductive work behavior (Koopmans, Bernaards et al., 2011; Krijgsheld, Tummers et al., 2022).

After reviewing previous related literatures, Koopmans, Bernaards et al. (2011) constructed the following heuristic framework of individual work performance presented in the following table.

Table 34 Definitions of the Four Dimensions of Expatriate Job Performance Based on Koopmans, Bernaards et al's Review (2011)

Task performance	Has a direct relationship to an organisational technical core and refers to direct or indirect activities that are formally part of a worker's job
Contextual performance	Maintains the broader organisational, social, and psychological environments in which a technical core must function
Adaptive performance	The extent to which an individual adapts to changes in work systems or work roles
Counterproductive work behavior	Behavior that is harmful to the well-being of an organisation

Source: Koopmans, Bernaards et al., 2011

In Earley's (1987) research, the participants' JP was rated by their supervisors using four items: (1) How would you rate this employee's overall performance? (2) How would you rate this employee's ability to get along with others? (3) How would you rate this employee's ability to get required assignments completed on time? and (4) How would you rate this employee's quality of performance? Each item was rated on a 6-point scale with 1 = poor and 6 = excellent.

Similarly, in the study of Luring and Selmer (2018), JP was based on self-reports and measured by a four-item, 7-point scale. Response categories ranged from (1) = "Poor" to (4) = "Neutral" to (7) = "Excellent", sample item: "How would you rate the quality of your performance?"

Although different dimensions have been proposed, there are three major domains of JP (Sackett & Lievens, 2008): task performance, contextual performance, and counterproductive work behavior. Together, these dimensions collectively provide a relatively comprehensive and parsimonious approach to construct space of overall JP (Dalal, Baysinger et al., 2012; Koopmans, Bernaards et al., 2014). The present study utilizes this tripartite model of JP.

2.6.1 Task Performance

Task performance can be defined as “the proficiency with which individuals perform the core substantive or technical tasks central to his or her job” (Campbell, 1990 as cited in Koopmans, Bernaards et al., 2014). Task performance “includes actions and behaviors related to the production of a good or the provision of a service” (Rotundo and Sackett, 2002).

Conway (1999) found that technical-administrative task performance showed greatest contributions to overall performance with the largest path coefficient at .48, $p < .05$.

2.6.2 Contextual Performance

Contextual performance defined as behaviors that “support the organizational, social and psychological environment in which the technical core must function” (Borman & Motowidlo, 1993).

Conway (1999) found that contextual performance (job dedication and interpersonal facilitation) showed unique contributions to overall performance.

2.6.3 Counterproductive Work Behavior (CWB)

Counterproductive work behavior (CWB), or “counterproductive performance” defined as “voluntary behavior that harms the well-being of the organization” (Rotundo and Sackett, 2002).

Gruys and Sackett (2003) found eleven categories of CWB: (1) Theft and Related Behavior; (2) Destruction of Property; (3) Misuse of Information; (4) Misuse of Time and Resources; (5) Unsafe Behavior; (6) Poor Attendance; (7) Poor Quality Work; (8) Alcohol Use; (9) Drug Use; (10) Inappropriate Verbal Actions; and (11) Inappropriate Physical Actions, and being put into two dimensions: an interpersonal-organizational dimension and a task relevance dimension.

According to Gürlek (2021), workplace ostracism has a positive effect on CWB. Additionally, CCA plays a moderator role in the effect of workplace ostracism on CWB. The research was based on Syrian migrant workers in the restaurant industry in Istanbul, Turkey.

2.6.4 Measurement of Job Performance

A summary of expatriate Job Performance and its corresponding measurement items is presented in the following tables.

Table 35 Measurement of Expatriate Job Performance Constructed by Earley (1987)

No.	Measurement /indicators	Question Statements	Author(s)
1		How would you rate your overall performance?	Earley (1987);
2		How would you rate your ability to get along with others?	Lauring and Selmer (2018)
3		How would you rate your ability to get required assignments completed on time?	
4		How would you rate the quality of your performance?	

Table 36 Measurement of Expatriate Job Performance Constructed by Black and Porter (1991)

No.	Measurement /indicators	Question Statements	Author(s)
1		My overall performance during my assignment is good.	Black and Porter
2		I have a good ability to get along with others.	(1991); Kai Liao,
3		I can complete my tasks on time.	Wu et al. (2021);
4		I have a good quality of performance.	Aliane and
5		I have good achievements in my work goals.	Zakariya (2023)
6		I maintain good relationships with my coworkers.	
7		I maintain good relationships with the social environment.	

Table 37 Measurement of Job Performance Constructed by Koopmans, Bernaards et al., 2014

No.	Measurement /indicators	Question Statements	Author(s)
1	Task performance	- I managed to plan my work so that it was done on time. - My planning was optimal. - I kept in mind the results that I had to achieve in my work. - I was able to separate main issues from side issues at work. - I was able to perform my work well with minimal time and effort.	Koopmans, Bernaards et al. (2014)
2	Contextual performance	- I took on extra responsibilities. - I started new tasks myself, when my old ones were finished. - I took on challenging work tasks, when available. - I worked at keeping my job knowledge up-to-date. - I worked at keeping my job skills up-to-date. - I came up with creative solutions to new problems. - I kept looking for new challenges in my job. - I actively participated in work meetings.	Koopmans, Bernaards et al. (2014)
3	Counterproductive work behavior	- I complained about unimportant matters at work. - I made problems greater than they were at work. - I focused on the negative aspects of a work situation, instead of on the positive aspects. - I spoke with colleagues about the negative aspects of my work. - I spoke with people from outside the organization about the negative aspects of my work.	Koopmans, Bernaards et al. (2014)

2.7 Summary of the Research Gaps

Kai Liao, Wu et al. (2021) examined the antecedents and outcomes of expatriate Cross-Cultural Adjustment (CCA) in Taiwan. Their study validated Cross-Cultural Competence (CCC) as a critical mediator between cultural adaptability and both CCA and Job Performance (JP). The present research adopts the core premise of CCC as a central mediating mechanism but intentionally revises and extends their model for two primary reasons: (a) to investigate a distinct and underexplored set of antecedent variables relevant to the specific population of Chinese expatriates, and (b) to test the model's applicability and boundary conditions in the significantly different and culturally diverse context of ASEAN countries. This constitutes a targeted theoretical advancement rather than a replication. The comparative analysis of the two theoretical models is presented in the following table.

Table 38 Comparative Analysis of Theoretical Models

Aspect	Kai Liao, Wu et al. (2021) Model	The Present Study's Model	Rationale for Revision/Extension & Academic Contribution
Core Antecedents	Emotional Intelligence (EI), Cultural Adaptability.	Demographics, Pre-Departure Training (PDT), Personality (Big Five), CCC, CQ.	Shifts the investigative focus. This study moves beyond EI/Adaptability to examine systematically manageable factors (e.g., organization-controlled PDT) and stable dispositional traits (Personality).
Research Context & Population	General expatriates in Taiwan (a single-host-culture context).	Chinese expatriates deployed to multiple ASEAN nations (a multi-host-culture context).	Tests generalizability and introduces contextual specificity. Examining the model with a homogeneous home-culture group (Chinese) in diverse host cultures (ASEAN) tests the model's boundary conditions and provides context-specific insights for the world's largest source of expatriates, filling a key literature gap.

Aspect	Kai Liao, Wu et al. (2021) Model	The Present Study's Model	Rationale for Revision/Extension & Academic Contribution
Mediating Pathways	CCC mediates the path from Cultural Adaptability to CCA and JP.	CCA is tested as sequential mediator. Furthermore, CCA's direct mediation between all antecedents (PDT, Personality, CCC, CQ) and JP is proposed.	Deepens theoretical granularity. By positioning CCA as both an outcome and a proximal mediator to JP, this study provides a more nuanced understanding of the "black box" linking individual/resources to performance outcomes.
Methodological Scope	Sample of 240; single-region context.	Larger sample(N=400); multi-country, multi-company sampling in ASEAN.	Enhances robustness and practical relevance. The larger, more geographically dispersed sample increases statistical power and the external validity of findings. The focus on ASEAN, a region of strategic economic importance for China, increases the practical significance for organizations.

As illustrated in the comparative table, this study is not a direct replication but a conceptual evolution. First, by replacing EI and Cultural Adaptability with PDT, Personality, CCC, and CQ, the model shifts from analyzing inherent adaptive capabilities to exploring a trainable intervention (PDT) and selectable traits (Personality, CCC, CQ), offering more direct managerial implications for selection and training. Second, by changing the cultural context from Taiwan to ASEAN, the research critically examines whether established Western- or Taiwan-derived models hold for Chinese expatriates facing the distinct cultural, institutional, and economic landscapes of Southeast Asia. This contextualization is, in itself, a key theoretical contribution to cross-cultural management literature, which has called for more non-Western, bidirectional flow studies.

In summary, this research has developed a theoretical model that, while acknowledging the foundational work of Kai Liao, Wu et al. (2021), makes several distinct contributions. It (1) introduces and integrates a new set of critical antecedent

variables (PDT, Personality) more aligned with organizational HR practices; (2) explicitly tests the model's validity in a new and strategically vital context (Chinese expatriates in ASEAN), thereby assessing its boundary conditions and practical utility for a major global player; and (3) proposes a more complex mediation architecture to unravel the sequential process from individual resources to ultimate performance. Therefore, this research aims to provide a contextually refined, more actionable theoretical extension relevant to both academia and practitioners managing China's growing international workforce.

This research is designed to address the following identified gaps in the existing literature:

Theoretical Gap: While the Theory of Work Role Transitions provides a foundational framework for understanding expatriate adjustment, its empirical validation has been largely confined to developed countries (e.g., Black, 1988; Black, Mendenhall et al., 1991). A significant gap exists in applying and testing this theory within the unique socio-economic context of developing ASEAN nations.

Contextual Gap: Despite China and ASEAN being each other's largest trading partners, necessitating a substantial presence of Chinese expatriates, there is a conspicuous absence of scholarly research investigating the Cross-Cultural Adjustment (CCA) and Job Performance (JP) of this specific demographic in the ASEAN region. This study is among the first to systematically explore this critical context.

Constructual Gap: A comprehensive framework that simultaneously examines the effects of key factors—namely, Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ)—on the Cross-Cultural Adjustment (CCA) and JP of Chinese expatriates remains underdeveloped. This research proposes and tests an integrated model to fill this void.

Methodological Gap: Existing literature on this topic has predominantly relied on either purely quantitative or qualitative methodologies. A mixed-methods approach, which can leverage the depth of interviews and the breadth of statistical analysis, is notably absent. This study bridges this gap by adopting a sequential mixed-methods design.

2.8 Summary of the Variables

Based on the preceding literature review, a summary of the variables in this research is presented in the following table.

Table 39 A Summary of the Variables in This Research

Independent variables (X)	Mediating variables (M)	Dependent variables (Y)
PDT		
Personality - Cultural empathy - Open-mindedness - Social initiative - Emotional stability - Flexibility	CCA - General adjustment - Interaction adjustment - Work adjustment	JP - Task performance - Contextual performance - Counterproductive work behavior
CCC - Relational skills - General self-efficacy - Non-ethnocentrism		
CQ - Meta-cognitive CQ - Cognitive CQ - Motivational CQ - Behavioural CQ		

2.9 Conceptual Framework

Based on the previous literature reviews, the following conceptual framework was developed.

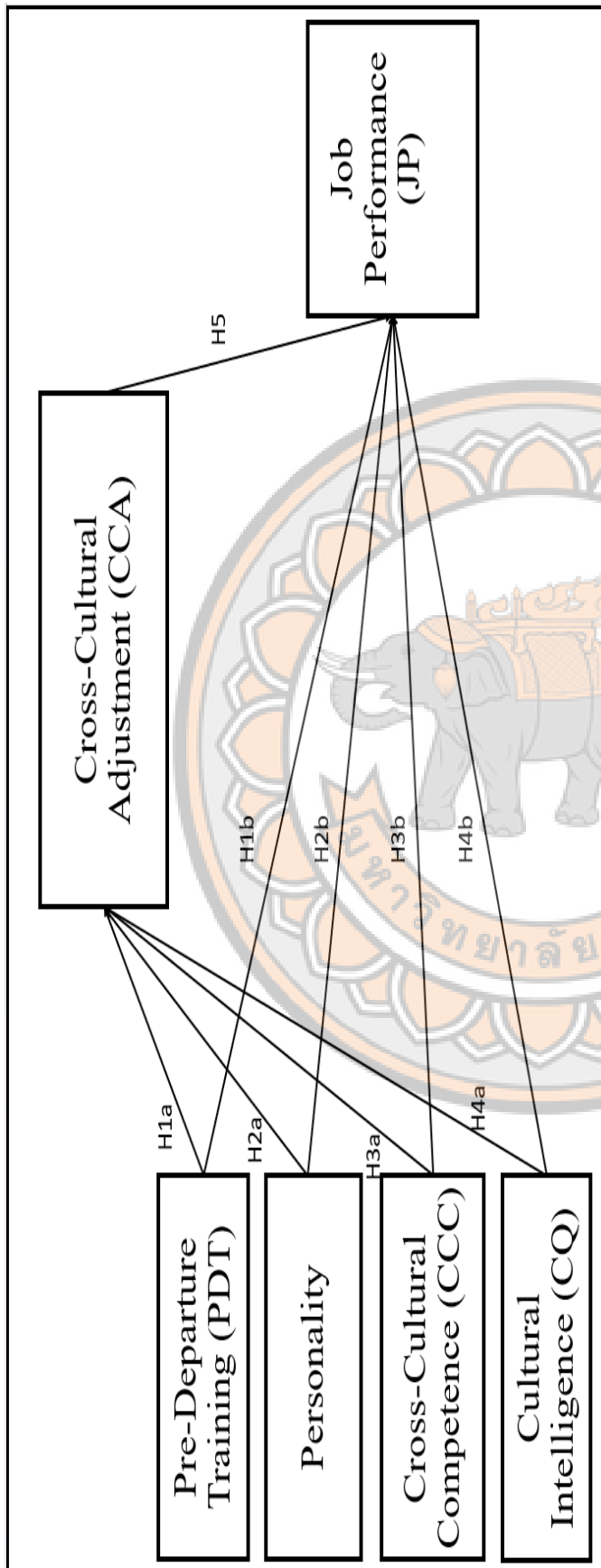


Figure 27 The Proposed Conceptual Framework

Note:  = Dependent variables, independent variables and mediating variables
 = Hypothesized directional effects of one variable on another

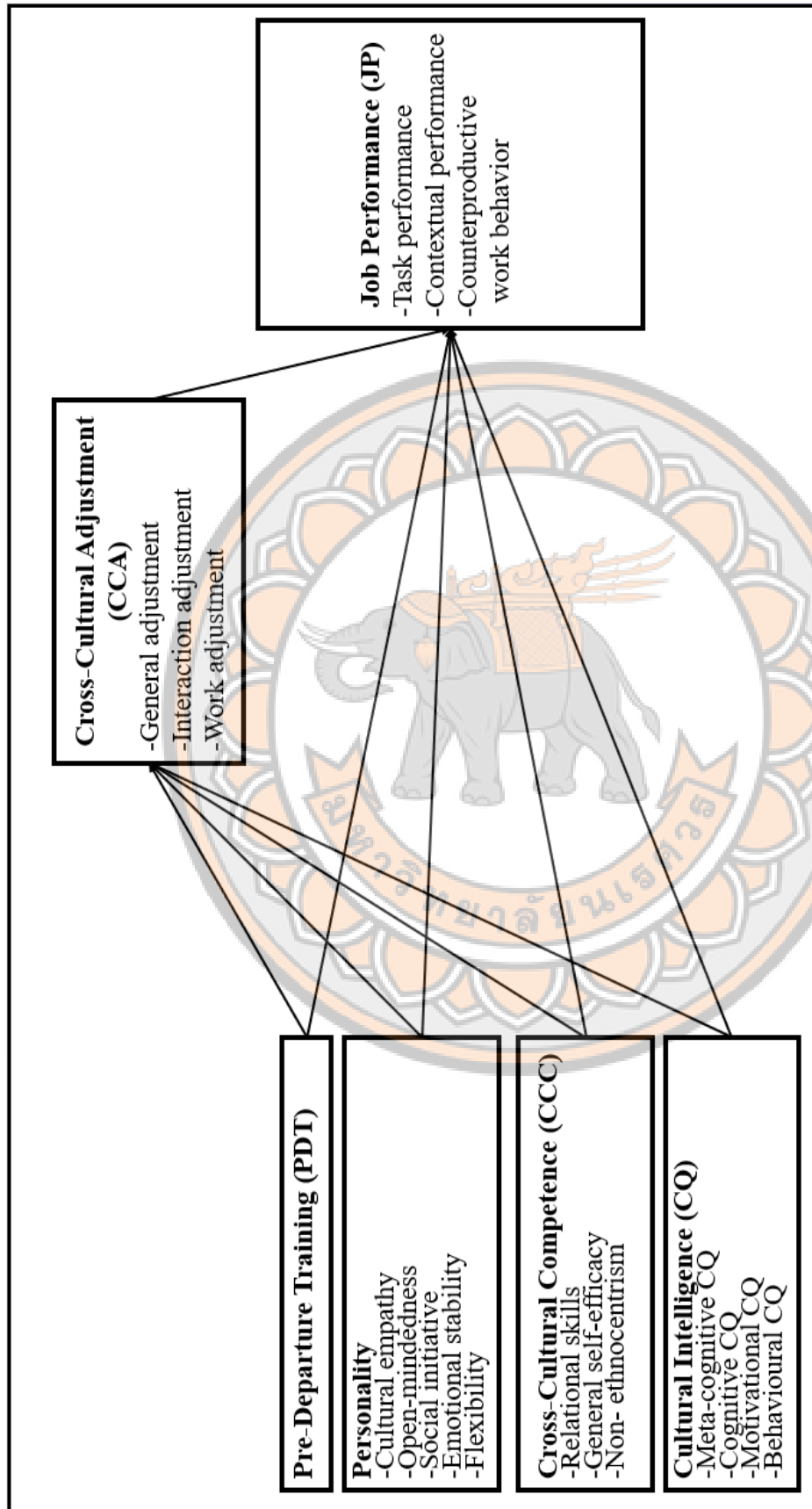


Figure 28 The Detailed Proposed Conceptual Framework

CHAPTER III

RESEARCH METHODOLOGY

This chapter presents the comprehensive methodological framework employed in this study. It details the research design, data collection procedures, and analytical strategies used to investigate the influence of key antecedent factors on the cross-cultural adjustment and job performance of Chinese expatriates in ASEAN. The following sections provide a full account of these components.

- 3.1 Research Design
- 3.2 Secondary Data Sources
- 3.3 Population and Sampling
- 3.4 Measurement of Variables
- 3.5 Qualitative Data Collection
- 3.6 Quantitative Data Collection
- 3.7 Summary

3.1 Research Design

This chapter delineates the research methodology employed to address the study's objectives. The primary aim is to investigate the influence of five antecedent factors—Demographics, Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ)—on the Cross-Cultural Adjustment (CCA) and Job Performance (JP) of Chinese expatriates in ASEAN, and to test the mediating role of CCA in these relationships.

In line with these objectives and to enhance the validity and depth of findings, this study adopts a sequential exploratory mixed-methods design, integrating qualitative and quantitative approaches. The research unfolds in two distinct, interconnected phases, informed by a comprehensive review of relevant literature and theories (e.g., Work Role Transitions, Human Motivation).

Phase 1: Qualitative Exploration : The initial phase is exploratory. It involves Focus Group Interview (FGI) and Individual Interviews conducted with 10 Chinese expatriates across ASEAN countries. The purpose is to gain in-depth contextual understanding, validate concepts from the literature, and identify any potential additional variables pertinent to CCA in this specific setting.

Phase 2: Quantitative Examination : Building on insights from the first phase, the second phase entails the development and administration of a structured survey questionnaire. This questionnaire, designed to measure all constructs in the conceptual model, will be distributed to a target sample of 400 Chinese expatriates. The quantitative data will be used to statistically test the proposed hypotheses and model.

3.2 Secondary Data Sources

To establish the theoretical foundation and contextual background for this study, a comprehensive review of secondary data and academic literature was conducted. The data collection for the literature review proceeded along two main avenues.

Macro-level Data: Secondary statistical data were extracted from official sources, including the Ministry of Commerce, the National Bureau of Statistics, and the State Administration of Foreign Exchange of the People's Republic of China, as well as industry reports from the China International Contractors Association. Supplementary contextual data were gathered from relevant publications and textbooks available at the Naresuan University libraries.

Academic Literature: A systematic search for scholarly publications was carried out using major academic databases accessible through the Naresuan University Online Library, including Emerald, ProQuest, Wiley, ScienceDirect, EBSCO, SAGE, and Scopus. The search focused on leading international journals in the fields of international business and management (e.g., Journal of International Business Studies, Journal of World Business, Academy of Management Journal) to identify key theories—such as the Theory of Work Role Transitions and the Theory of Human

Motivation—and relevant empirical studies pertaining to expatriate adjustment and performance.

3.3 Population and Sampling

3.3.1 Population

The population of this study comprises full-time employees of Mainland Chinese companies who have been assigned to and are currently working in ASEAN countries.

3.3.2 Sample Size

The adequacy of the sample size was evaluated against established methodological standards for structural equation modeling. First, a commonly cited rule of thumb suggests that the sample size should be at least 5 to 10 times the number of observed variables for factor analysis (Nunally, 1978; Gorsuch, 1983). With 69 observed items in the survey, this guideline recommends a sample between 345 and 690. The collected sample of 400 valid responses meets this criterion. Second, the sample size surpasses the common threshold of 200-300 cases considered sufficient for complex multivariate analysis like SEM (Tabachnick and Fidell, 2019; Kline, 2023). Thereby the sample of 400 ensured the robustness of the parameter estimates and the reliability of hypothesis testing.

3.3.3 Sampling Strategy: A Quota-Guided, Multi-Seed Snowball Approach

Given the absence of a definitive sampling frame for the geographically dispersed and organizationally protected target population of Chinese expatriates across ASEAN, a classic probability sampling method, such as **stratified random sampling**, was not feasible. To maximize the diversity and representativeness of the sample within these practical constraints, a **non-probability, quota-guided sampling strategy** was designed and implemented. This strategy combined the network-access advantages of snowball sampling with active management against pre-defined, macro-level stratification frameworks.

1) Establishment of Stratified Quota Frameworks

To inject systematic heterogeneity into the sampling process, two stratification frameworks were constructed based on the best available macro-level population parameters:

Stratum 1: Provincial Origin in China. A target sample allocation was calculated for each of China's 31 mainland provincial-level administrative regions based on its proportional share of the national non-financial outward Foreign Direct Investment (FDI) stock to ASEAN by the end of 2022 (see Table 40). This ensured the sample reflected the geographic economic footprint of Chinese companies in the region.

Stratum 2: ASEAN Host Country. A target sample allocation was set for each ASEAN host country based on the proportional distribution of Chinese labor personnel as of the end of 2021 (see Table 41). This ensured the sample captured the varied host-country contexts within ASEAN.

These frameworks served as **strategic recruitment benchmarks** to guide the sampling process toward a composition that mirrored key dimensions of the theoretical population, thereby mitigating the network homogeneity bias inherent in pure chain-referral methods.

2) Implementation of Actively Managed Sampling

The sampling was executed as a multi-seed, actively managed process:

2.1) Initial Seed Recruitment: Multiple initial participants ("seeds") were identified through three complementary, diverse channels to establish wide entry points: the researcher's professional network, official organizational gateways (e.g., the China Chamber of International Commerce), and direct company contacts.

2.2) Active Monitoring and Targeted Recruitment: As participation grew through participant referrals, the accumulating sample composition was continuously monitored against the two quota frameworks. When the number of participants from a specific province or host country fell significantly below its target proportion, targeted recruitment efforts were initiated. This involved leveraging all available network channels to actively seek referrals specifically for eligible expatriates from those underrepresented strata.

2.3) Final Composition and Attainment: Through this managed process, a final sample of 400 valid responses was obtained. The final composition demonstrated strong alignment with the guiding frameworks, achieving broad coverage across most Chinese provinces and all ASEAN host countries, with distributions closely corresponding to the macro-level benchmarks (see Table 40 and Table 41 for final distributions).

3) Acknowledgment of Limitations and Analytical Justification

It is explicitly acknowledged that this **quota-guided approach remains a non-probability sampling method** and does not achieve the statistical representativeness of a true stratified random sample. Generalizing prevalence estimates to the entire population of Chinese expatriates in ASEAN should therefore be done with caution.

However, the primary analytical objective of this study is theory testing through Structural Equation Modeling (SEM). For this purpose, the priority is obtaining data with valid measurement, sufficient variance, and relevance to the research context rather than producing unbiased population parameters. The described strategy was the most rigorous and feasible method to obtain a heterogeneous, information-rich sample from this logistically challenging population. By actively structuring the sample along key theoretical and contextual strata, this approach strengthens the theoretical validity, contextual relevance, and robustness of the subsequent path analysis, making it appropriate for the stated research goals (Kline, 2023).

Table 40 Sampling Method Based on China's Outward Foreign Direct Investment Stock by Province, by the End of 2022 (Non-Financial Part)

No.	Province	Amount (Millions of USD)	Proportion / %	Number of Sample (Person)
1	Guangdong	179,987.38	19.29	77
2	Shanghai	162,741.84	17.45	70
3	Zhejiang	102,813.37	11.02	44
4	Beijing	101,538.18	10.88	44
5	Shandong	69,918.95	7.49	30
6	Jiangsu	63,620.67	6.82	27
7	Tianjin	26,102.57	2.80	11
8	Fujian	25,812.13	2.77	11
9	Anhui	19,857.13	2.13	9
10	Henan	18,424.14	1.97	8
11	Hebei	17,227.00	1.85	7
12	Sichuan	14,667.93	1.57	6

No.	Province	Amount (Millions of USD)	Proportion / %	Number of Sample (Person)
13	Liaoning	12,858.24	1.38	6
14	Hunan	12,074.36	1.29	5
15	Hainan	11,880.32	1.27	5
16	Yunnan	11,845.03	1.27	5
17	Jiangxi	10,996.36	1.18	5
18	Hubei	10,277.61	1.10	4
19	Inner Mongolia	8,209.44	0.88	4
20	Chongqing	7,899.11	0.85	3
21	Xinjiang	7,028.14	0.75	3
22	Gansu	6,689.05	0.72	3
23	Ningxia	6,682.22	0.72	3
24	Shaanxi	5,209.84	0.56	2
25	Guangxi	5,121.88	0.55	2
26	Heilongjiang	4,094.72	0.44	2
27	Shanxi	2,470.02	0.26	1
28	Jilin	2,293.75	0.25	1
29	Guizhou	2,047.42	0.22	1
30	Xizang	1,795.91	0.19	1
31	Qinghai	695.5	0.07	0
Total		932,880.21	100	400

Source: Compiled by this author based on statistics from Ministry of Commerce of PRC, National Bureau of Statistics of PRC et al., 2023

Note: 1. This table didn't include the amount of Hong Kong, Macao, and Taiwan.
2. The amount of Xinjiang included the amount of Xinjiang P&C Group.

Table 41 Sampling Method Based on the Number of Chinese Labor Personnel in ASEAN Countries by the End of 2022

No.	Country	Number of Labor personnel (Person)	Proportion in ASEAN/%	Number of Sample (Person)
1	Singapore	45,759	43.95	176
2	Indonesia	28,615	27.48	110
3	Malaysia	7,408	7.11	28
4	Laos	6,028	5.79	23
5	Cambodia	5,890	5.66	23
6	Others (Vietnam, Thailand, Myanmar, Philippines, Brunei)	10,426	10.01	40
Total		104,126	100	400

Source: Compiled by this author based on statistics from Department of Foreign Investment and Economic Cooperation, Academy of International Trade and Economic Cooperation et al., 2024

3.4 Measurement of Variables

This section introduces the control variables, dependent variables, and independent variables in this study.

3.4.1 Control Variables

Expatriate Demographics were included as control variables to account for their potential confounding effects. They were measured by nine items: Gender, Age, Marital status, Income level, Education level, English language proficiency, Host language proficiency, Position level, and Previous expatriate experience (see Table 42 for details).

Table 42 Measurement of Expatriate Demographics

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	Gender	1	GEN:	Your gender	Peltokorpi and Froese (2012)
2	Age	2	AGE:	Your age	Peltokorpi and Froese (2012)
3	Marital status	3	MAR:	Your marital status	Selmer and Lauring (2011)
4	Income level	4	INC:	Your average income level per month before taxes	Suutari and Tornikoski (2001)
5	Education level	5	EDU:	Your education level	Cheng and Li (2020)
6	English language proficiency	6	EN	- The highest level of English certificate you have obtained is: ☐ None ☐ CET4 ☐ CET6 ☐ TEM8 ☐ Others, please specify _____	This author
7	Host language proficiency	7	HL:	To what degree you are familiar with the local language?	Peltokorpi (2008); Wang, Feng et al. (2014)
8	Position level	8	PL	What is your current position?	Selmer and Lauring (2011); Wang, Feng et al. (2014)
9	Previous expatriate experience	9	PEE	How long have you worked abroad as a business expatriate, including the present job?	Selmer and Lauring (2011)

3.4.2 Independent Variables

Independent variables are Pre-Departure Training (PDT), expatriate Personality, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ).

PDT: PDT is measured through 5 items. All items were rated on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

Expatriate Personality: Expatriate Personality is measured through a short version of the Multicultural Personality Questionnaire (MPQ) (Van Der Zee & Van Oudenhoven, 2000), which comprised 15 items with three Likert-scale items each (ranging from Strongly Agree (5) to Strongly Disagree (1) for the dimensions of Cultural empathy, Open-mindedness, Social initiative, Emotional stability, and Flexibility. Sample items for the dimensions are “I try to understand other people’s behavior” (Cultural empathy), “I am interested in other cultures” (Open-mindedness), “I make contacts easily” (Social initiative), “I am not easily hurt” (Emotional stability), and “I change easily from one activity to another” (Flexibility).

Expatriate CCC: CCC is measured by Relational skills (4 items), General self-efficacy (4 items), and Non-ethnocentrism (4 items). All items were rated on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

Expatriate CQ: CQ is measured by Meta-cognitive CQ (4 items), Cognitive CQ (4 items), Motivational CQ (4 items), and Behavioural CQ (4 items). All items were rated on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

3.4.3 Dependent Variables

Dependent variables are expatriate Cross-Cultural Adjustment (CCA) and Job Performance (JP).

Expatriate CCA: CCA is measured by using the scale developed by Stephens (1989), Black and Porter (1991), and Kour and Jyoti (2022). There were fourteen items measuring three dimensions of adjustment: General adjustment (7 items), work adjustment (4 items), and interaction adjustment (3 items). All items were rated on a five-point Likert scale ranging from Completely Adjusted (5) to Not Adjusted at All (1).

Expatriate Job Performance (JP): The study of Black and Porter (1991) used five-item performance scale to measure expatriate performance. They argued that asking individuals about their performance can be somewhat difficult, since people might overestimate the true value. In order to overcome these problems, Black and Porter (1991) did not query performance directly but rather made the items relative and let the respondents rate themselves against a clearly defined peer group. For instance, a value of 80% would mean that the expatriate performs better than 80% of other subsidiary managers in a comparable position. Incorporating five dimensions of JP (overall, getting along with others, time management, quality of work results, and goal achievement) helps to get a thorough picture of the reported performance. By rating one's own performance relative to one's peers, potential reservations about self-reports can be deemphasized.

Self-reports of work effort or JP have been criticized on the grounds that people cannot evaluate their performance accurately and there is likely to be social desirability effect and hence inflation in the responses given by the employees. These criticisms are open issues rather than definitive verdicts. However, some research considers self-report bias overrated, arguing that there is strong accuracy in self-assessment of JP (May, Korczynski et al., 2002).

However, Heneman (1974) held opposite results. He found that "self-ratings possessed less leniency, restriction of range, and halo error than did superior ratings". Heneman noted in his comparison of self- and superior ratings of performance that self-ratings tended to be less tolerant and more variable than superior ratings. He recommended that self-ratings were likely to be more appropriate for research purposes than for organizational evaluations.

For the measurement of the construct of the individual work performance it was used the Individual Work Performance Questionnaire (IWPQ) 1.0 developed by Koopmans, Bernaards et al. (2014). The scale in its original version consists of 18 items, measuring three distinct factors: task performance, contextual performance, and counterproductive work behavior. In this study, the task performance (TP) scale consisted of 4 items (e.g., "I managed to plan my work so that it was done on time"), contextual performance (CP) of 4 items (e.g., "I take on extra responsibilities and I start new tasks when my old ones were finished"), and counterproductive work

behavior (CWB) of 4 items (e.g., “I complain about unimportant matters at work”). All items were rated on a five-point rating scale ranging from Always (5) to Seldom (1).

3.4.4 Summary of Variables and Measurements

This section provides a comprehensive overview of the operationalization of all study constructs. The measurement of the **independent variables** (Pre-Departure Training, Personality, Cross-Cultural Competence, and Cultural Intelligence) and **dependent variables** (Cross-Cultural Adjustment and Job Performance) is detailed in Table 43 to Table 48. Each table specifies the construct dimensions, corresponding questionnaire items, and their validated sources from the literature. Additionally, the hypothesized latent variable structure for each construct is presented graphically in Figure 29 to Figure 34. The items were measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Table 43 Measurement of Expatriate Pre-Departure Training

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	PDT	10	PDT1	-The training I got from my organization improves my comfort and safety while working in the host country.	Kour and Jyoti (2022)
		11	PDT2	-In general, the cultural orientation program about the host country I am about to be deployed to, my organization provided before my departure was adequate to me.	
		12	PDT3	-The training program my organization provided before my departure focused on helping me behave appropriately to survive in the new context.	
		13	PDT4	-The training my organization provided before my departure helps me better adjust to the new context.	

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
		14	PDT5	-The training my organization provided before my departure was useful for contributing to the success in my present job.	

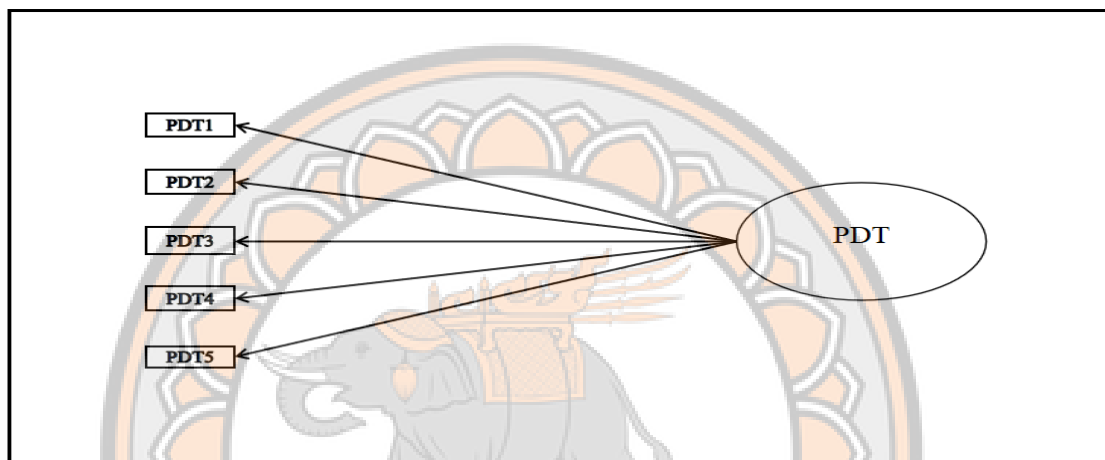


Figure 29 Latent Variable Model for Pre-Departure Training

Table 44 Measurement of Expatriate Personality

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	Cultural empathy	15	CE1:	-I try to understand other people's behavior.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
		16	CE2:	-I try to see things through other's perspective.	
		17	CE3:	-I am attentive to facial expressions.	
2	Open-mindedness	18	OM1:	-I am interested in other cultures.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
		19	OM2:	-I respect people with different viewpoints.	
		20	OM3:	-I am open to new ideas.	

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
3	Social initiative	21	SI1:	-I make contacts easily.	Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
		22	SI2:	-I take initiatives.	
		23	SI3:	-I take the lead.	
4	Emotional stability	24	ES1:	-I am not easily hurt.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
		25	ES2:	-I keep calm at bad luck.	
		26	ES3:	-I am not nervous.	
5	Flexibility	27	FL1:	-I change easily from one activity to another.	Van Der Zee and Van Oudenhoven (2000); Van Oudenhoven, Mol et al. (2003); Froese and Peltokorpi (2011)
		28	FL2:	-I function best in a familiar environment.	
		29	FL3:	-I accept surprises.	

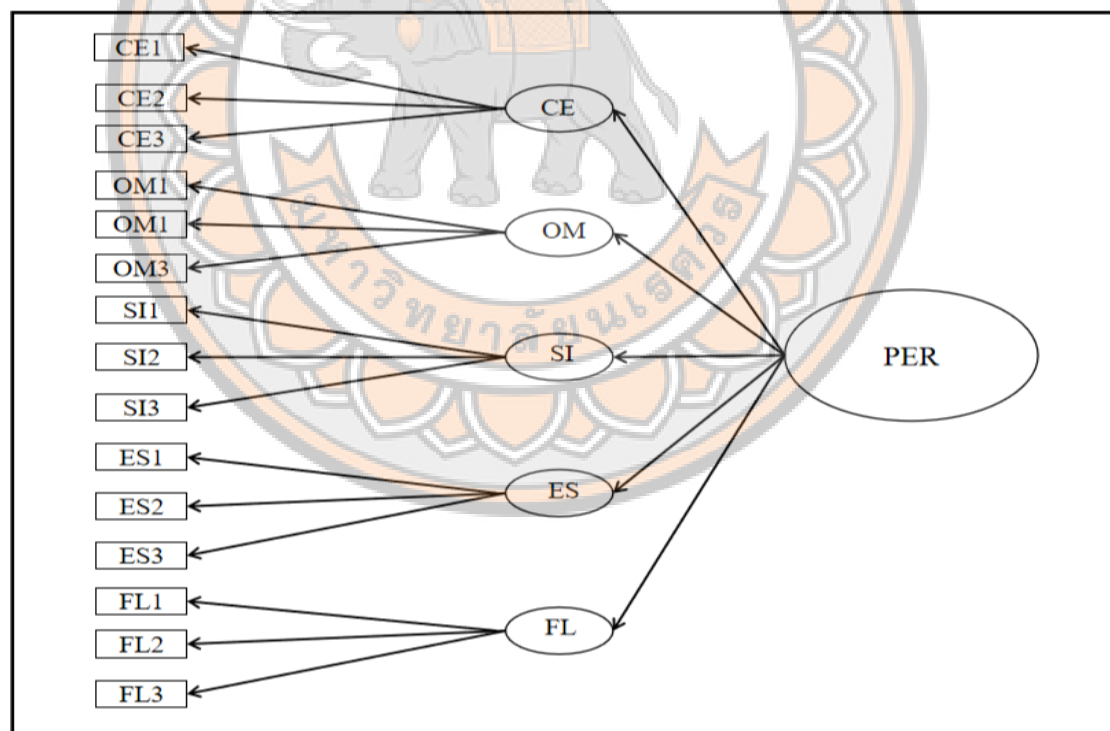


Figure 30 Latent Variable Model for Expatriate Personality

Table 45 Measurement of Expatriate Cross-Cultural Competence

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	Relational skills	30	RS1	- I react quickly when my partner needs me.	Beugelsdijk, Koen et al. (2006); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)
		31	RS2	- I give my partner clear and full information.	
		32	RS3	- I inform my partners in time in case of problems.	
		33	RS4	- I keep information systematically on my most important partners.	
2	General self- efficacy	34	GSE1	- I ensure I can make them work when I make my plans.	Harrison, Chadwick et al. (1996); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)
		35	GSE2	- I keep trying until I can if I can't do a job the first time.	
		36	GSE3	- I stick to it until I complete it when I have something unpleasant to do.	
		37	GSE4	- I go right to work on it when I decide to do something.	
3	Non- ethnocentrism	38	NE1	- I like to get involved in group discussions with others from different cultures.	Neuliep and McCroskey (1997); Kai Liao, Wu et al. (2021); Aliane and Zakariya (2023)
		39	NE2	- I speak up in a conversation with a person from a different culture without fear.	
		40	NE3	- I am very calm and relaxed in conversations with a person from a different culture.	
		41	NE4	- I enjoy interacting with people from a different culture.	

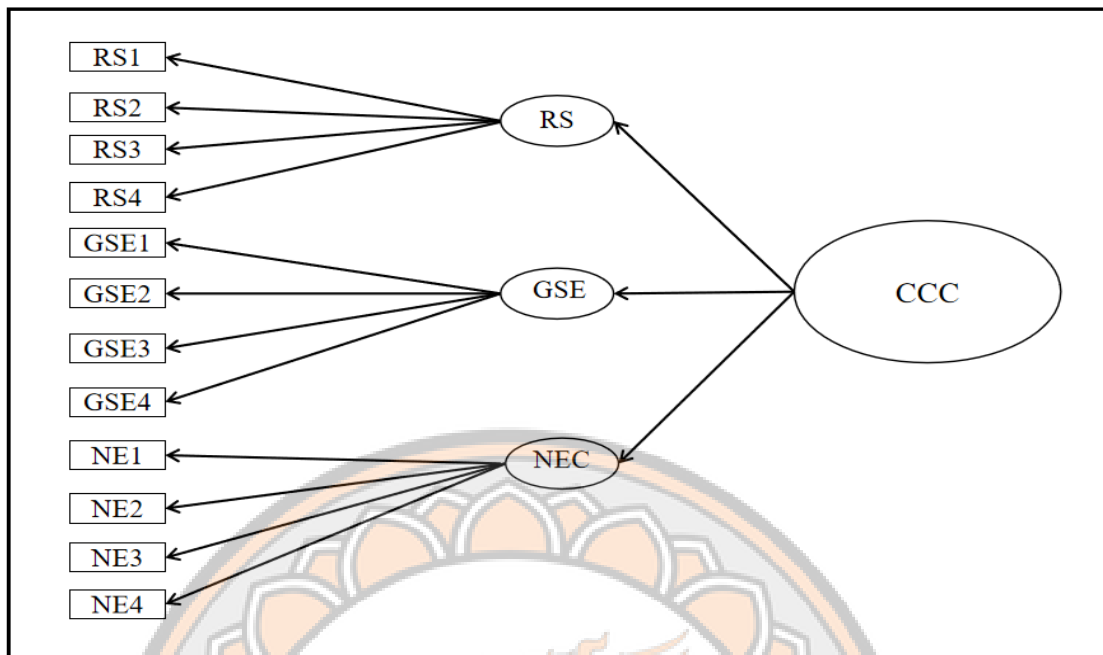


Figure 31 Latent Variable Model for Expatriate Cross-Cultural Competence

Table 46 Measurement of Expatriate Cultural Intelligence

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	Meta-cognitive CQ	42	MCCQ1:	-I am conscious of the cultural knowledge I use when interacting with people from different cultures.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)
		43	MCCQ 2:	-I adjust my cultural knowledge when I interact with people from a different culture.	
		44	MCCQ 3:	-I am conscious of the cultural knowledge I apply to cross-cultural interactions.	
		45	MCCQ 4:	-I check the accuracy of my cultural knowledge when I interact with people from different cultures.	

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
2	Cognitive CQ	46	CCQ1:	-I understand the legal and economic systems of other cultures.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)
		47	CCQ 2:	-I understand the cultural values and religious beliefs of other cultures.	
		48	CCQ 3:	-I understand the marriage systems of other cultures.	
		49	CCQ 4:	-I understand the non- verbal behaviours (gestures, facial expression, tone, accent, etc.) in other cultures.	
3	Motivational CQ	50	MCQ1:	-I enjoy interacting with people from different cultures.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)
		51	MCQ 2:	-I am confident that I can socialize with locals from different cultures.	
		52	MCQ 3:	-I am able to deal with the stresses of adjusting to a different culture.	
		53	MCQ 4:	-I enjoy living in different cultures.	
4	Behavioural CQ	54	BCQ1:	-I change my verbal behavior (e.g., accent, tone) when a cross- cultural interaction requires it.	Ang, Van Dyne et al. (2007); Kour and Jyoti (2022); Aliane and Zakariya (2023)
		55	BCQ 2:	-I use pause and silence differently to suit different cross- cultural situations.	
		56	BCQ 3:	-I change the rate of my speaking when a cross- cultural situation requires it.	
		57	BCQ 4:	-I vary my non-verbal (e.g., gestures, facial expression) behavior when a cross-cultural situation is required.	

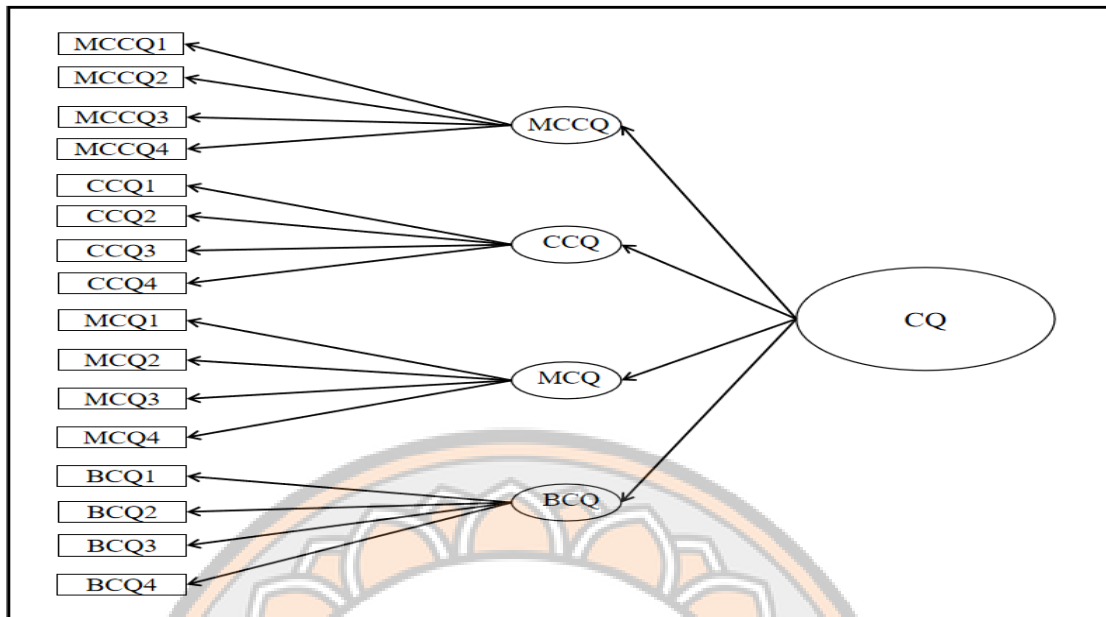


Figure 32 Latent Variable Model for Expatriate Cultural Intelligence

Table 47 Measurement of Expatriate Cross-Cultural Adjustment

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	General adjustment	58	GA1:	- Adjust myself to living conditions of the country I am posted other than home.	Black and Stephens (1989); Black and Porter (1991); Kour and Jyoti (2022);
		59	GA2	- Adjust myself to the housing conditions in the country I am posted other than home.	
		60	GA3	- Adjust myself to the food in the country I am posted other than home.	
		61	GA4	- Adjust myself to shopping in the country I am posted other than home.	
		62	GA5	- Adjust myself to the cost of living in the country I am posted other than home.	

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
		63	GA6:	- Adjust myself to entertainment/recreation facilities and opportunities in the country I am posted other than home.	
		64	GA7:	- Adjust myself to the health care facilities in the country I am posted other than home.	
2	Interaction adjustment	65	IA1:	- Adjust myself to socialise with host people in the country I am posted other than home.	Black and Stephens (1989); Black and Porter (1991); Kour and Jyoti (2022);
		66	IA2:	- Adjust myself to interact with host people on day-to-day basis in the country I am posted other than home.	
		67	IA3	- Adjust myself to interact with local people outside of work in the country I am posted other than home.	
		68	IA4:	- Adjust myself to speak with host people in the country I am posted other than home.	
3	Work adjustment	69	WA1:	- Adjust myself to specific job responsibilities in the country I am posted other than home.	Black and Stephens (1989); Black and Porter (1991); Kour and Jyoti (2022);
		70	WA2:	- Adjust myself to the performance standards and expectations at work in the country I am posted other than home.	
		71	WA3:	- Adjust myself to supervisory responsibilities in the country I am posted other than home.	

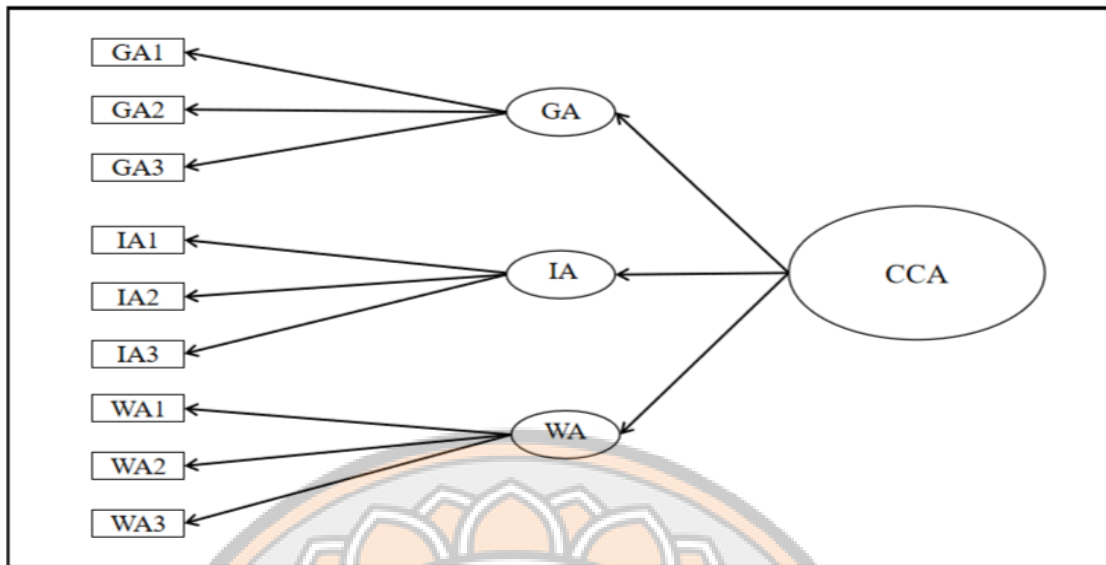


Figure 33 Latent Variable Model for Expatriate Cross-Cultural Adjustment

Table 48 Measurement of Expatriate Job Performance

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
1	Task performance	72	TP1:	- I manage to plan my work so that it was done on time.	Koopmans, Bernaards et al. (2014)
		73	TP2:	- I keep in mind the results that I have to achieve in my work.	
		74	TP3:	- I can separate main issues from normal issues at work.	
		75	TP4:	- I can perform my work well with minimal time and efforts.	
2	Contextual performance	76	CP1:	- I take on extra responsibilities and I start new tasks when my old ones were finished.	Koopmans, Bernaards et al. (2014)
		77	CP2:	- I take on challenging work tasks when available and I keep looking for new challenges in my job.	

No.	Factors/ Dimensions (Variables)	Item No.	Var. Name	Question Statements	Sources/ References
		78	CP3	- I keep my job knowledge and skills up-to-date.	
		79	CP4	- I participate in work meetings actively and I raise creative solutions to new problems.	
3	Counterproductive work behavior	80	CWB1:	- I complain about unimportant matters at work.	Koopmans, Bernaards et al. (2014)
		81	CWB2:	- I focus on the negative aspects of a work situation, instead of on the positive aspects.	
		82	CWB3:	- I talk with colleagues about the negative aspects of my work.	
		83	CWB4	- I talk with people from outside the organization about the negative aspects of my work.	

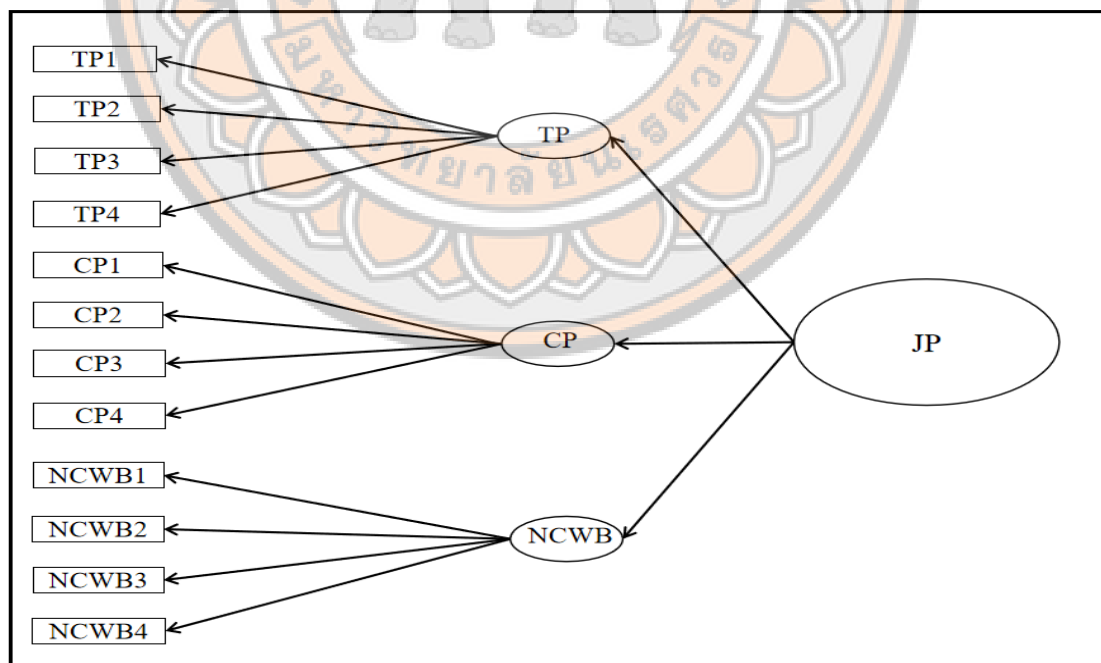


Figure 34 Latent Variable Model for Expatriate Job Performance

3.5 Qualitative Data Collection

To mitigate the risks associated with online survey methods—such as potential misunderstandings by respondents or constrained willingness to provide candid answers, which can compromise data reliability—this study employed a mixed method. In the qualitative approach, Focus Group Interview (FGI) and Individual Interviews were conducted to explore the research context in depth. This dual-method design served two primary purposes: first, to uncover potential additional variables pertaining to Cross-Cultural Adjustment (CCA) that may not be fully captured by existing scales; and second, to compensate for the inherent limitations of FGI, such as time constraints or participants' reluctance to share detailed views in a group setting, by allowing for deeper, private disclosure in individual sessions.

All interviews were conducted online via VooV Meeting, a secure video conferencing platform. Data collection proceeded in two sequential phases. First, one FGI was held with five Chinese expatriates currently working in the Philippines, Indonesia, and Thailand. Subsequently, five Individual Interviews were conducted, each with one Chinese expatriate located in Laos, Malaysia, Myanmar, Singapore, and Vietnam, ensuring representation across five different ASEAN countries. Participants (see Appendix C for more details) for the FGI and individual interviews were recruited using a purposeful sampling strategy to identify information-rich cases. Participants were accessed through formal channels (the China Chamber of International Commerce). All participants met the core eligibility criteria of being current Chinese expatriates assigned to ASEAN countries by their parent companies.

Prior to data collection, the study received full approval from the NU-IRB. With participants' informed consent, the FGI session, which lasted 51 minutes, was video-recorded. All interviews were conducted in the participants' native language, Mandarin Chinese, to ensure comfort and expressive depth.

For analysis, a rigorous translation protocol was followed. The Mandarin audio recordings were first transcribed verbatim. These transcripts were then professionally translated into English. To ensure conceptual accuracy and consistency, key terms and nuanced expressions were reviewed in consultation with field experts. The resulting English transcripts form the basis of the subsequent qualitative thematic analysis.

3.5.1 Focus Group Interview (FGI)

1) Focus Group Interview (FGI) Question Guide

To ensure a structured and efficient discussion, a semi-structured interview guide was developed for the Focus Group Interview (FGI). The guide, comprising open-ended questions, was designed to explore participants' experiences across key domains of expatriate adjustment and work life. The complete list of guiding questions is presented in Table 49.

Table 49 Focus Group Interview Question Guide

No.	Focus Group Interview Question Guide
1	Which language do you usually use in your daily life and work? Are there any difficulties and impacts?
2	How can you better interact and work with host nationals?
3	What do you know about the host country's culture and customs?
4	Do you enjoy interacting with people from different cultures? What are the general ways of interaction?
5	How is your general adjustment in the host country? What are the difficulties?
6	How are your interactions with local people at work and outside? What are the difficulties?
7	How have you adjusted to your job in the host country? What are the difficulties?
8	How is your work going?
9	How do you deal with challenging work?
10	How do you deal with negative aspects of your work?
11	What is the main reason or motivation for you to accept an overseas assignment?
12	What aspects are you not adjusting to?
13	What is your biggest challenge now?
14	Overall, how would you rate your expatriate job?
15	Is there any further information that you would like to share that we have not covered?

Using this guide, a Focus Group Interview (FGI) was conducted with five Chinese expatriates. The session lasted approximately 51 minutes and was conducted online via VooV Meeting. With participants' consent, the discussion was recorded and subsequently transcribed verbatim for analysis. The complete transcript is provided in Appendix A.

2) Summary of Focus Group Interview Findings

Method

One Focus Group Interview (FGI) was conducted, lasting 51 minutes. The session was conducted in Mandarin Chinese, digitally recorded, and subsequently transcribed verbatim. To prepare the data for analysis, the Chinese transcript was professionally translated into English following the translation protocol outlined in section 1)

Results

Thematic analysis of the qualitative data revealed five overarching themes pertinent to the research framework: (1) Language Use and Challenges, (2) Motivation for Expatriation, (3) Manifestations of Cultural Intelligence (CQ), (4) Dimensions of Cross-Cultural Adjustment (CCA), and (5) Factors Influencing Job Performance (JP). Several sub-themes were identified within these major themes, as detailed in Table 50.

Table 50 Overarching Focus Group Themes

No.	Themes
1	Language - Languages used in daily life in host countries - Difficulties or influences in language
2	Motivation - Motivation for accepting overseas assignment - Effect of income on overseas assignment
3	Cultural Intelligence (CQ) - Knowledge about local culture and customs
4	CCA - Interaction with host nationals - Effect of political issues on adjustment - Main problems encountered in adjustment in daily life and work (medical care service, work pace) - Methods to deal with unpleasant things or negative situations - Methods of interacting with host nationals - Adjustment in terms of unpunctuality

No.	Themes
5	- Work adjustment in efficiency and system
	JP
	- Adjustment to challenge in work - Biggest challenge in work

Source: Compiled by this author based on FGI

Discussion and Implications

The FGI findings provide contextual depth to the study's quantitative constructs. Key insights include the operational impact of language proficiency, the formative role of expatriation motivation, and the specific adjustment challenges related to local healthcare systems, perceptions of time (punctuality), and work pace. Notably, some challenges (e.g., geopolitical tensions, specific healthcare access) appeared context-dependent, varying by host country or temporal period.

These qualitative insights underscore the complexity of the expatriate experience and highlight potential limitations of applying existing, generalized scales without context-specific adaptation. They point to a need for future research to develop or refine measurement instruments that more precisely capture the realities of Chinese expatriates in diverse ASEAN contexts.

3) Analysis of Focus Group Interview (FGI) Findings

Thematic analysis of the FGI transcript revealed that participants' experiences largely corroborated the key factors influencing cross-cultural adjustment identified in the existing literature (see Chapter II). This convergence validates the theoretical framework underpinning this study.

More significantly, the analysis uncovered three novel, context-specific adjustment challenges that were not adequately captured by previous CCA measurement scales. To enhance the content validity and contextual relevance of the measurement instrument for Chinese expatriates in ASEAN, the following three items were incorporated into the CCA scale for this research:

General Adjustment: "I adjust myself to the slower medical care services in the host country."

Interaction Adjustment: “I adjust myself to unpunctuality in the host country.”

Work Adjustment: “I adjust myself to slower work pace of the employees in the host country.”

3.5.2 Individual Interviews

Individual interviews were employed as a complementary method to the FGI to address its inherent limitations and enrich the data collection. While FGI is valuable for generating group dynamics and shared perspectives, it may also constrain participants' willingness to disclose sensitive or divergent views in a public setting. In contrast, the one-on-one interview format provides a private and secure environment that facilitates a more in-depth exploration of personal experiences, nuanced attitudes, and individual transformation processes related to cross-cultural adjustment. This method served as a powerful tool for gathering rich, detailed narratives that might not have emerged during group discussions, thereby ensuring a more comprehensive and profound understanding of the research phenomena.

1) Participants

The individual interview phase involved five Chinese expatriates, with one participant selected from each of five ASEAN countries: Laos, Malaysia, Myanmar, Singapore, and Vietnam. This purposive sampling aimed to capture diverse perspectives across the region. Each semi-structured interview, which explored participants' experiences of cross-cultural adjustment and their work environments, lasted approximately 10 to 30 minutes. The verbatim transcripts of these interviews are available in Appendix B.

2) Emerging Themes from Individual Interviews: Adaptation in Daily Life

The analysis of individual interviews revealed that beyond the well-documented dimensions of work, interaction, and general adjustment, Chinese expatriates' daily-life adaptation presents distinct challenges. While many concerns aligned with existing literature, two prominent themes emerged as significant yet underexplored stressors in the host country's context.

Accessibility and Reliability of Public Transportation.

A salient theme was the perceived inconvenience and unpredictability of the host country's transportation system. Several interviewees explicitly contrasted this with the convenience, diversity, and timeliness of public transit in China. This daily friction not only affected logistical efficiency but also contributed to a sense of disorientation and reduced spontaneous mobility.

Constraints in Digital Commerce and Logistics.

The limitations of e-commerce and logistics networks in the host country constituted another key theme. Interviewees, particularly from the younger generation accustomed to China's highly efficient and seamless online shopping ecosystem, reported significant inconvenience. This constraint was described as impacting not only the ease of acquiring goods but also their sense of connectedness to familiar consumption patterns and lifestyles.

3.5.3 Summary of Qualitative Findings

The analysis of both FGI and individual interview data yielded two key insights that informed the subsequent quantitative phase. First, in contrast to prominent themes in Western expatriate literature, concerns regarding the cross-cultural adjustment of accompanying family members (e.g., spouses and children) did not emerge spontaneously among the Chinese expatriates in this sample. This suggests a potential divergence in the primary adjustment stressors faced by Chinese expatriates in ASEAN contexts compared to their Western counterparts. Second, the interviews surfaced several novel variables and contextual nuances not extensively covered in the existing literature. These emergent themes, such as adaptation to local medical services and work pace, were operationalized into specific scale items to enhance the relevance and comprehensiveness of the survey instrument developed for this study.

3.6 Quantitative Data Collection

The quantitative phase of this study employed a structured questionnaire survey to measure the key constructs outlined in the conceptual framework: Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP) among Chinese expatriates in ASEAN. The questionnaire was designed to be self-administered, ensuring direct and standardized responses from participants. Special attention was paid to the fitness of purpose, clarity of language and wording, logical sequence, and user-friendly layout to enhance data quality. The development of the questionnaire was informed by an extensive review of established scales in the literature as well as insights from the preceding qualitative study, as detailed in the following sections.

3.6.1 Introduction

Based on the findings in the previous literature reviews in Chapter II and the results got from FGI and individual interviews, a survey questionnaire in English version is developed first and then checked and approved by advisor and co-advisor. Then the survey questionnaire is examined by three professionals and/or experts through Item-Objective Congruence (IOC) analysis.

Once the questionnaire is finalized and approved by advisor and co-advisor, it is translated into Chinese version by a certified translator. The Chinese version is then back translated into English by another certified translator. This back translation is then checked against the original English version for any possible discrepancies.

In the survey, we use the Chinese version of the questionnaire to achieve better understanding by the respondents (i.e., Chinese business expatriates) and get primary statistics for analysis in next step. The questionnaire survey will be conducted online utilizing the Wenjuanxing (Questionnaire Star) platform, a professional tool for creating and disseminating web-based surveys in China.

3.6.2 Questionnaire's Three Phases

The questionnaire will be conducted in three phases.

Phase 1: Draft questionnaire

At the first stage, FGI and individual interviews will be conducted with 10 persons to obtain some information and ideas from the Chinese expatriates. Since it's helpful to investigate additional potential problems or variables. The results of FGI and individual interviews are to be compared with the findings in previous literature reviews. And then the questionnaire will be drafted in English.

At this stage, three professionals and/or experts of subject areas examine the questionnaire for difficulties, ambiguities and validity of measures through Item-Objective Congruence (IOC) analysis.

In order to examine the coverage, content validity, the consistency between the questions in each factor, items of the questionnaire have been compared with the research objectives by measuring the index of Item-Objective Congruence (IOC) of the questionnaire and using suggestions from experts to develop and modify the questions to be more complete. Three experts, Associate Prof. Dr. Sujinda Chemsripong, Assistant Prof. Dr. Supanee Buasook, and Dr. Fuangfa Panya, participated in the examination of the questionnaire. Based on the experts' comments and suggestions, some examples or explanations have been added to make the questions clearer (e.g., in Items No. 10, 28, 33-36). And some sentences of the questionnaire have been adapted to be more clearly and accurately according to the recommendations of experts (e.g., in Items No. 24-26, 31, 81) (see Appendix D for more details).

Phase 2: Finalize questionnaire

At the second stage, a questionnaire is developed based on the information obtained in the first step and from the literature review. Once the original questionnaire (see Appendix E for more details) is finalized and approved by advisor and co-advisor, it is translated into Chinese version (see Appendix F for more details) by a certified translator (see Appendix G for more details). In order to assess the understandability of a source text and trace any inaccuracies, the Chinese version is then back translated into English version by another certified translator (see Appendix H for more information).

The back translation (see Appendix I for more details) is then checked against the original English version for any possible discrepancies. The comparison demonstrates that out of the 81 items, 6 items are completely same in the original version and back translations (e.g., items 1, 4); 39 items are very similar to each other and have maintained the original (e.g., items 12, 15, 16); 29 items have been rendered more accurate and have been changed to the latter (e.g., items 2, 3); and 3 items have required partial changes (i.e., items 5, 7, 62). The remaining four items (i.e., items 78-81) needed to be changed from negative to positive statements for future data analysis. The comparison and proofreading of the original questionnaire and the back-translated questionnaire further checked the differences and ensured the consistency and comprehensibility of the questionnaire (see Appendix J for more details).

Before sending the questionnaire to the final sample, a pretest is being performed to identify problems of questions understanding, clarity and ambiguity and to assess measurement reliability.

Phase 3: Questionnaire survey

In the online questionnaire survey, we use the Chinese version of the questionnaire to achieve better understanding by the respondents (i.e., Chinese business expatriates) and get primary statistics for analysis in next step.

A survey of Chinese business expatriates who are currently expatriating to ASEAN countries will be conducted. The measurements used in questionnaire are objective and subjective. Regarding the objective questions, expatriate Demographics will be categorized the first part of the questionnaire design. By contrast, the subjective characteristics for each measurement are based on the five-point scales, from which the relevant choice will be made by respondents. As the operationalization of the dependent variables, CCA and JP of Chinese business expatriates are evaluated.

3.6.3 Final Questionnaire

Based on the results and findings in the process of FGI and individual interviews, the measurements for CCA, which developed by Black and Stephens (1989), Black and Porter (1991), and Kour and Jyoti (2022), has been revised by this author. There were nine items measuring three dimensions of adjustment: General adjustment (3 items), work adjustment (3 items), and interaction adjustment (3 items). All items were rated on a five-point Likert scale ranging from Completely Adjusted (5) to Not Adjusted at All (1).

And hereby, the final questionnaire design is presented in Appendix K and its' Chinese version is presented in Appendix L.

3.7 Summary

This chapter has detailed the methodological framework employed to examine the factors influencing Cross-Cultural Adjustment (CCA) and Job Performance (JP) among Chinese expatriates in ASEAN, grounded in the theoretical lenses of Work Role Transitions and Human Motivation.

The study adopted a sequential mixed-methods design. The initial qualitative phase involved Focus Group Interview (FGI) and individual interviews with Chinese expatriates, the findings of which informed the development of the quantitative survey instrument. In the subsequent quantitative phase, data were collected via a structured questionnaire from a sample of 400 Chinese expatriates across ASEAN countries. The questionnaire measured the key constructs of the proposed model: Demographics (as control variables), Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP).

The quantitative data analysis proceeded in multiple stages. First, IBM SPSS Statistics was used for descriptive statistics, reliability assessments, and correlational analyses. Subsequently, Structural Equation Modeling (SEM) was performed using IBM AMOS to comprehensively test the hypothesized relationships among the constructs, including direct and mediating effects. The hypothesized SEM model is presented in Figure 35.

The following chapter will present the results derived from these analytical procedures.

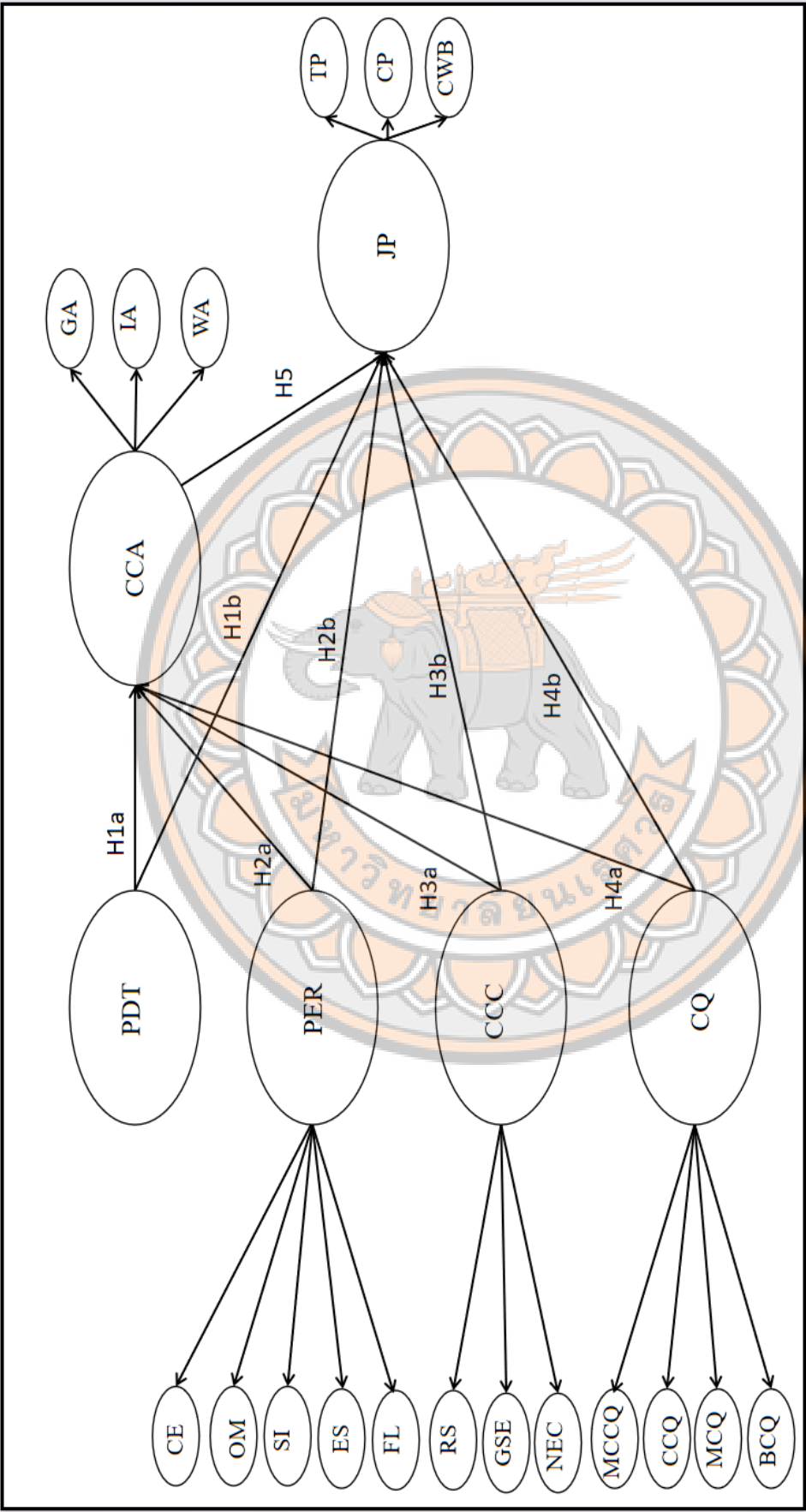


Figure 35 Hypothesized Structural Equation Modeling (SEM) Model

CHAPTER IV

DATA ANALYSIS AND RESULTS

This chapter delineates the data analysis procedures and presents the empirical results that address the research hypotheses. The data in this chapter are exclusively derived from the questionnaire survey and do not include the qualitative data obtained from the focus group or individual interviews. The presentation of findings is systematically organized into the following sections:

- 4.1 Sample Description
- 4.2 Descriptive Analysis
- 4.3 Comparisons of Variables Scores across Gender and Marital Status Using T-test
- 4.4 Comparisons of Variables Scores across Host Country and Demographic Groups Using One-Way ANOVA
- 4.5 Reliability Analysis
- 4.6 Confirmatory Factory Analysis (CFA)
- 4.7 Structural Equation Modeling (SEM)

4.1 Sample Description

The questionnaire survey was conducted online. The basic data collected in this study will be showed respectively from two ways: before data combination and after data combination.

4.1.1 Before Data Combination

The frequency Table 51 shows that the basic data collected in this study includes twelve variables: country, license, location, gender, age, marital status, income, education, English proficiency, host language, position, and previous expatriate experience.

Table 51 Frequency Table before Data Combination

Variable	Value Labels	Frequency	Valid Percent
Country	Brunei	1	.3
	Cambodia	23	5.8
	Indonesia	109	27.3
	Laos	23	5.8
	Malaysia	25	6.3
	Myanmar	5	1.3
	Philippines	13	3.3
	Singapore	178	44.5
	Thailand	5	1.3
	Viet Nam	18	4.5
License	Wholly Owned Subsidiary	132	33.0
	Joint Venture	152	38.0
	Representative Office	85	21.3
	Other (please specify: Project Department)	31	7.8
Location	Guangdong	75	18.8
	Shanghai	69	17.3
	Zhejiang	44	11.0
	Beijing	43	10.8
	Shandong	30	7.5
	Jiangsu	27	6.8
	Tianjin	11	2.8
	Fujian	11	2.8
	Anhui	9	2.3
	Henan	8	2.0
	Hebei	7	1.8
	Sichuan	6	1.5
	Liaoning	10	2.5
	Hunan	5	1.3
	Hainan	5	1.3
	Yunnan	5	1.3
	Jiangxi	5	1.3
	Hubei	4	1.0
	Inner Mongolia	4	1.0

Variable	Value Labels	Frequency	Valid Percent
	Chongqing	3	.8
	Xinjiang	3	.8
	Gansu	3	.8
	Ningxia	3	.8
	Shaanxi	2	.5
	Guangxi	2	.5
	Heilongjiang	2	.5
	Shanxi	1	.3
	Jilin	1	.3
	Guizhou	1	.3
	Xizang	1	.3
Gender	Male	312	78.0
	Female	88	22.0
Age	20-24 years old	25	6.3
	25-29 years old	87	21.8
	30-34 years old	163	40.8
	35-39 years old	80	20.0
	40 years old or older	45	11.3
Marital status	Single	117	29.3
	Married	275	68.8
	Divorced	8	2.0
Income (Unit: Yuan)	12,000 or below	45	11.3
	12,001~16,000	88	22.0
	16,001~20,000	162	40.5
	20,001~24,000	74	18.5
	24,001 or more	31	7.8
Education	High school or below	10	2.5
	Associate degree	77	19.3
	Bachelor's degree	286	71.5
	Master's degree	21	5.3
	Doctoral degree	6	1.5
English proficiency	None	95	23.8
	College English Test (CET-4)	199	49.8
	College English Test (CET-6)	54	13.5
	Test for English Majors (TEM-8)	16	4.0
	Other (please specify: TEM-4)	36	9.0

Variable	Value Labels	Frequency	Valid Percent
Host language	None	65	16.3
	Basic	221	55.3
	Conversational	88	22.0
	Fluent	26	6.5
Position	General Employee	317	79.3
	Team leader	57	14.2
	Middle-level Manager	18	4.5
	Senior Manager	8	2.0
Previous expatriate experience	Less than 3 months	18	4.5
	3 months to less than 1 year	77	19.3
	1 to less than 2 years	158	39.5
	2 to less than 3 years	87	21.8
	3 years or over	60	15.0
	Total	400	100.00

Country: Respondents were distributed across 10 ASEAN countries: Brunei ($n = 1$, 0.3%), Cambodia ($n = 23$, 5.8%), Indonesia ($n = 109$, 27.3%), Laos ($n = 23$, 5.8%), Malaysia ($n = 25$, 6.3%), Myanmar ($n = 5$, 1.3%), Philippines ($n = 13$, 3.3%), Singapore ($n = 178$, 44.5%), Thailand ($n = 5$, 1.3%), and Viet Nam ($n = 18$, 4.5%). The majority were based in Singapore.

License: Types of business license included wholly owned subsidiary ($n = 132$, 33.0%), joint ventures ($n = 152$, 38.0%), representative offices ($n = 85$, 21.3%), and other ($n = 31$, 7.8%). The joint venture category accounted for the largest proportion.

Location: The locations of the head office distributed across 30 provinces in China: Guangdong ($n = 75$, 18.8%), Shanghai ($n = 69$, 17.3%), Zhejiang ($n = 44$, 11.0%), Beijing ($n = 43$, 10.8%), Shandong ($n = 30$, 7.5%), Jiangsu ($n = 27$, 6.8%), Tianjin ($n = 11$, 2.8%), Fujian ($n = 11$, 2.8%), Anhui ($n = 9$, 2.3%), Henan ($n = 8$, 2.0%), Hebei ($n = 7$, 1.8%), Sichuan ($n = 6$, 1.5%), Liaoning ($n = 10$, 2.5%), Hunan ($n = 5$, 1.3%), Hainan ($n = 5$, 1.3%), Yunnan ($n = 5$, 1.3%), Jiangxi ($n = 5$, 1.3%), Hubei ($n = 4$, 1.0%), Inner Mongolia ($n = 4$, 1.0%), Chongqing ($n = 3$, 0.8%), Xinjiang ($n = 3$, 0.8%), Gansu ($n = 3$, 0.8%), Ningxia ($n = 3$, 0.8%), Shaanxi ($n = 2$, 0.5%), Guangxi ($n = 2$, 0.5%), Heilongjiang ($n = 2$, 0.5%), Shanxi ($n = 1$, 0.3%), Jilin ($n = 1$,

0.3%), Guizhou ($n = 1$, 0.3%), and Xizang ($n = 1$, 0.3%). The respondents from Guangdong Province accounted for the largest proportion.

Gender: The study included 312 men (78.0%) and 88 women (22.0%), with male participants predominating.

Age: Age distribution was as follows: 20-24 years ($n = 25$, 6.3%), 25-29 ($n = 87$, 21.8%), 30-34 ($n = 163$, 40.8%), 35-39 ($n = 80$, 20.0%), and ≥ 40 years ($n = 45$, 11.3%). The 30-34 age group represented the largest proportion.

Marital status: The marital status distribution of participants was as follows: the majority were married ($n = 275$, 68.8%), followed by single ($n = 117$, 29.3%), and a small proportion were divorced ($n = 8$, 2.0%).

Income: Income distribution analysis revealed that the largest proportion of participants ($n = 162$, 40.5%) fell within the 16,001-20,000 range, followed by the 12,001-16,000 bracket ($n = 88$, 22.0%) and the 20,001-24,000 tier ($n = 74$, 18.5%). Only 11.3% ($n = 45$) reported earnings $\leq 12,000$, while 7.8% ($n = 31$) belonged to the highest income category ($\geq 24,001$).

Education: Educational attainment was stratified into five levels: high school or below ($n = 10$, 2.5%), associate degree ($n = 77$, 19.3%), bachelor's degree ($n = 286$, 71.5%), master's degree ($n = 21$, 5.3%), and doctoral degree ($n = 6$, 1.5%), demonstrating a highly educated sample population. The bachelor's degree group represented the largest proportion.

English proficiency: The English proficiency distribution showed nearly half of participants ($n = 199$, 49.8%) had attained CET-4 certification, while 23.8% ($n = 95$) reported no formal English qualifications. Smaller proportions held higher-level certifications: CET-6 ($n = 54$, 13.5%), TEM-8 ($n = 16$, 4.0%), with 9.0% ($n = 36$) reporting other qualifications. The CET-4 category accounted for the largest proportion.

Host language: The host language proficiency distribution revealed that most participants reported basic competence ($n = 221$, 55.3%), followed by conversational ability ($n = 88$, 22.0%). A significant minority had no proficiency ($n = 65$, 16.3%), while only 6.5% ($n = 26$) self-identified as fluent. The basic group represented the largest proportion.

Position: The sample predominantly consisted of general employees ($n = 317$, 79.3%), with progressively smaller proportions at higher organizational levels: team leaders ($n = 57$, 14.2%), middle-level managers ($n = 18$, 4.5%), and senior managers ($n = 8$, 2.0%). The general employees group accounted for the largest proportion.

Previous expatriate experience: Expatriate experience duration showed as follows: the largest group had 1-2 years of experience ($n = 158$, 39.5%), followed by 2-3 years ($n = 87$, 21.8%) and 3 months-1 year ($n = 77$, 19.3%). Fewer participants reported either extensive experience (≥ 3 years: $n = 60$, 15.0%) or very brief exposure (< 3 months: $n = 18$, 4.5%). The 1-2 years group represented the largest proportion.

4.1.2 After Data Combination

Due to low frequencies in several categories, adjacent groups were merged to meet parametric test assumptions (at least 5% per each category). This approach of merging categories helps in ensuring a more robust and reliable analysis, especially when dealing with groups that have a small number of responses, thereby enhancing the validity of the study's findings, the result of after combination is presented in Table 52.

Table 52 Frequency Table after Data Combination

Variable	Value Labels	Frequency	Valid Percent
Country	Cambodia	23	5.8
	Indonesia	109	27.3
	Laos	23	5.8
	Malaysia	25	6.3
	Singapore	178	44.5
	Other (Brunei, Myanmar, Philippines, Thailand, Viet Nam)	42	10.5
Location	Guangdong	75	18.8
	Shanghai	69	17.3
	Zhejiang	44	11.0
	Beijing	43	10.8

Variable	Value Labels	Frequency	Valid Percent
	Shandong	30	7.5
	Jiangsu	27	6.8
	Other (Tianjin, Fujian and the rest)	112	28.0
	None	95	23.8
English	College English Test (CET-4)	199	49.8
	College English Test (CET-6)	54	13.5
	TEM-4/TEM-8	52	13.0
Position	General Employee	317	79.3
	Team leader	57	14.2
	Middle/Senior Manager	26	6.5
Total		400	100.00

Country: The sample exhibited significant cross-country variation, with participants in Singapore constituting the largest proportion ($n = 178$, 44.5%), followed by Indonesia ($n = 109$, 27.3%). Malaysia ($n = 25$, 6.3%), Cambodia ($n = 23$, 5.8%), and Laos ($n = 23$, 5.8%) showed comparable representation, while 10.5% ($n = 42$) comprised the respondents in other ASEAN countries. The Singapore group represented the largest proportion.

Location: The sample exhibited concentrated geographic representation from China's coastal provinces, led by Guangdong ($n = 75$, 18.8%) and Shanghai ($n = 69$, 17.3%). Zhejiang ($n = 44$, 11.0%), Beijing ($n = 43$, 10.8%), Shandong ($n = 30$, 7.5%), and Jiangsu ($n = 27$, 6.8%) collectively accounted for 72%, while other regions comprised 28.0% ($n = 112$). The Guangdong group accounted for the largest proportion.

English: English proficiency levels showed a bimodal distribution: 49.8% ($n = 199$) of participants attained CET-4 certification, while 23.8% ($n = 95$) reported no formal English qualifications. Higher-level certifications were less prevalent, with 13.5% ($n = 54$) achieving CET-6 and 13.0% ($n = 52$) holding TEM-4 or TEM-8 credentials. The CET-4 certification group represented the largest proportion.

Position : The organizational hierarchy exhibited a steep pyramidal structure, with general employees constituting the majority ($n = 317$, 79.3%). Supervisory roles accounted for 20.7% of the sample, comprising team leaders ($n = 57$,

14.2%) and combined middle/senior managers ($n = 26$, 6.5%). The general employees group represented the largest proportion.

4.2 Descriptive Analysis

Descriptive statistics for all study variables are conducted. The analysis, including the mean, standard deviation, skewness, and kurtosis, is based on a total sample size of 400. The mean scores for all items ranged from 3.53 to 3.88, on a scale that ranges from 1 to 5, indicating a generally positive tendency in the responses.

Table 53 Descriptive Analysis

Item	N	$\bar{X}$	Std Dev	Skewness	Kurtosis
PDT1	400	3.61	1.229	-0.733	-0.344
PDT2	400	3.61	1.184	-0.534	-0.664
PDT3	400	3.62	1.206	-0.656	-0.456
PDT4	400	3.68	1.127	-0.545	-0.676
PDT5	400	3.66	1.015	-0.195	-0.838
CE1	400	3.76	1.182	-0.820	-0.138
CE2	400	3.80	1.166	-0.865	0.011
CE3	400	3.83	1.162	-0.880	0.012
OM1	400	3.83	1.124	-0.881	0.082
OM2	400	3.78	1.160	-0.932	0.180
OM3	400	3.82	0.925	-0.564	-0.189
SI1	400	3.81	0.997	-0.820	0.495
SI2	400	3.72	1.150	-0.838	-0.001
SI3	400	3.77	1.186	-0.764	-0.230
ES1	400	3.78	1.115	-0.783	-0.024
ES2	400	3.84	1.194	-0.918	-0.012
ES3	400	3.79	1.106	-0.823	0.082
FL1	400	3.83	1.133	-0.780	-0.197
FL2	400	3.77	1.106	-0.601	-0.450
FL3	400	3.77	0.980	-0.635	-0.029
RS1	400	3.80	1.085	-0.825	0.083
RS2	400	3.85	1.118	-1.001	0.434
RS3	400	3.83	1.147	-0.980	0.347
RS4	400	3.83	1.036	-0.809	0.292

Item	N	$\bar{X}$	Std Dev	Skewness	Kurtosis
GSE1	400	3.75	1.156	-0.757	-0.131
GSE2	400	3.87	1.135	-0.916	0.168
GSE3	400	3.88	1.017	-0.929	0.623
GSE4	400	3.84	1.142	-0.855	-0.008
NE1	400	3.86	1.123	-0.878	0.106
NE2	400	3.80	1.013	-0.948	0.765
NE3	400	3.80	1.053	-0.817	0.316
NE4	400	3.75	0.967	-0.702	0.379
MCCQ1	400	3.53	1.228	-0.680	-0.458
MCCQ2	400	3.61	1.231	-0.686	-0.399
MCCQ3	400	3.64	1.238	-0.656	-0.560
MCCQ4	400	3.64	1.252	-0.676	-0.541
CCQ1	400	3.61	1.299	-0.701	-0.585
CCQ2	400	3.59	1.263	-0.684	-0.500
CCQ3	400	3.57	1.300	-0.708	-0.564
CCQ4	400	3.59	1.229	-0.663	-0.490
MCQ1	400	3.60	1.230	-0.652	-0.527
MCQ2	400	3.68	1.231	-0.738	-0.429
MCQ3	400	3.65	1.228	-0.693	-0.436
MCQ4	400	3.55	1.229	-0.509	-0.720
BCQ1	400	3.59	1.259	-0.630	-0.573
BCQ2	400	3.66	1.224	-0.754	-0.363
BCQ3	400	3.65	1.190	-0.705	-0.312
BCQ4	400	3.59	1.075	-0.301	-0.724
GA1	400	3.74	1.201	-0.707	-0.503
GA2	400	3.66	1.204	-0.723	-0.369
GA3	400	3.77	1.179	-0.760	-0.286
IA1	400	3.80	1.137	-0.742	-0.246
IA2	400	3.83	1.153	-0.936	0.125
IA3	400	3.72	1.193	-0.754	-0.329
WA1	400	3.70	1.221	-0.745	-0.358
WA2	400	3.77	1.115	-0.751	-0.225
WA3	400	3.62	0.966	-0.368	-0.196

Item	N	$\bar{X}$	Std Dev	Skewness	Kurtosis
TP1	400	3.77	1.149	-0.796	-0.066
TP2	400	3.81	1.126	-0.913	0.275
TP3	400	3.72	1.195	-0.747	-0.284
TP4	400	3.72	1.167	-0.846	0.004
CP1	400	3.75	1.201	-0.823	-0.164
CP2	400	3.68	1.222	-0.781	-0.254
CP3	400	3.75	1.254	-0.893	-0.166
CP4	400	3.72	1.195	-0.791	-0.222
NCWB1	400	3.79	1.145	-0.795	-0.132
NCWB2	400	3.70	1.222	-0.851	-0.151
NCWB3	400	3.74	1.225	-0.806	-0.246
NCWB4	400	3.83	1.124	-0.919	0.273

Note: $\bar{X}$ = sample mean

Table 53 presents comprehensive descriptive statistics for all measured items. The means range from 3.53 (MCCQ1) to 3.88 (GSE3), with standard deviations spanning 0.925 (OM3) to 1.300 (CCQ3). All items demonstrate acceptable normality parameters: skewness values range from -1.001 (RS2) to -0.195 (PDT5), while kurtosis values fall between -0.838 (PDT5) and 0.765 (NE2). Cultural Intelligence (CQ) measures show systematically lower means (MCCQ: 3.530-3.640; CCQ: 3.570-3.610; MCQ: 3.550-3.680; BCQ: 3.590-3.660) compared to Cross-Cultural Competence (CCC) items, with relational skills measures (RS1-RS4: 3.800-3.850) and general self-efficacy (GSE1-GSE4: 3.750-3.880) exhibiting the highest values. The tight clustering of standard deviations around 1.200 (*SD* range: 0.925-1.300) suggests consistent response variability across scales. These results confirm the data's suitability for parametric analyses, with all distribution characteristics falling within conventional thresholds for normality (skewness < |2.0|; kurtosis < |2.0|), supporting the use of maximum likelihood estimation methods in subsequent structural equation modeling (Kline, 2016).

This section addresses the following research objective:

Objective 1: To compare the levels of Pre-Departure Training (PDT) effectiveness, Personality traits, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP) across host country and demographic groups.

4.3 Comparisons of Variables Scores across Gender and Marital Status Using T-test

An independent-samples *t*-test was conducted to examine whether statistically significant differences exist between groups based on gender (male vs. female) and marital status (single vs. married) across multiple continuous variables. This parametric test is appropriate for comparing the means of two independent groups on normally distributed continuous measures, under the assumption of homogeneity of variances.

The analysis encompassed the following dependent variables:

Pre-Departure Training (PDT)

Personality: cultural empathy, open mindedness, social initiative, emotional stability, and flexibility

Cross-Cultural Competence (CCC): relational skills, general self-efficacy, and non-ethnocentrism

Cultural Intelligence (CQ): meta-cognitive CQ, cognitive CQ, motivational CQ, and behavioural CQ

Cross-Cultural Adjustment (CCA): general adjustment, interaction adjustment, and work adjustment

Job Performance (JP): task performance, contextual performance, and non-counterproductive work behavior

4.3.1 Comparison of Variables Scores across Gender

The results of comparison of variables across different gender are presented in Table 54.

Table 54 Comparison of Variables Scores across Different Gender

Latent Variable	Variable	Gender	N	$\bar{X}$	Std. Deviation	<i>p</i> -value
Personality	PDT	Male	312	3.58	0.964	.024
		Female	88	3.82	0.835	
	Cultural empathy	Male	312	3.79	0.961	.905
		Female	88	3.81	1.022	
	Open mindedness	Male	312	3.83	0.876	.374
		Female	88	3.73	0.929	
	Social initiative	Male	312	3.78	0.909	.634
		Female	88	3.72	0.988	
	Emotional stability	Male	312	3.82	0.945	.711
		Female	88	3.77	0.969	
	Flexibility	Male	312	3.79	0.892	.964
		Female	88	3.79	0.879	
CCC	Relational skills	Male	312	3.78	0.909	.065
		Female	88	3.98	0.804	
	General self-efficacy	Male	312	3.79	0.922	.108
		Female	88	3.97	0.812	
	Non-ethnocentrism	Male	312	3.77	0.835	.203
		Female	88	3.90	0.834	
CQ	Meta-cognitive CQ	Male	312	3.55	1.048	.018
		Female	88	3.82	0.892	
	Cognitive CQ	Male	312	3.52	1.070	.008
		Female	88	3.84	0.972	
	Motivational CQ	Male	312	3.57	1.045	.035
		Female	88	3.81	0.923	
	Behavioural CQ	Male	312	3.55	1.001	.002
		Female	88	3.88	0.872	
CCA	General adjustment	Male	312	3.68	1.015	.184
		Female	88	3.85	1.026	
	Interaction adjustment	Male	312	3.73	1.007	.019
		Female	88	3.97	0.812	
	Work adjustment	Male	312	3.66	0.937	.207
		Female	88	3.81	0.922	

Latent Variable	Variable	Gender	N	$\bar{X}$	Std. Deviation	<i>p</i> -value
JP	Task performance	Male	312	3.71	0.942	.131
		Female	88	3.89	0.933	
	Contextual performance	Male	312	3.68	1.015	.104
		Female	88	3.88	0.948	
	Non-counterproductive work behavior	Male	312	3.75	0.984	.662
		Female	88	3.80	0.956	

A series of independent-samples *t*-tests were conducted to examine the differences between male ($n = 312$) and female ($n = 88$) participants across a range of variables. The analysis revealed statistically significant gender differences on several key measures.

Female participants scored significantly **higher** than their male counterparts on Pre-Departure Training (PDT) ($p = .024$, $\bar{X}_{\text{female}} = 3.82 > \bar{X}_{\text{male}} = 3.58$). Notably, significant differences were also found across all four dimensions of CQ: females reported **higher** meta-cognitive CQ ($p = .018$, $\bar{X}_{\text{female}} = 3.82 > \bar{X}_{\text{male}} = 3.55$), cognitive CQ ($p = .008$, $\bar{X}_{\text{female}} = 3.84 > \bar{X}_{\text{male}} = 3.52$), motivational CQ ($p = .035$, $\bar{X}_{\text{female}} = 3.81 > \bar{X}_{\text{male}} = 3.57$), and behavioural CQ ($p = .002$, $\bar{X}_{\text{female}} = 3.88 > \bar{X}_{\text{male}} = 3.55$). Furthermore, females scored significantly **higher** on interaction adjustment than males ($p = .019$, $\bar{X}_{\text{female}} = 3.97 > \bar{X}_{\text{male}} = 3.73$).

However, **no** statistically significant differences were identified for the majority of variables, including cultural empathy, open mindedness, social initiative, emotional stability, flexibility, general self-efficacy, non-ethnocentrism, general adjustment, work adjustment, task performance, contextual performance, and non-counterproductive work behavior (all $p > .05$). Although the mean score for relational skills was higher for females, the difference approached but did not reach conventional levels of statistical significance ($p = .065$).

4.3.2 Comparison of Variables Scores across Marital Status

Due to the limited representation of divorced participants in the sample ($n = 8$, 2.0%), this group was excluded from subsequent analyses to ensure statistical robustness. The final comparison focused on married ($n = 275$, 68.8%) and single ($n = 117$, 29.3%) groups using independent-samples t-test. This decision aligns with methodological recommendations for avoiding Type II errors in underpowered subgroup analyses (Field, 2018).

The results of comparison of different marital status are presented in Table 55.

Table 55 Comparison of Variables Scores across Marital Status

Latent Variable	Variable	Marital status	N	$\bar{X}$	Std. Deviation	<i>p</i> -value
Personality	PDT	Single	117	3.63	0.933	0.972
		Married	275	3.63	0.950	
	Cultural empathy	Single	117	3.76	0.964	0.693
		Married	275	3.81	0.979	
	Open mindedness	Single	117	3.82	0.919	0.906
		Married	275	3.81	0.877	
	Social initiative	Single	117	3.79	0.880	0.757
		Married	275	3.76	0.940	
	Emotional stability	Single	117	3.85	0.929	0.509
		Married	275	3.78	0.949	
CCC	Flexibility	Single	117	3.84	0.801	0.452
		Married	275	3.77	0.920	
	Relational skills	Single	117	3.81	0.943	0.898
		Married	275	3.82	0.866	
	General self-efficacy	Single	117	3.82	0.931	0.900
		Married	275	3.83	0.895	
	Non-ethnocentrism	Single	117	3.81	0.801	0.908
		Married	275	3.80	0.853	

Latent Variable	Variable	Marital status	N	$\bar{X}$	Std. Deviation	<i>p</i> -value
CQ	Meta-cognitive CQ	Single	117	3.69	0.976	0.260
		Married	275	3.56	1.042	
	Cognitive CQ	Single	117	3.63	1.047	0.532
		Married	275	3.56	1.062	
	Motivational CQ	Single	117	3.65	0.974	0.643
		Married	275	3.60	1.033	
CCA	Behavioural CQ	Single	117	3.65	0.936	0.716
		Married	275	3.61	1.003	
	General adjustment	Single	117	3.73	0.997	0.811
		Married	275	3.70	1.037	
	Interaction adjustment	Single	117	3.84	0.968	0.336
		Married	275	3.74	0.980	
JP	Work adjustment	Single	117	3.74	0.889	0.455
		Married	275	3.66	0.962	
	Task performance	Single	117	3.83	0.910	0.245
		Married	275	3.71	0.961	
	Contextual performance	Single	117	3.71	0.976	0.952
		Married	275	3.72	1.019	
	Non-counterproductive work behavior	Single	117	3.81	0.961	0.522
		Married	275	3.74	0.985	

A series of independent-samples *t*-tests were conducted to evaluate whether there were statistically significant differences between single ($n = 117$) and married ($n = 275$) participants across multiple variables.

The analysis revealed that for the vast majority of constructs, **no** statistically significant differences existed between the two groups. All *p*-values were well above the conventional alpha level of .05, ranging from $p = .245$ for task performance to $p = .972$ for PDT. The mean scores for single and married participants were remarkably similar across almost all variables, including cultural empathy, open

mindfulness, emotional stability, general self-efficacy, all dimensions of CQ, and all adjustment and performance measures.

For instance, both groups reported identical mean scores on PDT ($\bar{X} = 3.63$), and differences on other variables were negligible. Mean differences are only 0.01 to 0.09.

4.3.3 Conclusion

The independent-samples t-test conducted to compare males to females revealed significant differences in several key perceptions. Firstly, significant disparities were found in the perception of PDT. Females tended to perceive **higher** levels of PDT compared to males. Secondly, disparities were found in the perception of meta-cognitive CQ, cognitive CQ, motivational CQ, and behavioural CQ. Females tended to perceive **higher** levels of CQ across its four dimensions compared to males. Thirdly, disparity was found in the perception of interaction adjustment. Females tended to perceive **higher** levels of Cross-Cultural Adjustment (CCA) across interaction adjustment compared to males. However, **no** significant differences were observed in perceptions of cultural empathy, open mindedness and the rest.

Regarding the marital status, **no** significant differences were observed between the single and the married. Both the single and the married expatriates held similar views.

This section also addresses the following research objective:

Objective 1: To compare the levels of Pre-Departure Training (PDT) effectiveness, Personality traits, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP) across host country and demographic groups.

4.4 Comparisons of Variables Scores across Host Country and Demographic Groups Using One-Way ANOVA

The one-way analysis of variance (ANOVA) is a statistical method employed to ascertain whether there exist statistically significant differences among the means of three or more independent (unrelated) groups. In one-way ANOVA test, the grouping variable is a factor divided into three or more categories, and the dependent variable is an interval data.

A series of one-way ANOVAs was conducted to examine group differences based on the following eight grouping variables:

- Host country
- Age
- Income
- Education
- English proficiency
- Host language proficiency
- Position
- Previous expatriate experience

These ANOVAs were run on the following sets of dependent measures:

The four primary dependent variables: Pre-Departure Training (PDT), Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), and Cross-Cultural Adjustment (CCA).

The five dimensions of personality: Cultural empathy, open mindedness, social initiative, emotional stability, and flexibility.

The three dimensions of Job Performance (JP): Task performance, contextual performance, and non-counterproductive work behavior.

For any ANOVA that reached statistical significance ($p < .05$), post-hoc comparisons were conducted using Least Significant Difference (LSD) method.

4.4.1 Comparison of Variables Scores across Host Country

A series of one-way analyses of variance (ANOVAs) was conducted to examine whether the host country (Cambodia, Indonesia, Laos, Malaysia, Singapore, and Others) had a statistically significant effect on the twelve dependent variables under study.

The results unequivocally indicated **no** statistically significant main effect of the host country on any of the measured variables. For all twelve constructs, the significance (Sig.) value of the F-test exceeded the conventional alpha level of .05, confirming that the mean scores did **not** differ systematically across the six country groups. For comprehensive statistical details of ANOVA statistics of all variables, refer to Appendix M.

Consistent with standard statistical practice, post-hoc pairwise comparisons were not conducted for any variable, as the prerequisite overall F-test was non-significant in all cases. This comprehensive analysis suggests that, within the present sample of Chinese expatriates in ASEAN countries, self-reported assessments across all key domains of training, personality, intercultural capability, adjustment, and job performance were not influenced by the specific host country assignment.

4.4.2 Comparison of Variables Scores across Age

A series of one-way analyses of variance (ANOVAs) was conducted to examine the effect of age group (20-24, 25-29, 30-34, 35-39, and 40 years or older) on the twelve dependent variables.

The results revealed a statistically significant main effect of age on two key intercultural outcome variables: Cultural Intelligence (CQ) and Cross-Cultural Adjustment (CCA). The ANOVA for CQ was statistically significant, $F(4, 395) = 3.086, p = .016$. This indicates that self-reported CQ scores differed significantly across the five age groups. The ANOVA for CCA was statistically significant, $F(4, 395) = 3.390, p = .010$. This indicates that self-reported adjustment levels differed significantly across the five age groups. No significant age-related differences were found for the remaining ten variables. For comprehensive statistical details of ANOVA statistics of other variables, refer to Appendix M.

Given the significant overall F-tests for CQ and CCA, post-hoc pairwise comparisons using LSD are warranted to identify which specific age groups differ from one another. The results of these post-hoc comparisons will be reported in the subsequent tables and sections. The non-significant results for the other variables preclude any further pairwise comparisons.

1) Comparison of Cultural Intelligence (CQ) Scores across Age Groups

Significant differences were found in CQ: Multiple significant differences, with 20-24 years scoring **higher** than 40+ years (mean difference = 0.52, $p = .029$) and 25-29 years outperforming both 30-34 (mean difference = 0.32, $p = .010$) and 40+ years groups (mean difference = 0.50, $p = .004$). No other pairwise comparisons reached statistical significance. These significant pairwise differences are summarized in Table 56 below.

These results indicate a general pattern where younger expatriates in the 20-29 age range report **higher** levels of CQ compared to their oldest counterparts (40 years and above). And the findings suggest that younger expatriates in the 25-29 age range demonstrate **higher** levels of CQ than their counterparts aged 30-34 and 40 years or older, while no significant differences were observed among other age groups.

Table 56 Comparison of Cultural Intelligence Scores across Age Groups

	20-24 years old (3.87)	25-29 years old (3.85)	30-34 years old (3.53)	35-39 years old (3.57)	40 years old or older (3.35)
20-24 years old (3.87)					.52 (.029)
25-29 years old (3.85)			.32 (.010)		.50 (.004)
30-34 years old (3.53)					
35-39 years old (3.57)					
40 years old or older (3.35)					

Note: Values in parentheses are group means. Cells contain the mean difference between the row and column group and the corresponding *p*-value in parentheses. $p < .05$.

2) Comparison of Cross-Cultural Adjustment (CCA) Scores across Age Groups

The most pronounced differences emerged in CCA, where the youngest cohort (20-24 years) demonstrated significantly **higher** adjustment levels than the oldest group (40+ years) (mean difference = 0.64, $p = .004$). Similarly, the 25-29 age group showed better adjustment than both the 30-34 (mean difference = 0.24, $p = .044$) and 40+ years groups (mean difference = 0.51, $p = .002$). Additionally, the 35-39 age group showed better adjustment than 40+ years group (mean difference = 0.37, $p = .028$). These significant pairwise differences are summarized in Table 57 below.

These results collectively suggest that younger expatriates demonstrate markedly better adaptation capabilities than the older expatriates. The most pronounced difference emerged between the youngest and oldest cohorts, indicating that age may serve as a significant factor in cross-cultural adaptation effectiveness. The

pattern suggests that interventions supporting CCA may be particularly beneficial for older expatriate populations.

Table 57 Comparison of Cross-Cultural Adjustment Scores across Age Groups

	20-24 years old (4.04)	25-29 years old (3.91)	30-34 years old (3.67)	35-39 years old (3.77)	40 years old or older (3.40)
20-24 years old (4.04)					.64 (.004)
25-29 years old (3.91)			.24 (.044)		.51 (.002)
30-34 years old (3.67)					
35-39 years old (3.77)					.37 (.028)
40 years old or older (3.40)					

Note: Values in parentheses are group means. Cells contain the mean difference between the row and column group and the corresponding p -value in parentheses. $p < .05$.

4.4.3 Comparison of Variables Scores across Income

A series of one-way analyses of variance (ANOVAs) was conducted to examine whether monthly income level (12,000 or below, 12,001~16,000, 16,001~20,000, 20,001~24,000, and 24,001 or more) had a statistically significant effect on the twelve dependent variables.

The results consistently indicated **no** statistically significant main effect of income level on any of the measured variables. For all twelve constructs, the significance (Sig.) value of the F-test exceeded the conventional alpha level of .05, confirming that the mean scores did not differ systematically across the five income groups. For comprehensive statistical details of ANOVA statistics of all variables, refer to Appendix M.

In accordance with standard statistical protocol, no post-hoc pairwise comparisons were conducted, as the prerequisite overall F-test was non-significant for every variable. This pattern of findings suggests that, within this sample of Chinese expatriates in ASEAN countries, self-reported levels across all domains of training, personality, intercultural capabilities, adjustment, and job performance were not associated with differences in monthly income.

4.4.4 Comparison of Variables Scores across Education

A series of one-way analyses of variance (ANOVAs) was conducted to examine the effect of educational attainment (High school or below, Associate degree, Bachelor's degree, Master's degree, and Doctoral degree) on the twelve dependent variables.

The results revealed a statistically significant main effect of education level on three variables: Open-Mindedness (OM), Emotional Stability (ES), and Contextual Performance (CP). Two variables, Cultural Empathy (CE) and Flexibility (FL), approached but did not meet the conventional threshold for significance. No significant differences were found for the remaining eight variables. Detailed results are as follows:

Variables with a Statistically Significant Overall Effect ($p < .05$):

Personality—Open-Mindedness (OM): A significant effect was found, $F(4, 395) = 3.004, p = .018$. This indicates that self-reported open-mindedness scores differed across educational groups.

Personality—Emotional Stability (ES): A significant effect was found, $F(4, 395) = 2.440, p = .046$. This indicates that self-reported emotional stability scores differed across educational groups.

Job Performance—Contextual Performance (CP): A significant effect was found, $F(4, 395) = 2.614, p = .035$. This indicates that self-reported contextual performance scores differed across educational groups.

Variable Approaching Significance ($p < .10$):

Personality—Cultural Empathy (CE): The result approached significance, $F(4, 395) = 2.030, p = .089$.

Personality—Flexibility (FL): The result approached significance, $F(4, 395) = 2.124, p = .077$.

Given the significant overall F-tests for OM, ES, and CP, post-hoc pairwise comparisons using LSD are required to identify which specific educational groups differ from one another. The results of these post-hoc tests will be reported in detail in subsequent tables and sections. For all non-significant variables, no further pairwise comparisons were conducted. For comprehensive statistical details of ANOVA statistics of other variables, refer to Appendix M.

1) Comparison of Open Mindedness Scores across Education Groups

Post-hoc comparisons using the LSD method indicated that the doctoral degree group ($\bar{X} = 2.83$) reported significantly **lower** open mindedness scores compared to three other educational groups: associate degree holders ($\bar{X} = 3.92$; mean difference = 1.09, $p = .004$), bachelor's degree holders ($\bar{X} = 3.80$; mean difference = 0.97, $p = .008$), and master's degree holders ($\bar{X} = 3.97$; mean difference = 1.14, $p = .006$). No other pairwise comparisons between educational groups reached statistical significance. These significant pairwise differences are summarized in Table 58 below.

These findings suggest that individuals with doctoral degrees demonstrate significantly lower levels of open mindedness compared to those with associate, bachelor's, or master's degrees, while no significant differences were observed among the non-doctoral degree groups.

Table 58 Comparison of Open Mindedness Scores across Education Groups

	High school or below (3.37)	Associate degree (3.92)	Bachelor's degree (3.80)	Master's degree (3.97)	Doctoral degree (2.83)
High school or below (3.37)					
Associate degree (3.92)					1.09 (.004)
Bachelor's degree (3.80)					.97 (.008)
Master's degree (3.97)					1.14 (.006)
Doctoral degree (2.83)					

Note: Values in parentheses are group means. Cells contain the mean difference between the row and column group and the corresponding p -value in parentheses. $p < .05$.

2) Comparison of Emotional Stability Scores across Education Groups

Post-hoc comparisons using the LSD method indicated that the doctoral degree group ($\bar{X} = 2.83$) reported significantly **lower** emotional stability scores compared to all other educational groups: high school or below ($\bar{X} = 3.80$; mean difference = 0.97, $p = .048$), associate degree holders ($\bar{X} = 3.97$; mean difference = 1.14, $p = .005$), bachelor's degree holders ($\bar{X} = 3.77$; mean difference = 0.94, $p = .016$), and master's degree holders ($\bar{X} = 3.95$; mean difference = 1.12, $p = .011$). These significant pairwise differences are summarized in Table 59 below.

These results indicate that individuals with doctoral degrees demonstrate significantly lower levels of emotional stability compared to all other educational groups in the study.

Table 59 Comparison of Emotional Stability Scores across Education Groups

	High school or below (3.80)	Associate degree (3.97)	Bachelor's degree (3.77)	Master's degree (3.95)	Doctoral degree (2.83)
High school or below (3.80)					.97 (.048)
Associate degree (3.97)					1.14 (.005)
Bachelor's degree (3.77)					.94 (.016)
Master's degree (3.95)					1.12 (.011)
Doctoral degree (2.83)					

Note: Values in parentheses are group means. Cells contain the mean difference between the row and column group and the corresponding p -value in parentheses. $p < .05$.

3) Comparison of Contextual Performance Scores across Education Groups

Post-hoc comparisons using the LSD method were conducted to identify specific differences between educational groups. As illustrated in Table 60, the analysis revealed a clear and consistent pattern: expatriates whose highest educational attainment was high school or below ($\bar{X} = 2.85$) reported significantly lower contextual performance scores compared to those with associate degrees ($\bar{X} = 3.81$), bachelor's degrees ($\bar{X} = 3.74$), and master's degrees ($\bar{X} = 3.64$). The mean differences were substantial and statistically significant: 0.96 ($p = .004$), 0.89 ($p = .005$), and 0.79 ($p = .039$), respectively. These significant pairwise differences are summarized in Table 60 below.

No other pairwise comparisons reached statistical significance. Notably, the doctoral degree group ($\bar{X} = 3.17$) did not differ significantly from any other group, including the high school or below group. Similarly, there were no significant differences among the associate, bachelor's, and master's degree groups.

This pattern suggests that obtaining any form of post-secondary education (associate, bachelor's, or master's degree) is associated with higher levels of self-reported contextual performance—such as voluntary, cooperative, and organizationally beneficial behaviors—compared to having only a high school education or less. However, the relationship does not appear to be linear, as the doctoral degree group did not demonstrate a similar performance advantage.

Table 60 Comparison of Contextual Performance Scores across Education Groups

	High school or below (2.85)	Associate degree (3.81)	Bachelor's degree (3.74)	Master's degree (3.64)	Doctoral degree (3.17)
High school or below (2.85)					
Associate degree (3.81)	.96 (.004)				
Bachelor's degree (3.74)	.89 (.005)				
Master's degree (3.64)	.79 (.039)				
Doctoral degree (3.17)					

Note: Values in parentheses are group means. Cells contain the mean difference between the row and column group and the corresponding p -value in parentheses. $p < .05$.

4.4.5 Comparison of Variables Scores across English Proficiency

A series of one-way analyses of variance (ANOVAs) was conducted to examine whether there were statistically significant differences in the scores of the six key dependent variables across self-reported English proficiency groups (None, CET-4, CET-6, TEM-4/TEM-8).

The results revealed **no** statistically significant main effect of English proficiency on any of the measured variables. All overall F-tests were non-significant, indicating that, within this sample, self-reported proficiency in English was not associated with systematic differences in the core constructs under investigation. For comprehensive statistical details of ANOVA statistics of all variables, refer to Appendix M.

Consequently, and in line with statistical convention, no post-hoc pairwise comparisons were performed. This pattern of findings suggests that for Chinese expatriates working in ASEAN countries, their assessed level of English competency did not translate into significant variations in their perceptions or self-reported effectiveness across the domains studied.

4.4.6 Comparison of Variables Scores across Host Language

A series of one-way analyses of variance (ANOVAs) was conducted to examine the effect of host language proficiency (None, Basic, Conversational, Fluent) on the dependent variables.

While the composite measure of Job Performance (JP) showed **no** significant overall variation by host language proficiency, $F(3, 396) = 1.509, p = .212$, analysis of its constituent dimensions revealed a more nuanced pattern. Specifically, a significant main effect was found for **Task Performance (TP)**, $F(3, 396) = 2.998, p = .031$, whereas the dimensions of Contextual Performance (CP) and Non-Counterproductive Work Behavior (NCWB) did not reach statistical significance. This divergence suggests that host language proficiency may exert a **domain-specific influence**, primarily affecting the core technical and role-prescribed duties measured by TP, rather than the broader discretionary or behavioral aspects captured by the overall JP composite or its other subscales. For comprehensive statistical details of ANOVA statistics of other variables, refer to Appendix M.

Two other variables, Pre-departure Training (PDT) and Open-mindedness (OM), approached but did not meet the conventional threshold for significance. No significant differences were found for the remaining nine variables.

Given the significant overall F-test for Task Performance (TP), post-hoc pairwise comparisons using LSD are warranted to identify which specific proficiency levels differ from one another.

As detailed in Table 61, the analysis pinpointed a clear pattern of differences centered on the Conversational proficiency group. Expatriates who reported Conversational proficiency in the host language achieved the highest mean task performance score ($\bar{X} = 3.98$) among all groups.

The post-hoc tests revealed two statistically significant pairwise comparisons:

The Conversational group reported significantly higher task performance than the None group ($\bar{X} = 3.55$), with a mean difference of 0.43 ($p = .005$).

The Conversational group also reported significantly higher task performance than the Basic group ($\bar{X} = 3.71$), with a mean difference of 0.27 ($p = .023$).

No other pairwise comparisons reached statistical significance. Notably, the Fluent group ($\bar{X} = 3.87$) did not differ significantly from any other group, including the Conversational, Basic, or None groups. These significant pairwise differences are summarized in Table 61 below.

This pattern suggests that achieving at least a Conversational level of host language proficiency is associated with a significant increase in self-reported task performance compared to having no or only basic proficiency. However, the benefits appear to reach a threshold, as attaining Fluent proficiency did not confer an additional significant performance advantage over the Conversational level in this sample. This finding highlights the practical importance of language training aimed at helping expatriates achieve functional, conversational ability for their core job performance.

Table 61 Comparison of Task Performance Scores across Host Language Groups

	None (3.55)	Basic (3.71)	Conversational (3.98)	Fluent (3.87)
None (3.55)				
Basic (3.71)				
Conversational (3.98)	.43 (.005)	.27 (.023)		
Fluent (3.87)				

Note: Values in parentheses are group means. Cells contain the mean difference between the row and column group and the corresponding p -value in parentheses. $p < .05$.

4.4.7 Comparison of Variables Scores across Position

A series of one-way analyses of variance (ANOVAs) was conducted to examine whether the organizational position (General Employee, Team Leader, Middle/Senior Manager) had a statistically significant effect on the twelve dependent variables.

The results consistently indicated **no** statistically significant main effect of organizational position on any of the measured variables. For all twelve constructs, the significance (Sig.) value of the F-test exceeded the conventional alpha level of .05. One variable, Flexibility (FL), approached but did not reach significance: $F(2, 397) = 2.514, p = .082$. For comprehensive statistical details of ANOVA statistics of other variables, refer to Appendix M.

In line with standard statistical procedure, no post-hoc pairwise comparisons were conducted, as the prerequisite overall F-test was non-significant for all variables.

4.4.8 Comparison of Variables Scores across Previous Expatriate Experience

A series of one-way analyses of variance (ANOVAs) was conducted to examine whether the duration of previous expatriate experience (Less than 3 months, 3 months to less than 1 year, 1 to less than 2 years, 2 to less than 3 years, 3 years or over) had a statistically significant effect on the twelve dependent variables.

The results consistently indicated **no** statistically significant main effect of previous expatriate experience duration on any of the measured variables. For all twelve constructs, the significance (Sig.) value of the F-test exceeded the conventional alpha level of .05. For comprehensive statistical details of ANOVA statistics of all variables, refer to Appendix M.

In accordance with standard statistical protocol, no post-hoc pairwise comparisons were conducted, as the prerequisite overall F-test was non-significant for every variable.

4.4.9 Conclusion

The series of one-way ANOVAs conducted across eight key demographic and experiential grouping variables has yielded a nuanced and differentiated pattern of findings regarding their influence on the psychological and performance outcomes of Chinese expatriates in ASEAN countries.

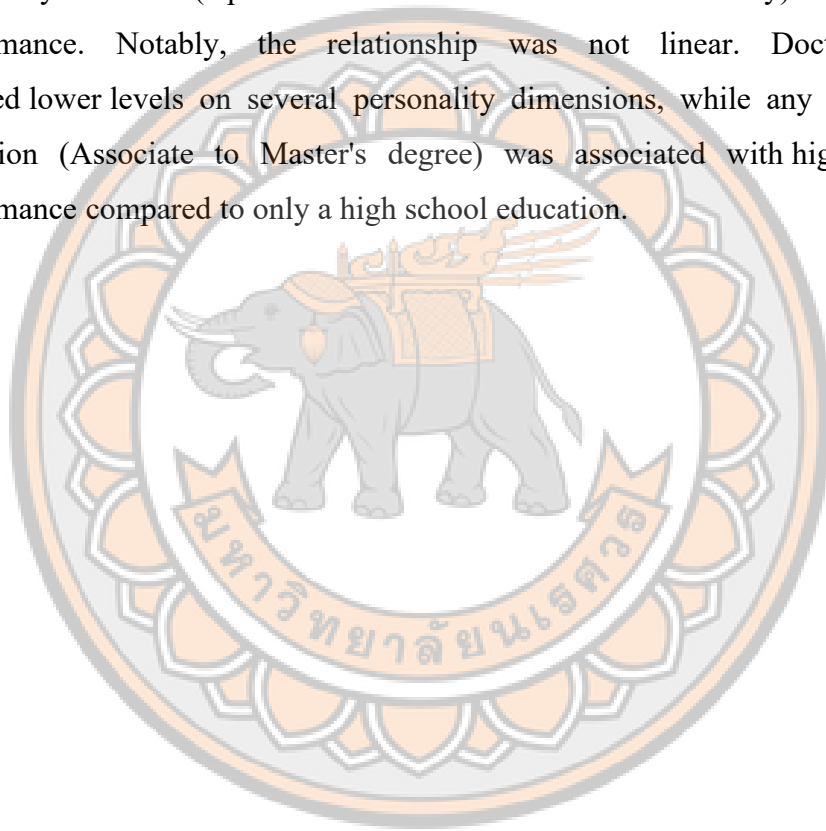
In summary, the results can be categorized into three distinct patterns:

Variables with Widespread Null Effects: The analyses for Host Country, Income, English Proficiency, Organizational Position, and Previous Expatriate Experience uniformly indicated no statistically significant main effects on any of the twelve dependent variables. This robust pattern suggests that, within the scope of this study, these factors are not primary differentiators of expatriates' self-assessed training effectiveness, intercultural capabilities, personality, adjustment, or job performance.

Variables with Selective and Specific Effects: Two grouping variables demonstrated significant but targeted influences: Age significantly affected Cultural Intelligence (CQ) and Cross-Cultural Adjustment (CCA), with younger expatriates (20-29 years) consistently reporting higher levels than older cohorts (30+ years). This underscores age as a pivotal factor specifically for

intercultural learning and psychological adaptation. Host Language Proficiency significantly affected only Task Performance (TP), where achieving a Conversational level provided a marked performance advantage over having None or Basic proficiency. This highlights a practical, threshold-based effect of local language skills on core job execution.

Variable with Complex, Non-Linear Effects: Educational attainment produced the most intricate pattern, significantly influencing specific personality traits (Open-Mindedness and Emotional Stability) and Contextual Performance. Notably, the relationship was not linear. Doctorate holders reported lower levels on several personality dimensions, while any post-secondary education (Associate to Master's degree) was associated with higher Contextual Performance compared to only a high school education.



Prior to testing the structural hypotheses, the psychometric properties of the measurement model were rigorously assessed to ensure the validity and reliability of the constructs. This preparatory phase comprised two sequential steps: a Reliability Analysis (Section 4.5) to evaluate the internal consistency of the scales, followed by a Confirmatory Factor Analysis (CFA) (Section 4.6) to verify the proposed factor structure and convergent and discriminant validity. Only upon establishing a robust measurement model did the analysis proceed to Structural Equation Modeling (SEM) (Section 4.7), which was employed to test the direct and indirect causal pathways specified in Research Objectives 2, 3, and 4.

Objective 2: To examine the direct effects of PDT, Personality, CCC, and CQ on CCA.

Objective 3: To examine the direct effects of the aforementioned antecedent factors and CCA on JP.

Objective 4: To investigate the mediating role of CCA in the relationships between the antecedent factors (PDT, Personality, CCC, CQ) and JP.

4.5 Reliability Analysis

Cronbach's alpha is a measure of questionnaire reliability and is widely used in empirical data analysis. Generally speaking, a Cronbach's alpha value below 0.70 indicates poor internal consistency across the scale's variables and requires revision. A Cronbach's alpha value above 0.70 indicates good internal consistency across the scale's variables.

The reliability of the measurement scales was evaluated by examining the internal consistency of the six main variables: Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP). This was accomplished employing Cronbach's alpha in SPSS, with the results for each construct detailed in the following section.

4.5.1 Pre-Departure Training (PDT)

Table 62 Pre-Departure Training Survey Items

Variable	Item	Label	Cronbach's Alpha (α)	Situation
PDT	PDT1	The training I received from the organization enhanced my comfort and sense of security while working in the host country.	.874	Maintained
	PDT2	Overall, the cultural orientation course provided by the organization before my departure was sufficient.		Maintained
	PDT3	My organization's training program before my departure focused on helping me behave appropriately to survive in the new context.		Maintained
	PDT4	The training my organization provided before my departure helped me better adjust to the new context.		Maintained
	PDT5	My organization's training program before my departure was useful for contributing to the success of my present job.		Maintained

A reliability analysis was conducted on the five-item scale measuring the variable of PDT. The results demonstrated excellent internal consistency, as indicated by a Cronbach's alpha (α) coefficient of .874. This value, which is significantly higher than the conventional threshold of .70 (Nunnally and Bernstein, 1994), denotes a high degree of interrelatedness among the survey items and confirms that the scale is a reliable measure of the underlying construct. As presented in Table 62, all five items (PDT1 through PDT5) were retained in the final scale. The high reliability statistic suggests that the items collectively and consistently assess the various facets of PDT provided by the organization, including its role in enhancing comfort, providing sufficient cultural orientation, fostering appropriate behaviour, and contributing to adjustment and job success in the host country.

4.5.2 Personality

Table 63 Personality Survey Items

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
Personality	Cultural empathy	CE1	I try to understand other people's behavior.	.778	Maintained
		CE2	I try to see things through other's perspective.		Maintained
		CE3	I pay attention to others' facial expressions.		Maintained
	Open mindedness	OM1	I am interested in other cultures.	.767	Maintained
		OM2	I respect people with different viewpoints.		Maintained
		OM3	I am open to new ideas.		Maintained
	Social initiative	SI1	I make contacts easily in interpersonal relations.	.776	Maintained
		SI2	I take initiatives in problem solving in my company.		Maintained
		SI3	I take the lead in social action in my company.		Maintained
	Emotional stability	ES1	I am not easily hurt.	.780	Maintained
		ES2	I remain calm in unfortunate situations, such as losing my passport or experiencing a car breakdown.		Maintained
		ES3	I am not nervous.		Maintained
	Flexibility	FL1	I change easily from one activity to another.	.768	Maintained
		FL2	I function best in an unfamiliar environment.		Maintained
		FL3	I accept surprises.		Maintained

The reliability of the five personality dimensions—cultural empathy, open mindedness, social initiative, emotional stability, and flexibility—was assessed using Cronbach's alpha. As presented in Table 63, all subscales demonstrated good

internal consistency, with coefficients ranging from .767 to .780, each exceeding the conventional threshold of .70 recommended by (Nunnally & Bernstein, 1994). Specifically, cultural empathy ($\alpha = .778$), open mindedness ($\alpha = .767$), social initiative ($\alpha = .776$), emotional stability ($\alpha = .780$), and flexibility ($\alpha = .768$) all exhibited satisfactory reliability. These results indicate that the items within each dimension are closely related and consistently measure their respective constructs. All items were retained, confirming the reliability of the personality measurement tool for subsequent analysis.

4.5.3 Cross-Cultural Competence (CCC)

Table 64 Cross-Cultural Competence Survey Items

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
CCC	Relational skills	RS1	I react quickly when my business partner needs me.	.826	Maintained
		RS2	I give my business partner clear and full information.		Maintained
		RS3	If a problem arises, I inform my business partners promptly.		Maintained
		RS4	I systematically maintain important information about my key business partners.		Maintained
	General self-efficacy	GSE1	When I make plans, I ensure that I am able to make them work.	.824	Maintained
		GSE2	If I fail to complete a task on the first try, I continue attempting until I succeed.		Maintained
		GSE3	When I need to do something unpleasant, I persevere until it is completed.		Maintained
		GSE4	Once I decide to do something, I take immediate action.		Maintained

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
	Non-ethnocentrism	NE1	I enjoy participating in group discussions with people from different cultures.	.816	Maintained
		NE2	When talking to people from different cultures, I express my views freely without hesitation.		Maintained
		NE3	I am very calm and relaxed in conversations with a person from a different culture.		Maintained
		NE4	I am comfortable interacting with a group of people from different cultures.		Maintained

The reliability of the three dimensions of CCC—relational skills, general self-efficacy, and non-ethnocentrism—was evaluated using Cronbach's alpha. As presented in Table 64, all subscales exhibited high internal consistency, with coefficients well above the accepted threshold of .70 (Nunnally & Bernstein, 1994). Specifically, relational skills ($\alpha = .826$), general self-efficacy ($\alpha = .824$), and non-ethnocentrism ($\alpha = .816$) each demonstrated strong reliability. These results indicate that the items within each dimension are highly correlated and consistently reflect their intended constructs. All items were retained, supporting the internal reliability of the CCC scale for further analysis.

4.5.4 Cultural Intelligence (CQ)

Table 65 Cultural Intelligence Survey Items

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
CQ	Meta-cognitive CQ	MCCQ1	I am conscious of the cultural knowledge I use when interacting with people from different cultures.	.843	Maintained
		MCCQ2	When interacting with people from different cultures, I adjust my cultural knowledge accordingly.		Maintained
		MCCQ3	I am conscious of the cultural knowledge I apply to cross-cultural interactions.		Maintained
		MCCQ4	I check the accuracy of my cultural knowledge when I interact with people from different cultures.		Maintained
	Cognitive CQ	CCQ1	I understand the legal and economic systems in other cultures.	.850	Maintained
		CCQ2	I understand the values and religious beliefs in other cultures.		Maintained
		CCQ3	I understand the marriage systems in other cultures.		Maintained
		CCQ4	I understand the non-verbal behaviors in other cultures (e.g., gestures, facial expressions, tone of voice, accents, etc.).		Maintained

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
Motivational CQ		MCQ1	I enjoy interacting with people from different cultures.	.852	Maintained
		MCQ2	I am confident in my ability to socialize with locals from different cultural backgrounds.		Maintained
		MCQ3	I am able to deal with the stresses of adjusting to a different culture.		Maintained
		MCQ4	I enjoy living in different cultural environments.		Maintained
Behavioural CQ		BCQ1	When cross-cultural communication requires it, I adjust my verbal behaviors (e.g., accent, tone of voice, etc.).	.846	Maintained
		BCQ2	I use pause and silence differently to suit different cross- cultural situations.		Maintained
		BCQ3	I change the rate of my speaking when a cross-cultural situation requires it.		Maintained
		BCQ4	I vary my non-verbal (e.g., gestures, facial expression, etc.) behavior when a cross-cultural situation is required.		Maintained

A reliability analysis was performed on the four-dimensional CQ scale. The results demonstrated excellent internal consistency for all subscales. As presented in Table 65, the Cronbach's alpha values were high and remarkably consistent: meta-cognitive CQ ($\alpha = .843$), cognitive CQ ($\alpha = .850$), motivational CQ ($\alpha = .852$), and behavioural CQ ($\alpha = .846$). All coefficients significantly exceed the recommended threshold of .70 (Nunnally and Bernstein, 1994), indicating a very high degree of interrelatedness among the items within each dimension. Consequently, all sixteen

items were retained. These findings confirm that the four-factor CQ scale is a highly reliable instrument for measuring the multifaceted construct of CQ in this study.

4.5.5 Cross-Cultural Adjustment (CCA)

Table 66 Cross-Cultural Adjustment Survey Items

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
CCA	General adjustment	GA1	I adjust myself to living conditions (e.g., the housing conditions, food, entertainment/recreation facilities and opportunities, shopping, transportation) in the host country.	.812	Maintained
		GA2	I adjust myself to the cost of living in the host country.		Maintained
		GA3	I adjust myself to the slower medical care services in the host country.		Maintained
	Interaction adjustment	IA1	I adjust myself to socialize and interact with host nationals in the host country.	.786	Maintained
		IA2	I adjust myself to speak with host nationals in the host country.		Maintained
		IA3	I adjust myself to unpunctuality in the host country.		Maintained
	Work adjustment	WA1	I adjust myself to specific job responsibilities in the host country.	.800	Maintained
		WA2	I adjust myself to the performance criteria and expectations at work in the host country.		Maintained
		WA3	I adjust myself to slower work pace of the employees in the host country.		Maintained

The reliability of the three dimensions of CCA—general adjustment, interaction adjustment, and work adjustment—was assessed using Cronbach’s alpha. As presented in Table 66, all subscales exhibited good internal consistency, with coefficients clearly exceeding the conventional threshold of .70 (Nunnally and Bernstein, 1994). Specifically, general adjustment ($\alpha = .812$), interaction adjustment ($\alpha = .786$), and work adjustment ($\alpha = .800$) each demonstrated acceptable to good reliability. These results indicate that the items within each dimension are coherent and consistently measure their intended facets of CCA. All items were retained, confirming the internal reliability of the adjustment scale for use in subsequent analyses.

4.5.6 Job Performance (JP)

Table 67 Job Performance Survey Items

Theme	Variable	Item	Label	Cronbach’s Alpha (α)	Situation
JP	Task performance	TP1	I manage to plan my work so that it was done on time.	.828	Maintained
		TP2	I keep in mind the results that I have to achieve in my work.		Maintained
		TP3	I can separate main issues from normal issues at work.		Maintained
		TP4	I can perform my work well with minimal time and efforts.		Maintained
	Contextual performance	CP1	I take on additional responsibilities and start new tasks after completing old ones.	.842	Maintained
		CP2	I take on challenging work tasks and constantly seek new challenges at work.		Maintained

Theme	Variable	Item	Label	Cronbach's Alpha (α)	Situation
		CP3	I keep my job knowledge and skills up-to-date.		Maintained
		CP4	I actively participate in work meetings and offer creative solutions to new problems.		Maintained
	Non-counterproductive work behavior	NCWB1	I don't complain about unimportant matters at work.	.847	Maintained
		NCWB2	I don't focus on the negative aspects of a work situation, instead of on the positive aspects.		Maintained
		NCWB3	I don't talk with colleagues about the negative aspects of my work.		Maintained
		NCWB4	I don't talk with people from outside of my company about the negative aspects of my work.		Maintained

The reliability of the three-dimensional JP scale was assessed. As presented in Table 67, all subscales demonstrated high internal consistency, with Cronbach's alpha coefficients well above the accepted threshold of .70 (Nunnally and Bernstein, 1994). The subscales performed as follows: task performance ($\alpha = .828$), contextual performance ($\alpha = .842$), and non-counterproductive work behavior ($\alpha = .847$). The strong reliability statistics indicate that the items within each dimension are closely related and consistently measure their respective constructs. All twelve items were retained, confirming that the scale is a highly reliable instrument for measuring JP in the context of this study.

4.5.7 Conclusion

In summary, the reliability analyses conducted across all six key constructs in this study consistently demonstrated robust internal consistency, confirming the high quality and suitability of the measurement scales employed. Each multi-dimensional scale—Pre-Departure Training (PDT), Personality, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP)—yielded Cronbach's alpha coefficients well above the conventional threshold of .70 (Nunnally and Bernstein, 1994), with values ranging from .767 to .874 across subscales. All items were retained in their respective scales, indicating strong interrelatedness among items and high measurement precision within each construct. These results collectively affirm that the instruments used are psychometrically sound, providing a reliable foundation for subsequent inferential analyses and valid interpretation of the study's findings.

4.6 Confirmatory Factory Analysis (CFA)

The current overall Structural Equation Model is composed of six latent constructs. These factors are Pre-Departure Training (PDT), Personality (as higher order factor), Cross-Cultural Competence (CCC) (as higher order factor), Cultural Intelligence (CQ) (as higher order factor), Cross-Cultural Adjustment (CCA) (as higher order factor), and Job Performance (JP) (as higher order factor). As a preparatory activity for the SEM analysis, the Confirmatory Factor Analysis (CFA) for the measurement models are conducted. The CFA was conducted at both individual factor level and overall measurement model level. For the variables of Personality, CCC, CQ, CCA, and JP, CFA was conducted at first-order factors and second-order factors.

The measurement model was evaluated using AMOS version 24.0. When evaluating the structural model, it is necessary to first test the measurement model. If the fit of the measurement model is acceptable, then one can proceed to report the complete SEM model (Kline, 2016). Hair, Black et al. (2010) and Fornell and Larcker (1981) also propose the following standard criteria: standardized factor loadings greater than 0.50; composite reliability greater than 0.70; and average variance extracted (AVE) greater than 0.50. A CFA was conducted to assess the model fit and convergent validity. Model fit was determined by examining a suite of standard indices, including

the ratio of chi-square to degrees of freedom ($\chi^2/\text{df} < 3.0$), Goodness-of-Fit Index (GFI $> .90$), Adjusted Goodness-of-Fit Index (AGFI $> .90$), the root mean square error of approximation (RMSEA $< .05$), the standardized root mean square residual (SRMR $< .05$), and so on.

Composite Reliability and Construct Validity

Composite Reliability (CR) is normally considered for the Structural Equation Modeling (SEM). This method of calculating reliability is based on the factor loadings of indicators of each construct achieved through CFA. And AMOS software does not automatically calculate (although there are plugins to run this), the CR values were calculated by the researcher using the excel spreadsheet based on the statistical formula suggested by Collier (2020). The formula used for calculating CR was: $\text{CR} = (\sum \lambda_i)^2 / [(\sum \lambda_i)^2 + \sum \varepsilon_i]$, where: λ (lambda) = standardized factor loading for item i , and ε = respective error variance for item i .

For more accurate results from the SEM analysis, construct validity, namely convergent and discriminant validity, was also assessed. When the indicators are designed as reflective, the “assessment of reliability, unidimensionality, discriminant validity, and convergent validity are all meaningful tests” (Collier, 2020). The Average Variance Extracted (AVE) values, in other words, the average of standardized coefficients (r) for indicators of the same factor were calculated to determine the convergent validity. For the establishment of this validity, the value of AVE must be at least 0.50.

Compensatory Mechanism for the Validity of the Instrument

The initial questionnaire was developed based on an extensive review of the extant literature. To ensure its content validity, contextual relevance, and appropriateness for the target population, a qualitative phase was conducted prior to the main survey. This phase comprised a FGI and a series of individual in-depth interviews with ten expatriates. The insights got from this qualitative inquiry were instrumental in refining the item wordings, adding context-specific examples, and ensuring the comprehensive coverage of the constructs under investigation. Additionally, the validity of questionnaire was checked by three professors in this area through Item-Objective Congruence (IOC) analysis.

While a formal, quantitative pilot study (30-40 persons) was not conducted, the rigorous qualitative procedures described above served as a robust compensatory mechanism for establishing the content and face validity of the instrument (Creswell and Clark, 2017). It is acknowledged, however, that this approach does not provide statistical evidence of reliability (e.g., Cronbach's alpha) or the underlying factor structure from an exploratory standpoint. Therefore, the comprehensive assessment of the measurement model's reliability and validity was conducted post-hoc using the full sample (N=400) through CFA and reliability analysis.

4.6.1 Pre-Departure Training (PDT)

The CFA results for the PDT measurement model demonstrated excellent fit to the data. The non-significant chi-square statistic ($p = .424$) indicates no significant discrepancy between the hypothesized model and the observed data. Further supporting the model's strong fit, the ratio of chi-square to degrees of freedom ($\chi^2/df = 0.987$) fell well below the recommended threshold of 3.0.

Additional fit indices consistently exceeded conventional standards for excellent model fit: the Goodness-of-Fit Index (GFI = .995) and Adjusted Goodness-of-Fit Index (AGFI = .986) both approached the ideal value of 1.0. The Normed Fit Index (NFI = .995) and Relative Fit Index (RFI = .989) also indicated excellent comparative fit. Most importantly, the Root Mean Square Error of Approximation (RMSEA = .0001) and Standardized Root Mean Square Residual (SRMR = .0114) both fell below the stringent cutoff of .05, confirming exceptionally close model-data correspondence.

These comprehensive fit statistics collectively provide strong evidence for the validity of the PDT measurement model, suggesting that the hypothesized factor structure adequately represents the underlying construct in the studied sample. The detailed values are presented in the following figure.

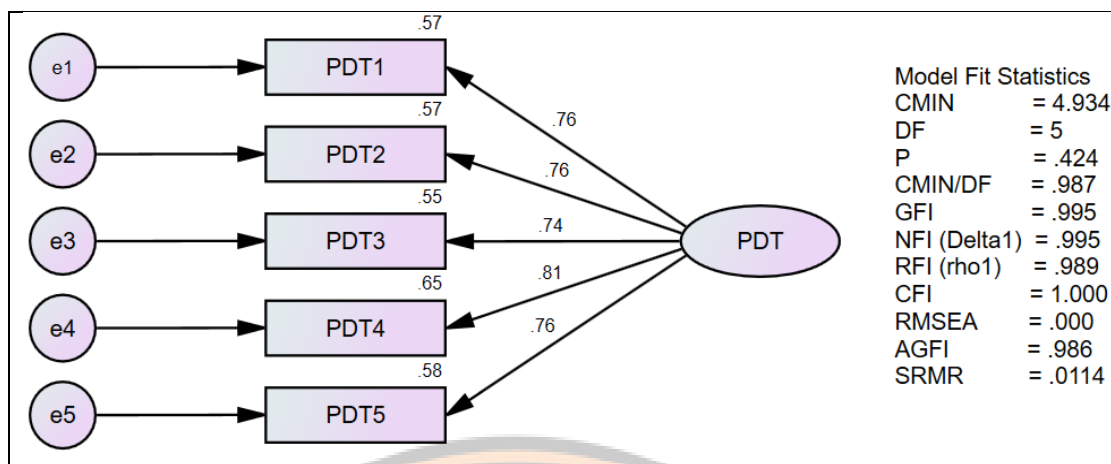


Figure 36 Measurement Model 1: CFA for Pre-Departure Training

Based on the analysis results, the measurement model for PDT demonstrates strong psychometric properties. All five indicators exhibited substantial and statistically significant standardized factor loadings, ranging from 0.74 to 0.81, which exceed the recommended threshold of 0.50. The construct achieved a CR of 0.88, indicating excellent internal consistency, as it surpasses the acceptable level of 0.70. Furthermore, the AVE was 0.59, exceeding the critical value of 0.50. This confirms that the PDT construct adequately explains the variance of its indicators, thereby establishing strong convergent validity. The results of convergent validity and composite reliability are presented in the following table.

Table 68 Convergent Validity & Composite Reliability of Pre-Departure Training

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
PDT	PDT1	0.76	0.58	0.59	2.94	0.42	2.06	0.88
	PDT2	0.76	0.58			0.42		
	PDT3	0.74	0.55			0.45		
	PDT4	0.81	0.66			0.34		
	PDT5	0.76	0.58			0.42		

4.6.2 Personality

A CFA was conducted to assess the five-factor measurement model of Personality, comprising the first-order latent constructs of Cultural Empathy (CE), Open-Mindedness (OM), Social Initiative (SI), Emotional Stability (ES), and Flexibility (FL). The initial five-factor correlation model produced a non-positive definite covariance matrix, indicating serious problems with the model specification and a lack of sufficient discriminant validity among the five first-order factors (correlation coefficients ≥ 1.0 for all). Full details are provided in Appendix N. To determine the most suitable measurement structure for Personality, we tested an optional model.

Given the high intercorrelations observed among the first-order factors (CE, OM, SI, ES, and FL), and supported by the theoretical premise that these dimensions are manifestations of a broader, overarching latent construct Personality (PER), a second-order factor model was specified and tested. The results of the CFA are presented in the following figure.

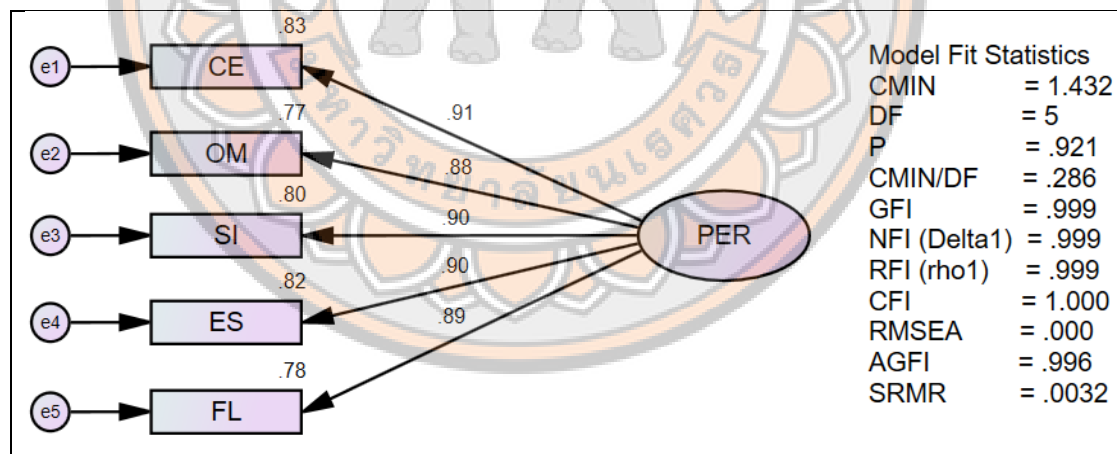


Figure 37 Measurement Model 2: CFA for Personality

Based on the analysis results, the measurement model for the Personality construct demonstrates excellent psychometric properties, confirming strong convergent validity and composite reliability. All standardized factor loadings were substantial and statistically significant, ranging from 0.88 to 0.91, which substantially exceed the recommended threshold of 0.50. The CR value of 0.95 far surpasses the

conventional benchmark of 0.70, indicating superior internal consistency. Furthermore, the AVE value of .80 greatly exceeds the critical value of 0.50, establishing robust convergent validity by confirming that the latent construct adequately explains the variance of its indicators. In conclusion, these results provide compelling evidence for the reliability and validity of the Personality measurement model, justifying its use in subsequent structural equation modeling. The results of convergent validity and composite reliability are presented in the following table.

Table 69 Convergent Validity & Composite Reliability of Personality

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
PER	CE	0.91	0.83	0.80	4.01	0.17	0.99	0.95
	OM	0.88	0.77			0.23		
	SI	0.9	0.81			0.19		
	ES	0.9	0.81			0.19		
	FL	0.89	0.79			0.21		

4.6.3 Cross-Cultural Competence (CCC)

A CFA was conducted to assess the three-factor measurement model of CCC, comprising the first-order latent constructs of Relational Skills (RS), General Self-Efficacy (GSE), and Non- Ethnocentrism (NEC). Initial CFA revealed extremely high correlations ($r \geq .96$) among the three first-order factors: RS, GSE, and NEC, suggesting potential discriminant validity issues. Full details are provided in Appendix N. To determine the most suitable measurement structure for CCC, we tested an optional model.

Given the high intercorrelations observed among the first-order factors (RS, GSE, and NEC), and supported by the theoretical premise that these dimensions are manifestations of a broader, overarching latent construct CCC, a second-order factor model was specified and tested. The results of the CFA are presented in the following figure.

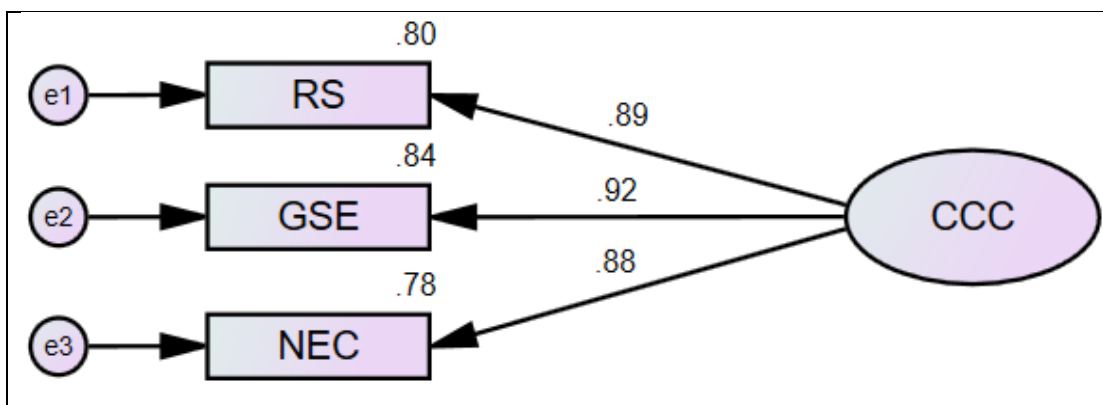


Figure 38 Measurement Model 3: CFA for Cross-Cultural Competence

Because the three-indicator single-factor model is an exact-identification model with zero degrees of freedom, traditional model fit indices (such as χ^2 , CFI, RMSEA) cannot be calculated. Validity assessment will be based on the significance and magnitude of factor loadings, as well as internal quality measures such as CR and AVE. CFA results show that all three items have highly significant factor loadings on their corresponding latent variables (standardized factor loadings range from 0.88 to 0.92, all p-values < .001). The model's CR is 0.92, and the AVE is 0.80, both significantly higher than the recommended standards of 0.70 and 0.50. These results indicate that although the overall model fit cannot be calculated, the three-indicator model exhibits **excellent** reliability and convergent validity in its internal structure.

The measurement model for CCC demonstrated excellent psychometric properties. All standardized factor loadings were substantial and statistically significant, ranging from 0.88 to 0.92, which exceeds the recommended threshold of 0.50. The CR of 0.92 significantly surpassed the acceptability criterion of 0.70, indicating superior internal consistency. Furthermore, the AVE value of 0.80 comfortably exceeded the critical value of 0.50, providing strong evidence of convergent validity. In summary, these results confirm that the CCC construct is both highly reliable and valid in this study. The results of convergent validity and composite reliability are presented in the following table.

Table 70 Convergent Validity & Composite Reliability of Cross-Cultural Competence

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
CCC	RS	0.89	0.79	0.80	2.41	0.21	0.59	0.92
	GSE	0.92	0.85			0.15		
	NEC	0.88	0.77			0.23		

4.6.4 Cultural Intelligence (CQ)

A CFA was conducted to assess the four-factor measurement model of CQ, comprising the first-order latent constructs of Meta-cognitive CQ (MCCQ), Cognitive CQ (CCQ), Motivational CQ (MCQ), and Behavioural CQ (BCQ). The initial four-factor correlation model produced a non-positive definite covariance matrix, indicating serious problems with the model specification and a lack of sufficient discriminant validity among the four first-order factors (correlation coefficients $\geq .96$ for all). Full details are provided in Appendix N. To determine the most suitable measurement structure for CQ, we tested an optional model.

Given the high intercorrelations observed among the first-order factors (MCCQ, CCQ, MCQ, and BCQ), and supported by the theoretical premise that these dimensions are manifestations of a broader, overarching latent construct CQ, a second-order factor model was specified and tested. The results of the CFA are presented in the following figure.

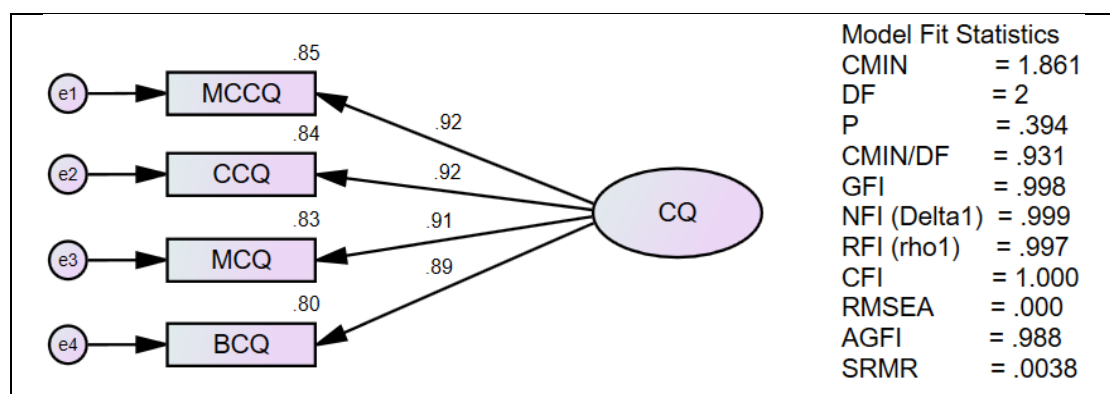


Figure 39 Measurement Model 4: CFA for Cultural Intelligence

Based on the analysis results presented, the measurement model for CQ demonstrates excellent psychometric properties, confirming strong convergent validity and exceptional reliability. All standardized factor loadings were high and statistically significant, ranging from 0.89 to 0.92, which substantially exceed the recommended threshold of 0.50. The AVE value of 0.83 far surpasses the critical value of 0.50, providing strong evidence of convergent validity. Furthermore, the CR value of 0.95 significantly exceeds the benchmark of 0.70, indicating excellent internal consistency and reliability of the scale. In conclusion, the four-dimensional CQ construct possesses robust convergent validity and composite reliability, meeting all stringent criteria for psychometric adequacy and justifying its use in subsequent structural model analysis. The results of convergent validity and composite reliability are presented in the following table.

Table 71 Convergent Validity & Composite Reliability of Cultural Intelligence

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
CQ	MCCQ	0.92	0.85	0.83	3.31	0.15	0.69	0.95
	CCQ	0.92	0.85			0.15		
	MCQ	0.91	0.83			0.17		
	BCQ	0.89	0.79			0.21		

4.6.5 Cross-Cultural Adjustment (CCA)

A CFA was conducted to assess the five-factor measurement model of CCA, comprising the first-order latent constructs of General Adjustment (GA), Interaction Adjustment (IA), and Work Adjustment (WA). The initial three-factor correlation model produced a non-positive definite covariance matrix, indicating serious problems with the model specification and a lack of sufficient discriminant validity among the three first-order factors (correlation coefficients ≥ 1.02 for all). Full details are provided in Appendix N. To determine the most suitable measurement structure for CCA, we tested an optional model.

Given the high intercorrelations observed among the first-order factors (GA, IA, and WA), and supported by the theoretical premise that these dimensions are manifestations of a broader, overarching latent construct CCA, a second-order factor model was specified and tested. The results of the CFA are presented in the following figure.

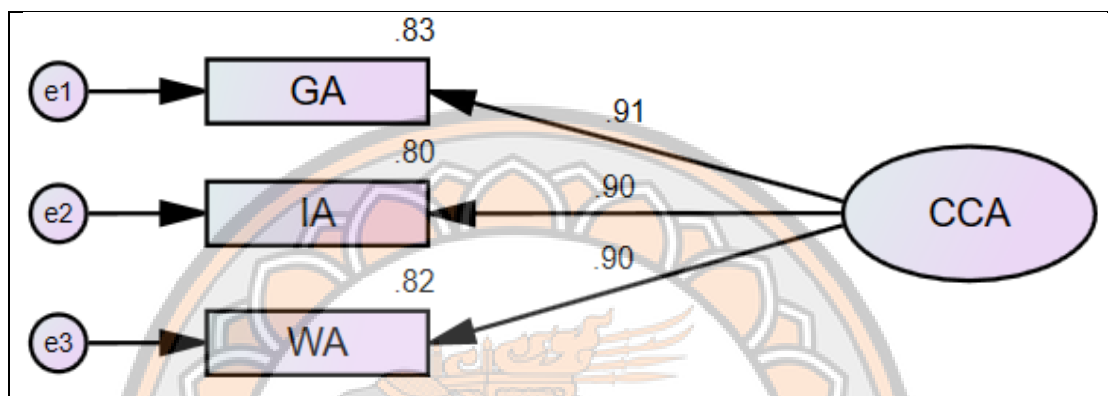


Figure 40 Measurement Model 5: CFA for Cross-Cultural Adjustment

Because the three-indicator single-factor model is an exact-identification model with zero degrees of freedom, traditional model fit indices (such as χ^2 , CFI, RMSEA) cannot be calculated. Validity assessment will be based on the significance and magnitude of factor loadings, as well as internal quality measures such as CR and AVE. CFA results show that all three items have highly significant factor loadings on their corresponding latent variables (standardized factor loadings range from 0.90 to 0.91, all p -values $< .001$). The model's CR is 0.93, and the AVE is 0.82, both significantly higher than the recommended standards of 0.70 and 0.50. These results indicate that although the overall model fit cannot be calculated, the three-indicator model exhibits **excellent** reliability and convergent validity in its internal structure.

The measurement model for CCA demonstrated excellent psychometric properties. All standardized factor loadings were high and statistically significant, ranging from 0.90 to 0.91, which substantially exceeded the recommended threshold of 0.50. The CR value of 0.93 indicated excellent internal consistency, far surpassing the 0.70 benchmark. Furthermore, the AVE value of 0.82 significantly exceeded the critical value of 0.50, providing strong evidence of convergent validity. These results

collectively confirm that the CCA construct is both reliable and valid in this measurement model. The results of convergent validity and composite reliability are presented in the following table.

Table 72 Convergent Validity & Composite Reliability of Cross-Cultural Adjustment

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
CCA	GA	0.91	0.83	0.82	2.45	0.17	0.55	0.93
	IA	0.9	0.81			0.19		
	WA	0.9	0.81			0.19		

4.6.6 Job Performance (JP)

A CFA was conducted to assess the three-factor measurement model of JP, comprising the first-order latent constructs of Task Performance (TP), Contextual Performance (CP), and Non-Counterproductive Work Behavior (NCWB). The initial three-factor correlation model produced a non-positive definite covariance matrix, indicating serious problems with the model specification and a lack of sufficient discriminant validity among the three first-order factors (correlation coefficients $\geq .96$ for all). Full details are provided in Appendix N. To determine the most suitable measurement structure for JP, we tested an optional model.

Given the high intercorrelations observed among the first-order factors (TP, CP, and NCWB), and supported by the theoretical premise that these dimensions are manifestations of a broader, overarching latent construct JP, a second-order factor model was specified and tested. The results of the CFA are presented in the following figure.

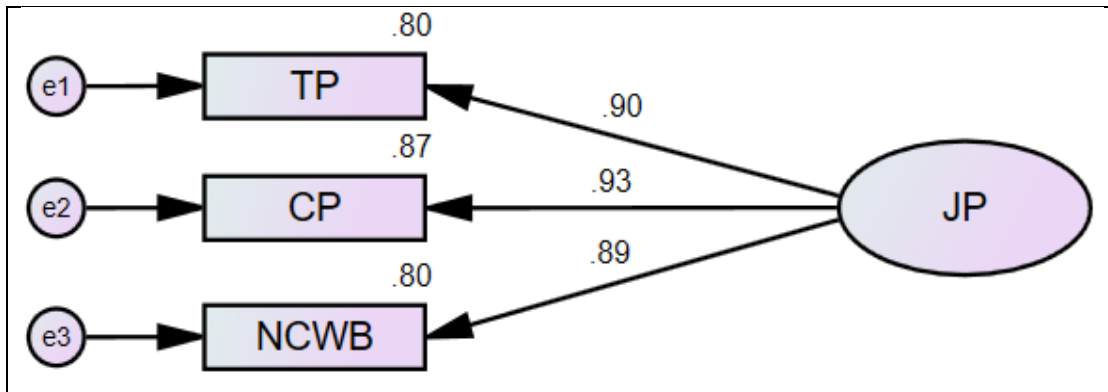


Figure 41 Measurement Model 6: CFA for Job Performance

Because the three-indicator single-factor model is an exact-identification model with zero degrees of freedom, traditional model fit indices (such as χ^2 , CFI, RMSEA) cannot be calculated. Validity assessment will be based on the significance and magnitude of factor loadings, as well as internal quality measures such as CR and AVE. CFA results show that all three items have highly significant factor loadings on their corresponding latent variables (standardized factor loadings range from 0.89 to 0.93, all p-values < .001). The model's CR is 0.93, and the AVE is 0.82, both significantly higher than the recommended standards of 0.70 and 0.50. These results indicate that although the overall model fit cannot be calculated, the three-indicator model exhibits **excellent** reliability and convergent validity in its internal structure.

The measurement model for JP demonstrated excellent psychometric properties. All standardized factor loadings were substantial and statistically significant, ranging from 0.89 to 0.93, which exceeds the recommended threshold of 0.50. The CR value of 0.93 significantly surpassed the 0.70 benchmark, indicating superior internal consistency. Furthermore, the AVE value of 0.82 comfortably exceeded the critical value of 0.50, providing strong evidence of convergent validity. In conclusion, the three-indicator structure of JP is a highly reliable and valid measurement model for assessing job performance in this study. The results of convergent validity and composite reliability are presented in the following table.

Table 73 Convergent Validity & Composite Reliability of Job Performance

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
JP	TP	0.9	0.81	0.82	2.47	0.19	0.53	0.93
	CP	0.93	0.86			0.14		
	NCWB	0.89	0.79			0.21		

The summary of model fit statistics for individual measurement models is given in the following table.

Table 74 Summary of Model Fit Statistics of Individual Measurement Models

Model Fit Statistics	PDT	PER	CCC	CQ	CCA	JP
CMIN	4.934	1.432		1.861		
DF	5	5		2		
P	.424	.921		.394		
CMIN/DF	.987	.286		.931		
GFI	.995	.999		.998		
NFI	.995	.999		.999		
RFI	.989	.999		.997		
CFI	1.000	1.000		1.000		
RMSEA	.000	.000		.000		
AGFI	.986	.996		.988		
SRMR	.0114	.0032		.0038		

Note: CCC, CCA and JP did not perform a conventional model fit test because of df=0.

4.6.7 Overall Measurement Model

The overall measurement model demonstrates excellent psychometric properties, confirming strong convergent validity and reliability for all constructs in the study. The CFA revealed that all standardized factor loadings were substantial and statistically significant, ranging from 0.74 to 0.93. These values substantially exceed the recommended threshold of 0.50, indicating that all indicators effectively measure

their intended latent constructs. Particularly noteworthy are the consistently high loadings across all constructs, with the majority exceeding 0.80.

The CR values were outstanding across all constructs, ranging from 0.88 to 0.95. All values comfortably surpassed the recommended threshold of 0.70, indicating superior internal consistency and exceptional reliability. The Personality (PER), CQ, and CCA constructs demonstrated particularly impressive CR values of 0.95, 0.95, and 0.93 respectively.

Regarding convergent validity, all AVE values were exceptionally strong, ranging from 0.58 to 0.83. All values substantially exceeded the critical threshold of 0.50, with six of the seven constructs achieving AVE values above 0.80. This confirms that each latent construct adequately explains the variance of its indicators and establishes robust convergent validity for the overall measurement model.

The R^2 values for individual indicators ranged from 0.55 to 0.86, demonstrating that the latent constructs explain a substantial to very high proportion of variance in their respective indicators. The consistently high R^2 values across all constructs further support the strength of the measurement relationships.

In conclusion, the overall measurement model demonstrates exceptional reliability and convergent validity, exceeding all established criteria for psychometric adequacy. These results provide compelling empirical support for the measurement quality of all constructs and justify their use in subsequent structural equation modeling examining the hypothesized relationships in the research framework. The results of convergent validity and composite reliability are presented in the following table.

Table 75 Convergent Validity & Composite Reliability of Overall Measurement

Constructs	Indicators	Factor Loading	R ²	AVE	ΣR ²	ε = 1-R ²	Σε	CR
PDT	PDT1	0.75	0.56	0.58	2.92	0.44	2.08	0.88
	PDT2	0.75	0.56			0.44		
	PDT3	0.74	0.55			0.45		
	PDT4	0.8	0.64			0.36		
	PDT5	0.78	0.61			0.39		
PER	CE	0.91	0.83	0.80	4.01	0.17	0.99	0.95
	OM	0.88	0.77			0.23		
	SI	0.9	0.81			0.19		
	ES	0.9	0.81			0.19		
	FL	0.89	0.79			0.21		
CCC	RS	0.89	0.79	0.80	2.41	0.21	0.59	0.92
	GSE	0.91	0.83			0.17		
	NEC	0.89	0.79			0.21		
CQ	MCCQ	0.92	0.85	0.83	3.31	0.15	0.69	0.95
	CCQ	0.91	0.83			0.17		
	MCQ	0.91	0.83			0.17		
	BCQ	0.9	0.81			0.19		
CCA	GA	0.91	0.83	0.82	2.45	0.17	0.55	0.93
	IA	0.89	0.79			0.21		
	WA	0.91	0.83			0.17		
JP	TP	0.9	0.81	0.82	2.47	0.19	0.53	0.93
	CP	0.93	0.86			0.14		
	NCWB	0.89	0.79			0.21		

The detailed statistics of overall measurement model are presented in the following figure.

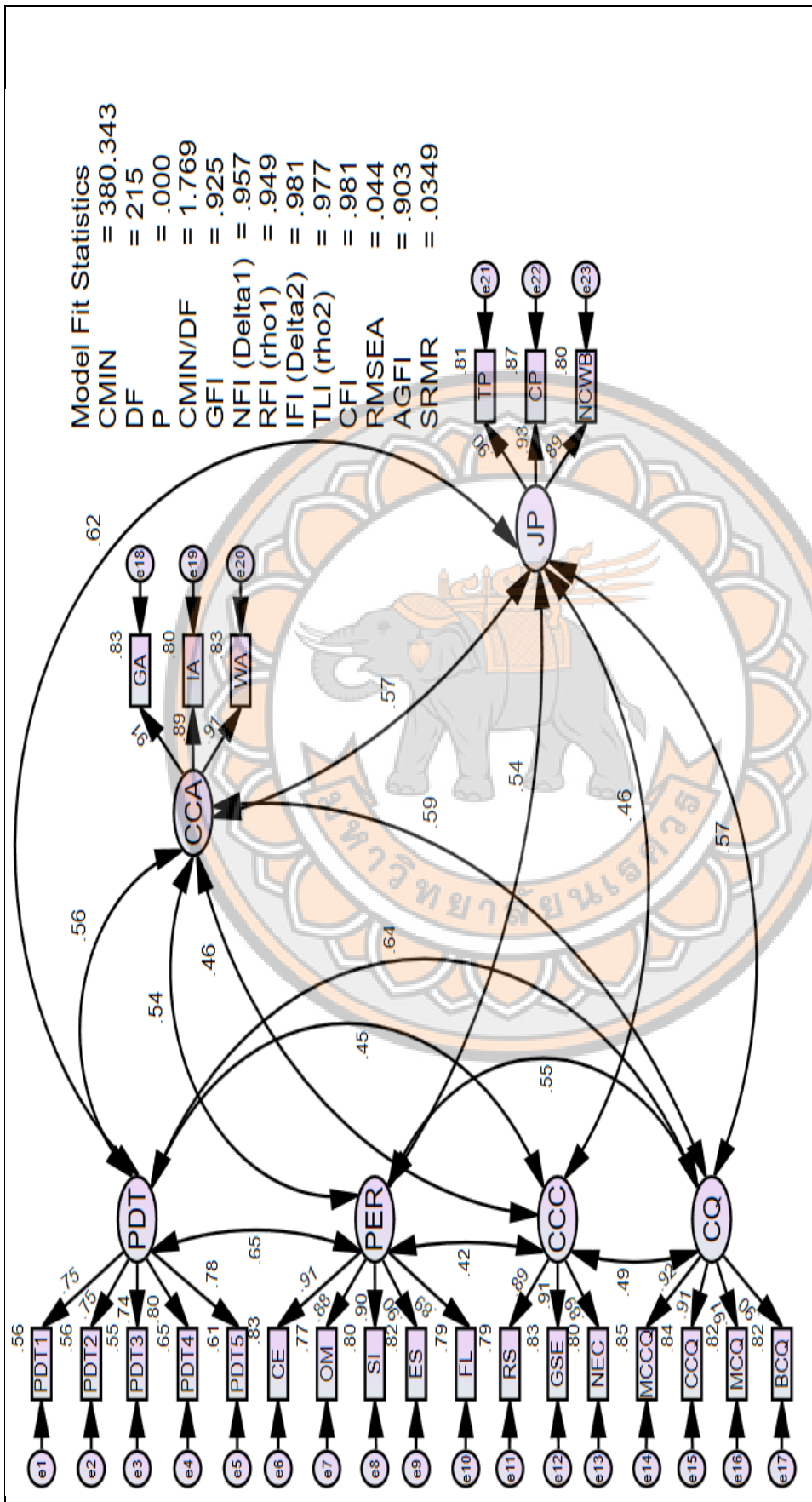


Figure 42 Measurement Model 7: Overall Measurement Model

4.7 Structural Equation Modeling (SEM)

4.7.1 SEM Analysis

The model was constructed to test the theoretical framework at a higher level of abstraction, enhancing parsimony. In this model, the five personality dimensions were collapsed into their overarching second-order factor, Personality (PER). Thus, Pre-Departure Training (PDT), PER, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) served as the exogenous variables. Cross-Cultural Adjustment (CCA) remained the mediator, while Job Performance (JP) was incorporated as a unified, second-order endogenous construct. This model provides a broader overview of the relationships between the core latent constructs, testing the robustness of the mediation effect within a more streamlined theoretical framework.

The model was estimated using the Maximum Likelihood method. The subsequent sections present the model fit indices, standardized path coefficients, and an interpretation of the results for each specified model.

4.7.2 Structural Equation Model in Initial Stage

Based on the provided model fit statistics, the overall fit of the Job Performance (JP) Structural Equation Model can be classified as **good to excellent**, and there is **no strong imperative to consult Modification Indices (MI) for further model re-specification**.

This conclusion is supported by a consistent pattern of fit indices meeting or exceeding conventional benchmarks for a well-fitting model. The key indicators of a good fit include the normed chi-square ($\chi^2/df = 1.769$), which is well below the conservative threshold of 3.0, and the RMSEA value of .044, which falls within the range for a close fit ($\leq .05$). Furthermore, the incremental fit indices (CFI = .981, TLI = .977, IFI = .981, NFI = .957) all substantially surpass the stringent criterion of .95. The SRMR value of .0349 is also well below the cutoff of .05. While the GFI (.925) and AGFI (.903) are slightly less dominant, they still comfortably exceed the acceptable level of .90.

Although the chi-square statistic remains significant ($p < .001$), this is a common occurrence with larger sample sizes and does not, in itself, detract from the otherwise strong evidence of good model-data consistency. Therefore, the model can be considered tenable in its current state, and the focus can proceed to the interpretation

of the structural parameter estimates without further modifications that risk capitalizing on chance characteristics of the sample data. The detailed statistics of the model are presented in the following figure.



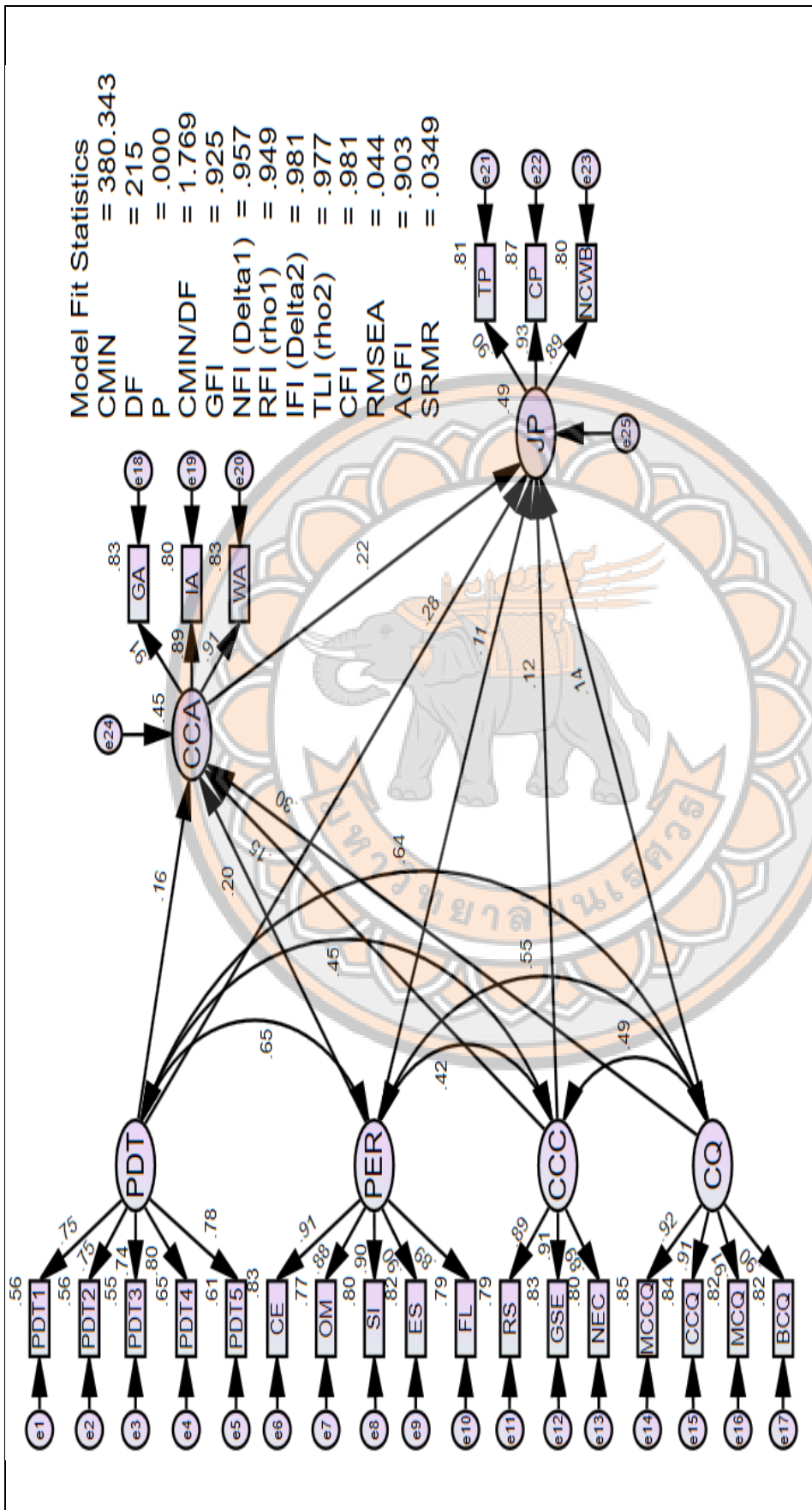


Figure 43 Structural Equation Model in Initial Stage

4.7.3 Structural Equation Model in Final Stage

Following an initial assessment, the Structural Equation Modeling (SEM) was subjected to a re-specification based on Modification Indices (MIs) to enhance its fit. A single model modification was incorporated, guided by the highest MI value (10.083 between e11-e10) exceeding the threshold of 10. The covariance between the error terms of 'Relational skills' (e11) and 'Flexibility' (e10) was freed based on a high modification index, supported by a plausible theoretical rationale. This correlation suggests the presence of a shared methodological or substantive factor not explicitly modeled. Both items tap into an underlying latent responsiveness and adaptability construct, where "reacting quickly to a partner's need" and "changing easily between activities" both conceptually reflect a core behavioral tendency of dynamic adjustment. The error covariance thus accounts for this shared variance beyond what is captured by their respective primary latent constructs. Post-modification, the model demonstrated a **marginal but consistent improvement** across all key fit indices. The chi-square statistic decreased from 380.343 to 369.431, leading to an improved normed chi-square (χ^2/df) from 1.769 to 1.726. Furthermore, incremental fit indices such as the CFI and TLI increased to .982 and .978, respectively, and the RMSEA improved to .043. The absolute fit indices (GFI, AGFI) and the SRMR also showed slight enhancements. These results indicate that the post-modification model represents a better, yet not fundamentally different, fit to the data, and it was therefore retained for all subsequent analyses and interpretation of structural paths. The detailed statistics of the model are presented in the following figure.

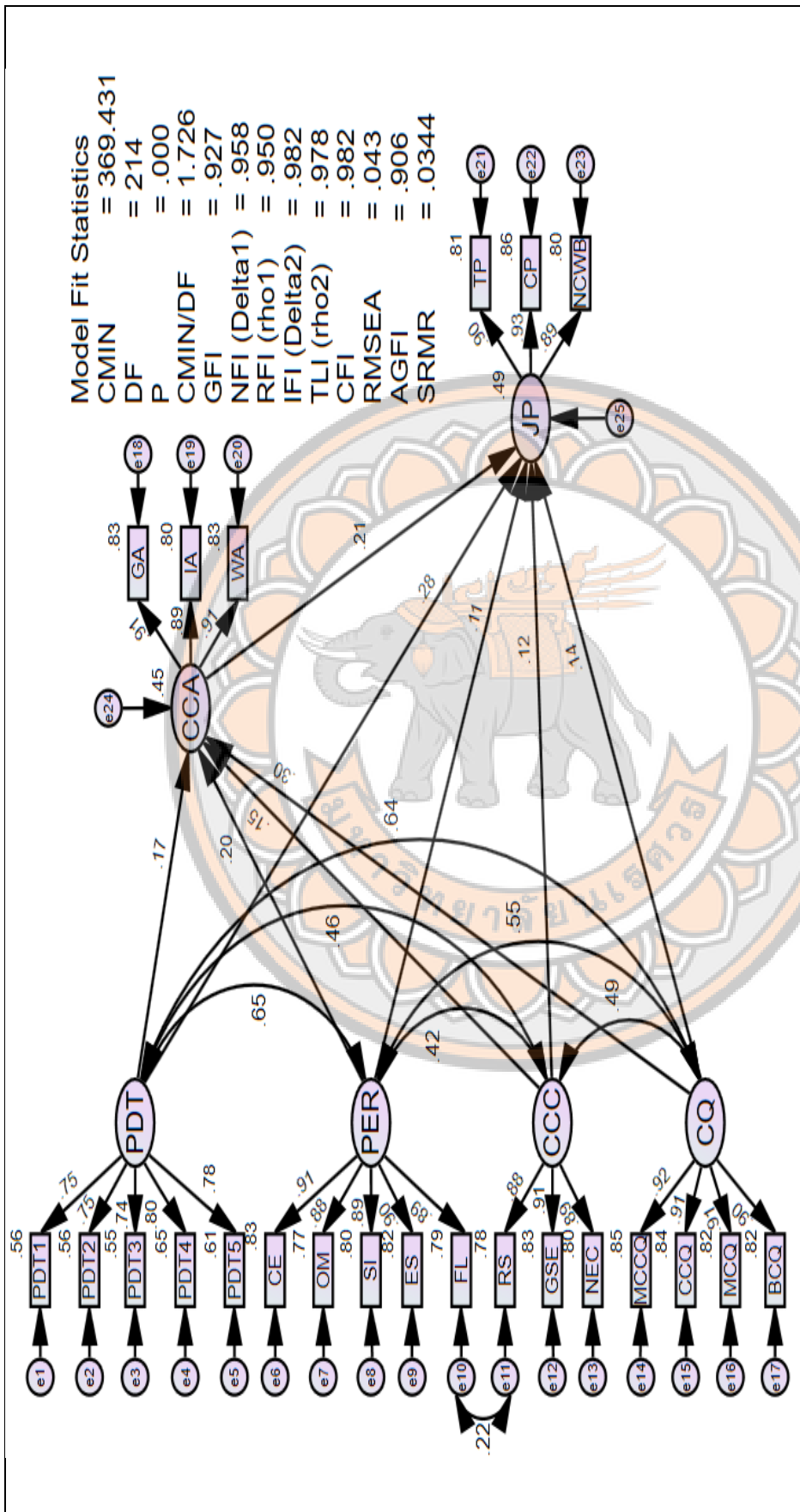


Figure 44 Structural Equation Model in Final Stage

For clarity of presentation, a simplified diagram is presented below, displaying only the core structural paths between constructs. The path coefficients are reported with their corresponding significance levels, denoted by asterisks (* $p < .05$, ** $p < .01$, *** $p < .001$) as following figure.

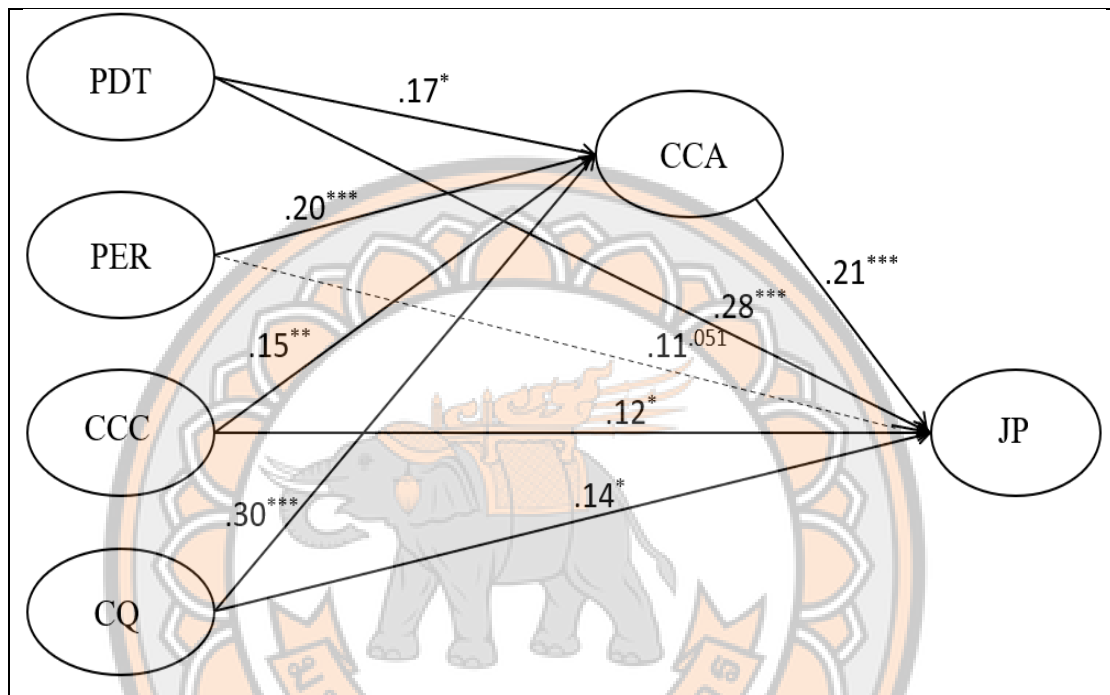


Figure 45 Core Structural Paths for Job Performance

Note: The data in the upper right corner of the path coefficient represents its significance levels.

To elucidate the specific mechanisms of influence, a detailed analysis of direct, indirect, and total effects was conducted. This analysis quantifies the effects of the antecedent variables—Pre-Departure Training (PDT), Personality (PER), Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ)—on Cross-Cultural Adjustment (CCA) and Job Performance (JP). Specifically, it distinguishes the extent to which these effects operate directly versus indirectly through the mediating pathway of CCA.

Table 76 The Effects of Pre-Departure Training through Cross-Cultural Adjustment on Job Performance

Constructs	PDT			CCA
	DE	IE	TE	TE
PDT				
CCA	.165	.000	.165	
JP	.275	.036	.311	.215

Note: 1. DE = Direct Effect (standardized)

2. IE = Indirect Effect (standardized)

3. TE = Total Effect (standardized)

From Table 76, it can be concluded that PDT has direct effects on CCA (.165) and JP (.275). PDT has an indirect effect through CCA (mediator) on JP ($.165 \times .215 = .036$). Consequently, the total effect of PDT on JP is .311 ($= .275 + .036$). The proportion mediated in this model is 12%. The effects are presented in the following figure.

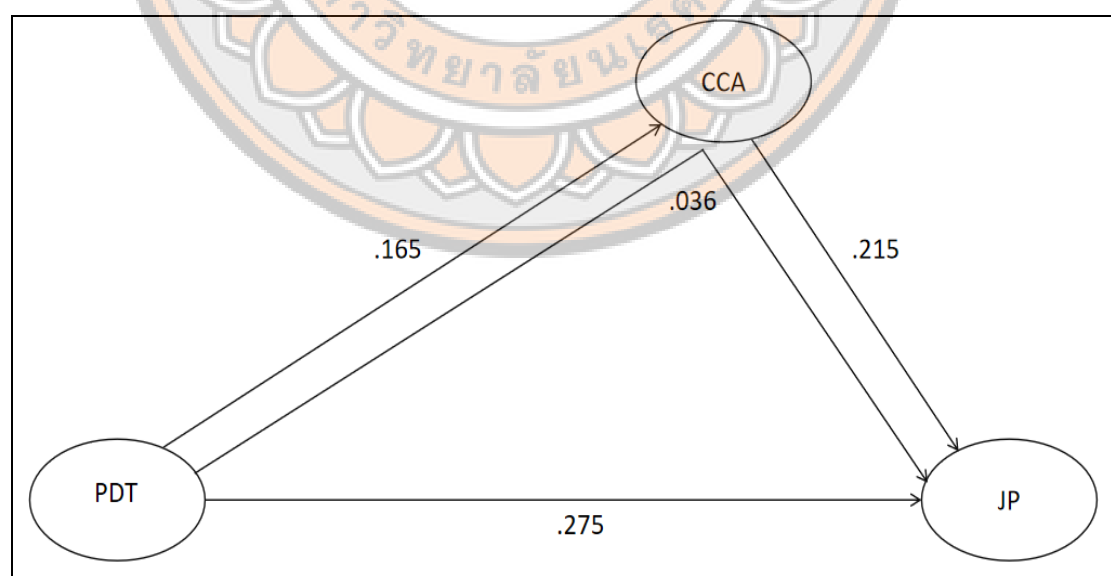


Figure 46 The Effects of Pre-Departure Training through Cross-Cultural Adjustment on Job Performance

Table 77 The Effects of Personality through Cross-Cultural Adjustment on Job Performance

Constructs	PER			CCA
	DE	IE	TE	TE
PER				
CCA	.199	.000	.199	
JP	.113	.043	.156	.215

From Table 77, it can be concluded that PER has direct effects on CCA (.199) and JP (.113). PER has an indirect effect through CCA (mediator) on JP ($.199 \times .215 = .043$). Therefore, the total effect of PER on JP is $.156 (= .113 + .043)$. The proportion mediated in this model is 28%. The effects are presented in the following figure.

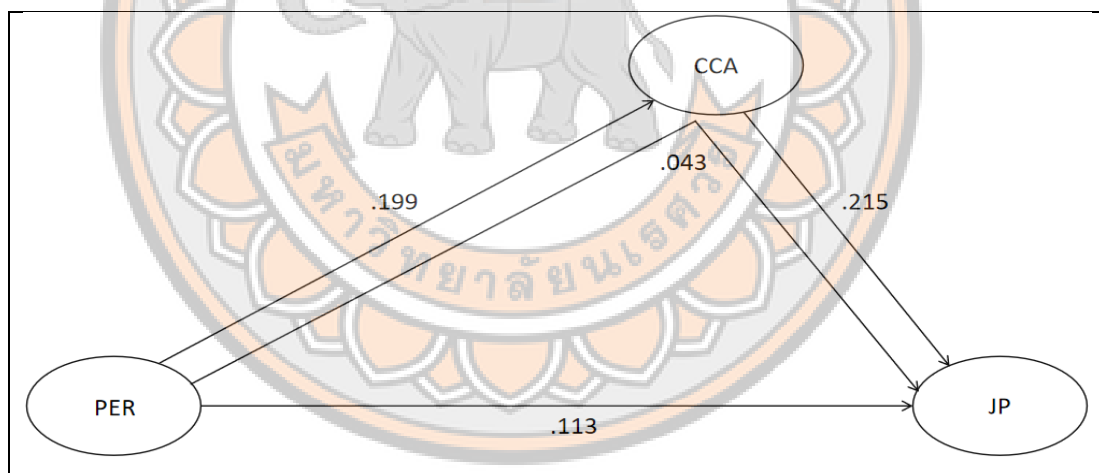


Figure 47 The Effects of Personality through Cross-Cultural Adjustment on Job Performance

Table 78 The Effects of Cross-Cultural Competence through Cross-Cultural Adjustment on Job Performance

Constructs	CCC			CCA
	DE	IE	TE	TE
CCC				
CCA	.154	.000	.154	
JP	.121	.033	.155	.215

From the table above, it can be concluded that CCC has direct effects on CCA (.154) and JP (.121). CCC has an indirect effect through CCA (mediator) on JP ($.154 \times .215 = .033$). Consequently, the total effect of CCC on JP is $.155 (= .121 + .033)$. The proportion mediated in this model is 21%. The effects are presented in the following figure.

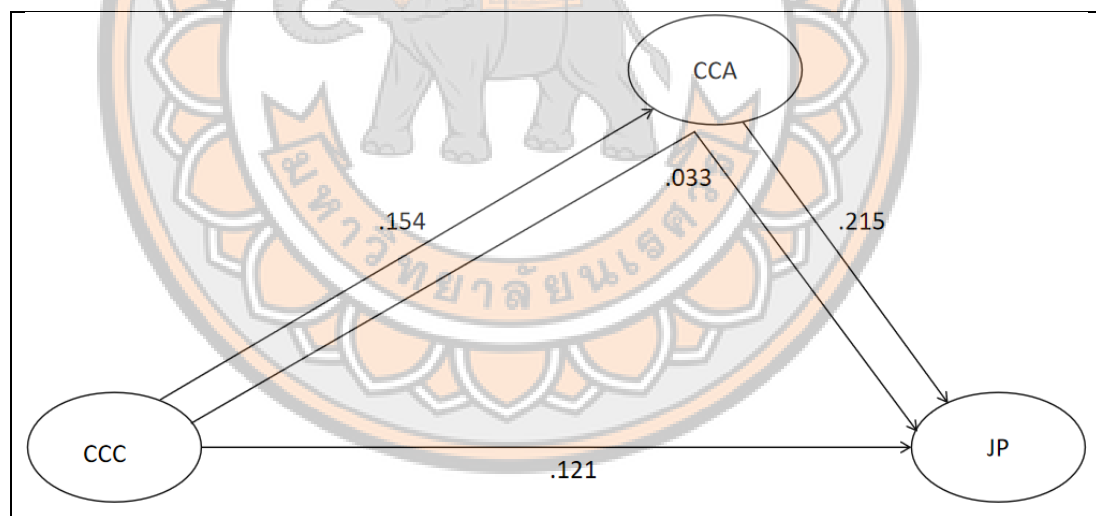


Figure 48 The Effects of Cross-Cultural Competence through Cross-Cultural Adjustment on Job Performance

Table 79 The Effects of Cultural Intelligence through Cross-Cultural Adjustment on Job Performance

Constructs	CQ			CCA
	DE	IE	TE	TE
CQ				
CCA	.303	.000	.303	
JP	.143	.065	.208	.215

From the table above, it can be concluded that CQ has direct effects on CCA (.303) and JP (.143). CQ has an indirect effect through CCA (mediator) on JP ($.303 \times .215 = .065$). Therefore, the total effect of CQ on JP is .208 ($= .143 + .065$). The proportion mediated in this model is 31%. The effects are presented in the following figure.

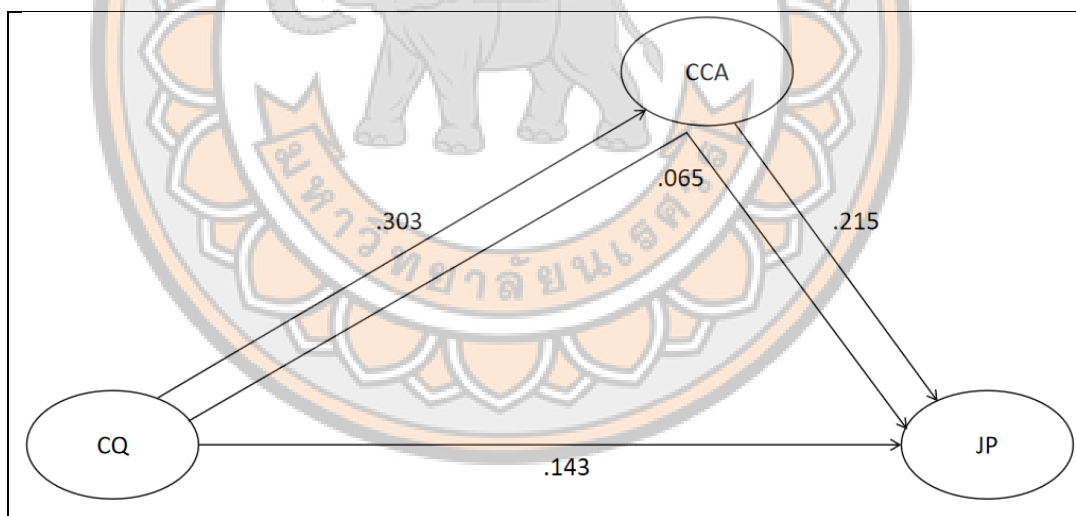


Figure 49 The Effects of Cultural Intelligence through Cross-Cultural Adjustment on Job Performance

4.7.4 Summary of SEM

Based on the results presented above, the standardized path coefficients and their significance levels for the overall structural model are summarized as follows.

Direct Effects on CCA:

This section addresses **Objective 2: To examine the direct effects of PDT, Personality, CCC, and CQ on CCA.**

All four antecedent variables demonstrated statistically significant direct effects on CCA. CQ emerged as the strongest predictor ($\beta = .303, p < .001$), followed by Personality (PER) ($\beta = .199, p < .001$), PDT ($\beta = .165, p = .018$), and CCC ($\beta = .154, p = .002$).

Direct Effects on JP:

This section addresses **Objective 3: To examine the direct effects of the aforementioned antecedent factors and CCA on JP.**

The model revealed a more complex set of predictors for JP. PDT had the strongest significant direct effect ($\beta = .275, p < .001$). CCA also showed a significant and substantial direct effect ($\beta = .215, p < .001$). Furthermore, significant direct effects were found for CCC ($\beta = .121, p = .014$) and CQ ($\beta = .143, p = .017$). Notably, the path from Personality (PER) to JP was positive and approached, but did not reach, conventional statistical significance ($\beta = .113, p = .051$).

The Mediating Role of CCA:

This section addresses **Objective 4: To investigate the mediating role of CCA in the relationships between the antecedent factors (PDT, Personality, CCC, CQ) and JP.**

The model revealed a consistent pattern of partial mediation by Cross-Cultural Adjustment (CCA) across all four antecedent constructs. While each factor retained a significant direct effect on Job Performance (JP), a meaningful portion of their total influence was channeled indirectly through enhanced CCA.

Specifically, the proportion of the total effect that was mediated (i.e., the proportion mediated) varied among the predictors:

Cultural Intelligence (CQ) demonstrated the **strongest** indirect effect (IE), with 31% of its total effect (TE) on JP mediated by CCA (IE = .065, TE = .208).

Personality (PER) also showed a substantial indirect contribution, with 28% of its effect mediated through CCA (IE = .043, TE = .156).

Cross-Cultural Competence (CCC) followed, with 21% of its total effect mediated (IE = .033, TE = .155).

Pre-Departure Training (PDT) had the **smallest** yet still significant indirect role, with 12% of its effect operating via CCA (IE = .036, TE = .311).

Overall Interpretation:

The results provide strong evidence for the hypothesized model, confirming that PDT, PER, CCC, and CQ are significant antecedents of CCA. Furthermore, the findings highlight that JP is influenced both directly by several key resources (notably PDT) and indirectly through the critical mediating pathway of CCA. The marginal effect of Personality on JP suggests a more nuanced relationship that may be fully mediated by other variables in the model. The statistics are presented in the following table.

Table 80 Standardized Regression Weights and Significance Value of Job Performance Model

Variable 2	<---	Variable 1	Estimate (β)	S.E.	C.R.	P
CCA	<---	PDT	.165	.070	2.371	.018
CCA	<---	PER	.199	.062	3.367	***
CCA	<---	CCC	.154	.061	3.044	.002
CCA	<---	CQ	.303	.060	4.991	***
JP	<---	PDT	.275	.063	3.992	***
JP	<---	PER	.113	.055	1.948	.051
JP	<---	CCC	.121	.054	2.449	.014
JP	<---	CQ	.143	.054	2.378	.017
JP	<---	CCA	.215	.052	3.790	***

Note: *** represents $p < .001$

Quantitative Findings:

The analysis provided strong support for the majority of the hypothesized relationships. Regarding the direct antecedents of Cross-Cultural Adjustment (CCA), all four hypotheses (H1a, H2a, H3a, H4a) were supported, confirming that Pre-Departure Training (PDT), Personality (PER), Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) are significant predictors.

For the direct effects on JP, the results were more nuanced. Hypotheses H1b (PDT), H3b (CCC), H4b (CQ), and H5 (CCA) were supported, indicating significant direct effects. However, Hypothesis H2b, positing a direct effect of Personality (PER) on JP, was rejected due to a non-significant p -value (.051) at the conventional alpha level of .05.

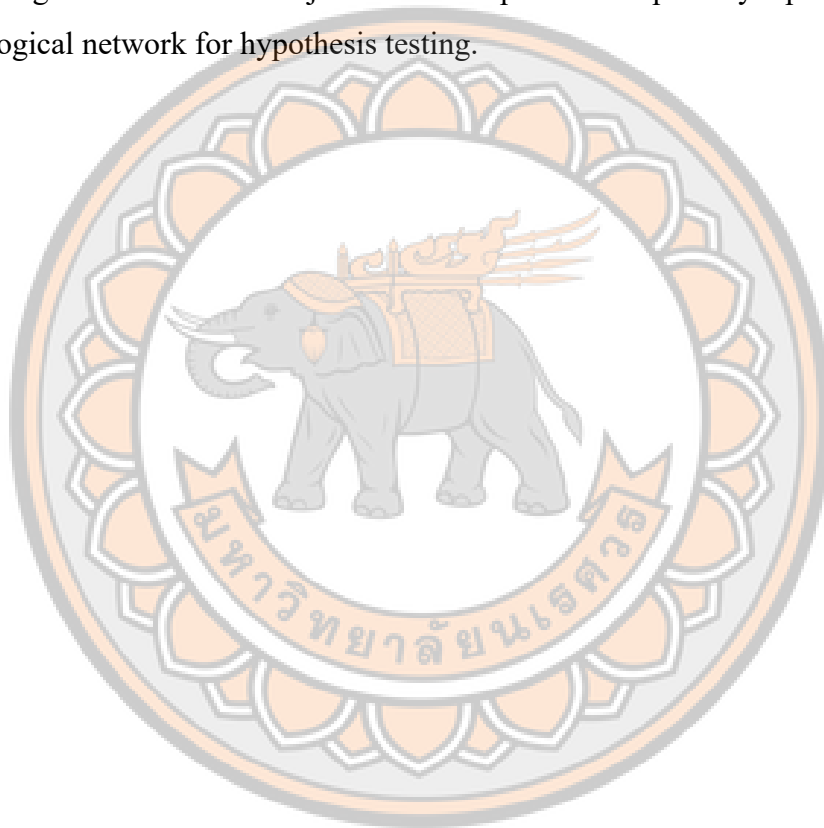
Crucially, the mediating role of CCA was strongly supported. All hypotheses (H6a through H6d) concerning the indirect effects of the independent variables on JP via CCA were accepted, underscoring the central role of adaptation as a key mechanism through which individual resources and preparatory factors influence expatriate performance. The main findings are summarized in the following table.

Table 81 Summary of Hypothesis Test Outcome on Job Performance

Hypothesis	Variable			P	Result
	Independent	Mediator	Dependent		
<i>H1a</i>	PDT		CCA	.018	Accepted
<i>H2a</i>	PER		CCA	***	Accepted
<i>H3a</i>	CCC		CCA	.002	Accepted
<i>H4a</i>	CQ		CCA	***	Accepted
<i>H1b</i>	PDT		JP	***	Accepted
<i>H2b</i>	PER		JP	.051	Rejected
<i>H3b</i>	CCC		JP	.014	Accepted
<i>H4b</i>	CQ		JP	.017	Accepted
<i>H5</i>	CCA		JP	***	Accepted
<i>H6a</i>	PDT	CCA	JP		Accepted
<i>H6b</i>	PER	CCA	JP		Accepted
<i>H6c</i>	CCC	CCA	JP		Accepted
<i>H6d</i>	CQ	CCA	JP		Accepted

Note: *** represents $p < .001$

The analysis successfully yielded a model with good to excellent fit, providing robust and interpretable results. This model substantiates the overarching theoretical framework, confirming that Pre-Departure Training (PDT), Personality (PER), Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) are significant antecedents of Cross-Cultural Adjustment (CCA). Furthermore, it establishes that Job Performance (JP) is influenced both directly by key resources (notably PDT and CQ) and indirectly through the critical mediating pathway of CCA. The strength of this model's fit justifies its adoption as the primary representation of the nomological network for hypothesis testing.



CHAPTER V

CONCLUSION AND DISCUSSION

The primary objective of this study was to investigate the direct influences of demographic variables (DEM), Pre-Departure Training (PDT), Personality (PER), Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) on both Cross-Cultural Adjustment (CCA) and Job Performance (JP), as well as to examine the mediating role of CCA in these relationships.

This chapter provides a comprehensive discussion of the research findings, their theoretical and practical implications, and the study's limitations. It is structured as follows:

- 5.1 Summaries of Key Findings
- 5.2 Comparison of Qualitative and Quantitative Findings
- 5.3 Discussion of the Comparisons of Constructs Scores across Host Country and Demographic Groups
- 5.4 Discussion of Direct Effects and Mechanisms
- 5.5 The Mediating Role of Cross-Cultural Adjustment (CCA)
- 5.6 Theoretical Contributions
- 5.7 Practical Contributions and Recommendations
- 5.8 Limitations and Future Research Directions
- 5.9 Conclusion

5.1 Summaries of Key Findings

This section provides a consolidated summary of the key empirical findings from the data analysis, structured to address the core research inquiries of the study. The results are synthesized into two primary themes: (1) the comparison of constructs across host country and demographic groups, and (2) the direct and indirect relationships among the core theoretical constructs.

5.1.1 Summaries of the Comparisons of Constructs Scores across Host Country and Demographic Groups

In response to the **Objective 1 (To compare the levels of Pre-Departure Training (PDT) effectiveness, Personality traits, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP) across host country and demographic groups.)**, this section synthesizes key findings from the analyses of host country and demographic group differences, encompassing t-tests (gender, marital status) and one-way ANOVAs (eight grouping variables).

1) Host Country

Contrary to the expectation that different national contexts within ASEAN might shape expatriate experiences, the analysis revealed a consistent and notable null finding: the specific host country showed no statistically significant effect on any of the measured outcomes. This suggests that, for this sample of Chinese expatriates, self-reported levels of training effectiveness, personal attributes, intercultural competence, adjustment, and job performance were remarkably uniform regardless of whether they were assigned to Cambodia, Indonesia, Laos, Malaysia, Singapore, or other ASEAN nations.

2) Gender

The analysis revealed a distinct pattern of gender differences. Female expatriates consistently reported significantly higher levels than males in two critical domains: their perception of Pre-Departure Training (PDT) effectiveness and across all four dimensions of Cultural Intelligence (CQ) (Meta-cognitive, Cognitive, Motivational, and Behavioural). They also indicated better adjustment in Interaction Adjustment. Notably, no significant gender differences were found in personality traits, other dimensions of cross-cultural adjustment (General and Work), or any of the three job performance dimensions.

3) Marital Status

In stark contrast to the gender findings, the analysis indicated no significant differences between single and married expatriates across virtually all measured constructs. The statistical tests and mean comparisons consistently revealed that marital status was not a differentiating factor for perceptions of training

effectiveness (PDT), intercultural competencies (CCC, CQ), personality traits, cross-cultural adjustment, or job performance within this sample. The remarkably similar profiles of both groups suggest that, in the context of this study, an expatriate's marital status was unrelated to their self-assessed readiness, adaptation, or effectiveness in the ASEAN assignment.

4) Age

Age emerged as a significant differentiating factor, but specifically for intercultural and adaptive capabilities. Younger expatriates, particularly those in the 20-29 age range, reported significantly higher levels of Cultural Intelligence (CQ) and Cross-Cultural Adjustment (CCA) than their older counterparts aged 30 and above. However, no significant age-related differences were found for perceptions of pre-departure training, personality dimensions, or job performance, indicating that age's influence is concentrated in the domains of cultural learning and psychological adaptation.

5) Income

The analysis found no statistically significant differences across income groups for any of the measured constructs. Monthly income was not associated with variations in self-reported pre-departure training effectiveness, personality traits, intercultural competence, adjustment, or job performance within this sample of Chinese expatriates.

6) Education

The analysis yielded a nuanced, non-linear pattern regarding educational attainment. While it was not a significant predictor for most intercultural or task-related outcomes, it had a distinct impact on specific personality dispositions and discretionary workplace behavior. Notably, expatriates with doctoral degrees reported significantly lower levels of Open-Mindedness and Emotional Stability compared to most other educational groups. Conversely, holding any post-secondary degree (associate, bachelor's, or master's) was associated with higher Contextual Performance than having only a high school education, suggesting that foundational higher education fosters more cooperative and organizationally beneficial behaviors, a benefit that did not extend linearly to the doctoral level.

7) English Proficiency

Consistent with the findings for other demographic factors like host country and income, English proficiency (ranging from None to TEM-8) was not a significant differentiator in this study. The analysis revealed no systematic links between an expatriate's self-reported English competency and their scores on any measure of personality, intercultural capability, adjustment, or job performance. This suggests that for this specific population of Chinese expatriates in ASEAN, general English language ability, while potentially important for communication, did not directly predict their self-assessed psychological adaptation or work effectiveness as captured by the study's constructs.

8) Host Language

The analysis identified a specific and threshold-based effect of host language proficiency. A significant improvement in Task Performance was associated with achieving at least a Conversational level, compared to having None or only Basic proficiency. However, advancing to Fluent proficiency did not yield a further significant performance gain. This suggests that for core job execution, functional, conversational ability is the critical linguistic milestone, while higher fluency may not provide additional task-performance benefits within this context. Proficiency level did not significantly influence other intercultural or adjustment outcomes.

9) Position

The analysis demonstrated that an expatriate's organizational position (General Employee, Team Leader, or Middle/Senior Manager) was not a significant differentiator for any of the key outcome variables. Self-reported levels of pre-departure training effectiveness, intercultural capabilities, personality traits, adjustment, and job performance were consistent across hierarchical levels. While a non-significant trend suggested that team leaders might report slightly higher flexibility, this finding did not reach statistical significance. This indicates that, within the scope of this study, hierarchical rank did not systematically influence the psychological or performance-related outcomes of the expatriate assignment.

10) Previous Expatriate Experience

Contrary to common assumptions and some prior literature, the length of previous expatriate experience did not emerge as a significant differentiator in this study. The analysis found no statistically significant differences across any of the five experience-duration groups on measures of pre-departure training perception, personality, intercultural competence, adjustment, or job performance. This suggests that, for this specific sample of Chinese expatriates in ASEAN, the sheer duration of past international assignments did not directly translate into measurable advantages in self-assessed cross-cultural capabilities or effectiveness in the current role.

5.1.2 Summaries of Structural Equation Modeling (SEM) Findings

The Structural Equation Modeling (SEM) analysis yielded a more nuanced understanding of the relationships between the core theoretical constructs. The findings confirm the hypothesized model's overall validity and elucidate the specific mechanisms through which the antecedents influence CCA and JP.

Direct Effects on CCA: In response to the **Objective 2 (To examine the direct effects of PDT, Personality, CCC, and CQ on CCA.)**, the model tested and supported several key drivers of CCA. Specifically, PDT, Personality, CCC, and CQ demonstrated significant direct effects on CCA, indicating that individuals with higher levels of these resources achieve better general, interaction, and work adjustment. CQ was the strongest predictor ($\beta = .303$), followed by Personality ($\beta = .199$), PDT ($\beta = .165$), and CCC ($\beta = .154$).

Direct Effects on JP: In response to the **Objective 3 (To examine the direct effects of the aforementioned antecedent factors and CCA on JP.)**, the model also tested and supported certain factors with significant direct effects on JP, even after accounting for the mediation through CCA. Notably, PDT and CQ were found to have direct links to performance, suggesting they contribute to expatriate effectiveness through additional channels beyond adjustment alone. PDT had the strongest direct effect ($\beta = .275$), followed by CCA ($\beta = .215$), CQ ($\beta = .143$), and CCC ($\beta = .121$). Notably, the path from Personality (PER) to JP was positive and approached, but did not reach, conventional statistical significance ($\beta = .113, p = .051$).

A paramount finding of this study is the strong and statistically significant direct effect of CCA on JP. This establishes CCA as a critical proximal determinant of expatriate effectiveness.

The Mediating Role of CCA: In response to the **Objective 4 (To investigate the mediating role of CCA in the relationships between the antecedent factors (PDT, Personality, CCC, CQ) and JP.)**, the analysis of indirect effects revealed that CCA serves as a significant mediating mechanism. The impacts of PDT, Personality, CCC, CQ on JP were partially transmitted through their positive influence on CCA. **CQ demonstrated the strongest indirect effect (IE)**, with 31% of its total effect (TE) on JP mediated by CCA. **Personality** also showed a substantial indirect contribution, with 28% of its effect mediated through CCA. **CCC** followed, with 21% of its total effect mediated. **PDT** had the **smallest** yet still significant indirect role, with 12% of its effect operating via CCA.

This underscores that the effect of these individual resources on performance is partly dependent on the expatriate's successful psychological and socio-cultural adaptation.

5.2 Comparison of Qualitative and Quantitative Findings

This section undertakes a comparative analysis of the qualitative insights and quantitative results pertaining to three focal variables identified in this study: **Cross-Cultural Adjustment (CCA), Income, and English Proficiency.**

5.2.1 Cross-Cultural Adjustment (CCA)

During the FGI and Individual Interviews, three context-specific difficulties were identified and subsequently integrated into the measurement of Cross-Cultural Adjustment (CCA). These include: adjustment to the host country's medical care services (added to the General Adjustment dimension as item GA3), adjustment to local norms of unpunctuality (added to Interaction Adjustment as IA3), and adjustment to the work pace of local employees (added to Work Adjustment as WA3). This iterative scale development process thereby serves to enhance the content validity and precision of the CCA construct measurement for the specific China-ASEAN expatriate population under study.

Following data collection, a descriptive analysis of item means was conducted for the three dimensions of CCA: GA, IA, and WA. The results, presented in Table 82, reveal the specific performance of the contextualized items (GA3, IA3, WA3) derived from the prior qualitative investigation. Among these, the item addressing adjustment to the host country's medical care services (GA3) attained the highest mean score ($\bar{X} = 3.77$) within its dimension, suggesting respondents found this aspect relatively less challenging. In contrast, the item concerning adjustment to unpunctuality (IA3, $\bar{X} = 3.72$) and, most notably, the item pertaining to adjustment to the slower work pace of local employees (WA3, $\bar{X} = 3.62$) registered lower mean scores. The score for WA3 is particularly salient as it is the lowest not only within the WA dimension but also among all nine items across the CCA scale, indicating it represents the most significant adjustment difficulty reported by respondents in this specific China-ASEAN context. This pattern of means provides valuable empirical insight into the relative perceived difficulty of the distinct socio-cultural challenges identified qualitatively.

Table 82 Comparison of the Means of Measurement Items for Cross-Cultural Adjustment

Dimension	Item	Minimum	Maximum	$\bar{X}$	Std. Dev.
GA	GA1	1	5	3.74	1.201
	GA2	1	5	3.65	1.204
	GA3	1	5	3.77	1.179
IA	IA1	1	5	3.80	1.137
	IA2	1	5	3.83	1.153
	IA3	1	5	3.72	1.193
WA	WA1	1	5	3.70	1.221
	WA2	1	5	3.77	1.115
	WA3	1	5	3.62	.966

Analysis of Findings

The integration of qualitative and quantitative data reveals a nuanced picture of expatriate adjustment within the China-ASEAN context. **Qualitatively**, the FGI and Individual Interviews successfully identified three context-specific maladjustments: adjustment to the host country's medical care services (GA3), local norms of unpunctuality (IA3), and the work pace of local employees (WA3). Their inclusion in the scale demonstrably enhanced its content validity and contextual relevance, as intended.

Quantitatively, the mean scores of these qualitatively-derived items present a compelling pattern for interpretation. While all items fall within a similar range ($M \sim 3.62-3.83$), indicating a moderate level of adjustment overall, the specific values offer insights into the relative difficulty of the identified challenges.

Interpretation and Reasonable Explanation

The quantitative results can be reasonably explained by the nature of the adjustment challenges and the resources available to cope with them:

Explanation for GA3's Performance (Medical Care, $\bar{X} = 3.77$): The relatively higher mean score for GA3, compared to other new items, suggests that adjusting to medical services, while a stressor, may be a more **solvable** problem. Expatriates might navigate this challenge by seeking out private or international clinics, utilizing their financial resources, carrying personal medicines that may be needed from China before departure, or relying on employer-provided health insurance. This creates pathways for effective coping, leading to a perceived higher level of adjustment.

Explanation for IA3's Performance (Unpunctuality, $\bar{X} = 3.72$) and WA3's Performance (Work Pace, $\bar{X} = 3.62$): These items, particularly WA3 (the lowest mean among the three), point to challenges deeply embedded in the socio-cultural fabric, making them harder to circumvent. **IA3 (Unpunctuality):** Adjusting to unpunctuality requires a fundamental shift in one's internalized sense of time and social expectations. This is a psychological and behavioral adaptation that cannot be easily outsourced or solved with resources, leading to greater friction and a lower adjustment score. **WA3 (Work Pace):** This item recorded the lowest mean in its dimension. A slower work pace directly impacts an expatriate's own productivity and task achievement, which are often core to their professional identity and performance

metrics. The constant, daily exposure to this mismatch in tempo, coupled with limited individual capacity to change the collective pace of a local team, makes this a persistent and salient stressor, resulting in the lowest perceived adjustment.

In summary, the integration of methods shows that while qualitative research effectively identified unique adjustment challenges, quantitative measurement revealed their differential perceived difficulty. The data suggest a hierarchy where adjustment challenges that can be mitigated through personal resources (e.g., GA3 - medical care) are perceived as less severe than those requiring profound psychological and behavioral adaptation (e.g., IA3 - unpunctuality) or those that directly and constantly impede professional efficacy (e.g., WA3 - work pace). This not only validates the importance of the qualitative phase for content validity but also provides a more sophisticated, measurable understanding of the expatriate adjustment experience in the specific research context. The details of comparison are presented in the following table.

Table 83 Comparison of Qualitative and Quantitative Findings

No.	Qualitative	Quantitative	Consistency	Explanation
1	Maladjustment to the host country's medical care services	GA3: I adjust myself to the slower medical care services in the host country.	No	The stressor may be more solvable by themselves or organizational support.
2	Maladjustment to the local norm of unpunctuality	IA3: I adjust myself to unpunctuality in the host country.	Yes	It is deeply embedded in the socio-cultural fabric and harder to circumvent.
3	Maladjustment to the work pace of local employees	WA3: I adjust myself to slower work pace of the employees in the host country.	Yes	It is deeply embedded in the socio-cultural fabric and harder to circumvent.

5.2.2 Income

The analysis of income presents a clear case of divergence between perceived importance in qualitative narratives and measurable association in quantitative self-assessments.

Qualitative Insights: During the FGI and individual interviews, expatriates worked in Thailand, Laos, and Malaysia highlighted income as a critical factor. It was discussed primarily as a key **motivator** for accepting overseas assignments and a fundamental component of the compensation package that influenced their initial decision to go abroad.

Quantitative Findings: Contrary to above expressed beliefs, the one-way ANOVA revealed **no** statistically significant relationship between different monthly income levels and any of the twelve measured outcome variables, including cross-cultural adjustment, competencies, and job performance (*all p* > .05).

Interpretation and Synthesis: This discrepancy suggests a nuanced role for income. While income is subjectively important as a threshold motivator and a basic expectation for undertaking an international assignment (as voiced qualitatively), it may not function as a differentiating factor for ongoing psychological adjustment or perceived effectiveness once the assignment has commenced (as shown quantitatively). In other words, meeting a certain income expectation may be necessary to attract and retain expatriates, but variations in income above this threshold, within the range observed in this sample, do not appear to directly translate into significant differences in how expatriates experience and perform in their cross-cultural roles. This points to the possibility of other non-monetary factors (e.g., job meaning, support, cultural learning) becoming more salient predictors of success after the initial financial conditions are met.

5.2.3 English proficiency

The analysis presents a notable divergence between the qualitative experiences and the quantitative self-assessments regarding English proficiency.

Qualitative Insights: During FGIs, expatriates worked in Thailand, Philippines, Malaysia, Myanmar, and Singapore emphasized the practical importance of English as a critical tool for daily life, professional communication, and navigating

administrative tasks in their ASEAN host countries. They identified challenges related to language use as a common stressor.

Quantitative Findings: Contrary to above expressed experiences, the ANOVA results showed **no** statistically significant relationship between self-reported English proficiency levels (None, CET-4, CET-6, TEM-4/TEM-8) and scores on any of the measured outcome variables, including cross-cultural adjustment, competence, or job performance.

Interpretation and Synthesis: This discrepancy suggests a nuanced relationship. While English is subjectively perceived as vital for daily functioning (qualitative finding), its measured proficiency level may not be a primary differentiator of broader psychological adjustment or perceived effectiveness in this specific sample (quantitative finding). Several explanations are plausible: 1) A threshold effect may exist, where achieving a basic, functional level of English is sufficient for most demands, beyond which higher proficiency yields diminishing returns on these particular outcomes. 2) The dominant influence of host-country local language (as supported by the significant finding for host language proficiency in Section 4.4.6) may overshadow the role of English in direct statistical models. 3) Other non-linguistic factors, such as social support or personality traits, may play a more substantial role in determining adjustment and performance, rendering English proficiency a necessary but not sufficient condition.

Therefore, the integrated finding indicates that for Chinese expatriates in ASEAN, English proficiency functions more as a baseline utilitarian skill crucial for managing daily logistics, rather than a key psychological resource that predicts varying levels of intercultural adaptation or job performance as captured by our scales. This highlights the context-specific nature of language's impact.

This section addresses the following research objective:

Objective 1: To compare the levels of Pre-Departure Training (PDT) effectiveness, Personality traits, Cross-Cultural Competence (CCC), Cultural Intelligence (CQ), Cross-Cultural Adjustment (CCA), and Job Performance (JP) across host country and demographic groups.

5.3 Discussion of the Comparisons of Constructs Scores across Host Country and Demographic Groups

This section presents and discusses the findings from the comparative analyses across host country and key demographic groups.

5.3.1 Host Country

The finding that the specific host country within ASEAN had no statistically significant effect on any of the twelve measured outcome variables presents a counterintuitive and theoretically significant result. This challenges a core assumption in much of the expatriate literature, which posits that cultural distance, national-level differences, and the specific host-country context are primary determinants of cross-cultural outcomes.

Traditionally, scholars have emphasized the profound influence of host-country culture on expatriate experience. The literature details how deep-seated cultural differences—in communication styles (high-context vs. low-context), values, religious beliefs, and social norms—create inherent barriers to adjustment and performance (Yu and Fan, 2018; Zakaria, 2019). Models of culture shock explicitly frame the adjustment process as a direct confrontation with and adaptation to a specific foreign environment, with the "honeymoon" and subsequent stages of distress being triggered by unique host-country stimuli (Wild and Wild, 2014). Furthermore, the established view that cultural differences are a key factor in expatriate failure underscores the expected importance of the host-country variable (Wild and Wild, 2014).

Our null finding, however, suggests a different dynamic for the specific population of **Chinese expatriates in ASEAN**. This can be interpreted through several integrated lenses that reconcile the theoretical expectation of difference with the empirical reality of non-difference:

The Overpowering Effect of Regional Proximity and Cultural Affinity: The extensive cultural similarities between China and ASEAN nations, as outlined in the literature—shared historical ties, linguistic connections, and commonalities within the "Chinese cultural sphere"—may create a foundational level of comfort that mitigates the shock of specific national differences (Yu and Fan, 2018). While political and religious differences exist, the day-to-day professional and social scripts for Chinese expatriates in ASEAN may be sufficiently familiar to buffer against significant host-country-specific variance in psychological outcomes. The "cultural iceberg" for Chinese expatriates in ASEAN may have a much larger visible portion above water, reducing unpredictable shocks from submerged cultural elements.

The Standardizing Force of Organizational and Subcultural Bubbles: Chinese multinational enterprises often recreate a familiar organizational culture and social environment for their expatriates. Expatriates may operate within a "bubble" of company protocols, Chinese colleague networks, and standardized corporate support systems. This institutional scaffolding could effectively homogenize the expatriate experience across different ASEAN locations, making the specific host-country context less salient to their self-reported adjustment, competence, and performance. Their primary reference point may remain their sending organization's culture rather than the host-national culture.

The Primacy of Individual and Assignment Factors: This finding powerfully underscores that for this population, individual-level capabilities (e.g., Cultural Intelligence, personality traits) and assignment-specific conditions (e.g., quality of Pre-Departure Training, role clarity) are far stronger drivers of success than macro-level host-country characteristics. It suggests that well-prepared and capable individuals can achieve similar levels of adjustment and performance across diverse ASEAN settings, highlighting the limits of deterministic models based solely on national cultural indices.

5.3.2 Gender

The analysis revealed a distinct and consistent pattern of gender differences. Female expatriates demonstrated a significant advantage in several critical preparatory and intercultural domains. Specifically, women reported higher perceived effectiveness of PDT and scored significantly higher than men on all four dimensions

of CQ (Meta-cognitive, Cognitive, Motivational, and Behavioural). This superior intercultural profile among female participants was further reflected in their significantly higher scores on **Interaction Adjustment**. This finding extends the work of Zhou and Cui (2012), who found women adjusted better, by pinpointing CQ as a potential mechanism for this advantage. An inconsistency emerged between the findings of the current study and those reported by Raghavendra and Shetty (2018). Their research concluded that the acclimatization of expatriates in the host country was independent of gender, with male and female expatriates requiring a similar duration to adjust. This divergence in findings may be attributed to contextual differences, such as the distinct host-country environments (India vs. the ASEAN setting of this research) or variations in the conceptualization and measurement of the acclimatization construct. The contrasting finding of Oyedipe and Popoola (2022) on gender and task performance further underscores that such effects are likely **context-specific**, as no similar direct relationship was found in the current expatriate sample.

Conversely, no significant gender-based differences were found for the personality dimensions, CCC dimensions, other forms of CCA (general and work), or any of the three JP measures. This indicates that while women in this sample began their assignments with stronger perceived preparation and intercultural resources, these initial advantages did not translate into measurable differences in overall personality traits, CCC, broader adjustment, or ultimate JP outcomes. The lack of a direct performance difference challenges the notion that gender inherently leads to performance disparities (Black, Gregersen et al., 1992).

5.3.3 Marital Status

In contrast to gender, marital status (single versus married) was not a differentiating factor in this study. A key demographic finding was the consistent absence of statistically significant differences between single and married expatriates across the entire spectrum of measured constructs. This comprehensive non-significance, evidenced by p-values ranging from .245 to .972 and negligible mean differences, encompassed PDT, personality dimensions, CCC, CQ, and all facets of CCA and JP. This robust pattern indicates that, within the context of this study, marital status does not appear to systematically influence an individual's preparedness for, adaptation to, or effectiveness in an international assignment. This

finding challenges studies that highlight the dual impact of marital status, both as a support (Black, 1988) and a source of stress (Bhaskar-Shrinivas, Harrison et al., 2005), suggesting that in the China-ASEAN context, its influence may be neutralized by other factors.

This null finding contributes to an ongoing academic debate. It aligns with research such as Dede and Kuşakcı (2022), which concluded that marital status does not lead to different work performances. However, it stands in contrast to studies that identified significant effects, such as Iheanachor, Costa-Climent et al. (2024) on CCA and Hassan and Olufemi (2014) as well as Oyedipe and Popoola (2022) on JP. The inconsistency underscores that the role of marital status is **highly contingent on context and operationalization**. For the sample of Chinese expatriates in ASEAN, the potential challenges of managing work-family boundaries or the anticipated benefits of spousal support may be mitigated by strong organizational support systems, specific cross-cultural training protocols, or the unique nature of the expatriate cohort, effectively neutralizing marital status as a primary predictor. This study thus provides empirical evidence that, under certain conditions, marital status may not be a decisive factor in expatriate outcomes.

5.3.4 Age

Age was a significant predictor for intercultural and adaptive outcomes. Younger expatriates (20–29 years) reported significantly higher levels of Cultural Intelligence (CQ) and Cross-Cultural Adjustment (CCA) than older cohorts (30+ years). This pattern challenges earlier findings by Church (1982) and Van der Zee and Brinkmann (2004), who associated certain adjustment advantages with older age, and aligns more closely with the U-shaped relationship between age and adaptivity identified in contemporary research (Karanika-Murray, Van Veldhoven et al., 2024).

Regarding its influence on job performance, the findings present a more complex picture and contribute to a nuanced debate. While the current study did not find a significant overall effect of age on the composite Job Performance (JP) measure or its Task Performance dimension—consistent with the argument that age may be largely unrelated to core task performance (Ng & Feldman, 2008) or its effect mediated by other variables (Salthouse & Maurer, 1996)—the significant positive effect observed in specific contexts, such as that noted by Hendrawijaya (2019), was not replicated here.

This supports the view that the age-performance relationship is not universal but **highly contingent on context**. For instance, as suggested by Bader, Berg et al. (2015), in certain challenging environments (or, as in this study, the ASEAN context), age may cease to be a primary determinant, with factors like cultural adaptability and specific skills becoming more salient. Therefore, the present results suggest that for Chinese expatriates in ASEAN, the potential advantages of greater life experience for performance may be counterbalanced or mediated by other factors more directly tied to intercultural effectiveness, aligning with a situational contingency perspective on age and expatriate outcomes.

5.3.5 Income

The empirical finding of this study—that income level showed no significant association with any measured outcome—presents a notable counterpoint to some theoretical expectations and prior research. While literature suggests that financial factors and extrinsic motivation are significant drivers for expatriates CCA (Pham, Huang et al., 2023) and can influence task performance (Oyedipe & Popoola, 2022), our results within the specific context of Chinese expatriates in ASEAN do not support these relationships.

This non-significance may be interpreted through two lenses derived from our literature review. First, as Wang and He (2014) noted, the fundamental financial and welfare needs of Chinese expatriates may already be adequately met by organizational support in current assignments, thereby neutralizing income as a variable of differentiation. When baseline compensation packages satisfy essential needs, further income variation may not significantly impact adjustment or performance perceptions. Second, the findings align with the nuanced results of Wang, Zhao et al. (2022), which indicated that income structure and preferences, rather than absolute level, might be more critical, and that performance-based elements can have non-significant effects. Our results suggest that for this homogeneous group, once a professional compensation threshold is met, intercultural effectiveness and job performance become more strongly governed by non-financial factors such as personality, training, and cultural capabilities, which were the primary focus of this study's significant findings.

The non-significance of income aligns with findings by Dede and Kuşakcı (2022), who noted a negative or insignificant association between extrinsic motivators like monetary rewards and job performance. This suggests that, within the studied context, outcomes may be driven more by **intrinsic motivators**—such as accomplishment, purpose, and cultural learning—which align with the significant roles of competence, and adjustment found in this study, rather than by compensation level.

5.3.6 Education

The analysis revealed a nuanced, non-linear relationship between educational attainment and expatriate outcomes, offering both confirmation and contradiction to the existing literature.

On one hand, the finding that post-secondary education (associate to master's degrees) is associated with higher **Contextual Performance** aligns with the established view that education cultivates abilities and positive work attitudes (Hassan & Olufemi, 2014), which manifest here as greater organizational citizenship. It also partially supports the positive link between education and performance found by Hendrawijaya (2019).

Conversely, two key findings challenge prior assumptions. First, education was not a significant predictor of **Cross-Cultural Adjustment (CCA)** in this sample, contradicting studies by Mamman and Richards (1996) and Mustaffa and Ilias (2013). This suggests that in the China-ASEAN context, the presumed social capital or cognitive advantage conferred by higher education may not directly translate to smoother intercultural adaptation, which could be governed more by personality or situational factors. Second, **doctoral degree** holders reported significantly lower levels of Open-Mindedness and Emotional Stability, and did not show the contextual performance advantage. This indicates a potential threshold or diminishing-returns effect, where the highly specialized, critical nature of doctoral training may not foster—and could potentially hinder—the broad-mindedness, flexibility, and cooperative dispositions crucial for expatriate success, diverging from the linear benefits often assumed.

5.3.7 English Proficiency

The findings of this study present a nuanced contribution to the literature on English language and expatriate success. While prior research in Western and other contexts has consistently highlighted English proficiency as a critical asset for adjustment and performance (Peltokorpi, 2007; Zhou & Cui, 2012; Clement & Murugavel, 2018), the current analysis of Chinese expatriates in ASEAN revealed no statistically significant effects.

This divergence suggests a context-dependent role of English proficiency. A key explanatory factor lies in the specific regional context. Within ASEAN, the linguistic landscape and patterns of business communication differ markedly from the settings examined in previous studies. English may not function as the exclusive "shared language" in all host-country interactions for these expatriates. The prominence of local languages, the potential use of Mandarin in certain business circles, or the reliance on bilingual local liaisons (as noted by Marschan, Welch et al., 1997) could mitigate the direct necessity for high general English competence for core adjustment and task execution. Furthermore, as Black and Porter (1991) suggested, the criticality of specific skills shifts across contexts; for this sample, other intercultural competencies (CQ, CCC) may have superseded general English ability as more direct predictors of success.

Therefore, this result does not negate the importance of language skills but refines our understanding of it. It implies that for Chinese expatriates in ASEAN, functional, context-specific communication strategies—which may or may not rely solely on general English proficiency—are likely more pivotal for effectiveness than a high score on a standardized test like CET or TEM. This aligns with the practical observation from the literature that many Chinese professionals supplement verbal communication with written materials to ensure clarity. The study thus fills a **gap** identified in Table 9, demonstrating that the established positive relationship between English proficiency and expatriate outcomes is not universal but is moderated by the specific home-host country dyad and the local communication ecology.

5.3.8 Host Language

The findings on host language proficiency present a nuanced contribution that both confirms and refines the established literature.

First, the results align with the well-documented positive link between local language ability and expatriate outcomes, as seen in studies from Usunier (1998) to Peltokorpi and Froese (2012). The significant effect on Task Performance (TP) underscores that for core technical duties, conversational proficiency provides a tangible functional advantage, supporting the view that language skills are a practical determinant of effectiveness (Selmer, 2006; Kim & Slocum Jr, 2008).

However, this study adds critical specificity and identifies a threshold effect, particularly for Chinese expatriates in ASEAN—a context previously unexamined (Wang, Feng et al., 2014). The absence of significant effects on CCA and most other variables suggests that in multicultural ASEAN workplaces where English often serves as a corporate lingua franca, the imperative for host language mastery may be less about broad psychological adjustment and more about executing specific, task-oriented communication. This partially echoes Wang, Feng et al.'s (2014) observation that in Chinese multinationals, local language skills may have a limited influence on work-related performance.

Crucially, the finding that Fluent proficiency conferred no additional advantage over Conversational level reveals a non-linear, sufficiency-based relationship. This implies that for performance gains, achieving functional competency may be more critical than native-like fluency. The domain-specific impact on TP, but not on CP or NCWB, further suggests that host language skills are instrumental for role-prescribed duties rather than for broader organizational citizenship or behavioral compliance.

5.3.9 Position

Our finding that organizational position had no significant effect on adjustment or performance stands in contrast to some existing literature and merits discussion. Previous studies, primarily focused on Western expatriates in managerial roles, suggest that higher position confers advantages such as greater resources, autonomy, and authority to shape the local environment rather than adapt to it (Peltokorpi and Zhang, 2020). Furthermore, research indicates that the potential

benefits of a senior position can be amplified by specific host-country cultural dynamics. For instance, in contexts with high power distance, such as Japan, host-country national (HCN) subordinates are more likely to acknowledge and respect the formal authority of senior expatriate managers, which can translate into greater willingness to provide support and facilitate their adjustment (Froese & Peltokorpi, 2011).

Senior positions are also argued to enhance performance through greater autonomy, control, and access to critical information for decision-making, particularly in challenging contexts (Bader, Berg et al., 2015). Moreover, expatriates in high-level positions (e.g., subsidiary presidents) may strategically leverage locally hired bicultural personnel (e.g., third-country nationals) as communication liaisons to bridge gaps with local staff and implement initiatives, a structural advantage less available to lower-level expatriates (Peltokorpi, 2007).

Our null result, derived from a sample including a substantial proportion of General Employees, suggests this dynamic may not generalize to the broader expatriate population, particularly to Chinese expatriates in ASEAN.

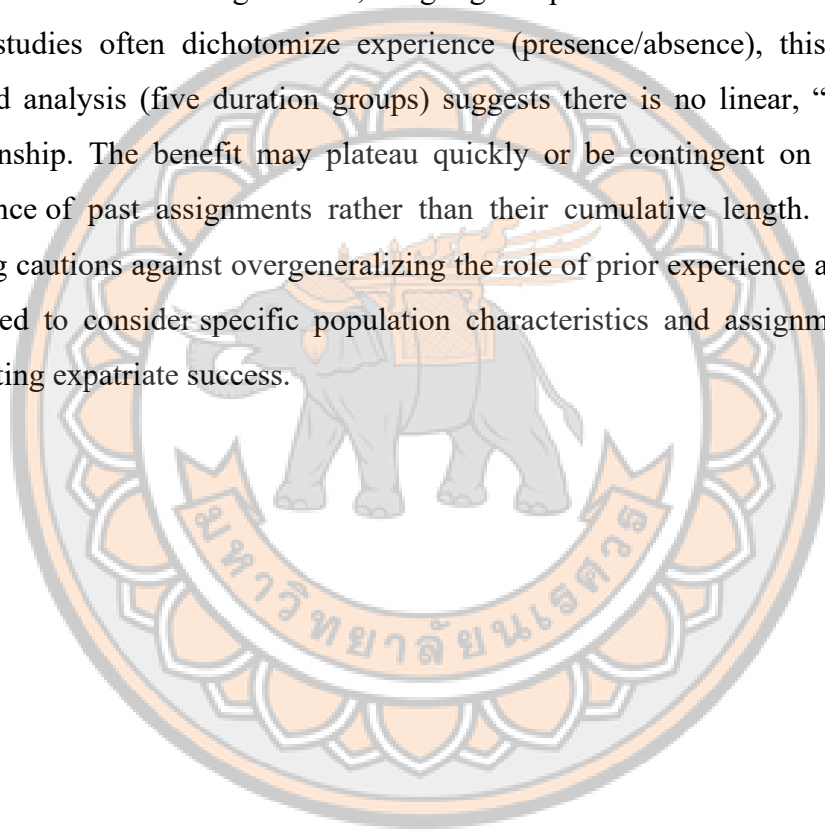
Two key interpretations emerge. First, the lack of difference may indicate that the challenges and resources affecting adjustment and performance are more uniformly distributed across hierarchical levels for this demographic and regional context. Second, it may reflect that the strategic "environment-shaping" behavior documented among senior Western managers is less prevalent or less effective for Chinese expatriates, who might face different institutional and cultural constraints in ASEAN. This study thus fills a critical gap by empirically demonstrating that position-level effects observed in Western managerial samples cannot be assumed to apply to non-managerial expatriates or to different cultural configurations, calling for more nuanced, context-specific theories of expatriate hierarchy.

5.3.10 Previous Expatriate Experience

The findings regarding previous expatriate experience present a significant point of theoretical and contextual discussion. Contrary to the positive relationships suggested by several studies (e.g., Bhatti, Kaur et al., 2013; Raghavendra and Shetty, 2018; Iheanachor, Costa-Climent et al., 2024), this study found no significant effect of experience duration on adjustment, performance, or any related

competencies. This result is consistent with the null finding regarding CCA and JP reported by Shi and Franklin (2014).

This discrepancy can be interpreted through two lenses. First, it supports the argument that experience is not a uniform asset; its value may depend on contextual factors. For Chinese expatriates in ASEAN, cultural and geographical proximity, coupled with strong organizational and community support networks, may diminish the relative advantage conferred by prior experience, as even novice assignees may find the environment less daunting. Second, it highlights a potential measurement nuance: while prior studies often dichotomize experience (presence/absence), this study's finer-grained analysis (five duration groups) suggests there is no linear, "more-is-better" relationship. The benefit may plateau quickly or be contingent on the quality and relevance of past assignments rather than their cumulative length. Therefore, this finding cautions against overgeneralizing the role of prior experience and underscores the need to consider specific population characteristics and assignment contexts in predicting expatriate success.



This section addresses the following research objectives:

Objective 2: To examine the direct effects of PDT, Personality, CCC, and CQ on CCA.

Objective 3: To examine the direct effects of the aforementioned antecedent factors and CCA on JP.

5.4 Discussion of Direct Effects and Mechanisms

This section presents and discusses the results pertaining to the direct effects, derived from the final structural equation model (SEM) of job performance.

5.4.1 The Role of Pre-Departure Training (PDT)

This section discusses the influence of PDT on both Cross-Cultural Adjustment (CCA) and Job Performance (JP).

Influence on CCA:

The analysis confirms that PDT exerts a small-to-moderate yet statistically significant direct influence on CCA ($\beta = .165, p = .018$). Although its effect is notably smaller than that of CQ ($\beta = .303$) and Personality (PER) ($\beta = .199$), its significance underscores the unique role of PDT as a malleable organizational intervention. This finding is consistent with the meta-analytic conclusions of Wang and Tran (2012), as well as the recent results reported by Naufal and Sartika (2026), who also observed a weak yet positive correlation between PDT and CCA ($\beta = .148, p = .039$). Collectively, these results reinforce the theoretical mechanism articulated by Black (1988), which posits that pre-departure knowledge acquisition reduces uncertainty, thereby facilitating adjustment. However, this finding stands in contrast to the results of Lo and Nguyen (2023), who reported no statistically significant influence of training on CCA.

This positive relationship can be attributed to several mechanisms. Firstly, effective PDT provides practical knowledge and realistic previews of the host country's culture, social norms, and work environment. This knowledge serves to manage expectations and reduce the initial "culture shock," thereby facilitating a smoother transition into the general and work domains of adjustment. Secondly, high-quality training often incorporates experiential components and skill-building exercises (e.g., role-playing, case studies on common intercultural dilemmas) that go

beyond theoretical knowledge. These activities help expatriates develop foundational behavioral scripts and problem-solving strategies for social and professional interactions, directly enhancing their interaction adjustment. The fact that PDT's path coefficient is smaller than that of more stable traits like CQ and PER is theoretically logical. PDT is a time-bound, preparatory intervention, whereas CQ and PER represent deeper, enduring individual resources that an expatriate actively employs throughout the entire assignment. Therefore, PDT's primary contribution to CCA likely lies in accelerating the initial adjustment process and establishing a foundation for adaptation, upon which an individual's pre-existing cultural and psychological resources can build and operate more effectively over the long term. This finding powerfully argues that while organizations cannot fundamentally alter an employee's personality or CQ, they can significantly boost their adaptive potential through targeted, well-designed preparatory training.

Direct Influence on JP:

As presented in Table 80, a pivotal, and somewhat unexpected, finding is that PDT demonstrated the **strongest direct effect** on JP ($\beta = .275, p < .001$), even when controlling for the influences of stable dispositions like Personality, CQ, and CCC. This underscores the profound and independent role that structured organizational support plays in determining expatriate effectiveness. This finding strongly supports the assertions of Tahir and Egleston (2019) and Caligiuri, Phillips et al. (2001) regarding the value of training. This finding is also consistent with that of Kundu, Sharma et al. (2025), who confirmed a significant positive relationship between cross-cultural training and JP. It extends the literature by demonstrating that its value goes beyond fostering adjustment. It likely imparts task-specific knowledge and skills that directly enhance performance, a notion implied but not robustly tested in earlier work (Vance & Paik, 2002). However, this finding stands in contrast to the results of Lo and Nguyen (2023), who reported no statistically significant influence of training on work performance.

Several interconnected factors may explain this robust relationship. First, PDT often provides task-specific and role-oriented knowledge that is not covered by general intercultural competencies. While CQ and CCC equip an individual with the meta-skills to learn and adapt, PDT can deliver critical, context-specific information

regarding job procedures, technical standards, client expectations, and organizational protocols in the host country. This direct enhancement of role clarity and task mastery translates immediately into improved Task Performance (TP). Second, the significant direct path suggests that PDT's value extends beyond merely fostering adjustment; it also builds tangible skills and self-efficacy. Effective training typically includes practical components—such as language drills, scenario-based problem-solving, and negotiations simulation—that build behavioral scripts and boost an expatriate's confidence in handling work-specific challenges. This cultivated self-efficacy empowers them to perform their duties effectively, even while they may still be navigating the broader socio-cultural adjustment process. Finally, this finding highlights a crucial theoretical distinction: PDT is a malleable organizational intervention, whereas PER, CCC, and CQ are relatively stable individual differences. The potency of its direct effect on JP powerfully argues that organizations are not merely passive selectors of talent but active architects of expatriate success. By investing in high-quality, comprehensive PDT, firms can directly augment the performance of their international assignees, potentially compensating for variances in innate or pre-existing intercultural resources among their staff. However, the causal direction warrants careful consideration. It is plausible that individuals who are more competent and destined for high performance are also more proactive in engaging with and utilizing PDT, thus perceiving it as more effective. While our model positions PDT as an antecedent, the relationship may be partly reciprocal, with pre-existing competence leading to higher training utilization and more positive retrospective evaluations of its usefulness.

5.4.2 The Role of Personality

This section discusses the influence of Personality on both Cross-Cultural Adjustment (CCA) and Job Performance (JP).

Influence on CCA:

The structural model identified Personality as a substantial and statistically significant direct predictor of CCA ($\beta = .199, p < .001$), establishing it as the second strongest antecedent after CQ. This finding is consistent with prior research affirming the foundational role of personality in adaptation (e.g., Peltokorpi & Froese, 2012; Na-Nan & Ngudgratoke, 2017). It underscores that an expatriate's personality

constitutes a crucial psychological bedrock for navigating the challenges of an international assignment, a conclusion that aligns with and is reinforced by the recent findings of Lo and Nguyen (2023). This significant relationship can be understood through the aggregate effect of the five personality dimensions measured in this study. Traits such as Emotional Stability provide the psychological resilience to withstand culture shock and workplace stress without becoming overwhelmed, while Open-mindedness fosters cognitive flexibility and a willingness to engage with novel ideas and practices. Simultaneously, Social Initiative drives the proactive effort required to build new social networks, and Flexibility enables the behavioral adaptations necessary for daily life and work in an unfamiliar environment. Finally, Cultural Empathy allows for the affective understanding that bridges cultural divides. Collectively, this constellation of traits equips individuals with a robust psychological toolkit for managing the uncertainties, social demands, and cognitive dissonance inherent in cross-cultural transitions. The finding that PER's effect is slightly less than that of CQ is theoretically coherent. While personality represents a dispositional foundation, CQ is a more context-specific capability directly targeted at intercultural situations. Personality creates the platform—providing the stability, curiosity, and social drive—upon which the more specialized skills of CQ can operate to their fullest potential. This demonstrates that successful adaptation is not merely about having situation-specific skills (CQ) but is also deeply rooted in having a stable and adaptable psychological core.

Direct Influence on JP:

The structural model reveals a nuanced relationship between Personality and JP, indicating a positive yet marginally non-significant direct effect ($\beta = .113$, $p = .051$). While this finding aligns with prior research suggesting a weak direct correlation between personality and JP (Shi & Pan, 2012), it significantly advances understanding by clarifying the underlying mechanism: rather than exerting a straightforward direct influence, personality traits such as Emotional Stability and Social Initiative appear to enhance expatriate performance primarily through the mediating pathway of CCA. This mediation model resolves the apparent contradiction in the literature, demonstrating that Personality makes an expatriate a better performer precisely by first enabling them to become a better-adjusted individual, thereby

reconciling the present results with studies that have found significant effects for specific traits like agreeableness, conscientiousness, and extraversion on JP (Duan & Deng, 2025).

This borderline significance can be interpreted through several interconnected mechanisms. Firstly, it is highly plausible that the influence of personality on performance is predominantly indirect, fully mediated through other variables in the model, most notably CCA. The significant effect of PER on CCA ($\beta = .199, p < .001$) supports this interpretation. This suggests that personality traits do not directly make an expatriate more productive at their tasks; rather, they equip the individual with the psychological resources to achieve better adjustment, and it is this successful adjustment that, in turn, directly enhances performance. For instance, an individual's Emotional Stability may not directly improve their technical output, but it prevents burnout and withdrawal, allowing them to consistently perform their duties. Similarly, Social Initiative may not directly affect task completion speed, but it builds the social capital necessary to secure cooperation and resources, thereby facilitating performance indirectly. Secondly, the weak direct path could indicate that the influence of broad personality traits is outpaced by more proximal and situation-specific factors. In the complex expatriate environment, direct performance may be more immediately impacted by concrete resources like PDT ($\beta = .275, p < .001$) and the attained state of CCA ($\beta = .215, p < .001$). Personality acts as a foundational driver that operates one step removed, shaping how an individual interacts with and benefits from these more direct resources. This finding carries an important theoretical implication: it challenges simplistic models that posit a strong direct link between personality and performance. Instead, it underscores that for expatriates, personality's primary value lies in its role as a catalyst for successful adaptation, which is the more immediate precursor to effective JP.

5.4.3 The Role of Cross-Cultural Competence (CCC)

This section discusses the influence of CCC on both Cross-Cultural Adjustment (CCA) and Job Performance (JP).

Influence on CCA:

The results confirm that CCC exerts a significant and positive direct influence on CCA ($\beta = .154, p = .002$). This finding substantiates the theoretical proposition that an individual's specific competencies in relating to others, maintaining general self-efficacy, and avoiding ethnocentrism are directly convertible into successful adaptation in a new cultural environment. The significant path from CCC to CCA ($\beta = .154$) supports the findings of Chen (2019) and Kai Liao, Wu et al. (2021). Pakan and Rahayu (2023) also reported a significant positive relationship between CCC and self-adjustment. The mechanism is clear: relational skills facilitate interaction, self-efficacy enables coping, and non-ethnocentrism reduces cognitive dissonance. This relationship can be explained by the direct translation of CCC's dimensions into actionable adaptive resources. Firstly, **Relational Skills** provide the practical behavioral toolkit for building trust and rapport with host-country nationals, which is a direct catalyst for interaction adjustment. The ability to communicate effectively and build interpersonal connections mitigates the social isolation often experienced by expatriates. Secondly, **General Self-Efficacy** supplies the foundational belief in one's own capability to handle novel and challenging situations. This confidence is crucial for persevering through initial setbacks and proactively engaging with the environment rather than withdrawing from it, thereby accelerating general and work adjustment. Finally, **Non-Ethnocentrism** facilitates adaptation by enabling a mental framework that is open and non-judgmental toward cultural differences. This reduces the cognitive dissonance and resistance that can hinder an individual's ability to learn from and integrate into the host culture.

The finding that CCC's path coefficient is slightly lower than that of CQ is conceptually logical. While CQ represents the dynamic meta-cognitive and motivational capacity to acquire and apply cultural knowledge, CCC, as measured here, reflects a set of more stable, trait-like social and psychological competencies. Thus, CCC provides the essential interpersonal and psychological groundwork—the "how to relate" and the "belief that one can cope"—upon which the more dynamic processes of

CQ (the "what to learn" and "how to learn") can build to produce a fully adapted individual.

Direct Influence on JP:

The analysis reveals a significant, albeit modest, direct effect of CCC on JP ($\beta = .121$, $p = .014$). This finding indicates that CCC contributes to expatriate effectiveness through pathways that extend beyond its established role in facilitating CCA. This finding extends the work of Aliane and Zakariya (2023) by showing that while CCC's primary value is adaptive, it also directly contributes to performance, likely by acting as the "social lubricant" that enables the smooth application of technical skills. The research results of Bhatti (2023) also shown a significant association between direct relationships of CCC and expatriate's performance.

This direct performance effect can be understood through the specific competencies that constitute the CCC construct. The dimension of General Self-Efficacy provides expatriates with the foundational confidence to tackle unfamiliar work challenges and persist through setbacks without requiring constant supervisory support. This intrinsic motivation directly enhances task focus and initiative. Furthermore, well-developed Relational Skills enable the expatriate to more efficiently build trust, communicate effectively, and navigate the social intricacies of the host-country workplace. This proficiency directly streamlines collaboration, reduces interpersonal friction, and secures necessary resources from colleagues and local partners, thereby improving overall work efficiency and output. Finally, the Non-Ethnocentric viewpoint minimizes counterproductive judgments of host-country practices, allowing the expatriate to more readily adopt locally effective work methods and integrate valuable local knowledge into their problem-solving processes.

The modest size of the direct effect, especially when compared to the robust path from PDT, is theoretically meaningful. It suggests that while CCC provides crucial interpersonal and psychological resources, its direct translation into performance may be more pronounced in specific aspects of the job, particularly those requiring proactive social engagement (Contextual Performance) and adaptive problem-solving, rather than in core technical task execution. This positions CCC as a key enabler that works in tandem with other factors; it provides the social and psychological "lubricant" that allows an expatriate's technical skills and preparatory

training to be applied smoothly and effectively in the complex host-country environment.

5.4.4 The Role of Cultural Intelligence (CQ)

This section discusses the influence of CQ on both Cross-Cultural Adjustment (CCA) and Job Performance (JP).

Influence on CCA:

As presented in Table 80, CQ emerged as the most potent predictor of CCA, demonstrating a significantly higher standardized path coefficient ($\beta = .303, p < .001$) compared to other antecedents. This finding suggests that the influence of CQ is not attributable to it being a constituent of CCA, but rather stems from its fundamental role as a multifaceted meta-competency that directly fuels the adaptive process. This supports the foundational work of Black, Mendenhall et al. (1991) on the importance of individual characteristics, while quantitatively establishing the relative primacy of CQ. This interpretation also supports and strengthens the foundational claims of Earley and Ang (2003), and is further corroborated by subsequent empirical studies (Lin, Chen et al., 2012; Tripathi, Kaurav et al., 2023). More recent evidence from Naufal and Sartika (2026) also confirms the positive impact of CQ on CCA, thereby reinforcing this theoretical perspective. It demonstrates that the meta-capability to learn, motivate oneself, and behave appropriately is paramount for adaptation. Theoretically, CCA represents the outcome of the psychological and socio-cultural adaptation process, whereas CQ represents the dynamic individual capacity that drives this process. The strong influence of CQ can be explained by the active, cognitive-behavioral mechanisms it provides: Firstly, Metacognitive CQ enables expatriates to consciously plan, monitor, and adjust their mental models when navigating unfamiliar social situations in the ASEAN context, leading to more effective coping strategies. Secondly, Cognitive CQ provides the essential knowledge framework about the host country's cultural norms, values, and systems, which reduces uncertainty and helps make accurate sense of new experiences. Thirdly, Motivational CQ supplies the intrinsic drive and self-efficacy to engage with the new environment despite the challenges and potential setbacks inherent in cross-cultural interactions. Finally, Behavioral CQ allows for the flexible adaptation of verbal and non-verbal actions, ensuring that intentions are communicated appropriately and relationships can be

successfully built. In essence, CQ is the "toolkit" for adaptation, while CCA is the "finished product" of successfully using that toolkit. The superior predictive power of CQ suggests that in the complex and diverse ASEAN environment, this comprehensive cultural toolkit is more critical for achieving adjustment than the broader personality traits (PER), context-specific competencies (CCC), or preparatory training (PDT) alone. It is the dynamic capability that allows an individual to effectively deploy all their other resources to achieve psychological comfort and functional fit in the host country.

Direct Influence on JP:

The structural model indicates a significant and positive direct effect of CQ on JP ($\beta = .143, p = .017$), even after accounting for its substantial indirect effect through CCA. This finding confirms that CQ contributes to expatriate effectiveness through multiple distinct pathways. The significant direct effect of CQ on JP **supports** the existing literature (Ang, Van Dyne et al., 2007; Setti, Sommovigo et al., 2020) and is further confirmed by the findings of Chen, Yang et al. (2023), who reported a significant direct effect on task performance ($\beta = .14, p < .01$). This collective body of evidence confirms that CQ is not merely an adaptive resource but a dynamic performance capability that enables expatriates to navigate novel cultural challenges at work. The results of the present study are consistent with these prior findings. This direct performance effect can be attributed to the dynamic application of CQ's multidimensional capabilities in the workplace. The Metacognitive CQ component enables expatriates to continuously monitor and adjust their cultural understanding and strategies during task execution, leading to more effective planning and problem-solving in culturally complex situations. Simultaneously, Cognitive CQ provides the essential knowledge framework about the host country's business norms, communication styles, and social systems, allowing for more accurate interpretation of workplace situations and informed decision-making. The Motivational CQ component drives the persistence and confidence needed to engage with challenging tasks and unfamiliar social contexts, directly enhancing task initiative and perseverance. Finally, Behavioral CQ ensures the appropriate verbal and nonverbal adaptation during critical professional interactions such as negotiations, presentations, and team collaborations, thereby increasing their effectiveness. The moderate strength of this

direct path, positioned between the stronger effects of PDT and CCA, suggests that CQ operates as a crucial cross-cultural cognitive and behavioral resource that complements other factors. While PDT provides foundational preparation and CCA creates necessary psychological comfort, CQ supplies the ongoing, active capability to navigate novel cultural challenges as they emerge in the work context. This positions CQ not merely as an adaptive resource but as a dynamic performance capability that enables expatriates to translate their technical skills and preparation into effective outcomes within the specific cultural context of their assignment.

5.4.5 The Role of Cross-Cultural Adjustment (CCA)

This section discusses the influence of Cross-Cultural Adjustment (CCA) on Job Performance (JP). The structural model indicates a significant and positive direct effect of CCA on JP ($\beta = .215, p < .001$).

This finding provides robust empirical support for Hypothesis H5 and strongly corroborates the central premise in expatriate literature that successful psychological adaptation is a critical determinant of work effectiveness abroad (e.g., Na-Nan & Ngudgratoke, 2017; Tahir & Egleston, 2019).

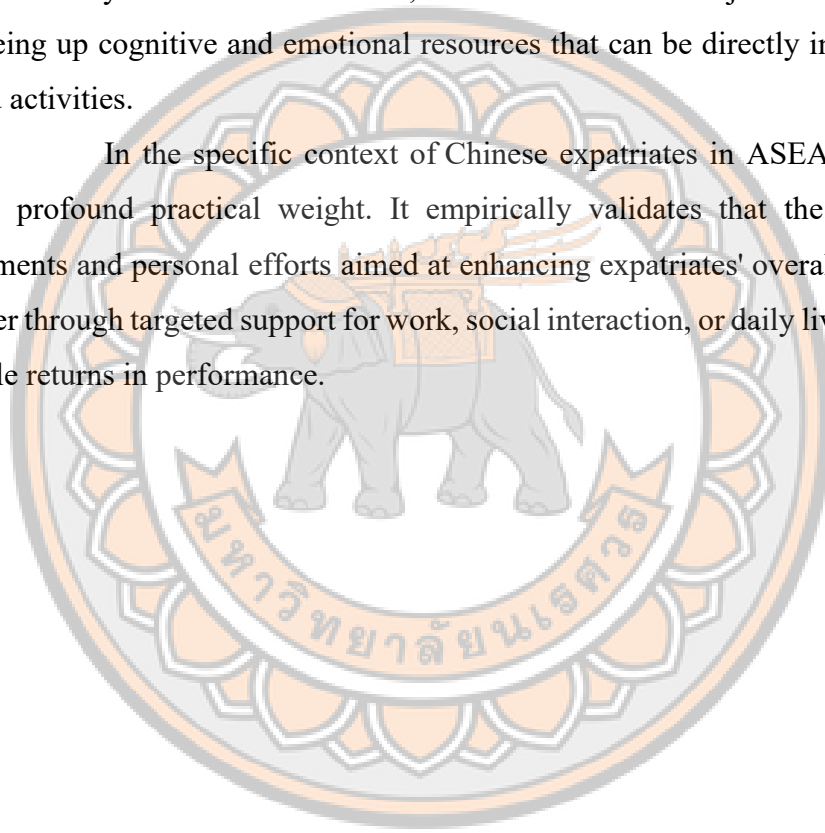
The present result aligns closely with recent empirical studies in similar Asian contexts, such as the work of Kai Liao, Wu et al. (2021) and Qomariyah, Nguyen et al. (2022) in Taiwan, which reported similarly significant positive relationships. This consistency suggests that the fundamental link between feeling adjusted and performing well may be a stable phenomenon across different Chinese-speaking or East Asian business environments, reinforcing its theoretical importance.

However, the strength of the relationship ($\beta = .215$) invites a nuanced interpretation. While significant, the effect size is moderate, implying that CCA is one of several important drivers of JP. This finding partially echoes the multidimensional insight proposed by Black (1988) and later refined by Wang and Tran (2012). Our study, measuring CCA as an aggregate construct, cannot disentangle the unique contributions of its sub-dimensions. Yet, the moderate overall effect suggests a composite outcome where, for instance, the strong positive effect of work adjustment on JP (Wang & Tran, 2012, $\beta = .38$) may be tempered by the potentially weaker or indirect influence of general adjustment. This underscores the complexity of the adjustment-performance

nexus, where comfort with work tasks may be more proximally linked to performance than comfort with general living conditions.

Furthermore, this result offers a clarifying perspective on more complex models. For example, it extends the findings of Lee (2021), whose model positioned CCA as an antecedent to work stress and adaptation rather than a direct predictor of JP. Our model demonstrates that, in addition to these indirect pathways, a significant direct effect persists. This suggests that the psychological comfort and familiarity encapsulated by CCA have an intrinsic, non-mediated value for job execution, possibly by freeing up cognitive and emotional resources that can be directly invested in task-related activities.

In the specific context of Chinese expatriates in ASEAN, this finding carries profound practical weight. It empirically validates that the organizational investments and personal efforts aimed at enhancing expatriates' overall adjustment—whether through targeted support for work, social interaction, or daily living—can yield tangible returns in performance.



This section addresses the following research objective:

Objective 4: To investigate the mediating role of CCA in the relationships between the antecedent factors (PDT, Personality, CCC, CQ) and JP.

5.5 The Mediating Role of Cross-Cultural Adjustment (CCA)

Based on the decomposition of effects detailed in Figure 45 and Table 76 through Table 79, this study provides compelling empirical evidence for the pivotal mediating role of CCA in the expatriate success model. The analysis elucidates that CCA functions not merely as a correlate of the antecedents and Job Performance (JP), but as a critical transmission mechanism. Specifically, a significant portion of the influence from personal and preparatory resources is channeled through CCA to enhance JP as presented in Figure 50. This finding aligns with the work of Lo and Nguyen (2023), who also demonstrated that CCA positively impacts expatriates' subsequent work performance.

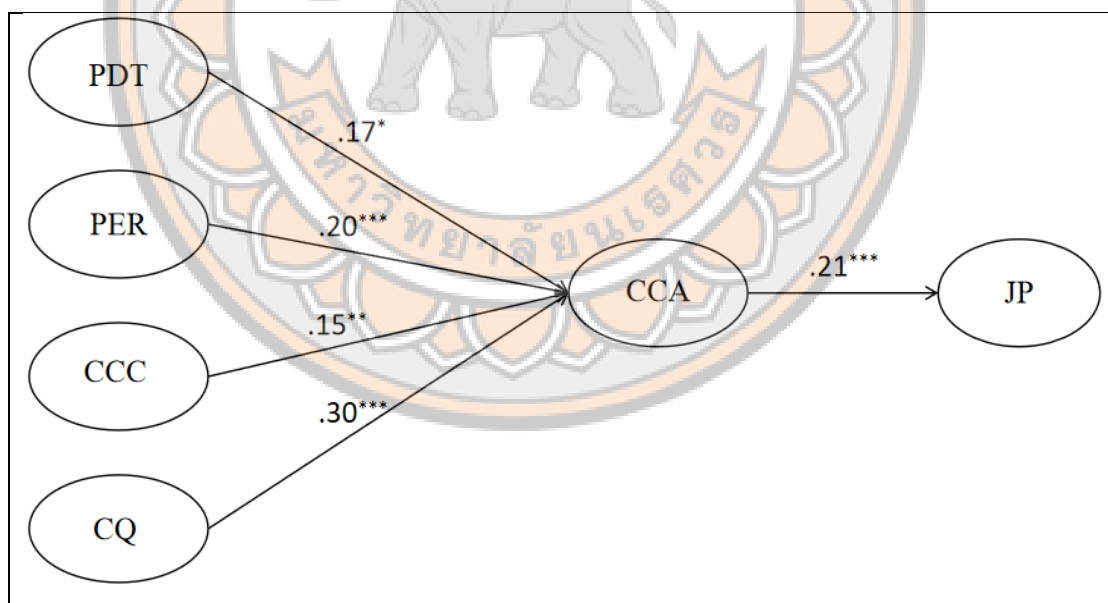


Figure 50 Mediating Role of Cross-Cultural Adjustment

Note: * represents $p < .05$, ** represents $p < .01$, *** represents $p < .001$

The mediating function of CCA is demonstrated by the consistent and statistically significant indirect effects observed across all four antecedent variables. Specifically, the indirect effects are .036 for Pre-Departure Training (PDT), .043 for PER, .033 for CCC, and .065 for CQ. This pattern reveals that CCA acts as a shared pathway, translating diverse inputs into the ultimate outcome of performance. The strength of this mediating pathway, however, varies depending on the nature of the antecedent. For instance, CQ, which had the strongest total effect on CCA (.303), also yielded the largest indirect effect on JP (.065). This indicates that a substantial part of CQ's benefit is realized by enabling the expatriate to successfully navigate and feel at ease in the new cultural and work environment, which in turn boosts their JP. Furthermore, the indirect effect of PER on JP via CCA (.043) is a critical component of its total influence, whereas its direct effect is marginally non-significant (.113, $p = .051$), suggesting that PER's impact on JP is primarily, though not exclusively, mediated through CCA. In other words, personality traits like emotional stability and open-mindedness make an expatriate a better performer largely by making them better adjusted. In contrast, for PDT, the direct effect on JP (.275) is substantially stronger than its indirect effect (.036). This finding closely mirrors that of Kundu, Sharma et al. (2025), who reported a direct effect of cross-cultural training on JP ($\beta = .303, p < .001$) that was considerably stronger than its indirect effect via CCA ($\beta = .068, p < .01$).

This indicates that while PDT helps improve performance partly by facilitating adjustment, it possesses significant unique utility that impacts performance through other, more direct channels, such as imparting task-specific knowledge and skills.

In conclusion, CCA functions as a crucial key in the nomological network. It is not merely an outcome but a generative mechanism that converts potential (in the form of CQ, PER, CCC) and preparation (PDT) into tangible workplace effectiveness. The model confirms that successful adaptation is a critical proximal state without which the full value of an expatriate's individual resources cannot be actualized in their JP. This underscores that fostering CCA is not just about improving well-being but is fundamentally linked to achieving core organizational objectives.

The significant indirect effects (e.g., .065 for CQ; .043 for PER) strongly support the theoretical models of Shaffer, Harrison et al. (2006) and Bhatti, Kaur et al. (2013). This finding **challenges** simplistic models that posit only direct links between

antecedents and performance. It establishes that a substantial portion of the value of an expatriate's individual resources is unlocked only through the psychological and socio-cultural state of being well-adjusted. This mediation framework **extends** the Theory of Work Role Transitions (Nicholson, 1984) into the cross-cultural domain, showing that the "modes of adjustment" are central to converting personal and organizational inputs into successful performance outcomes.

5.6 Theoretical Contributions

This study makes several theoretical contributions to the literature on expatriate management and cross-cultural adjustment.

5.6.1 Theoretical Recommendations for the Theory of Work Role Transitions

Based on the findings of this study, the following recommendations are proposed to extend and refine the Theory of Work Role Transitions in the context of expatriate assignments:

Expanding the Antecedent Framework: It is recommended that future applications of the theory explicitly incorporate a broader set of individual difference antecedents. Specifically, CQ and the specific personality facets of Emotional Stability and Flexibility should be formally integrated into the model as critical resources that facilitate the psychological transition into the new work role. Our findings demonstrate that these constructs significantly predict successful adjustment, thereby enriching the theory's explanatory power regarding why some individuals transition more effectively than others.

Reconceptualizing Adjustment as a Multidimensional Mediator: The theory would benefit from reconceptualizing cross-cultural adjustment not merely as an outcome of the transition, but as the core mediating mechanism that translates individual resources into role performance. Our results provide a robust empirical model showing that the effects of Pre-Departure Training (PDT), PER, Cross-Cultural Competence (CCC), and Cultural Intelligence (CQ) on Job Performance (JP) are partially mediated through Cross-Cultural Adjustment (CCA). This positions adjustment as the pivotal psychological process through which the challenges of the inter-role transition are managed.

Refining the Outcome Space: We recommend broadening the theory's outcome space beyond general adjustment to include the specific performance dimensions elucidated in this study: Task Performance, Contextual Performance, and Non-Counterproductive Work Behavior. This provides a more granular and managerially relevant understanding of what a "successful" transition ultimately entails, linking the psychological transition process directly to concrete organizational outcomes.

5.6.2 Theoretical Recommendations for the Theory of Human Motivation

Abraham Maslow's hierarchy of needs remains a foundational theory of human motivation. However, our findings on the expatriate adjustment process suggest refinements to enhance its explanatory power in complex, cross-cultural contexts. We propose two core recommendations:

Contextualizing the Hierarchy: The "Cross-Cultural Security"

Prerequisite. Theoretical Gap: The traditional hierarchy presupposes a stable socio-cultural environment where physiological and safety needs are relatively straightforward to satisfy. It does not adequately account for situations where these needs are psychologically threatened in a novel and unpredictable environment. **Evidence from Our Study:** Our finding that Emotional Stability (a key personality trait) is a robust predictor of Cross-Cultural Adjustment (CCA) indicates that the foundational sense of security is not a given for expatriates. Anxiety, uncertainty, and culture shock directly threaten the "safety needs" level, not in a physical sense, but in a profound psychological and social sense. **Our Theoretical Recommendation:** We propose that successful CCA serves as a critical functional prerequisite for reactivating and progressing through Maslow's hierarchy in a new host country. Before an expatriate can effectively pursue belongingness, esteem, and self-actualization within the new workplace and society, they must first establish a state of "Cross-Cultural Security"—a sense of psychological safety, predictability, and control within the unfamiliar environment. This state is achieved not merely by the absence of physical danger, but through the successful management of emotional instability and the development of CCC. Thus, the hierarchy in a cross-cultural context should be contextualized, with Cross-Cultural Security forming the essential base upon which the original pyramid is rebuilt.

Dynamic Reconceptualization: Motivational Resources as Fuels for Progression. Theoretical Gap: Maslow's model is often interpreted as a passive, sequential staircase. It does not explicitly incorporate the role of individual differences as catalysts or fuels that determine the speed and efficacy of moving between levels. **Evidence from Our Study:** Our structural model reveals that individual resources such as Cultural Intelligence (CQ) and specific personality traits (e.g., Social Initiative, Open-Mindedness) are not needs themselves, but rather the very mechanisms that enable the satisfaction of needs. For instance, Motivational CQ drives the individual to engage with the host culture (satisfying belongingness), while Behavioral CQ allows them to act appropriately (gaining esteem). Conversely, low Emotional Stability can trap an individual at the level of safety needs, consumed by anxiety. **Our Theoretical Recommendation:** We recommend a dynamic reconceptualization of the hierarchy, where progression is not automatic but is actively fueled by a set of Motivational Competencies. In the expatriate context, these competencies include Personality, CCC, and CQ. These resources determine an individual's capacity to: a) Solve the novel problems presented by each level of needs in a foreign context (e.g., how to build social networks from scratch to satisfy belongingness). b) Maintain resilience against setbacks that could cause regression to lower levels.

Therefore, the theory is enhanced by viewing it not as a static pyramid, but as a dynamic, resource-dependent progression, where the possession of key psychological resources predicts the likelihood of achieving self-actualization in a challenging international assignment.

5.6.3 Measurement Contribution: Refining the Cross-Cultural Adjustment Scale

A key methodological contribution of this research is the contextually sensitive refinement of the CCA measurement scale. Through rigorous Focus Group Interview (FGI) with experienced Chinese expatriates in ASEAN, three novel, culturally salient dimensions of adjustment were identified and integrated into the final survey instrument:

First of all, adjustment to the host country's medical care services (added to the General Adjustment dimension).

Secondly, adjustment to the local norm of unpunctuality (added to the Interaction Adjustment dimension).

The last one, adjustment to the work pace of local employees (added to the Work Adjustment dimension).

The contextually sensitive refinement of the CCA scale **extends** the seminal work of Black (1988) and Black, Mendenhall et al. (1991). These additions ensure the scale captures challenges highly relevant to the specific China-ASEAN context, thereby enhancing the content validity and precision of the CCA construct measurement for this population. This refined instrument provides a more robust tool for future research in similar cultural and geographical settings.

5.6.4 Methodological and Theoretical Robustness: Validating the Core Nomological Network

This study contributes to the methodological rigor of expatriate research by empirically validating the entire theoretical model in a new context, thereby testing its robustness and generalizability. While the individual relationships between constructs like Personality, CQ, CCA, and JP have been explored in prior literature, this research is distinctive in simultaneously testing and confirming the integrity of this entire nomological network through Structural Equation Modeling (SEM) within the China-ASEAN setting. The strong model fit indices and statistically significant path coefficients provide robust evidence that the proposed framework—incorporating direct effects from resources to outcomes and the critical mediating role of CCA—is not an artifact of a specific cultural configuration but represents a robust and transferable model of expatriate effectiveness. This goes beyond confirming isolated links; it validates the architectural soundness of the theoretical structure itself, offering a verified and replicable blueprint for understanding expatriate success that can be confidently applied and built upon in future studies within similar intra-ASEAN contexts. This research **supports** and **strengthens** the proposed nomological network.

5.6.5 Contextual and Geographical Contribution: Extending the Expatriate Research Landscape

This study makes a significant contextual contribution by being one of the first to empirically investigate the Cross-Cultural Adjustment (CCA) and Job Performance (JP) of Chinese business expatriates stationed in ASEAN countries. It **extends** the expatriate research landscape.

While extensive research exists on Western expatriates, and a growing body of literature examines Chinese assignees in Western contexts, the dynamics within the strategically crucial China-ASEAN corridor remain underexplored. This research addresses this gap by providing a nuanced understanding from the perspective of the sending country (China) within a non-Western, intra-ASEAN context, as prior literature has focused predominantly on Western expatriates or Chinese assignees in Western contexts (e.g., Wang & He, 2014; Shi & Pan, 2012).

The findings offer a valuable comparative benchmark and enrich the global discourse on expatriation by incorporating a critical yet under-represented demographic and geographical dimension.

5.7 Practical Contributions and Recommendations

The study has certain practical contributions and recommendations for the Cross-Cultural Adjustment (CCA) of Chinese expatriates and the expatriate Job Performance (JP) management.

5.7.1 Practical Contributions

Refining Expatriate Selection: An Evidence-Based Framework. A primary practical contribution of this research is the provision of a data-driven framework for **selecting** expatriate candidates. The results enable a shift from generic criteria to a targeted selection strategy. Firstly, the hierarchical influence of demographic factors suggests that firms should strategically weight younger age, intermediate educational levels, and conversational host language proficiency as positive indicators in initial screening. More critically, the strong predictive power of CCC and CQ underscores the necessity of incorporating robust psychometric assessments of these competencies into the selection process. By evaluating candidates on these specific, trainable capabilities alongside stable personality traits, organizations

can significantly enhance the probability of selecting individuals who are not only technically proficient but also fundamentally equipped to navigate the complexities of the cross-cultural workplace.

Enhancing Pre-Departure and In-Situ Training Programs. Beyond selection, this study provides a clear, evidence-based mandate for fundamentally redesigning expatriate **training** and development programs. The significant direct effect of Pre-Departure Training (PDT) on both adjustment and performance confirms its critical value, while the nuanced findings on specific competencies offer a blueprint for its content. Training curricula should be strategically tailored to develop the most impactful competencies identified in the structural models. This involves moving beyond generic cultural awareness to include modular, intensive training on the dimensions of CQ, with a particular focus on enhancing Motivational CQ (fostering confidence and drive to engage) and Behavioral CQ (building a flexible repertoire of verbal and non-verbal actions). Furthermore, the findings related to demographic factors call for a more personalized approach. For instance, older expatriates or those with doctoral-level education may benefit from specialized modules that explicitly address potential challenges with flexibility and open-mindedness, while all employees should receive practical training on the context-specific challenges—such as local work pace, norms of punctuality, and healthcare systems—that were validated as critical to adjustment in the ASEAN context. Such targeted and personalized training ensures that organizational investment directly addresses the known predictors of success, thereby maximizing its return in terms of accelerated adjustment and enhanced performance. This operationalizes the call for effective training by Tahir and Egleston (2019) and Wang and Tran (2012).

Optimizing Support Throughout the Expatriate Assignment Cycle. The findings of this study, in line with recent research, advocate for a dynamic and proactive **support** system that evolves throughout the entire expatriate assignment cycle (Pham, Huang et al., 2023) . The established link between Cross-Cultural Adjustment (CCA) and Job Performance (JP) makes the ongoing management of adjustment a direct performance management imperative. This involves implementing structured, phase-specific support mechanisms that combine tangible and intangible incentives to sustain motivation. In the pre-departure and initial phase, tangible support

such as comprehensive relocation packages and logistical assistance is crucial. As the assignment progresses, intangible support—including meaningful mentorship, clear career pathing for serial expatriates, and recognition of adaptive achievements—becomes increasingly important to induce positive outcomes. This continuous, multi-faceted support system ensures that the initial investment in selection and training is protected and that expatriate performance is sustained over the long term.

Empowering Individual Expatriates for Career Self-Management.

Beyond its organizational implications, this study equips individual expatriates and aspiring global professionals with a self-directed roadmap for **enhancing** their own cross-cultural effectiveness and advancing their international careers. The validated model provides a clear framework for individuals to conduct a personal gap analysis and pursue strategic self-development. Aspiring and current expatriates can leverage these findings to proactively assess and cultivate their personal readiness. Understanding that CQ and CCC are pivotal allows individuals to seek out specific learning opportunities, such as online courses on cultural metacognition or volunteering in diverse teams, to build these competencies before an assignment is even offered. The granular personality findings enable individuals to engage in self-reflection; for instance, someone low in Open-Mindedness or Social Initiative can consciously work on expanding their perspectives and initiating cross-cultural interactions.

Income as a Threshold Motivator Versus a Sustaining Factor. The findings challenge the assumption that higher income directly translates to better expatriate adjustment and performance. Instead, they clarify the distinct role of compensation: it acts primarily as a critical “threshold factor” or hygiene factor that motivates acceptance of an assignment and prevents dissatisfaction. However, once a competitive and fair package is met, variations in income level alone do not predict differential outcomes in cross-cultural adaptation or job effectiveness. For human resource managers, this underscores a crucial shift in strategy: while ensuring an attractive and equitable financial package is essential for recruitment and basic retention, **sustained investment** should be prioritized toward non-monetary supports—such as comprehensive pre-departure training, ongoing intercultural mentoring, and strong host-country logistics support—which our data show have a more direct impact on successful adjustment and performance.

Redefining the Strategic Focus on Language Training: Prioritizing Host Language over General English Proficiency. This study provides nuanced guidance for corporate language support policies. While expatriates qualitatively emphasized the daily utility of English, our quantitative analysis found that self-assessed general English proficiency (e.g., CET/TEM scores) did not significantly predict core outcomes such as cross-cultural adjustment or job performance. Conversely, **host language** proficiency at a conversational level showed a significant, direct link to improved task performance. The key practical implication is a strategic shift in resource allocation: for Chinese expatriates destined for ASEAN assignments, organizations should prioritize practical, conversational training in the specific host-country language over advanced general English training. This finding suggests that achieving functional competency in the local language is a more impactful investment for enhancing on-the-ground job effectiveness, whereas English serves as a foundational, baseline skill. Training programs should therefore be tailored and contextualized, moving beyond a one-size-fits-all emphasis on English.

Furthermore, the study highlights the critical importance of proactively engaging with organizational support systems. Recognizing the strong return on investment of high-quality PDT, individuals should actively participate in and seek out such programs, rather than viewing them as optional. They can also use the knowledge that adjustment is a direct precursor to performance to self-monitor their own adaptation throughout the assignment. By regularly checking their own levels of general, interaction, and work adjustment against the dimensions identified in this research, individuals can identify areas of struggle early and seek out mentors or request additional support, thereby taking ownership of their own success and well-being abroad. Ultimately, this research empowers individuals to move from being passive recipients of corporate policy to being strategic architects of their own global career trajectory.

5.7.2 Specific Recommendations for Stakeholders

The following recommendations are derived directly from the key empirical findings of this study. They are designed to be strategic, actionable, and targeted to the unique roles and responsibilities of each stakeholder group in maximizing expatriate assignment success.

For Organizations and Human Resources Departments: HR strategy should be fundamentally realigned to select for and develop the specific competencies proven to drive expatriate success: Cultural Intelligence (CQ), Cross-Cultural Competence (CCC), and specific Personality (PER) traits, while moving beyond traditional but less predictive criteria. **Talent Selection: Shift from Credentials to Competencies.** Formally incorporate validated assessments of CQ and adaptability-related personality traits (e.g., Emotional Stability, Open-Mindedness) into the selection process for global roles. De-emphasize a sole reliance on doctoral degrees or seniority. Proactively identify high-potential candidates with associate to master's degrees and younger employees (late 20s) who demonstrate high CQ and CCA. **Talent Development: Implement Differentiated Support Systems.** Substantiate PDT budgets as a strategic investment with a clear Return On Investment (ROI), ensuring programs are designed to build both job-specific skills and socio-cultural adjustment capabilities. **Compensation and Policy: Use Data to Drive Decisions.** Adjust host-country language policies to prioritize achieving conversational proficiency over basic and full fluency for most roles, and integrate foundational language training before core PDT.

For Expatriates' Direct Line Managers: The manager's role must evolve from task supervisor to a facilitator of cross-cultural adjustment, which is a critical mechanism for unlocking performance. **Foster an Adjustment-Supportive Climate:** Actively create a psychologically safe and inclusive team environment. Encourage social integration and demonstrate understanding during the adjustment phase, as this directly enables subordinates to perform. **Coach to Individual Strengths:** Identify and leverage the unique CQ and personality strengths of team members (e.g., deploying a high-Behavioral CQ individual in client-facing roles). For those lower in key adaptability traits, provide more structured onboarding and frequent check-ins.

For Expatriates and Aspiring Expatriates: Individuals must take proactive ownership of their cross-cultural development as a core component of their career strategy. **Proactively Develop CQ and Host Language Skills:** Prioritize achieving a conversational level in the host language and actively seek training and experiences that enhance all four facets of your CQ.

For Training and Development Professionals: Training must evolve from knowledge transfer to a targeted, competency-building intervention that is tailored to the audience. **Design CQ-Centric, Experiential Curricula:** Move beyond cultural facts to explicitly target the development of Metacognitive, Cognitive, Motivational, and Behavioral CQ through realistic simulations and exercises. **Differentiate Content by Audience Profile:** For experienced or senior assignees, use case-based learning that acknowledges their expertise and focuses on strategic-level adaptability and resilience. For doctoral-level professionals, design interventions that explicitly challenge cognitive rigidities and foster flexibility and empathy. Explicitly link all training content to both adjustment and performance outcomes to enhance participant engagement and perceived relevance.

5.8 Limitations and Future Research Directions

This section systematically addresses the inherent limitations of the present study and proposes specific, actionable directions for future research to build upon and extend these findings. The discussion is organized around four key areas: contextual generalizability, sample characteristics, research design, and measurement scope.

5.8.1 Limitations

Limitations of Contextual Generalizability: This study's generalizability is primarily constrained by its specific geo-cultural context. The sample was drawn exclusively from Chinese corporate expatriates in ASEAN countries, meaning the findings are contextualized by the unique interplay between Chinese national culture and the socio-economic environments of Southeast Asia. The cultural proximity, historical ties, and regional institutional frameworks likely shaped the observed adaptation processes in ways that may not be directly transferable to expatriates from other cultural backgrounds (e.g., Western nations) or to assignments in more culturally distant regions (e.g., the Middle East or Latin America).

Limitations of Sample Composition and Unmeasured Heterogeneity:

A second limitation pertains to the composition of the sample itself and the presence of unmeasured variables. Firstly, the focus on corporate assignees excludes other significant expatriate types, such as self-initiated or labor expatriates, whose adaptation dynamics and performance criteria might differ substantially. Secondly, while the

sample contained diversity in terms of educational background (including country of education) and employer type (e.g., state-owned, private), these factors were not included as control variables in the model. This unmeasured heterogeneity means that systematic differences in academic socialization or organizational culture exposure could act as confounding variables, potentially influencing both Cross-Cultural Adjustment (CCA) and Job Performance (JP) in ways not accounted for by the current model.

Limitations of the Research Design: The use of cross-sectional data may not fully establish causal relationships. The study's cross-sectional nature means that while correlations and mediating pathways can be identified, definitive causal inferences cannot be drawn. The data represents a snapshot in time, making it impossible to conclusively establish that the antecedent variables (e.g., CQ, Personality) preceded changes in the outcome variables (e.g., CCA, JP). This design was chosen for its efficiency in exploring the complex network of relationships proposed by the theoretical model. The hypothesized causal directions are grounded in established theory (e.g., Theory of Work Role Transitions), providing a logical foundation for the interpretations.

Limitations of the Measurement: Certain potentially important variables, such as types of organizational support, were not included. This omission constitutes a limitation in the measurement model, as it restricts the explanatory power and comprehensiveness of the theoretical framework. Organizational support theory suggests that factors such as perceived organizational support (POS), supervisor support, and tailored logistical assistance are critical determinants of expatriate well-being and effectiveness. By not accounting for these constructs, the present model may present an incomplete picture of the nomological network, potentially leaving a significant portion of the variance in both CCA and JP unexplained. Consequently, the estimated effects of the measured antecedents (e.g., Personality, CQ) might be confounded or inflated due to the influence of these unmeasured variables.

5.8.2 Future Research Directions

Specific suggestions for future research are proposed in response to each of the above limitations.

Stemming from Contextual Generalizability: To address the contextual specificity of this study, future research should actively test the boundary conditions and generalizability of the presented model. A primary direction would be to conduct comparative cross-cultural studies, replicating this research with expatriate populations from different sending countries (e.g., the United States, Germany, or Japan) assigned to a diverse range of host locations, including culturally distant regions like the Middle East, South America, or Eastern Europe. Such research would elucidate how the dynamics between Pre-Departure Training (PDT), individual differences, adjustment, and performance are moderated by varying degrees of cultural distance and unique institutional configurations. Furthermore, extending this line of inquiry to non-corporate expatriate groups, such as self-initiated expatriates, international students, or digital nomads, would determine the model's applicability beyond the traditional corporate assignment context and uncover potential population-specific pathways.

Stemming from Sample Composition and Unmeasured Heterogeneity: To overcome the limitations related to sample composition and unmeasured variables, subsequent studies should incorporate a more granular and controlled research design. First, researchers should deliberately sample and compare different sub-groups of expatriates, such as directly comparing corporate assignees with self-initiated expatriates within the same host country, to disentangle the effects of organizational support from individual agency. Second, it is crucial to measure and control for key background variables identified here. Future models should explicitly include factors such as the country of education (domestic vs. international), the type of previous and current employer (e.g., state-owned enterprise, multinational corporation, private firm), and specific industrial sectors. Investigating these factors would transform them from unmeasured confounders into valuable explanatory variables, revealing how diverse academic and organizational socialization experiences uniquely shape an individual's capacity for cross-cultural adaptation and performance.

Longitudinal designs: Future research could employ longitudinal designs to track the evolution of the adjustment-performance link over time. To decisively address the causality limitation inherent in the present cross-sectional study, a multi-wave longitudinal design is recommended. For instance, data could be collected at three critical junctures: within the first month of assignment (Time 1: measuring antecedent variables like CQ and Personality), after 3-6 months (Time 2: measuring mediating variables like CCA), and after 9-12 months (Time 3: measuring outcome variables like JP). This would not only establish temporal precedence but also allow researchers to model the dynamic, reciprocal relationships between variables, such as how early adjustment influences subsequent performance, and how that performance, in turn, may further bolster adjustment. Furthermore, building upon the theoretical foundation of the Theory of Work Role Transitions, quasi-experimental field studies could be introduced. Organizations could be engaged to implement PDT programs (leveraging the PDT construct) for a randomly selected group of assignees (experimental group), while a comparable group receives training at a later date (control group). Comparing the developmental trajectories of CCA and JP between these groups over time would provide even more robust, causal evidence for the efficacy of interventions and the validity of the proposed model.

Incorporate a multidimensional assessment: To address this measurement limitation, future studies should explicitly incorporate a multidimensional assessment of organizational support into the research model. A critical direction would be to investigate how different forms of support—such as informational, instrumental, and emotional support from the organization and supervisors—interact with individual differences like CQ to influence outcomes. For example, research could test a moderated-mediation model wherein organizational support serves as a critical boundary condition, strengthening or weakening the mediated pathway from CQ to JP via CCA. This would provide a more nuanced understanding of the organizational contexts in which individual resources are most effective. Furthermore, future research could explore the potential mediating role of organizational support, examining whether interventions like PDT exert their influence by first shaping perceptions of organizational support, which in turn facilitates adjustment. Such an integrated

approach would offer valuable, actionable insights for organizations seeking to optimize their expatriate support systems.

5.9 Conclusion

This study set out to investigate the complex interplay of factors that determine the success of Chinese corporate expatriates in ASEAN countries. Through a comprehensive analysis integrating demographic characteristics, individual resources, preparatory interventions, and a critical mediating psychological state, this research has provided a validated, multi-faceted model of expatriate effectiveness. The empirical findings robustly confirm that successful adaptation and performance are not the product of a single attribute but emerge from a synergistic configuration of an individual's profile, their preparation, and their psychological journey.

The investigation yields several definitive conclusions. First, it establishes a clear hierarchy of influence among demographic factors, with age, a non-linear relationship with educational attainment, and host language emerging as the most powerful differentiators. Second, the structural model conclusively identifies Cultural Intelligence (CQ) as the paramount individual resource for driving Cross-Cultural Adjustment (CCA), while highlighting Pre-Departure Training (PDT) as the most potent direct organizational lever for enhancing Job Performance (JP). Third, and most critically, the study empirically validates the central role of CCA as a pivotal mediating mechanism. It is through the state of being well-adjusted that a substantial portion of the benefits from an expatriate's personality, cultural competence, and intelligence are ultimately translated into tangible workplace effectiveness. The findings **support, extend, and challenge** the existing literature, providing a validated, multi-faceted model.

Theoretically, this research contributes by refining measurement for the specific China-ASEAN context, and by validating the robustness of the entire nomological network. Practically, it provides an evidence-based blueprint for organizations to refine their expatriate management cycle—from the targeted selection of candidates with optimal demographic and competency profiles, through the design of personalized and context-sensitive training, to the implementation of continuous, phase-specific support systems.

In conclusion, this thesis demonstrates that expatriate success is a systematically achievable outcome. It is a function of selecting the right individual resources, activating them through high-quality preparation, and fostering the crucial psychological state of CCA that unlocks their full potential. The findings offer a replicable and actionable framework for both scholars and practitioners, contributing to the ultimate goal of enhancing the effectiveness and well-being of the global workforce that operates within the strategically vital China-ASEAN corridor.





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APPENDIX A FOCUS GROUP INTERVIEW (FGI) TRANSCRIPT

Total focus group time: 51minutes 24seconds

Moderator: Baofu Yang

Th1: One of Chinese expatriates in Thailand

Th2: One of Chinese expatriates in Thailand

Ph1: One of Chinese expatriates in Philippines

Id1: One of Chinese expatriates in Indonesia

Id2: One of Chinese expatriates in Indonesia

1. Introduction

Moderator:

Welcome to this focus group interview, please feel free to express your opinion and views clearly and in detail one person at a time. There are no right or wrong answers; we are all here to share information what you learned in host countries.

This session is being recorded by VooV Meeting automatically.

The purpose of this focus group is to obtain information about a group's belief and attitudes on factors affecting CCA and JP of Chinese expatriates in ASEAN countries.

All information obtain will be kept confidential. The information from this discussion would be used for analysis as a whole; your names will not be used for the analysis of the discussion.

2. Warm up

Moderator: Then, the rules of the interview for this evening's conference are that there are no rules. Just tell me your ideas, experiences, or the actual situation in the local area, and the problems you encounter. Talk to me, tell me about it. Speak freely.

Moderator: It is anonymous. The company name cannot be used. The recorded data is confidential, and your name will not appear. And the name of your

company, etc. Excuse me, let me confirm first. Can you hear what I just said clearly?

Ph1: I can hear it.

Th1: It's ok on my side.

Th2: Yes, yes, yes.

3. Languages used in daily life in host countries

Moderator: What language do you usually use in your daily life and work in the local area?

Th1: Mainly, English is the main language, because my Thai is not that fluent yet, but it is OK for simple things like buying things and saying hello, and it is OK for simple daily life. But, in fact, English is the main language for most of the time, because, relatively speaking, I am in Bangkok, and the English penetration rate in Bangkok is actually quite high, including the old ladies and grandfathers selling coffee on the street, in fact, their English is pretty good, [although] I may not be so fluent, but in fact, simple communication is no problem.

Th1: Of course, I have met many people, especially the young generation. Many of them can speak Chinese, and they speak it very well. I discovered this only after I spent a long time [in Thailand]. About ten years ago, many public schools in Thailand, whether elementary schools, kindergartens or some private elementary schools, kindergartens, and high schools, actually offered Chinese classes. So, the Chinese literacy rate among young people there is actually slowly increasing.

Ph1: It depends on the communication target. If it is for Chinese people, Chinese is more commonly used. If you are in Myanmar, you usually use Burmese, and not much English. However, if you are in the Philippines, the local small businesses, government agencies, enterprises and institutions mainly use English. The official language is

also the common language. I used to work in finance, so all the contracts, invoices, and everything we did were in English. However, after we finished compiling the English report, we had to translate it into Chinese when reporting to the head office in China. So normally, when we communicate with the outside world, I mainly use English, but when we report to [China], we use Chinese and English as the common language. English is the most widely used language, so I think that in the future, as a common bridge between countries around the world, there will be no problem. So, when you go to a restaurant to eat, the menu, the receipts for the things you buy, and the invoices when you take the bus are all in English.

Id2: In daily life and work, we use both Chinese and Indonesian, but Chinese is used more because we mainly communicate with Chinese people. We have our own translators.

4. Difficulties or influences in language

Moderator: So, in terms of language, what difficulties or influences exist?

Ph1: Actually, when we first start working together, it may be that the other person can't hear clearly, I can't hear clearly, or if your voice or speed is not so rhythmic, the other person may not understand, and we don't understand what they say either. There may be a period of adjustment in between. Generally speaking, when you communicate with one person, you may not understand the first half of the sentence, but after the second half, you can work smoothly. However, for other people, their voice and speed also have differences, so it varies from person to person. However, just like [when speaking Chinese] our accent, including our voice and speed, actually has a lot to do with it. It's like when you speak Chinese characters, if you speak fast or slow, and some of your pronunciation is not very standard or clear, people may not understand. Especially for some [sentences] that are longer and not standard, the other person may start to make gestures to you at first, or use other things to make gestures. It's a slow communication; it's a

process of adjustment. Because what you learn in textbooks in China, including what you learn in university textbooks, are all written materials, which are very different from the spoken language in actual communication.

Th2: Let me share my own opinion. I have been in Thailand for almost five years. I personally think that it is because I usually speak Thai when I work and communicate with my employees, and I also speak Thai when I talk to my customers. As for English, I can only communicate with my customers in English if they can tell that they are good at it. However, most of our customers are pure Thai speakers. If you speak English to them, they may not be able to speak it. Some of these customers may be the former overseas Chinese. They may know a little Chinese, but they still prefer to speak Thai, so that it is convenient for them to communicate with their employees. Therefore, I usually speak Thai, although I am not very good at it. As for the difficulty of English, I personally think that it is not difficult to communicate in basic ways. The difficulty lies in that if you want to make some official reports or communicate with real Europeans and Americans, you still need to have a more systematic study. My colleagues are probably at the top level of IELTS, and the difficulty of learning English is that it is not difficult to learn basic grammar. So, just like Thai people learning English, the pronunciation of Thai people is different from ours, and you have to slowly adjust to it before you can understand it.

Id1: I don't speak Indonesian very well, so there is a little barrier. Other things are fine. For example, if it's not very important, we can still communicate. For example, if you learn a little bit of simple Indonesian, you can still communicate. For more complicated things, you can find a translator. Our company has three to four translators.

5. Interaction with host nationals

Moderator: How is your interaction with local people, such as people in the company or outside the company?

Th2: For me, customer interaction is almost every day. Whether it is meeting in person or communicating with customers online, it has to be done every day.

6. Knowledge about local culture and customs

Moderator: How well do you know about local culture and customs?

Ph1: Actually, for each country, they are more interested in the past of Chinese people. Including our living habits, family background, language and culture, past experiences. I think the main thing is that we can talk fluently, and they are also willing to [communicate]. Then, they also talk about their own living habits, hobbies, and what they like to do. They also communicate with [us] frequently. Usually, we communicate with each other at work, and cook together after work. In this case, they will actually [ask] about what hardships we have, including what we like to eat, whether we like to drink alcohol, whether we like to drink tea or coffee, etc. In fact, for them, China is a magical place, or a beautiful place, and they are all quite interested. They want to learn about China, including tourism, but they think that China is not like the barbaric place that Western countries have promoted in the past. They are also quite interested in these things, right? They are also interested in how big Yunnan or China is, and the regional differences in various places, the differences in diet, and the differences in life. And the most interesting point is whether it is particularly easy to make money in China, and whether the consumption is very high? Then, they know in detail whether there are a lot of delicious food and many tourist attractions. They also have a habit of taking out a map or a notebook and taking notes when introducing Chinese history to them. They also know in detail whether these places have any special features, whether

there are beautiful women, delicious food, good wine, scenery, language and culture, economic development, and official situation.

7. Effect of political issues on adjustment

Moderator: Then let me ask another question. The relationship between the Philippines and China is a bit tense now. Does it have any impact on your work and life?

Ph1: The main impacts are the entry and exit relations and visas. This is still affected because your relationship is tense, and once you enter, the security check and entry inspection conditions are very strict. So, it is more or less affected, mainly depending on the influence of the company we go to there. Including the actual situation behind it, the operation situation, these can be solved. Because when I went there, it happened to be the worst time of the epidemic in 2019 and 2020. At that time, I felt that it was not easy to return to China, mainly because the air tickets had risen too high.

Ph1: They often talk about Chinese tea and Chinese culture. I have in-depth exchanges with them on this aspect. Then, if you need anything later, including if you need them to make a phone call, including customs declaration, they can help you. Many times, they are very serious about doing things. They will give you a list of materials and documents to submit, and then ask you to prepare them, and then take you to [handle]. In fact, when we first went there, we didn't speak English so fluently or clearly. This is something that is forced out in the environment. If you don't want to speak, you may never be fluent. When you speak, even if you don't speak very well or standardly, after gradual practice and correction, you will gradually speak very well in the later stage. This is an adjusting process.

Ph1: Including some local people, they may not be able to hear what you say clearly. But they may judge what you want to do, or what you want to do, or what you want them to do from your expression and gestures. In fact, I think language is a barrier and there are certain differences, but the key is where the needs of both parties are, or what both parties want to do, and whether they can be effectively combined. I think this can solve the problem.

8. Main problems encountered in adjustment in daily life and work (medical care services, work pace)

Moderator: What are the main problems you encounter in adjusting to this situation in your daily life and work?

Th1: Let me start with life. For me, life is not a big problem, because I am actually quite familiar with Thailand. When I was in college, about ten years ago, I often liked to come here to play. Because I like it myself. Many Chinese people may not be used to the climate and food when they go to Thailand. I am very used to Thailand, and I like the climate. So, there are no big problems in life. There may be one thing, which is the medical problem. If you want to see a doctor quickly or something, we Chinese people have the mentality of going to a better hospital, so we have to go to a private hospital. The cost is very high, that is, it is not as cheap as in China. Although the service may be better, the cost may be higher. At work, the problem I encounter is the Thai people's procrastination. Their efficiency is a bit too low in my opinion. Because our work objects and our partners are mostly teachers from major universities in Thailand, as well as the academic affairs offices of major universities. Now, the only university that we feel is efficient is Chulalongkorn [University]. Except for Chulalongkorn [University], all other universities actually respond very, very slowly. And because you have to send emails, official emails, and they have to be in English, but if I send an email on Monday, they may not reply until next Tuesday or next Wednesday. And if you call them or visit them, they won't reply

to you on this matter, and it may take one or two days to reply on the same day. I think this efficiency is really low, because when working in China, everyone puts efficiency first, and today's work must be completed today. So, after a long time, we got used to it, because now we have many friends and colleagues, and we chat together, and ask whether this document has been issued, whether that document has been issued, and then there is only one sentence, Thai people, you know, then we understand [the matter] and delay it again.

Id1: Medical care is not very convenient, not as convenient as in our country.

9. Methods to deal with unpleasant things or negative situations

Moderator: When you encounter unpleasant things or negative situations in your daily work, how do you usually deal with them?

Th2: How should I put it? It depends on self-adjustment. For an overseas post like ours, if you cannot adjust, to be honest, it is almost the same. You will consider returning to China, that is, you will not be able to stay for long. Then it mainly depends on self-adjustment. You can find something to do by yourself. Because of the epidemic, I was alone here. There is no pressure on work. If you want to say it, there is, but it is definitely not as great as in China. In the end, you can talk to friends when you encounter something, go out, walk, and stroll. In this way, most of the time, it depends on self-adjustment.

10. Adjustment to challenge in work

Moderator: If you encounter challenging work and management often tells you that you need to jump to get it, or sometimes, you may not be able to reach it even if you jump, what will you do?

Th2: Let me talk about my own experience. We are in the business position. The business position will definitely have a performance target. The company assigns a target to you, and you have to achieve a performance target. At this time, for example, if you want to achieve 1 million, we will do the corresponding management and break down the

corresponding target to our local employees for management. The difficulty lies in how you manage. Because the [manager] just mentioned that Thai employees are more procrastinating, you have to adjust to their habits and make adjustments according to their methods. You can distribute the corresponding tasks to everyone in a more effective way. So, most of the time we still use a more systematic management, that is, from the issuance of our indicators to how to follow up on each step of the completion of this indicator. How to make a closed loop, how to give feedback on problems, and then do a systematic management, a bit like the systematic management of food management, to make a plan. In most cases, it is still not 100% achieved, but it can be achieved by 70% to 80%.

11. Motivation for accepting overseas assignment

Moderator: What is the reason for our overseas assignment or the motivation for accepting overseas assignment?

Th2: For me, my motivation is purely based on my personal thoughts. If you have the intention, as long as you have the intention at the beginning, then you will have the opportunity to go abroad. If you find that the life abroad is not bad after you go abroad, or you may have some fun and a sense of accomplishment, if you have these ideas, then you may have the opportunity to stay abroad permanently. If you find that the difference between the life abroad and the life abroad is a bit big after you go abroad, and you feel a big gap, then you will not stay abroad for a long time. It mainly depends on your own intention.

12. Effect of income on overseas assignment

Moderator: Will income be a major aspect?

Th2: Income is also [a major factor]. Income should be the main reason, otherwise, what is the point of running so far and working so hard?

Th1: [Income] This is the reason why expatriates are willing to come out. To put it bluntly, there is one point that [another manager] just mentioned, which is income. In practice, it is about income. It is a question of income.

Th1: Then there is another point, which is your adjustability. I think the most important thing for expatriates is whether they have strong adjustability to the local environment. I think expatriates must have several aspects. The first is that they must have a cheerful personality. As I just said, they must adjust themselves, because after all, they go to a strange place, the language environment is different, and the lifestyle is also different. The second is that without supervision, you may not have to report to the company every day like before. In this case, you must be able to complete your tasks on time and in quantity, and you can report to the headquarters every day by email. I think self-learning ability is also very important, because first you have to overcome the language barrier. Then you have to meet many different people, so I think the challenge may be stronger than in China.

13. Methods of interacting with host nationals

Moderator: What methods do you usually use when interacting and communicating with local people?

Th1: Generally speaking, we eat and drink. Sometimes, if there are holidays, we will arrange to go out and play around, but basically, we mainly drink. Because, in our contacts, one strange thing is that Chinese teachers or professors who are in their 50s or 60s will not take the initiative to invite you to drink, but some of our partners have old professors who are over 60. They don't have time during the day, and then they have something to discuss at night, so they go out for drinks. They have really good energy. As a person in his 30s, I can't outlast them. I can't. They can [play] until two or three in the morning, and then get up at six o'clock the next day. [Old professors] Drink foreign

liquor. Young Thais like to drink beer, but the older ones, from what I have observed, those in their 40s and 50s, actually drink more foreign liquor. It may have something to do with their majors, because all the college professors I work with are artists, so they prefer to chat with us in a more relaxed state.

14. Work adjustment in efficiency and system

Moderator: How is your work going? Is it going smoothly?

Th2: It was definitely not smooth, and there were definitely many setbacks. That was for sure, not going well for me either, especially recently. There are communication problems. Because they are locals, their thinking logic is actually different from that of Chinese people. So, there are many problems in the process. It feels like a lot of ineffective communication. It may take one or two months to communicate about a matter, but there is still no result in the end.

Th2: In addition to habits and procrastination, there is another thing, which is their system. For me, I don't quite understand it. For example, in Chinese universities and schools, if the dean agrees to something, then it will be OK, right? But the situation here is not like this. Although they are all public schools, their behavior is different from that in China. The power of the dean is not as great as that in China. For example, a certain project team, and this person is the person in charge. The person in charge of this project has the final say. Even if the department head says something, it doesn't work. This project is decided by him alone. It's all project-based. In fact, because it is a capitalist country, it has more or less the system of developed countries in Europe and America, so it is mainly project-based.

15. Adjustment in terms of unpunctuality

Moderator: When interacting with locals, how was the adjustment in terms of punctuality?

Th1: He is definitely not punctual. Some time ago, we met a friend of a friend, a Belgian who has been in Bangkok for nearly ten years. When we went to meet him, I was two minutes late because of the heavy traffic that day. I told him I was sorry for being late, and he said that in Thailand, two minutes is not considered late, and an hour is acceptable. For someone who has been in Thailand for ten years to say this, I think he must be very unpunctual in his daily interactions.

Th2: Because I am a management, so for those who are not punctual, on the one hand, we will have some corresponding systems to constrain them, and on the other hand, we have some corresponding reward mechanisms to reward and punish them for coming to work and leaving work on time. But how should I put it? There are always many reasons. You can only say that you can't control them at all. You can only say that you have the corresponding rules and then constrain them. For example, before, there was a colleague who believed in Buddhism in the company. He was a pure Buddhist, and he had to go home every day, even at noon, and he had to meditate every morning and evening. It was hard to believe that such a situation existed.

16. Biggest challenge in work

Moderator: What is the biggest challenge you are facing now?

Th2: In my work, the challenge of personnel is how to stabilize the team, that is, how to adjust to their way in an effective way, to constrain them. I think this is quite difficult. If you copy the Chinese way, it will not work at all. If you copy the Western way, then it is possible that after one month, all the people will leave. How to come up with a way that is more suitable for the local area and not too tiring for you to manage? I think this is quite difficult.

Th1: Our current challenge is to resolve the misunderstandings between schools and students, which leads to conflicts. Chinese clients' behavior, logic and thinking are all based on the thinking patterns of Chinese education. But Thailand has its own behavior patterns, which Chinese students do not understand. They do not understand the Thai way of handling teaching and academic affairs, and Thai teachers and schools also do not understand the problems of Chinese students' attitudes towards learning. So, our current challenge is to coordinate the conflicts between the two parties.

17. Overall evaluation for overseas work

Moderator: Overall, how do you evaluate your overseas work, such as adjustment to work and life, and the interaction and communication with local people? Do you have any thoughts or insights?

Th2: Let me say this. If you want to talk about the overall idea, if you talk about work, the salary is high, it is not particularly high compared to the same industry, but the overall pressure is not as great as in China, so if you want to talk about satisfaction, it may be more than 80%, this is certain. Then if you want to talk about life, how to say it, if you want to live completely here, it is possible that more than 80% of you have to become an 80% Thai, and integrate into the local Thai community and communicate with Thai people, how to say, I personally think that this is still quite difficult. As for the overall evaluation, I personally think that because I have a plan and plan to live here for a long time, I am generally quite satisfied. The overall consumption, including the cultural environment in all aspects, is quite satisfactory.

Th1: Actually, I am quite satisfied with where I am now. After all, from the overall living environment, I am quite satisfied. The only thing that I am not particularly used to is that I am a little afraid of noise, so sometimes I really can't stand the noise of motorcycles here. But I think everything else is pretty good. For example, I live in Kunming, Tongde

Plaza. Whenever I go downstairs, go out, take the subway, or cross the road, I have to pass the sidewalk, but all the places are full of electric vehicles, motorcycles, and shared bicycles. Barriers are set up at all intersections, and all the intersections are also full of electric bicycles. Then, every time I want to cross the road, I have to go around a long circle, and the blind path is also occupied, [all] places are also occupied, and I feel that it is chaotic and the traffic is too chaotic. However, in Thailand, although there are many motorcycles, they are not parked randomly. They are very polite when driving or riding motorcycles, and they are always polite when they see people, which is one thing I like about them. So overall, I am quite satisfied.

18. Additional points

Moderator: Is there anything else I haven't talked about that you would like to share with me?

Th1: I think I have a small suggestion for future expatriates or people who come to Thailand to study or work. After coming here, you must fully respect the local living habits. How should I put it? Sometimes we see a lot of tourists on the BTS or public transportation system. They may have adjusted to the lifestyle in China. In the [public transportation system], they may be far away from each other, joking and laughing with each other, and their voices are very loud. And every time this happens, Thai people will not say anything to you, but in fact they will label you in their hearts. I think this [loud voice] is very bad.

Th1: Another thing is that Thai people will greet each other and smile when they meet. Whether it is hypocrisy or habit, we know after spending a long time here that it is just a matter of living habits. They are like this to everyone. So Chinese people should not be shy at this time. In fact, if you are a little more enthusiastic, you will leave a good impression on each other. Don't be afraid to communicate with local people. In fact, young people like to communicate with people from different places

and countries. In terms of language, even if they can't understand everything, they can communicate through various translation software. In fact, young people are quite willing to calm down and communicate with you, so don't be afraid to express yourself. I think this is very important, because once you are shy and think that you don't understand, you will not be able to integrate into the local community.



APPENDIX B INDIVIDUAL INTERVIEWS TRANSCRIPT

1. Interview highlights with Laos expatriate

Moderator: I'll take up ten minutes of your time. First of all, thank you! I'll get straight to the point. I just want to use this VooV Meeting to learn about your CCA in Laos. For example, what language do you usually speak at work?

Lao1: Our usual working language is Lao. If it's a Chinese company, it's more Chinese.

Moderator: Is your usual food provided by the company or do you cook it yourself?

Lao1: There is a canteen in the company.

Moderator: So, is this chef invited from China? Or is he hired locally?

Lao1: The chef is a Lao chef we hired locally. Some chefs can speak Chinese. Then he can cook vegetables suitable for Chinese tastes. So, these chefs have worked in Chinese companies before and have this experience. So, we usually look for Laotians who can cook Chinese food to be chefs.

Moderator: For example, in Laos, how many times higher is the salary than that in China?

Lao1: In terms of income, it is higher than in China. Because he works abroad, relatively speaking, it is higher than in China. For example, the average monthly salary in China is about 7,000 yuan, if it is in Laos, it may reach 10,000 yuan, or about 12,000 yuan per month.

Moderator: Is it twice or three times the average?

Lao1: Yes, because it depends on the position. Some positions are based on technology and different industries. It is possible that his work has this technical content, and his salary may be higher. For ordinary positions,

such as positions in office or other positions, he may get the salary level I just mentioned. The salary here is about 7,000 to 10,000 RMB per month.

Moderator: How do you solve your housing problem now?

Lao1: As for housing, our company generally provides accommodation, with dormitories, which are allocated according to job levels. Supervisors usually live with one people, ordinary employees may live with three to four people in a dormitory, and managers usually live alone in a dormitory.

Moderator: If you get sick, how do you solve the medical problem?

Lao1: The company bought commercial insurance for us when we join the company. The company also buys accidental injury insurance for us. For example, if we get injured or have a car accident during travel, we have accidental injury insurance or other insurance.

Moderator: The last question is, what aspects do you think you are not used to? You have been in Laos for so many years, what aspects do you think you are not adjusted?

Lao1: Let me give you a few examples of the aspects that I am not used to. The first aspect is the diet. In terms of diet, the food is different from that in China. In Laos, people may eat more lettuce, and the taste is sourer and spicier. The second aspect is the living habits and customs. Because the customs here are different from those in China. The marriage, daily friendships and gatherings in Laos are different from those in China. Their drinking culture is also different. For example, in Laos, people may prefer to drink beer, while in China, they may prefer to drink white wine. If you go to the home of a friend, relative or colleague in Laos, they may drink more beer, Laotian beer. Because

Laotian beer ranks third in the world, there is a lot of beer, and Laotians like to drink beer, and they will not give you white wine. The third aspect is that their transportation facilities and basic infrastructure are relatively poor. Because Laos is a relatively poor country. Its transportation infrastructure and education may still be relatively backward. Compared with China, it may be more inconvenient, that is, it is basically a muddy road, and the road conditions are relatively poor. I feel uncomfortable in these aspects.

2. Interview highlights with Malaysia expatriate

Moderator: When you were working in Malaysia, what language did you usually use in your daily life and work? Were there any difficulties or impacts?

Mys1: How should I put it? We usually speak Chinese because we have a translator. Of course, English is popular in Malaysia. We usually speak Chinese at work. Then we use a translator to translate.

Moderator: What about food?

Mys1: For food, we basically go to Chinese restaurants. The flavors here are all Sichuan and Hunan cuisine. But for local food, we may not be used to curry rice, which may be a little worse.

Moderator: What about accommodation?

Mys1: For accommodation, we live in an apartment, which is quite good. Two people share a room, with matching sanitary ware and single beds. Two people share a room, which is quite good.

Moderator: How is the medical care? Is it convenient?

Mys1: It is convenient. There are more private hospitals. For example, we also have a clinic in the factory. However, the conditions are a little worse. If you go to the city, there are private hospitals. You need to queue up for

public hospitals. Like us in the past, we had to queue up, register, and follow the normal procedures. There is nothing else. Because it is a Muslim country, there are all the normal Muslim ceremonies. That's it.

Moderator: So, in general, how is your adjustment there?

Mys1: It's OK, I didn't have any problems. The work and life there are good, the public security is relatively safe, and everything is good.

Moderator: How is the income there compared to China? It should be higher than China, right?

Mys1: There are some subsidies, so it is a little higher than China, because it is a project under the "Belt and Road" initiative, and there will be some corresponding subsidy policies.

Moderator: Is the salary three times higher than that in China?

Mys1: Not three times (laughter).

Moderator: It should be more than two times.

Mys1: About the same, about two times! That is, the possibility for the same position is about twice as high.

Moderator: Do you have anything else you want to share with me?

Mys1: There is nothing else. Because we work in the factory and our activities are in the city. There is nothing else. It is probably like this. Because we don't participate in religious ceremonies, so basically, it is just that.

3. Interview highlights with Myanmar expatriate

Moderator: Well, my research topic is about the CCA of Chinese expatriates in ASEAN countries, so I want to interview expatriates from ten ASEAN countries. I have already interviewed some expatriates from other countries.

Mm1: Experiences and attitudes in all aspects, right?

Moderator: I just want to ask you about the situation in Myanmar, for example, can you share with me your attitudes on the outlines I sent you?

Mm1: It is indeed not a good time to go to Myanmar now, but I went to Myanmar as an exchange student when I was a junior in college and studied there for ten months. At that time, there was no coup or anything like that in Myanmar, and the public security was okay. The experience was pretty good. Then, I was also sent to Myanmar for work. Maybe because I learned Burmese, I have a better understanding of the overall situation of the local area, including the culture and language, so I am relatively adaptable. Overall, there are good experiences and bad ones. In general, I will share with you based on your outline. First of all, it is the language. Generally speaking, in Myanmar, Chinese, English and Burmese may all be used. Then, in my daily life, I mainly speak Chinese and Burmese. As for Chinese, of course, I will speak Chinese when I come into contact with local Chinese or our friends in Chinese-funded enterprises. As for Burmese, I communicate with local people in daily life. For example, when I go out to buy vegetables, or go to buy something, or go out to do something, I basically speak Burmese more. If you occasionally meet a foreigner or something, they may not understand Burmese, you can communicate with them in English.

Mm1: As for work, I personally have contact with both, but more often it is Chinese-Myanmar translation. For some documents at work, I translate more. Then, if we go to some meetings, because our owners or some partners may be Korean, Thai or from other countries, they basically use

common English more. When dealing with local government departments, there is Burmese. Of course, when we have meetings with them, some professional vocabulary is involved, such as agricultural or electricity, so we must use some English expressions, which is more concise and accurate, because some words in Burmese are relatively complex, or not so accurate, and the expression may be more verbose. So generally English and Burmese are combined. Then, the second point is the adjustment in all aspects of Myanmar. Overall, I am more adapted, so I will talk about it in detail from all aspects.

Mm1: The first is the climate. Myanmar has a tropical monsoon climate in Southeast Asia, which is basically divided into dry and wet seasons. The dry season is relatively dry, and the so-called cool season has a lower temperature. It is hot and stuffy when it is dry. Of course, it will rain, and it will be relatively noisy when it rains, and the temperature will naturally drop a little. The overall temperature is still relatively high. But don't worry, because there are usually air conditioners indoors. Then, you will have a very obvious experience of a large temperature difference between inside and outside. The temperature inside may be more than ten degrees, and the temperature outside may be more than 30 degrees. Then, the humidity may be heavier, and the humidity will be heavier if you stay there for a long time. Personally, I will sweat through exercise. For example, playing badminton or swimming, sweating, and expelling some moisture, or going to a health center for cupping or moxibustion.

Mm1: Secondly, regarding food, I don't know if you have heard of Burmese food. It is relatively greasy. But I think it's OK to eat occasionally. As for the dipping sauce, there may be a combination of various seasonings. Some people can adapt to it, but some people may not accept it. Especially the fish and shrimp sauce there. People who like it think it is a bit fragrant, while people who don't like it think it's a bit mediocre (laughter). Then there is more Chinese food. Because there are more Chinese people there,

there are relatively more Chinese restaurants. Especially in the industrial area there, basically 80% of them are Chinese, so they have all kinds of snacks or delicacies from all over the place, and they are relatively cheap. But in the city, because the costs of all aspects are relatively high, the prices of Chinese restaurants are relatively high. Relative to the price, I think the taste is pretty good, not much different from China. After all, there are people from various countries coming to Myanmar, so there are Japanese food, Korean food, French food and the like. I often go there to eat and the quality is quite good. I think it is quite fresh and the price is relatively affordable. There are also some ethnic minority meals, such as the dishes from Shan State or Kachin State, which are sourer and spicier, and a bit similar to the Dai cuisine in Yunnan. It is not bad to try it occasionally.

Mm1: The third point is about living. It depends on which area you live in. If it is in the city, the overall conditions will be good, but the prices and rents will be higher. If it is in the industrial area, it will be cheaper overall, but it is not safe either, and the overall public security there is a bit chaotic.

Mm1: The fourth point is shopping. Shopping is similar to that in China. There are also some large shopping malls. For example, the larger ones in Yangon, Myanmar are Ma ama Plaza or Time City, and Golden City. They also have various big brands or some local brands, including Korean and Thai brands. Shopping is still convenient.

Mm1: Then, in terms of medical care, there are public medical institutions and private institutions. Public institutions are definitely for local Burmese people, with relatively large discounts and low fees. However, because there are many local people, it takes a long time to queue up, and the medical equipment is average, because some may be free. Some are relatively cheap, so the configuration is not up to par.

Moderator: If you go to the doctor, do you need to make an appointment? Or can you just go and see the doctor without an appointment?

Mm1: You also need to make an appointment, especially for private hospitals. You need to call ahead to make an appointment. There are relatively fewer people there, but it doesn't necessarily depend on which department you are visiting. Basically, you need to make an appointment one day in advance.

Moderator: Is that expensive?

Mm1: The cost is of course a little higher than other hospitals, because private hospitals have relatively more complete medical equipment and better medical conditions.

Moderator: How does it compare to domestic public hospitals?

Mm1: It's about the same. It depends on which department you go to. If the disease involves some diseases that require high-end equipment, the cost may be higher.

Moderator: So, the public hospitals are very slow?

Mm1: Yes, I just mentioned that you don't need to make an appointment in advance, you can go during normal working hours, but you have to queue up for a long time. And you may have to stand outside in the open air to queue up, it is very hot, and it is easy to get heat stroke. Generally, locals go more often, if you are a foreigner, most of them may go to private institutions or private hospitals.

Moderator: Also, regarding the diet you mentioned just now, do you cook your own meals now? Or does the company have work meals?

Mm1: We usually hire a local nanny to cook for us. Then, they pay more attention to vacations, so if they are not there occasionally, we will cook for ourselves. If there are many people, sometimes we will have a meal together, eat out, or cook together at home.

Moderator: So, regarding accommodation, is it provided by the company?

Mm1: Yes, generally if it is a Chinese-funded enterprise, they will provide accommodation, and it may be a local villa. It may also be renting a residential area in a commercial building similar to that in China.

Moderator: Apart from work, do you normally interact with the local Burmese people?

Mm1: Of course there is. Are you talking about making friends? Or are you talking about some work-related interactions?

Moderator: Yes, one is making friends or having normal social interactions.

Mm1: Yes, there are two situations. One is work-related. In fact, it is only when there is a work demand that we can interact with each other. We chat more, and I also talk about work. Personal matters or something, but relatively speaking, work is the main thing. If it is a personal relationship, if you have local Burmese friends, there are also some interactions. Usually, you may make an appointment to go out together, go shopping, or go to a museum together, take a look, and have fun. Then, there are some Chinese people, and you may come into contact with people from different circles.

Moderator: If you communicate with local Burmese people, will they speak English? Or Burmese?

Mm1: If you are a local, besides Burmese, they can also speak English. If you don't know how to say some words in daily life, you may use English and they will suddenly know what you want to express. The overall English level of locals is OK. For example, when you go to the vegetable market to buy vegetables, you chat with the uncles and aunts selling vegetables, and they all speak good English.

Moderator: Is that thing Burmese women put on their faces snake powder?

Mm1: It's called Huangjiang Face, which is a kind of local yellow fragrant lotus tree. It is ground into natural juice, and then applied on the face. Locals

call it a natural sunscreen, which is very cool. But its powder is a little yellowish, so it is called yellow fragrant lotus.

Moderator: Will you encounter any difficulties if you work there?

Mm1: If it is difficult, there are also some when you first go there, because you don't know much about the overall situation of the local area, and you need a process of adaptation. If I have encountered it, I think it is a bit difficult to adapt at the beginning. For example, the transportation is not as convenient as in China. You may only be able to take a taxi. Of course, he now has the Grab app, which is similar to Didi Chuxing in China. It can locate, but sometimes it may not be very accurate. You make a reservation first. If it is not very accurate, you can call the local driver and tell him that they will also know your specific location and will come to pick you up. However, as for the bus, when I was studying abroad before, my classmate's mobile phone was stolen. As for the public security, because the reputation is not very good, there are still some thefts. You may be a little worried about safety.

Mm1: Another thing is express delivery. If you want to shop, it is not as convenient as in China. There are some local online shops, but they may not have such a complete range of products, and relatively speaking, you will not be satisfied with your selection. So, it is better to go directly to shopping malls. However, in shopping malls, Chinese supermarkets in industrial areas generally have a more complete range of products, and many of them are shipped from China. Compared with China, the efficiency and experience of online shopping here are far behind.

Mm1: Another point is that the locals don't have a strong sense of time. If you communicate with them, it will be more time-consuming and time-consuming. What I mean is that you need to wait patiently. Sometimes the response may not be so timely, and you spend twice as much time to do half the work.

Mm1: Another point is that I think the locals have a bad habit of chewing betel nuts, and they may spit everywhere. The betel nut juice looks a bit disgusting, and it doesn't feel good. If you are not careful, if someone passes by you and he doesn't pay attention, he may spit the juice on you. And if you step on it accidentally, the betel nut juice is still very difficult to wash off. Overall, I think the locals are relatively friendly and enthusiastic. In fact, there are good and bad people everywhere, including people, and there are good people and bad people in all aspects. In foreign countries, relatively speaking, there is no guarantee of public security in China, so you need to be more careful, and the heart of caution is to be on guard against others. You should not have the intention to harm others, but you must be on guard against others. Because the situation outside may be a little more complicated, you need to be more careful and pay attention to safety.

Mm1: Is there anything else you are interested in or would like to know?

Moderator: I think you have said a lot, which is more than I expected. I think you have said it in great detail.

Mm1: Yes, because I am in Myanmar, and I have been exposed to many aspects, and I have some insights, so I talk about it in more detail and a bit more verbosely. Maybe not everyone has the same feelings, but these are my personal experiences, feelings and summaries. For your reference, teacher.

4. Interview highlights with Singapore expatriate

Moderator: When you work in Singapore, which language do you usually use in your daily life and work? Are there any difficulties and impacts?

Sg1: In our daily life and work, we usually use Chinese and English. Because my English vocabulary reserve is limited, I am not very fluent in communicating with foreigners. We can generally only communicate some basic and simple ideas, simple things, more difficult things, or profound things, we generally do not communicate in English.

Moderator: How do you adapt to the climate, diet, living, shopping, entertainment, medical care, etc. in Singapore?

Sg1: The climate is hot all year round and the air humidity is high. You can taste the food of many countries, and Chinese food tends to be Cantonese. The living environment is relatively crowded. Shopping, entertainment, and medical care are relatively convenient (the variety is less than in China), but the price is relatively expensive.

Moderator: What aspects did you not adapt to in Singapore?

Sg1: Mainly the climate, but I can adapt to other aspects. Other aspects are OK, because we don't go out very often, usually we stay in the company's apartment after get off work. So, we didn't pay special attention to other aspects.

Moderator: How is your relationship with Singaporeans? Are there any difficulties?

Sg1: We don't interact much with the locals because there is still a gap in language and culture, and the language cannot communicate smoothly, so there is not much interaction, very little. There are definitely difficulties. One is the language, and the other is the background, cultural background, level, education, etc. There is still a big gap.

Moderator: Do you have any local friends?

Sg1: No, almost none. We usually communicate mainly with our co-workers, and have little contact with local people.

Moderator: How is your work going? (On time? Efficient?)

Sg1: Under normal circumstances, I can still complete the work on time. But if I encounter special circumstances, such as being sick or feeling bad, I still cannot complete the work very efficiently. Besides, our work sometimes requires the cooperation of others.

Moderator: Do you have anything else you want to share with me?

Sg1: There are many Huaren (Chinese descent with a foreign citizenship) in Singapore, and many rich people. However, due to different cultural backgrounds, cultural levels, and work experiences, it is still difficult for us to integrate with them, make friends, or have more in-depth exchanges.

5. Interview highlights with Vietnam expatriate

Moderator: When you work in Vietnam, what language do you usually use in your daily life and work? Are there any difficulties and impacts?

Vn1: Because we work in the factory, the language we usually use in our daily life or work is still mainly Chinese. Sometimes, simple Vietnamese may be used, but Chinese is still the main language to communicate with colleagues. As for the language difficulties, how should I put it? I can only speak some simple Vietnamese and some simple sentences.

Moderator: How have you adapted to the climate, diet, housing, shopping, entertainment, medical care, etc. in Vietnam?

Vn1: The weather in Vietnam may be hotter than Yunnan and hotter than most parts of China. However, working in the factory is not bad, because there is air conditioning, it is relatively okay, and this climate can be overcome.

Vn1: As for diet, there is still a canteen in the factory, and everyone eats together. The taste of the canteen is basically okay, and there are Chinese chefs. Occasionally, we will still go out and have a meal together to taste the local food.

Vn1: As for housing, we still need to look at the level of the position. The higher the level, the better the living conditions. The housing is rented by the company. If it is the director level, it is usually one person living in a room. If it is an ordinary employee, it is usually 4 people living in a room. There are also 2 people living in a room. It depends on your level.

Vn1: Regarding shopping, shopping is relatively convenient because Vietnam borders China and many things come from China. Of course, some Chinese factories are now building factories in Vietnam, so Vietnam can still buy a lot of things, including electronic products and daily necessities. These can still be bought in Vietnam, and the price is similar to that in China.

Vn1: Regarding entertainment, we don't usually have much entertainment. The main form of entertainment is to take a walk with Chinese people, play ball, go shopping, etc. Occasionally, we get together for dinner and have a meal, and there is no other special entertainment, because we are usually busy at work.

Vn1: Regarding medical care, how can I say this issue? Indeed, the most worrying thing abroad is getting sick. Because our social security and medical insurance are purchased in China, as expatriates, we usually buy some accidental injury insurance after arriving in Vietnam. So, what we worry about most is getting sick. Once we get sick, if it is a minor illness, we usually get a little treatment here. If it is a serious illness, we have to return to China for treatment after the disease is controlled here. Because

our medical insurance is in China, it is inconvenient to treat here and it costs a lot of money.

Moderator: What aspects did you not adapt to in Vietnam?

Vn1: In Vietnam, I think the most difficult thing to adapt to is the language. The language is the most difficult to adapt to. This is one aspect. On the other hand, I feel that the living conditions and living facilities are still not as good as those in China. For example, online shopping is still not as fast and convenient as in China. Then the climate, the climate is a bit hot, it feels hotter than my hometown. However, as an expatriate employee of the company, because you work abroad, you must suffer, so relatively speaking, this inadaptability can still be overcome, because there are gains and losses in doing anything.

Moderator: How is the relationship with Vietnamese people? Are there any difficulties?

Vn1: Regarding the interaction with local people, to be honest, I don't interact with them that much, because some Vietnamese still have some prejudices against Chinese people. Although we belong to the same Confucian cultural circle, there may have been some frictions between China and Vietnam in the past, and some historical reasons, so some Vietnamese still have some ideas about us. It is still a bit difficult to communicate deeply and make friends. Usually, the main interaction is work-related interaction, which is mainly based on work, and there are more exchanges between colleagues. Other exchanges with local people after get off work and outside of work, to be honest, are not very many.

Moderator: How is your work going?

Vn1: The work is relatively smooth. The company has an assessment system, and there are corresponding processes and systems. We just need to follow the process. Because our position is not too high, there is a leader above, who manages, supervises, and guides. So, you just follow the

company's regulations and the requirements of the leader. Generally speaking, you can complete the work on time and with quality. This is the overall situation.

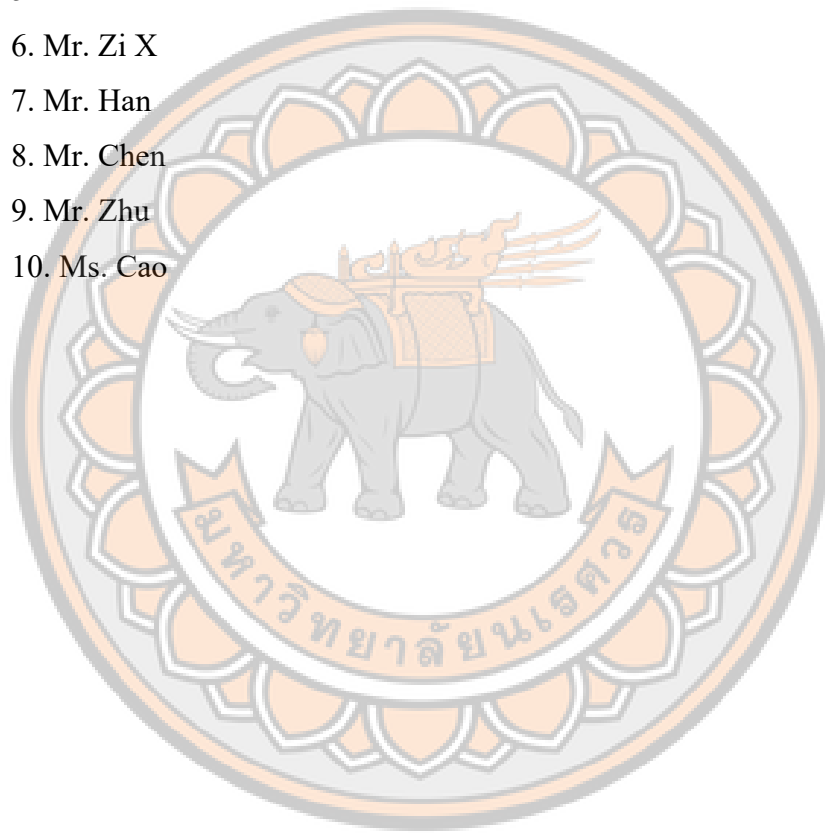
Moderator: Is there anything else you want to share with me?

Vn1: There doesn't seem to be anything else, so I've probably said almost everything I wanted to say.



APPENDIX C NAME LIST OF FGI AND INDIVIDUAL INTERVIEW PARTICIPANTS

1. Mr. Zou
2. Mr. Zi P
3. Mr. Ma
4. Mr. Pu
5. Mr. Li
6. Mr. Zi X
7. Mr. Han
8. Mr. Chen
9. Mr. Zhu
10. Ms. Cao



APPENDIX D RESULTS OF CRITIQUES OF DRAFT QUESTIONNAIRE FOR RESEARCH (FROM 3 IOC COMMITTEE MEMBERS)

Topic: Factors affecting cross-cultural adjustment and job performance of Chinese expatriates in ASEAN countries

Explanation

1. This questionnaire is used for a study on Factors affecting cross-cultural adjustment and job performance of Chinese expatriates in ASEAN countries.
2. The purpose of this questionnaire is to examine the coverage and content validity, the consistency between the questions in each factor, to compare with the research objectives by measuring the Index of Item-Objective Congruence (IOC) of the questionnaire and using suggestions from experts to develop and modify the questions to be more complete.
3. This questionnaire has 8 parts as follows:
 - Part 1. Basic Information
 - Part 2. Demographics
 - Part 3. Pre-Departure Training (PDT)
 - Part 4. Personality
 - Part 5. Cross-Cultural Competence (CCC)
 - Part 6. Cultural Intelligence (CQ)
 - Part 7. Cross-Cultural Adjustment (CCA)
 - Part 8. Job Performance (JP)

4. The researcher would like to ask for assistance from experts to consider the draft questionnaire to see if it is consistent with the objectives of this research or not by scoring each question in the IOC system by marking ✓ in the blank space. The scoring criteria in the IOC system are as follows:

- 1) Give a score of +1 when **you are sure** that the question is **consistent** with the variables and the objectives you want to study.
 - 2) Give a score of 0 when **you are not sure** that the question is **consistent** with the variables and the objectives you want to study.
 - 3) Give a score of -1 when you are sure that the question is **inconsistent** with the variables and the objectives you want to study.
5. The researcher would like to kindly ask the experts to please provide additional suggestions or comments on the incomplete points by writing the suggestions at the end of the questions.

6. This researcher would like to thank the generosity of the three experts as follows:

- A. Associate Prof. Dr. Sujinda Chemsripong (Faculty of Business, Economics and Communications)
- B. Assistant Prof. Dr. Supannee Buasook (Faculty of Business, Economics and Communications)
- C. Dr. Fuangfa Panya (Lecturer, Faculty of Business, Economics and Communications)

Part 1 Basic Information

Instructions for respondents: Please tick (✓) in the appropriate box that represents your opinion.

Instructions for experts: Please consider the question whether it is appropriate or not.

Questions	Suggestions from experts
1. Which ASEAN country are you currently working in? ☐ Brunei ☐ Cambodia ☐ Indonesia ☐ Laos ☐ Malaysia ☐ Myanmar ☐ Philippines ☐ Singapore ☐ Thailand ☐ Viet Nam	
2. The type of Business License of your organization in host country is ☐ Wholly Owned ☐ Joint Venture ☐ Representative Office ☐ Other (please specify _____)	
3. Which location of your company in China from which you were sent as expatriate? (Where is your parent company located in China?) ☐ Guangdong ☐ Shanghai ☐ Zhejiang ☐ Beijing ☐ Shandong ☐ Other (please specify _____)	B: OK. Is there anything wrong with the question? Answer: _____ Change the sentence to: "Where is your parent company located in China?"

Part 2: Demographics

Instructions for respondents: Please tick (✓) in the appropriate box.

Instructions for experts: Please consider the question whether it is appropriate or not.

Questions	Suggestions from experts
4. Your gender ☐ Male ☐ Female	A: Should add other items such as unspecified sex? <u>Answer:</u> Maintain. China doesn't recognize third gender up to now.
5. Your age ☐ 20-24 years old ☐ 25-29 years old ☐ 30-34 years old ☐ 35-39 years old ☐ 40 years old or above	
6. Your marital status ☐ Single ☐ Married	A: Should add divorce? B: Where is "Divorced" status? <u>Answer:</u> Add an item "Divorced".
7. Your average income level per month before taxes (CNY) ☐ 12,000 or below ☐ 12,001~16,000 ☐ 16,001~20,000 ☐ 20,001~24,000 ☐ 24,001 or more	

Questions	Suggestions from experts
8. Your education level ☐Senior middle school or below ☐College ☐Masters ☐Doctors Undergraduate 	A: Adjust the language. <u>Answer:</u> China's education system is: Primary school (6 years) --Junior middle school (3 years) --Senior middle school (3 years) or Middle vocational school (usually 3 years) -- College (3 years) or Undergraduate (4 years) -- Master (2-3 years) --Doctor (3-6 years). Therefore, choice "College or Undergraduate" will be separated into "College" and "Undergraduate".

Questions	Suggestions from experts
9. The highest level of English certificate you have obtained ☐None ☐CET4 ☐CET6 ☐TEM8 ☐Other (please specify _____)	A: I don't understand this one. B: No idea. <u>Answer:</u> Maintain. This is the English examination system, which has been explained in the part “2.3.1.6 English language proficiency and CCA” of the Thesis Proposal, for higher education in China.
10. To what degree you are familiar with the local language? ☐None ☐Basic ☐Conversational ☐Fluent	A: I don't understand. You should adjust the question. ...you are adjust to... are you ... <u>Answer:</u> Change the sentence to: “To what degree you are familiar with the local language of ASEAN countries where you

Questions	Suggestions from experts are working?" or "Your language proficiency of the host country".
11. Your current position ☐ Ordinary Employee ☐ Team leader ☐ Middle Manager ☐ Senior Manager	
12. Previous expatriate experience How long have you worked abroad as a business expatriate, including the present job? ☐ Less than 3 months ☐ 3 months to less than 1 year ☐ 1 to less than 2 years ☐ 2 to less than 3 years ☐ 3 years or above	

Part 3: Pre-Departure Training (PDT)

Instructions for respondents: Please tick (✓) in the appropriate box that represents your opinion.

Instructions for experts: Please consider the question whether it is appropriate or not.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

	Questions	Opinion level					Opinions of experts			Total	Average	Suggestions
		5	4	3	2	1	A	B	C			
13	The training I got from my organization improves my comfort and safety while working in the host country.						+1	+1	+1	+3	+1	A: Edit “improves” to “improved”. Answer: Change “improves” to “improved”.

	Questions		Opinions of experts			Average	Suggestions
	Pre-Departure Training (PDT)	Opinion level					
		5	4	3	2	1	
14	In general, the cultural orientation programme about the host country I am about to be deployed to, my organization provided before my departure was adequate to me.						A: Edit “programme” to “program”. Answer: Change “programme” to “program”.
15	The training programme my organization provided before						A: Adjustments. The new sentence format My organization’s training program before.....

	Questions	Opinion level					Opinions of experts					Suggestions
	Pre-Departure Training (PDT)	5	4	3	2	1	A	B	C	Total	Average	
	my departure focused on helping me behave appropriately to survive in the new context.											Answer: Change the sentence to: “My organization’s training program before my departure focused on helping me behave appropriately to survive in the new context.”
16	The training my organization provided before my departure helps me better adjust to the new context.						+1	+1	+1	+3	+1	A: Edit “helps” to “helped”. Answer: Change “helps” to “helped”.
17	The training my organization						+1	+1	+1	+3	+1	A: Edit “in” to “of” ...of my present job.

	Questions		Opinions of experts	Total	Average	Suggestions
	Pre-Departure Training (PDT)	Opinion level	A	B	C	
		5	4	3	2	
		1				
	provided before my departure was useful for contributing to the success in my present job.					
						Answer: Change the sentence to: “My organization’s training program before my departure was useful for contributing to the success of my present job.”

Part 4: Personality

Instructions for respondents: Please tick (✓) in the appropriate box that represents your opinion.

Instructions for experts: Please consider the question whether it is appropriate or not.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

	Questions	Opinions of experts					Average	Suggestions
		Total						
		Opinion level						
		5	4	3	2	1		
	Main variable: Personality	Sub-variable: Cultural Empathy						
18	I try to understand other people's behavior.	0	+1	+1	+2	+0.67	A: I don't understand this question. How other people's behavior related with culture? Examples of other people's behaviors should be included, such as: ... <u>Answer:</u> Maintain. This item is to examine the expatriates' understanding, not to examine "other people's behavior".	
19	I try to see things through other's perspective.	0	+1	+1	+2	+0.67	A: Edit "perspective". And you should include the example of other perspective	

Questions		Opinion level						Opinions of experts						Suggestions
Main variable: Personality		5	4	3	2	1	A	B	C	Total	Average			
													Answer: <u>Maintain</u> . This item is to examine whether the expatriate can see things from another person's perspective. A: I don't understand the question. Answer: Maintain. Some research found that people from different cultures share about 70% of the facial expressions used in response to different social and emotional situations. So, “facial expressions” is a key item to measure “Cultural Empathy”.	
20	I am attentive to facial expressions.						-1	+1	+1	+1	+0.33			
Sub-variables: Open Mindedness														

Questions		Opinion level					Opinions of experts						Suggestions
Main variable: Personality		5	4	3	2	1	A	B	C	Total	Average		
21	I am interested in other cultures.						0	+1	+1	+2	+0.67	A: I don't understand the term "other cultures". What is it, for example culture, work, living, or what? <u>Answer:</u> Maintain. In the Research Proposal, culture is defined as the set of values, beliefs, rules, and institutions held by a specific group of people. Culture is a highly complex portrait of a people. National culture is a strong shaper of a people's values, attitudes, customs, beliefs, and communication	
22	I respect people with different viewpoints.						+1	+1	+1	+3	+1		
23	I am open to new ideas.						0	+1	+1	+2	+0.67	A: Adjust the use of language.	

Questions	Opinion level					Opinions of experts					Suggestions
Main variable: Personality	5	4	3	2	1	A	B	C	Total	Average	
27	I am not easily hurt.					+1	+1	+1	+3	+1	A: Adjust the use of the word “at” to “about” and should give an example. <u>Answer:</u> Change the sentence to: “I keep calm about bad luck like a lost passport, a broken car, etc.”
28	I keep calm at bad luck.					0	+1	+1	+2	+0.67	
29	I am not nervous.					+1	+1	+1	+3	+1	
	Sub-variable: Flexibility										
30	I change easily from one activity to another.					0	+1	+1	+2	+0.67	B: “familiar” should be “unfamiliar”? <u>Answer:</u> Change the sentence to: “I function best in an unfamiliar environment.”
31	I function best in a familiar environment.					0	-1	+1	+0	+0	
32	I accept surprises.					+1	0	+1	+2	+0.67	

Part 5: Cross-Cultural Competence (CCC)

Instructions for respondents: Please tick (✓) in the appropriate box that represents your opinion.

Instructions for experts: Please consider the question whether it is appropriate or not.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

Questions		Opinion level					Opinions of experts					Suggestions
Main variable: Cross-Cultural Competence (CCC)	Sub-variable: Relational skills	Opinion level					A	B	C	Total	Average	
		5	4	3	2	1						
33	I react quickly when my partner needs me.						0	+1	+1	+2	+0.67	A: Adjust the use of the word “partner”, i.e. a colleague or life partner. <u>Answer:</u> Change the sentence to: “I react quickly when my business partner needs me.”
34	I give my partner clear and full information.						0	+1	+1	+2	+0.67	A: Adjust word usage. <u>Answer:</u> Change the sentence to: “I give my business partner clear and full information.”

	Questions		Opinions of experts			Suggestions
	Main variable: Cross-Cultural Competence (CCC)	Opinion level	A	B	C	Average
		5	4	3	2	1
35	I inform my partners in time in case of problems.		0	+1	+1	+0.67
						A: Adjust word usage. Answer: Change the sentence to: "I inform my business partners in time in case of problems."
36	I keep information systematically on my most important partners.		0	+1	+1	+0.67
						A: Adjust word usage. Answer: Change the sentence to: "I keep information systematically on my most important business partners."
	Sub-variables: General self-efficacy					
37	I ensure I can make them work when I make my plans.		+1	+1	+1	+1
38	I keep trying until I can if I can't do a job the first time.		+1	+1	+1	+1

	Questions						Opinions of experts					Suggestions
		Opinion level					A	B	C	Total	Average	
	Main variable: Cross-Cultural Competence (CCC)	5	4	3	2	1						
39	I stick to it until I complete it when I have something unpleasant to do.						+1	+1	+1	+3	+1	
40	I go right to work on it when I decide to do something.						+1	+1	+1	+3	+1	
	Sub-variable: Non-ethnocentrism											
41	I like to get involved in group discussions with others from different cultures.						+1	+1	+1	+3	+1	

	Questions	Opinion level					Opinions of experts					Suggestions
		5	4	3	2	1	A	B	C	Total	Average	
42	I speak up in a conversation with a person from a different culture without fear.						+1	+1	+1	+3	+1	
43	I am very calm and relaxed in conversations with a person from a different culture.						+1	+1	+1	+3	+1	
44	I enjoy interacting with people from a different culture.						+1	+1	+1	+3	+1	B: Similar to question 53. Answer: Change the sentence to: "I am comfortable interacting with a group of people from different cultures."

Questions		Opinion level					Opinions of experts						Suggestions	
Main variable: Cultural Intelligence (CQ)		5	4	3	2	1	A	B	C	Total	Average			
47	I am conscious of the cultural knowledge I apply to cross-cultural interactions.						+1	+1	+1	+3	+1			
48	I check the accuracy of my cultural knowledge when I interact with people from different cultures.						+1	+1	+1	+3	+1			
Sub-variable: Cognitive CQ														
49	I understand the legal and economic systems of other cultures.						+1	+1	+1	+3	+1			

Questions		Opinion level					Opinions of experts					Suggestions
Main variable: Cultural Intelligence (CQ)	5	4	3	2	1	A	B	C	Total	Average		
50	I understand the cultural values and religious beliefs of other cultures.					+1	+1	+1	+3	+1		
51	I understand the marriage systems of other cultures.					+1	+1	+1	+3	+1		
52	I understand the non-verbal behaviours (gestures, facial expression, tone, accent, etc.) in other cultures.					+1	+1	+1	+3	+1		
Sub-variable: Motivational CQ												
53	I enjoy interacting with people from different cultures.					+1	+1	+1	+3	+1		

Questions		Opinion level					Opinions of experts						Suggestions	
Main variable: Cultural Intelligence (CQ)		Opinion level					Opinions of experts							
		5	4	3	2	1	A	B	C	Total	Average			
54	I am confident that I can socialize with locals from different cultures.						+1	+1	+1	+3	+1			
55	I am able to deal with the stresses of adjusting to a different culture.						+1	+1	+1	+3	+1			
56	I enjoy living in different cultures.						+1	+1	+1	+3	+1			
Sub-variable: Behavioural CQ														
57	I change my verbal behavior (e.g., accent, tone etc.) when a cross-cultural interaction requires it.						+1	+1	+1	+3	+1			

Questions		Opinion level					Opinions of experts						Suggestions
Main variable: Cultural Intelligence (CQ)		Opinion level					A	B	C	Total	Average		
		5	4	3	2	1							
58	I use pause and silence differently to suit different cross- cultural situations.						+1	+1	+1	+3	+1		
59	I change the rate of my speaking when a cross-cultural situation requires it.						+1	+1	+1	+3	+1		
60	I vary my non-verbal (e.g., gestures, facial expression, etc.) behavior when a cross-cultural situation is required.						+1	+1	+1	+3	+1		

Part 7: Cross-Cultural Adjustment (CCA)

Instructions for respondents: Please tick (✓) in the appropriate box that represents your opinion.

Instructions for experts: Please consider the question whether it is appropriate or not.

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

	Questions	Opinion level					Opinions of experts					Suggestions
	Main variable: Cross-Cultural Adjustment (CCA)	Opinion level					A	B	C	Total	Average	
		5	4	3	2	1						
	Sub-variable: General adjustment											
61	I adjust myself to living conditions (e.g. the housing conditions, food, entertainment/recreation facilities and opportunities, shopping, transportation) in the host country.						+1	+1	+1	+3	+1	

	Questions	Opinion level					Opinions of experts				Suggestions	
		5	4	3	2	1	A	B	C			
	Main variable: Cross-Cultural Adjustment (CCA)	Opinion level					Total			Average		
62	I adjust myself to the expenditure of living in the host country.						+1	+1	+1	+3	+1	
63	I adjust myself to the slower medical care services in the host country.						+1	+1	+1	+3	+1	
	Sub-variable: Interaction adjustment											
64	I adjust myself to socialize and interact with host nationals in the host country.						+1	+1	+1	+3	+1	
65	I adjust myself to speak with host nationals in the host country.						+1	+1	+1	+3	+1	

	Questions	Opinion level					Opinions of experts				Suggestions	
		5	4	3	2	1	A	B	C			
	Main variable: Cross-Cultural Adjustment (CCA)	Opinion level					Total			Average		
66	I adjust myself to unpunctuality in the host country.						+1	+1	+1	+3	+1	
	Sub-variable: Work adjustment											
67	I adjust myself to specific job responsibilities in the host country.						+1	+1	+1	+3	+1	
68	I adjust myself to the performance criteria and expectations at work in the host country.						+1	+1	+1	+3	+1	
69	I adjust myself to slower work pace of the employees in the host country.						+1	+1	+1	+3	+1	

Questions		Opinion level					Opinions of experts					Suggestions
Main variable: Job Performance (JP)		Opinion level					A	B	C	Total	Average	
		5	4	3	2	1						
73	I can perform my work well with minimal time and efforts.						+1	0	+1	+2	+0.67	
	Sub-variable: Contextual performance											
74	I take on extra responsibilities and I start new tasks when my old ones were finished.						+1	+1	+1	+3	+1	
75	I take on challenging work tasks when available and I keep looking for new challenges in my job.						+1	+1	+1	+3	+1	

Questions		Opinion level					Opinions of experts					Suggestions
Main variable: Job Performance (JP)		Opinion level					Opinions of experts					
		5	4	3	2	1	A	B	C	Total	Average	
76	I keep my job knowledge and skills up-to-date.						+1	+1	+1	+3	+1	
77	I participate in work meetings actively and I raise creative solutions to new problems.						+1	+1	+1	+3	+1	
Sub-variable: Counterproductive work behavior												
78	I complain about unimportant matters at work.						+1	+1	+1	+3	+1	

	Questions	Opinion level					Opinions of experts					Suggestions
		5	4	3	2	1	A	B	C	Total	Average	
	Main variable: Job Performance (JP)											
79	I focus on the negative aspects of a work situation, instead of on the positive aspects.						+1	0	+1	+2	+0.67	
80	I talk with colleagues about the negative aspects of my work.						+1	+1	+1	+3	+1	
81	I talk with people from outside the organization about the negative aspects of my work.						+1	0	+1	+2	+0.67	B: "outside"? <u>Answer:</u> Change the sentence to: "I talk with people from outside of my company about the negative aspects of my work."

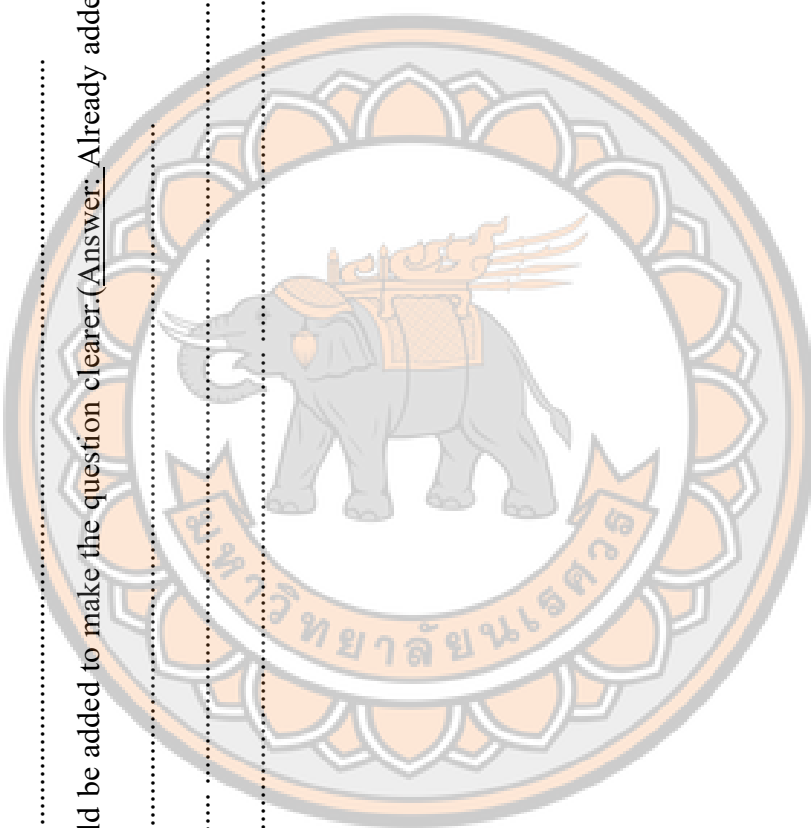
Additional recommendations of experts

..A:.....1) Adapt the use of grammar language clearly and accurately. (Answer: Already adjusted the sentence, for examples, in Items No. 24-26, 31, 81)

.....2) Examples or explanations should be added to make the question clearer. (Answer: Already added examples or explanations, for examples, in Items No. 10, 28, 33-36)

..B:..... Good job.....

..C:..... Appropriate and well written.....



APPENDIX E ORIGINAL QUESTIONNAIRE IN ENGLISH

Questionnaire for identifying factors affecting cross-cultural adjustment and job performance of Chinese expatriates in ASEAN countries

Part 1. Basic Information

Please tick (✓) in the appropriate box that represents your opinion.

1. Which ASEAN country are you currently working in?

£Brunei £Cambodia £Indonesia £Laos £Malaysia

£Myanmar £Philippines £Singapore £Thailand £Viet Nam

2. The type of Business License of your organization in host country is

£Wholly Owned £Joint Venture

£Representative Office £Other (please specify_____)

3. Which location of your company in China from which you were sent as expatriate?

£Guangdong £Shanghai £Zhejiang £Beijing £Shandong £Other (please specify_____)

Part 2. Demographics

Please tick (✓) in the appropriate box.

4. Your gender

£Male

£Female

5. Your age

£20-24 years old £25-29 years old £30-34 years old

£35-39 years old £40 years old or above

6. Your marital status

£Single

£Married

7. Your average income level per month before taxes (CNY)

£12,000 or below £12,001~16,000 £16,001~20,000

£20,001~24,000 £24,001 or more

8. Your education level

£Senior middle school or below £College or Undergraduate £Masters £Doctors

9. The highest level of English certificate you have obtained is:

☐None ☒ CET4 ☐ CET6 ☐ TEM8 £Other (please specify_____)

10. To what degree you are familiar with the local language?

£ None £ Basic £Conversational £ Fluent

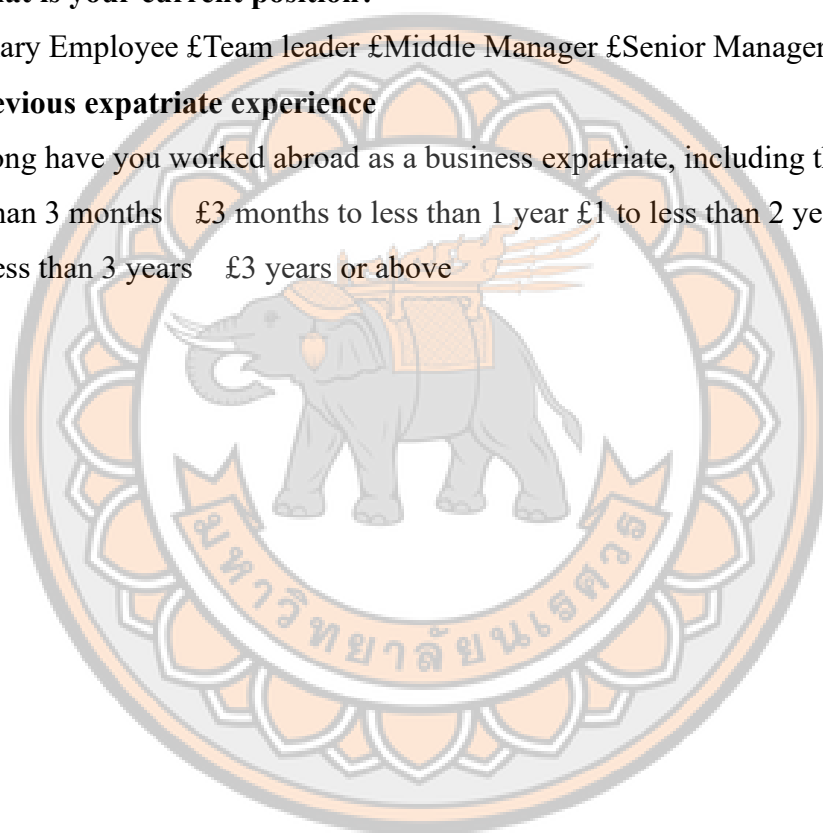
11. What is your current position?

£Ordinary Employee £Team leader £Middle Manager £Senior Manager

12. Previous expatriate experience

How long have you worked abroad as a business expatriate, including the present job?

£less than 3 months £3 months to less than 1 year £1 to less than 2 years
£2 to less than 3 years £3 years or above



Part 3. Pre-Departure Training (PDT)

Please tick (✓) in the appropriate box that represents your opinion. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	The training I got from my organization improves my comfort and safety while working in the host country.	5	4	3	2	1
14	In general, the cultural orientation program about the host country I am about to be deployed to, my organization provided before my departure was adequate to me.	5	4	3	2	1
15	The training program my organization provided before my departure focused on helping me behave appropriately to survive in the new context.	5	4	3	2	1
16	The training my organization provided before my departure helps me better adjust to the new context.	5	4	3	2	1
17	The training my organization provided before my departure was useful for contributing to the success in my present job.	5	4	3	2	1

Part 4. Personality

Please tick (✓) in the appropriate box that represents your opinion. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3= Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Cultural Empathy						
18	I try to understand other people's behavior.	5	4	3	2	1
19	I try to see things through other's perspective.	5	4	3	2	1
20	I am attentive to facial expressions.	5	4	3	2	1
Open Mindedness						
21	I am interested in other cultures.	5	4	3	2	1
22	I respect people with different viewpoints.	5	4	3	2	1
23	I am open to new ideas.	5	4	3	2	1
Social Initiative						
24	I make contacts easily.	5	4	3	2	1
25	I take initiatives.	5	4	3	2	1
26	I take the lead.	5	4	3	2	1
Emotional Stability						
27	I am not easily hurt.	5	4	3	2	1
28	I keep calm at bad luck.	5	4	3	2	1
29	I am not nervous.	5	4	3	2	1
Flexibility						
30	I change easily from one activity to another.	5	4	3	2	1
31	I function best in a familiar environment.	5	4	3	2	1
32	I accept surprises.	5	4	3	2	1

Part 5. Cross-Cultural Competence (CCC)

Please tick (✓) in the appropriate box that represents your opinion. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Relational skills						
33	I react quickly when my partner needs me.	5	4	3	2	1
34	I give my partner clear and full information.	5	4	3	2	1
35	I inform my partners in time in case of problems.	5	4	3	2	1
36	I keep information systematically on my most important partners.	5	4	3	2	1
General self-efficacy						
37	I ensure I can make them work when I make my plans.	5	4	3	2	1
38	I keep trying until I can if I can't do a job the first time.	5	4	3	2	1
39	I stick to it until I complete it when I have something unpleasant to do.	5	4	3	2	1
40	I go right to work on it when I decide to do something.	5	4	3	2	1
Non-ethnocentrism						
41	I like to get involved in group discussions with others from different cultures.	5	4	3	2	1
42	I speak up in a conversation with a person from a different culture without fear.	5	4	3	2	1
43	I am very calm and relaxed in conversations with a person from a different culture.	5	4	3	2	1
44	I enjoy interacting with people from a different culture.	5	4	3	2	1

Part 6 Cultural Intelligence (CQ)

Please tick (✓) in the appropriate box that represents your opinion. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Meta-cognitive CQ						
45	I am conscious of the cultural knowledge I use when interacting with people from different cultures.	5	4	3	2	1
46	I adjust my cultural knowledge when I interact with people from a different culture.	5	4	3	2	1
47	I am conscious of the cultural knowledge I apply to cross-cultural interactions.	5	4	3	2	1
48	I check the accuracy of my cultural knowledge when I interact with people from different cultures.	5	4	3	2	1
Cognitive CQ						
49	I understand the legal and economic systems of other cultures.	5	4	3	2	1
50	I understand the cultural values and religious beliefs of other cultures.	5	4	3	2	1
51	I understand the marriage systems of other cultures.	5	4	3	2	1
52	I understand the non- verbal behaviours (gestures, facial expression, tone, accent, etc.) in other cultures.	5	4	3	2	1

Motivational CQ						
53	I enjoy interacting with people from different cultures.	5	4	3	2	1
54	I am confident that I can socialize with locals from different cultures.	5	4	3	2	1
55	I am able to deal with the stresses of adjusting to a different culture.	5	4	3	2	1
56	I enjoy living in different cultures.	5	4	3	2	1
Behavioural CQ						
57	I change my verbal behavior (e.g., accent, tone etc.) when a cross- cultural interaction requires it.	5	4	3	2	1
58	I use pause and silence differently to suit different cross- cultural situations.	5	4	3	2	1
59	I change the rate of my speaking when a cross-cultural situation requires it.	5	4	3	2	1
60	I vary my non-verbal (e.g., gestures, facial expression, etc.) behavior when a cross-cultural situation is required.	5	4	3	2	1

Part 7. Cross-Cultural Adjustment (CCA)

Please tick (✓) in the appropriate box that represents your opinion. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
General adjustment						
61	I adjust myself to living conditions (e.g. the housing conditions, food, entertainment/recreation facilities and opportunities, shopping, transportation) in the host country.	5	4	3	2	1
62	I adjust myself to the expenditure of living in the host country.	5	4	3	2	1
63	I adjust myself to the slower medical care services in the host country.	5	4	3	2	1
Interaction adjustment						
64	I adjust myself to socialize and interact with host nationals in the host country.	5	4	3	2	1
65	I adjust myself to speak with host nationals in the host country.	5	4	3	2	1
66	I adjust myself to unpunctuality in the host country.	5	4	3	2	1
Work adjustment						
67	I adjust myself to specific job responsibilities in the host country.	5	4	3	2	1
68	I adjust myself to the performance criteria and expectations at work in the host country.	5	4	3	2	1
69	I adjust myself to slower work pace of the employees in the host country.	5	4	3	2	1

Part 8. Job performance (JP)

Please tick (✓) in the appropriate box that represents your opinion. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Task performance						
70	I manage to plan my work so that it was done on time.	5	4	3	2	1
71	I keep in mind the results that I have to achieve in my work.	5	4	3	2	1
72	I can separate main issues from normal issues at work.	5	4	3	2	1
73	I can perform my work well with minimal time and efforts.	5	4	3	2	1
Contextual performance						
74	I take on extra responsibilities and I start new tasks when my old ones were finished.	5	4	3	2	1
75	I take on challenging work tasks when available and I keep looking for new challenges in my job.	5	4	3	2	1
76	I keep my job knowledge and skills up-to-date.	5	4	3	2	1
77	I participate in work meetings actively and I raise creative solutions to new problems.	5	4	3	2	1
Counterproductive work behavior						
78	I complain about unimportant matters at work.	5	4	3	2	1
79	I focus on the negative aspects of a work situation, instead of on the positive aspects.	5	4	3	2	1
80	I talk with colleagues about the negative aspects of my work.	5	4	3	2	1
81	I talk with people from outside the organization about the negative aspects of my work.	5	4	3	2	1

Thank you very much for your co-operation!

APPENDIX F ORIGINAL QUESTIONNAIRE IN CHINESE

调查问卷

关于中国外派人员在东盟国家跨文化适应和工作绩效影响因素 的调查问卷

第1部分 基本信息

请在代表您意见的方格内打勾(√)。

1. 您目前在哪个东盟国家工作？

- ☐ 文莱 ☐ 柬埔寨 ☐ 印尼 ☐ 老挝 ☐ 马来西亚
☐ 缅甸 ☐ 菲律宾 ☐ 新加坡 ☐ 泰国 ☐ 越南

2. 贵机构在东道国的营业执照类型是

- ☐ 全资子公司 ☐ 合资企业 ☐ 代表处 ☐ 其他（请注明）

3. 你们的母公司在哪里？

- ☐ 广东 ☐ 上海 ☐ 浙江 ☐ 北京
☐ 山东 ☐ 其他（请注明）

第2部分 外派人员的人口统计

请在适当的方格内打勾(√)。

4. 您的性别

- ☐ 男性 ☐ 女性

5. 您的年龄

- ☐ 20-24 岁 ☐ 25-29 岁 ☐ 30-34 岁 ☐ 35-39 岁 ☐ 40 岁或以上

6. 您的婚姻状况

- ☐ 单身 ☐ 已婚 ☐ 离异

7. 您每月税前平均收入水平（人民币元）

- ☐ 12,000 或以下 ☐ 12,001-16,000 ☐ 16,001-20,000
☐ 20,001-24,000 ☐ 24,001 或以上

8. 您的教育水平

☐高中或以下 ☐大专 ☐本科 ☐硕士 ☐博士

9. 您取得的最高英语水平证书

☐没有 ☐大学英语四级 ☐大学英语六级
☐英语专业八级 ☐其他（请注明）

10. 您对东道国语言的熟练程度

☐没有 ☐基本 会话 ☐流利

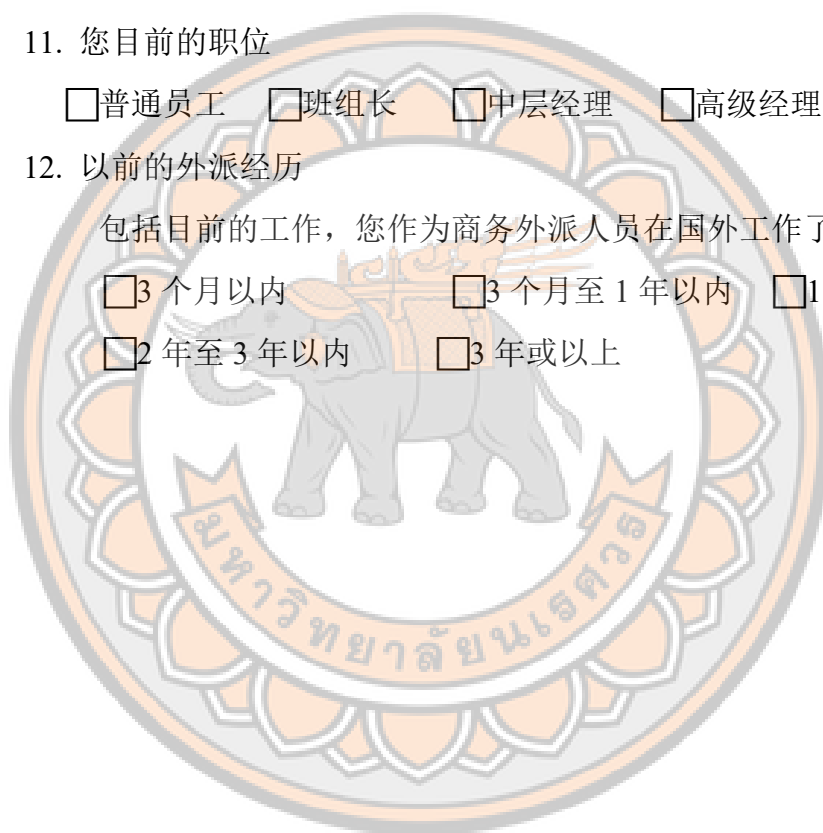
11. 您目前的职位

☐普通员工 ☐班组长 ☐中层经理 ☐高级经理

12. 以前的外派经历

包括目前的工作，您作为商务外派人员在国外工作了多长时间？

☐3 个月以内 ☐3 个月至 1 年以内 ☐1 年至 2 年以内
☐2 年至 3 年以内 ☐3 年或以上



第3部分 出发前培训

请在适当的数字上标记圆圈（○）。采用李克特五级量表：5=非常同意，4=同意，3=中立，2=不同意，1=非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
13	我从组织获得的培训提高了我在东道国工作时的舒适度和安全感。	5	4	3	2	1
14	总的来说,组织在我出发前提供的关于东道国的文化导向课程对我来说是足够的。	5	4	3	2	1
15	我的组织在我出发前的培训计划侧重于帮助我在新环境中表现得体并顺利适应。	5	4	3	2	1
16	我的组织在我出发前提供的培训帮助我更好地适应了新环境。	5	4	3	2	1
17	我的组织在我出发前的培训计划对我在当前工作中取得成功很有帮助。	5	4	3	2	1

第 4 部分 外派人员的性格

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
文化同理心						
18	我努力理解他人的行为。	5	4	3	2	1
19	我尝试从他人的角度看问题。	5	4	3	2	1
20	我会注意他人的面部表情。	5	4	3	2	1
开放心态						
21	我对其他文化感兴趣。	5	4	3	2	1
22	我尊重持有不同观点的人。	5	4	3	2	1
23	我乐于接受新想法。	5	4	3	2	1
社交主动性						
24	我在人际交往中很容易建立联系。	5	4	3	2	1
25	我在公司中主动解决问题。	5	4	3	2	1
26	我在公司的社交活动中起带头作用。	5	4	3	2	1
情绪稳定性						
27	我不容易受到伤害。	5	4	3	2	1
28	我对丢失护照、汽车故障等不幸事件保持冷静。	5	4	3	2	1
29	我不紧张。	5	4	3	2	1
灵活性						
30	我能轻松地从一个活动转换到另一个活动。	5	4	3	2	1
31	我在陌生环境中表现最佳。	5	4	3	2	1
32	我接受意外。	5	4	3	2	1

第5部分 跨文化能力

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
人际关系技能						
33	当我的商业伙伴需要我时，我会迅速反应。	5	4	3	2	1
34	我向我的商业伙伴提供清晰且完整的信息。	5	4	3	2	1
35	如果出现问题，我会及时通知我的商业伙伴。	5	4	3	2	1
36	我会系统地保存我最重要商业伙伴的信息。	5	4	3	2	1
一般自我效能						
37	当我制定计划时，我确保能够使其奏效。	5	4	3	2	1
38	如果第一次没能完成一项工作，我会不断尝试直到成功。	5	4	3	2	1
39	当我需要做一些不愉快的事情时，我会坚持直到完成。	5	4	3	2	1
40	当我决定做某件事时，我会立即开始行动。	5	4	3	2	1
非民族中心主义						
41	我喜欢与来自不同文化的人一起参加小组讨论。	5	4	3	2	1
42	在与来自不同文化的人交谈时，我会毫无顾虑地表达自己的观点。	5	4	3	2	1
43	在与来自不同文化的人交谈时，我非常冷静和放松。	5	4	3	2	1
44	我与来自不同文化的一群人互动时感到自在。	5	4	3	2	1

第6部分 文化智商

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
元认知文化智商						
45	在与来自不同文化的人互动时，我会意识到自己所运用的文化知识。	5	4	3	2	1
46	当我与来自不同文化的人互动时，我会调整自己的文化知识。	5	4	3	2	1
47	我在跨文化互动中会意识到自己所运用的文化知识。	5	4	3	2	1
48	在与来自不同文化背景的人交往时，我会核实我的文化知识的准确性。	5	4	3	2	1
认知性文化智商						
49	我理解其他文化中的法律和经济体系。	5	4	3	2	1
50	我理解其他文化的价值观和宗教信仰。	5	4	3	2	1
51	我理解其他文化中的婚姻制度。	5	4	3	2	1
52	我理解其他文化中的非言语行为（如手势、面部表情、语调、口音等）。	5	4	3	2	1
动机性文化智商						
53	我很享受与来自不同文化背景的人交流互动。	5	4	3	2	1
54	我有信心能够与来自不同文化背景的当地人进行社交。	5	4	3	2	1
55	我能够应对适应不同文化过程中产生的压力。	5	4	3	2	1
56	我很享受在不同文化中生活。	5	4	3	2	1

行为性文化智商						
57	当跨文化交流需要时，我会改变我的言语行为（例如口音、语调等）。	5	4	3	2	1
58	我会根据不同的跨文化情境，以不同的方式使用停顿和沉默。	5	4	3	2	1
59	我会根据跨文化情境的需要，调整我的语速。	5	4	3	2	1
60	我会根据跨文化情境的需要，调整我的非言语行为（例如手势、面部表情等）。	5	4	3	2	1



第 7 部分 跨文化适应

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
总体适应						
61	我适应了东道国的生活条件（例如，住房条件、饮食、娱乐/休闲设施和机会、购物、交通）。	5	4	3	2	1
62	我适应了在东道国的生活开支。	5	4	3	2	1
63	我适应了东道国较慢的医疗服务。	5	4	3	2	1
互动适应						
64	我适应了在东道国与当地人社交和互动。	5	4	3	2	1
65	我适应了在东道国与当地人交谈。	5	4	3	2	1
66	我适应了东道国的不守时现象。	5	4	3	2	1
工作适应						
67	我适应了在东道国的具体工作职责。	5	4	3	2	1
68	我适应了东道国工作中的绩效标准和期望。	5	4	3	2	1
69	我适应了东道国员工较慢的工作节奏。	5	4	3	2	1

第8部分 工作绩效

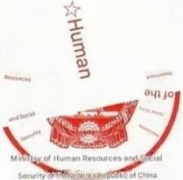
请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
任务绩效						
70	我设法规划我的工作，以便按时完成。	5	4	3	2	1
71	我时刻牢记工作中必须达成的结果。	5	4	3	2	1
72	我能够区分工作中的主要问题和普通问题。	5	4	3	2	1
73	我能够以最少的时间和精力很好地完成工作。	5	4	3	2	1
情境绩效						
74	我承担额外的责任，并在完成旧任务后开始新的任务。	5	4	3	2	1
75	我会承担有挑战性的工作任务，并不断寻找工作中的新挑战。	5	4	3	2	1
76	我会不断更新我的工作知识和技能。	5	4	3	2	1
77	我积极参与工作会议，并为新问题提出创造性的解决方案。	5	4	3	2	1
消极工作行为						
78	我抱怨工作中的一些无关紧要的事情。	5	4	3	2	1
79	我关注工作情境中的负面方面，而不是积极方面。	5	4	3	2	1
80	我与同事谈论我工作中的负面内容。	5	4	3	2	1
81	我与公司外部的人谈论我工作中的负面内容。	5	4	3	2	1

非常感谢您的合作！

APPENDIX G CERTIFICATE OF CERTIFIED TRANSLATOR (ENGLISH - CHINESE)

 翻译专业资格 Certified Translator and Interpreter			
本证书由中华人民共和国人力资源和社会保障部批准颁发，表明持证人通过国家统一组织的考试，取得相应语种、级别的翻译专业资格。  中华人民共和国 人力资源和社会保障部		姓 名:	段
		证件号码:	52212219 162X
		性 别:	女
		出生年月:	1991年11月
		语 种:	英语
		级 别:	二级笔译
		批准日期:	2018年05月20日
		管 理 号:	201805009510000782
			
 Translation professional qualifications Certified Translator and Interpreter			
This certificate is issued and approved by the Ministry of Human Resources and Social Security of the People's Republic of China, indicating that the certificate holder has passed the examination organized by the state and obtained the professional qualification of translation of the corresponding language and level.  Ministry of Human Resources and Social Security of the People's Republic of China		Name:	Duan
		ID number:	522122 162X
		Gender:	Female
		Date of birth:	November 1991
		Language:	English
		Level:	Level 2 Translator
		Approval date:	May 20, 2018
		Management number:	201805009510000782
			

**APPENDIX H CERTIFICATE OF CERTIFIED TRANSLATOR (CHINESE -
ENGLISH)**



APPENDIX I BACK TRANSLATION OF QUESTIONNAIRE

Survey Questionnaire

Factors Affecting Cross-Cultural Adaptation and Work Performance of Chinese Expatriates in ASEAN Countries

Part I. Basic Information

Please check (✓) the box that best represents your opinion.

1. Which ASEAN country are you currently working in?

- ☐ Brunei ☐ Cambodia ☐ Indonesia ☐ Laos ☐ Malaysia
☐ Myanmar ☐ Philippines ☐ Singapore ☐ Thailand ☐ Vietnam

2. What type of business license does your organization hold in the host country?

- ☐ Wholly-owned subsidiary ☐ Joint venture
☐ Representative office ☐ Other (please specify) _____

3. Where is your head office located in China?

- ☐ Guangdong ☐ Shanghai ☐ Zhejiang
☐ Beijing ☐ Shandong ☐ Other (please specify) _____

Part II. Expatriate Demographics

Please check (✓) the appropriate box.

4. Your gender

- ☐ Male ☐ Female

5. Your age

- ☐ 20-24 years ☐ 25-29 years ☐ 30-34 years
☐ 35-39 years ☐ 40 years or older

6. Your marital status

- ☐ Single ☐ Married ☐ Divorced

7. Your average monthly pre-tax income (in RMB)

- ☐ ≤ 12,000 ☐ 12,001~16,000 ☐ 16,001~20,000
☐ 20,001~24,000 ☐ ≥ 24,001

8. Your highest level of education

- ☐ High school or below ☐ Associate degree ☐ Bachelor's degree
☐ Master's degree ☐ Doctoral degree

9. Your highest English proficiency certificate

- ☐ None ☐ College English Test (CET-4) ☐ College English Test (CET-6)
☐ Test for English Majors (TEM-8) ☐ Other (please specify) _____

10. Your proficiency level in the host country's language

- ☐ None ☐ Basic ☐ Conversational ☐ Fluent

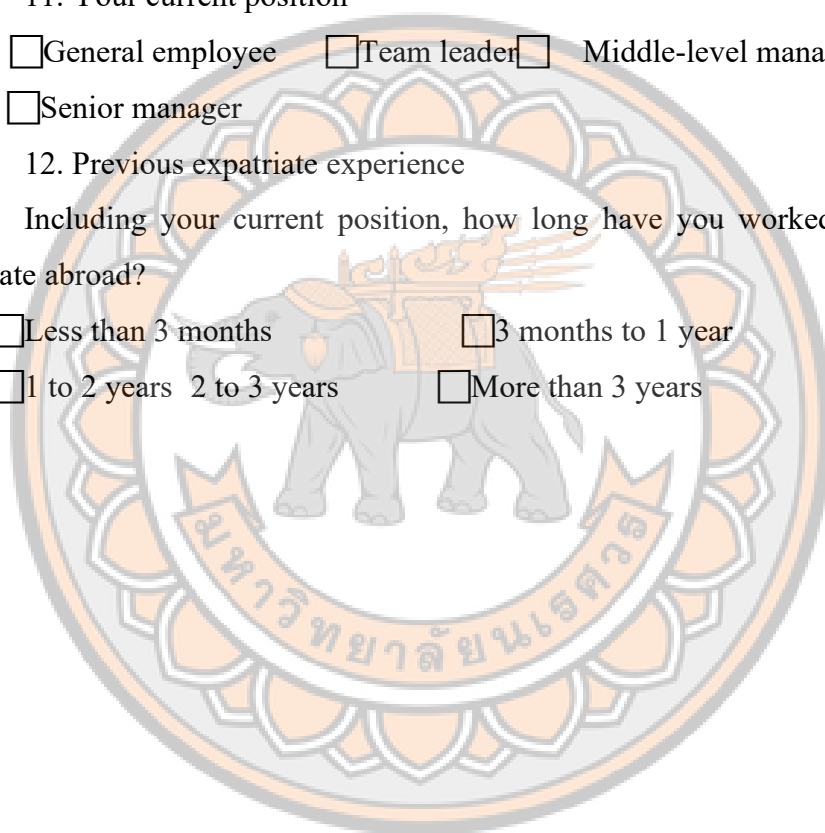
11. Your current position

- ☐ General employee ☐ Team leader ☐ Middle-level manager
☐ Senior manager

12. Previous expatriate experience

Including your current position, how long have you worked as a business expatriate abroad?

- ☐ Less than 3 months ☐ 3 months to 1 year
☐ 1 to 2 years ☐ 2 to 3 years ☐ More than 3 years



Part III. Pre-departure Training

Please circle the appropriate number (○). A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	The training I received from the organization enhanced my comfort and sense of security while working in the host country.	5	4	3	2	1
14	Overall, the cultural orientation course provided by the organization before my departure was sufficient.	5	4	3	2	1
15	The organization's pre-departure training program focused on helping me perform appropriately and adapt smoothly to the new environment.	5	4	3	2	1
16	The pre-departure training provided by my organization helped me better adapt to the new environment.	5	4	3	2	1
17	The pre-departure training program from my organization has been very helpful for my success in my current role.	5	4	3	2	1

Part IV. Expatriate Personality

Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

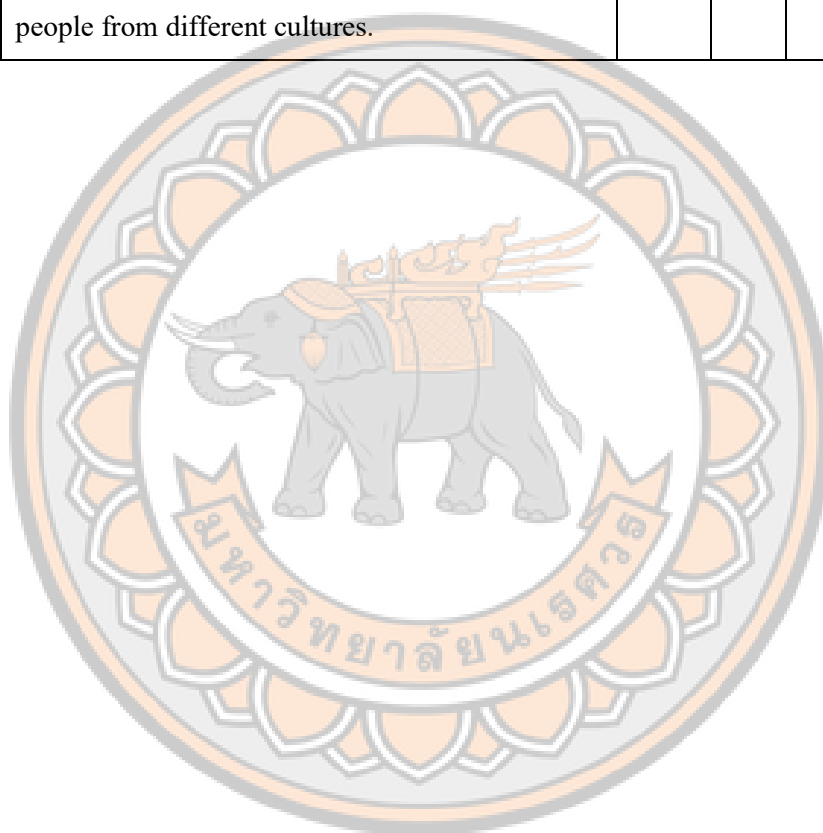
No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Cultural Empathy						
18	I make an effort to understand the behavior of others.	5	4	3	2	1
19	I try to see things from others' perspectives.	5	4	3	2	1
20	I pay attention to others' facial expressions.	5	4	3	2	1
Open-mindedness						
21	I am interested in other cultures.	5	4	3	2	1
22	I respect people who hold different views.	5	4	3	2	1
23	I am open to new ideas.	5	4	3	2	1
Social Initiative						
24	I find it easy to make connections with others in social settings.	5	4	3	2	1
25	I proactively solve problems within the company.	5	4	3	2	1
26	I take a leading role in social activities at the company.	5	4	3	2	1
Emotional Stability						
27	I am not easily hurt.	5	4	3	2	1
28	I remain calm in unfortunate situations, such as losing my passport or experiencing a car breakdown.	5	4	3	2	1
29	I do not get nervous.	5	4	3	2	1
Flexibility						
30	I can easily transition from one activity to another.	5	4	3	2	1
31	I perform best in unfamiliar environments.	5	4	3	2	1
32	I accept the unexpected.	5	4	3	2	1

Part V. Intercultural Competence

Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Relationship Skills						
33	When my business partners need me, I respond quickly.	5	4	3	2	1
34	I provide my business partners with clear and comprehensive information.	5	4	3	2	1
35	If a problem arises, I inform my business partners promptly.	5	4	3	2	1
36	I systematically maintain important information about my key business partners.	5	4	3	2	1
General Self-efficacy						
37	When I make plans, I ensure that I am able to make them work.	5	4	3	2	1
38	If I fail to complete a task on the first try, I continue attempting until I succeed.	5	4	3	2	1
39	When I need to do something unpleasant, I persevere until it is completed.	5	4	3	2	1
40	Once I decide to do something, I take immediate action.	5	4	3	2	1
Non-ethnocentrism						
41	I enjoy participating in group discussions with people from different cultures.	5	4	3	2	1
42	When talking to people from different cultures, I express my views freely without hesitation.	5	4	3	2	1

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
43	I remain calm and relaxed when speaking with people from different cultures.	5	4	3	2	1
44	I feel comfortable interacting with a group of people from different cultures.	5	4	3	2	1



Part VI. Cultural Intelligence

Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Metacognitive Cultural Intelligence						
45	When interacting with people from different cultures, I am aware of the cultural knowledge I am using.	5	4	3	2	1
46	When interacting with people from different cultures, I adjust my cultural knowledge accordingly.	5	4	3	2	1
47	I am aware of the cultural knowledge I am using during cross-cultural interactions.	5	4	3	2	1
48	When interacting with people from different cultural backgrounds, I verify the accuracy of my cultural knowledge.	5	4	3	2	1
Cognitive Cultural Intelligence						
49	I understand the legal and economic systems in other cultures.	5	4	3	2	1
50	I understand the values and religious beliefs in other cultures.	5	4	3	2	1
51	I understand the marriage systems in other cultures.	5	4	3	2	1
52	I understand the non-verbal behaviors in other cultures (e.g., gestures, facial expressions, tone of voice, accents, etc.).	5	4	3	2	1
Motivational Cultural Intelligence						
53	I enjoy engaging in interactions with people from different cultural backgrounds.	5	4	3	2	1
54	I am confident in my ability to socialize with locals from different cultural backgrounds.	5	4	3	2	1

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
55	I can handle the stress that arises during the process of adapting to different cultures.	5	4	3	2	1
56	I enjoy living in different cultural environments.	5	4	3	2	1
Behavioral Cultural Intelligence						
57	When cross-cultural communication requires it, I adjust my verbal behaviors (e.g., accent, tone of voice, etc.).	5	4	3	2	1
58	I use pauses and silence differently based on the needs of different cross-cultural contexts.	5	4	3	2	1
59	I adjust my speech rate based on the needs of different cross-cultural contexts.	5	4	3	2	1
60	I adjust my non-verbal behaviors (e.g., gestures, facial expressions, etc.) based on the needs of different cross-cultural contexts.	5	4	3	2	1

Part VII. Cross-Cultural Adaptation

Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Overall Adaptation						
61	I have adapted to the living conditions in the host country (e.g., housing conditions, food, entertainment/leisure facilities and opportunities, shopping, transportation).	5	4	3	2	1
62	I have adapted to the cost of living in the host country.	5	4	3	2	1
63	I have adapted to the slower medical services in the host country.	5	4	3	2	1
Interaction Adaptation						
64	I have adapted to socializing and interacting with locals in the host country.	5	4	3	2	1
65	I have adapted to conversing with locals in the host country.	5	4	3	2	1
66	I have adapted to the phenomenon of being unpunctual in the host country.	5	4	3	2	1
Work Adaptation						
67	I have adapted to the specific job responsibilities in the host country.	5	4	3	2	1
68	I have adapted to the performance standards and expectations at work in the host country.	5	4	3	2	1
69	I have adapted to the slower work pace of employees in the host country.	5	4	3	2	1

Part VIII. Job Performance

Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Task Performance						
70	I manage to plan my work in order to complete tasks on time.	5	4	3	2	1
71	I constantly keep in mind the results that need to be achieved in my work.	5	4	3	2	1
72	I am able to distinguish between key issues and routine issues in my work.	5	4	3	2	1
73	I am able to complete my work well with minimal time and effort.	5	4	3	2	1
Contextual Performance						
74	I take on additional responsibilities and start new tasks after completing old ones.	5	4	3	2	1
75	I take on challenging work tasks and constantly seek new challenges at work.	5	4	3	2	1
76	I continuously update my work knowledge and skills.	5	4	3	2	1
77	I actively participate in work meetings and offer creative solutions to new problems.	5	4	3	2	1
Negative Work Behaviors						
78	I complain about trivial matters at work.	5	4	3	2	1
79	I focus on the negative aspects of the work situation rather than the positive aspects.	5	4	3	2	1
80	I talk about negative aspects of my work with colleagues.	5	4	3	2	1
81	I talk about negative aspects of my work with people outside of the company.	5	4	3	2	1

Thank you very much for your cooperation!

APPENDIX J QUESTIONNAIRE COMPARISON

between original version and back translation version

Title before back translation	Title after back translation	Remarks
Questionnaire for identifying Factors Affecting Cross-Cultural Adjustment and Job Performance of Chinese Expatriates in ASEAN Countries	Survey Questionnaire Factors Affecting Cross-Cultural Adaptation and Work Performance of Chinese Expatriates in ASEAN Countries	Maintain the original.

No.	Questions before back translation	Questions after back translation	Remarks
Part I. Basic Information			
Please tick (✓) in the box that represents your opinion.			
1	Which ASEAN country are you currently working in? ☐ Brunei ☐ Cambodia ☐ Indonesia ☐ Laos ☐ Malaysia ☐ Myanmar ☐ Philippines ☐ Singapore ☐ Thailand ☐ Viet Nam	1. Which ASEAN country are you currently working in? ☐ Brunei ☐ Cambodia ☐ Indonesia ☐ Laos ☐ Malaysia ☐ Myanmar ☐ Philippines ☐ Singapore ☐ Thailand ☐ Vietnam	Same
2	The type of Business License of your organization in host country is	What type of business license does your organization hold in the host country?	Changed to the latter,

	☐ Wholly Owned Subsidiary ☐ Joint Venture ☐ Representative Office ☐ Other specify _____	☐ Wholly-owned subsidiary ☐ Joint venture ☐ Representative office ☐ Other (please specify) _____	Which is a question sentence and same as others.
3	Where is your parent company located in China? ☐ Guangdong ☐ Shanghai ☐ Zhejiang ☐ Beijing ☐ Shandong ☐ Other specify _____	Where is your head office located in China? ☐ Guangdong ☐ Shanghai ☐ Zhejiang ☐ Beijing ☐ Shandong ☐ Other (please specify) _____	Changed to the latter

No.	Questions before back translation	Questions after back translation	Remarks
Part II. Expatriate Demographics			
Please tick (✓) in the appropriate box.			
4	Your gender ☐ Male ☐ Female	Your gender ☐ Male ☐ Female	Same Maintain the original. Same
5	Your age ☐ 20-24 years old ☐ 25-29 years old ☐ 30-34 years old ☐ 35-39 years old ☐ 40 years or above	Your age	The last option will be changed to "40 years old or older".

			☐ 20-24 years ☐ 25-29 years ☐ 30-34 years ☐ 35-39 years ☐ 40 years or older	
6	Your marital status ☐ Single ☐ Married ☐ Divorced	Your marital status ☐ Single ☐ Married ☐ Divorced	Same	
7	Your average income level per month before taxes (CNY) ☐ 12,000 or below ☐ 12,001~16,000 ☐ 16,001~20,000 ☐ 20,001~24,000 ☐ 24,001 or more	Your average monthly pre-tax income (in RMB) ☐ ≤ 12,000 ☐ 12,001~16,000 ☐ 16,001~20,000 ☐ 20,001~24,000 ☐ ≥ 24,001	Changed to “Your average monthly pre-tax income (in RMB/CNY)”	
8	Your education level ☐ Senior middle school or below ☐ College ☐ Undergraduate ☐ Masters ☐ Doctors	Your highest level of education ☐ High school or below ☐ Associate degree ☐ Bachelor's degree ☐ Master's degree ☐ Doctoral degree	Changed to the latter, which is more accurate.	
9	The highest level of English certificate you have obtained ☐ None ☐ CET4 ☐ CET6 ☐ TEM8 ☐ Other (specify _____)	Your highest English proficiency certificate ☐ None ☐ College English Test (CET-4) ☐ College English Test (CET-6) ☐ Test for English Majors (TEM-4) ☐ Test for English Majors (TEM-8)	Changed to the latter, which is more accurate.	
10	Your language proficiency of the host country ☐ None ☐ Basic ☐ Conversational ☐ Fluent	Your proficiency level in the host country's language ☐ None ☐ Basic ☐ Conversational ☐ Fluent	Changed to the latter, which is more accurate.	

11	Your current position ☐ Ordinary Employee ☐ Team leader ☐ Middle Manager ☐ Senior Manager	Your current position ☐ General employee ☐ Team leader ☐ Middle-level manager ☐ Senior manager	Changed to the latter, which is more accurate.
12	Previous expatriate experience How long have you worked abroad as a business expatriate, including the present job? ☐ Less than 3 months ☐ 1 to less than 2 years ☐ 2 to less than 3 years ☐ 3 years over	Previous expatriate experience Including your current position, how long have you worked as a business expatriate abroad? ☐ Less than 3 months ☐ 1 to 2 years ☐ 2 to 3 years ☐ More than 3 years	Maintain the original.

No.	Questions before back translation	Questions after back translation	Remarks
Part 3. Pre-Departure Training (PDT)			
	Please mark circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.	Part III. Pre-departure Training	Same
13	The training I got from my organization improved my comfort and safety while working in the host country.	Please circle the appropriate number (○). A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.	Same
14	In general, the cultural orientation program about the host country I am about to be deployed to, my organization provided before my departure was adequate to me.	The training I received from the organization enhanced my comfort and sense of security while working in the host country.	Changed to the latter.
		Overall, the cultural orientation course provided by the organization before my departure was sufficient.	Changed to the latter.

No.	Questions before back translation	Questions after back translation	Remarks
15	My organization's training program before my departure focused on helping me behave appropriately to survive in the new context.	The organization's pre-departure training program focused on helping me perform appropriately and adapt smoothly to the new environment.	Maintain the original.
16	The training my organization provided before my departure helped me better adjust to the new context.	The pre-departure training provided by my organization helped me better adapt to the new environment.	Maintain the original.
17	My organization's training program before my departure was useful for contributing to the success of my present job.	The pre-departure training program from my organization has been very helpful for my success in my current role.	Maintain the original.

No.	Questions before back translation	Questions after back translation	Remarks	
Part 4. Expatriate Personality				
Please answer the following statements by marking circle (○) on appropriate number.		Part IV. Expatriate Personality Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.	Same	
Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.			Maintain the original.	
Cultural Empathy			Same	
18	I try to understand other people's behavior.		I make an effort to understand the behavior of others.	Maintain the original.
19	I try to see things through other's perspective.		I try to see things from others' perspectives.	Maintain the original.
20	I am attentive to facial expressions.	I pay attention to others' facial expressions.	Changed to the latter.	
Open Mindedness		Open-mindedness	Same	
21	I am interested in other cultures.	I am interested in other cultures.	Same	

No.	Questions before back translation	Questions after back translation	Remarks
22	I respect people with different viewpoints.	I respect people who hold different views.	Maintain the original.
23	I am open to new ideas.	I am open to new ideas.	Same
Social Initiative		Social Initiative	
24	I make contacts easily in interpersonal relations.	I find it easy to make connections with others in social settings.	Maintain the original.
25	I take initiatives in problem solving in my company.	I proactively solve problems within the company.	Maintain the original.
26	I take the lead in social action in my company.	I take a leading role in social activities at the company.	Maintain the original.
Emotional Stability		Emotional Stability	Same
27	I am not easily hurt.	I am not easily hurt.	Same
28	I keep calm about bad luck like a lost passport, a broken car, etc.	I remain calm in unfortunate situations, such as losing my passport or experiencing a car breakdown.	Changed to the latter.
29	I am not nervous.	I do not get nervous.	Maintain the original.
Flexibility		Flexibility	Same
30	I change easily from one activity to another.	I can easily transition from one activity to another.	Maintain the original.
31	I function best in an unfamiliar environment.	I perform best in unfamiliar environments.	Maintain the original.
32	I accept surprises.	I accept the unexpected.	Maintain the original.

No.	Questions before back translation	Questions after back translation	Remarks
Part 5. Cross-Cultural Competence (CCC)		Part V. Intercultural Competence	Maintain the original.
Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.		Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.	Maintain the original.
Relational skills		Relationship Skills	Maintain the original.
33	I react quickly when my business partner needs me.	When my business partners need me, I respond quickly.	Maintain the original.
34	I give my business partner clear and full information.	I provide my business partners with clear and comprehensive information.	Maintain the original.
35	I inform my business partners in time in case of problems.	If a problem arises, I inform my business partners promptly.	Changed to the latter.
36	I keep information systematically on my most important business partners.	I systematically maintain important information about my key business partners.	Changed to the latter.
General self-efficacy		General Self-efficacy	Same
37	I ensure I can make them work when I make my plans.	When I make plans, I ensure that I am able to make them work.	Changed to the latter.
38	I keep trying until I can if I can't do a job the first time.	If I fail to complete a task on the first try, I continue attempting until I succeed.	Changed to the latter.
39	I stick to it until I complete it when I have something unpleasant to do.	When I need to do something unpleasant, I persevere until it is completed.	Changed to the latter.
40	I go right to work on it when I decide to do something.	Once I decide to do something, I take immediate action.	Changed to the latter.
Non-ethnocentrism		Non-ethnocentrism	Same

No.	Questions before back translation	Questions after back translation	Remarks
41	I like to get involved in group discussions with others from different cultures.	I enjoy participating in group discussions with people from different cultures.	Changed to the latter.
42	I speak up in a conversation with a person from a different culture without fear.	When talking to people from different cultures, I express my views freely without hesitation.	Changed to the latter.
43	I am very calm and relaxed in conversations with a person from a different culture.	I remain calm and relaxed when speaking with people from different cultures.	Maintain the original.
44	I am comfortable interacting with a group of people from different cultures.	I feel comfortable interacting with a group of people from different cultures.	Maintain the original.

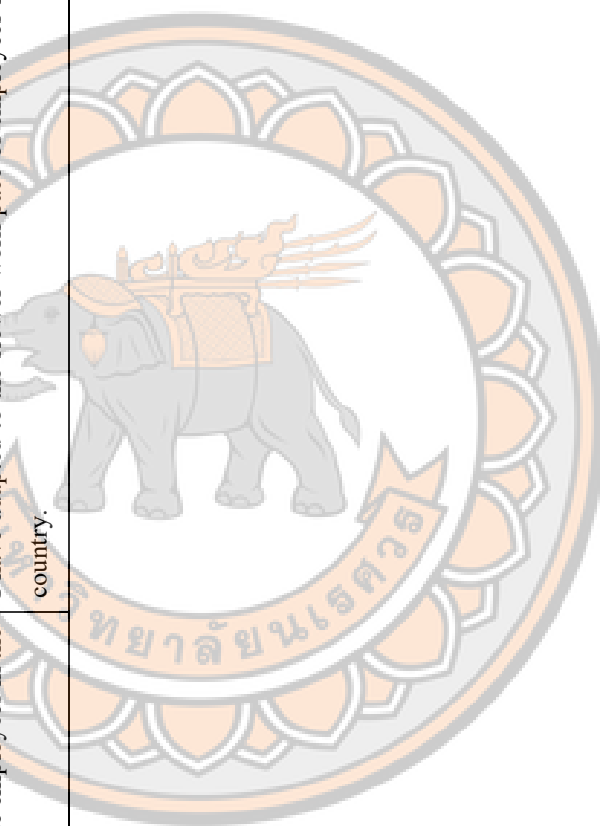
No.	Questions before back translation	Questions after back translation	Remarks
Part 6 Cultural Intelligence (CQ)			
Part VI. Cultural Intelligence			
Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.			
Meta-cognitive CQ			
45	I am conscious of the cultural knowledge I use when interacting with people from different cultures.	When interacting with people from different cultures, I am aware of the cultural knowledge I am using.	Maintain the original.
46	I adjust my cultural knowledge when I interact with people from a different culture.	When interacting with people from different cultures, I adjust my cultural knowledge accordingly.	Changed to the latter.

No.	Questions before back translation	Questions after back translation	Remarks
47	I am conscious of the cultural knowledge I apply to cross-cultural interactions.	I am aware of the cultural knowledge I am using during cross-cultural interactions.	Maintain the original.
48	I check the accuracy of my cultural knowledge when I interact with people from different cultures.	When interacting with people from different cultural backgrounds, I verify the accuracy of my cultural knowledge.	Maintain the original.
Cognitive CQ		Cognitive Cultural Intelligence	Same
49	I understand the legal and economic systems of other cultures.	I understand the legal and economic systems in other cultures.	Changed to the latter.
50	I understand the cultural values and religious beliefs of other cultures.	I understand the values and religious beliefs in other cultures.	Changed to the latter.
51	I understand the marriage systems of other cultures.	I understand the marriage systems in other cultures.	Changed to the latter.
52	I understand the non-verbal behaviours (gestures, facial expression, tone, accent, etc.) in other cultures.	I understand the non-verbal behaviors in other cultures (e.g., gestures, facial expressions, tone of voice, accents, etc.).	Changed to the latter.
Motivational CQ		Motivational Cultural Intelligence	Same
53	I enjoy interacting with people from different cultures.	I enjoy engaging in interactions with people from different cultural backgrounds.	Maintain the original.
54	I am confident that I can socialize with locals from different cultures.	I am confident in my ability to socialize with locals from different cultural backgrounds.	Changed to the latter.
55	I am able to deal with the stresses of adjusting to a different culture.	I can handle the stress that arises during the process of adapting to different cultures.	Maintain the original.
56	I enjoy living in different cultures.	I enjoy living in different cultural environments.	Changed to the latter.
Behavioural CQ		Behavioral Cultural Intelligence	Same

No.	Questions before back translation	Questions after back translation	Remarks
57	I change my verbal behavior (e.g., accent, tone etc.) when a cross- cultural interaction requires it.	When cross-cultural communication requires it, I adjust my verbal behaviors (e.g., accent, tone of voice, etc.).	Changed to the latter.
58	I use pause and silence differently to suit different cross-cultural situations.	I use pauses and silence differently based on the needs of different cross-cultural contexts.	Maintain the original.
59	I change the rate of my speaking when a cross- cultural situation requires it.	I adjust my speech rate based on the needs of different cross-cultural contexts.	Maintain the original.
60	I vary my non-verbal (e.g., gestures, facial expression, etc.) behavior when a cross-cultural situation is required.	I adjust my non-verbal behaviors (e.g., gestures, facial expressions, etc.) based on the needs of different cross-cultural contexts.	Maintain the original.

No.	Questions before back translation	Questions after back translation	Remarks
Part 7. Cross-Cultural Adjustment (CCA)		Part VII. Cross-Cultural Adaptation	Maintain the original.
Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.		Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.	Maintain the original.
General adjustment		Overall Adaptation	Maintain the original.
61	I adjust myself to living conditions (e.g., the housing conditions, food, entertainment/recreation facilities and opportunities, shopping, transportation) in the host country.	I have adapted to the living conditions in the host country (e.g., housing conditions, food, entertainment/leisure facilities and opportunities, shopping, transportation).	Maintain the original.
62	I adjust myself to the expenditure of living in the host country.	I have adapted to the cost of living in the host country.	Changed to "I adjust myself to the cost of living in the host country."
63	I adjust myself to the slower medical care services in the host country.	I have adapted to the slower medical services in the host country.	Maintain the original.
Interaction adjustment		Interaction Adaptation	Maintain the original.
64	I adjust myself to socialize and interact with host nationals in the host country.	I have adapted to socializing and interacting with locals in the host country.	Maintain the original.
65	I adjust myself to speak with host nationals in the host country.	I have adapted to conversing with locals in the host country.	Maintain the original.
66	I adjust myself to unpunctuality in the host country.	I have adapted to the phenomenon of being unpunctual in the host country.	Maintain the original.

No.	Questions before back translation	Questions after back translation	Remarks
Work adjustment		Work Adaptation	Maintain the original.
67	I adjust myself to specific job responsibilities in the host country.	I have adapted to the specific job responsibilities in the host country.	Maintain the original.
68	I adjust myself to the performance criteria and expectations at work in the host country.	I have adapted to the performance standards and expectations at work in the host country.	Maintain the original.
69	I adjust myself to slower work pace of the employees in the host country.	I have adapted to the slower work pace of employees in the host country.	Maintain the original.



No.	Questions before back translation	Questions after back translation	Remarks
Part 8. Job Performance (JP)		Part VIII. Job Performance	Same
Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.		Please circle the appropriate number (○) for each of the following statements. A 5-point Likert scale is used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.	Maintain the original.
Task performance		Task Performance	Same
70	I manage to plan my work so that it was done on time.	I manage to plan my work in order to complete tasks on time.	Maintain the original.
71	I keep in mind the results that I have to achieve in my work.	I constantly keep in mind the results that need to be achieved in my work.	Maintain the original.
72	I can separate main issues from normal issues at work.	I am able to distinguish between key issues and routine issues in my work.	Maintain the original.
73	I can perform my work well with minimal time and efforts.	I am able to complete my work well with minimal time and effort.	Maintain the original.
Contextual performance		Contextual Performance	Same
74	I take on extra responsibilities and I start new tasks when my old ones were finished.	I take on additional responsibilities and start new tasks after completing old ones.	Changed to the latter.
75	I take on challenging work tasks when available and I keep looking for new challenges in my job.	I take on challenging work tasks and constantly seek new challenges at work.	Changed to the latter.
76	I keep my job knowledge and skills up-to-date.	I continuously update my work knowledge and skills.	Maintain the original.
77	I participate in work meetings actively and I raise creative solutions to new problems.	I actively participate in work meetings and offer creative solutions to new problems.	Changed to the latter.

No.	Questions before back translation	Questions after back translation	Remarks
	Counterproductive work behavior	Negative Work Behaviors	Changed to “Non-Counterproductive work behavior”.
78	I complain about unimportant matters at work.	I complain about trivial matters at work.	Changed to “I don’t complain about unimportant matters at work.”
79	I focus on the negative aspects of a work situation, instead of on the positive aspects.	I focus on the negative aspects of the work situation rather than the positive aspects.	Changed to “I don’t focus on the negative aspects of a work situation, instead of on the positive aspects.”
80	I talk with colleagues about the negative aspects of my work.	I talk about negative aspects of my work with colleagues.	Changed to “I don’t talk with colleagues about the negative aspects of my work.”
81	I talk with people from outside of my company about the negative aspects of my work.	I talk about negative aspects of my work with people outside of the company.	Changed to “I don’t talk with people from outside of my company about the negative aspects of my work.”

Thank you very much for your co-operation!

**APPENDIX K QUESTIONNAIRE FOR IDENTIFYING FACTORS AFFECTING
CROSS-CULTURAL ADJUSTMENT AND JOB PERFORMANCE
OF CHINESE EXPATRIATES IN ASEAN COUNTRIES**

Part 1. Basic Information

Please tick (✓) in the box that represents your opinion.

1. Which ASEAN country are you currently working in?

☐ Brunei ☐ Cambodia ☐ Indonesia ☐ Laos ☐ Malaysia
☐ Myanmar ☐ Philippines ☐ Singapore ☐ Thailand ☐ Viet Nam

2. What type of business license does your organization hold in the host country?

☐ Wholly Owned Subsidiary ☐ Joint Venture
☐ Representative Office ☐ Other (please specify _____)

3. Where is your head office located in China?

☐ Guangdong ☐ Shanghai ☐ Zhejiang ☐ Beijing ☐ Shandong ☐ Other (please specify _____)

Part 2. Expatriate Demographics

Please tick (✓) in the appropriate box.

4. Your gender

☐ Male ☐ Female

5. Your age

☐ 20-24 years old ☐ 25-29 years old ☐ 30-34 years old
☐ 35-39 years old ☐ 40 years old or older

6. Your marital status

☐ Single ☐ Married ☐ Divorced

7. Your average monthly pre-tax income (in RMB/CNY)

☐ 12,000 or below ☐ 12,001~16,000 ☐ 16,001~20,000
☐ 20,001~24,000 ☐ 24,001 or more

8. Your highest level of education

£High school or below £Associate degree £Bachelor's degree £Master's degree £Doctoral degree

9. Your highest English proficiency certificate

☐None ☐College English Test (CET-4) ☐College English Test (CET-6)
☐Test for English Majors (TEM-8) £Other (please specify_____)

10. Your proficiency level in the host country's language

£None £Basic £Conversational £Fluent

11. Your current position

£General Employee £Team leader £Middle-level Manager £Senior Manager

12. Previous expatriate experience

How long have you worked abroad as a business expatriate, including the present job?

£less than 3 months £3 months to less than 1 year £1 to less than 2 years
£2 to less than 3 years £3 years or over

Part 3. Pre-Departure Training (PDT)

Please mark circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	The training I received from the organization enhanced my comfort and sense of security while working in the host country.	5	4	3	2	1
14	Overall, the cultural orientation course provided by the organization before my departure was sufficient.	5	4	3	2	1
15	My organization's training program before my departure focused on helping me behave appropriately to survive in the new context.	5	4	3	2	1
16	The training my organization provided before my departure helped me better adjust to the new context.	5	4	3	2	1
17	My organization's training program before my departure was useful for contributing to the success of my present job.	5	4	3	2	1

Part 4. Expatriate Personality

Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Cultural Empathy						
18	I try to understand other people's behavior.	5	4	3	2	1
19	I try to see things through other's perspective.	5	4	3	2	1
20	I pay attention to others' facial expressions.	5	4	3	2	1
Open Mindedness						
21	I am interested in other cultures.	5	4	3	2	1
22	I respect people with different viewpoints.	5	4	3	2	1
23	I am open to new ideas.	5	4	3	2	1
Social Initiative						
24	I make contacts easily in interpersonal relations.	5	4	3	2	1
25	I take initiatives in problem solving in my company.	5	4	3	2	1
26	I take the lead in social action in my company.	5	4	3	2	1
Emotional Stability						
27	I am not easily hurt.	5	4	3	2	1
28	I remain calm in unfortunate situations, such as losing my passport or experiencing a car breakdown.	5	4	3	2	1
29	I am not nervous.	5	4	3	2	1

Flexibility						
30	I change easily from one activity to another.	5	4	3	2	1
31	I function best in an unfamiliar environment.	5	4	3	2	1
32	I accept surprises.	5	4	3	2	1

Part 5. Cross-Cultural Competence (CCC)

Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Liker scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Relational skills						
33	I react quickly when my business partner needs me.	5	4	3	2	1
34	I give my business partner clear and full information.	5	4	3	2	1
35	If a problem arises, I inform my business partners promptly.	5	4	3	2	1
36	I systematically maintain important information about my key business partners.	5	4	3	2	1
General self-efficacy						
37	When I make plans, I ensure that I am able to make them work.	5	4	3	2	1
38	If I fail to complete a task on the first try, I continue attempting until I succeed.	5	4	3	2	1
39	When I need to do something unpleasant, I	5	4	3	2	1

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	persevere until it is completed.					
40	Once I decide to do something, I take immediate action.	5	4	3	2	1
Non- ethnocentrism						
41	I enjoy participating in group discussions with people from different cultures.	5	4	3	2	1
42	When talking to people from different cultures, I express my views freely without hesitation.	5	4	3	2	1
43	I am very calm and relaxed in conversations with a person from a different culture.	5	4	3	2	1
44	I am comfortable interacting with a group of people from different cultures.	5	4	3	2	1

Part 6 Cultural Intelligence/Quotient (CQ)

Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Meta-cognitive CQ						
45	I am conscious of the cultural knowledge I use when interacting with people from different cultures.	5	4	3	2	1
46	When interacting with people from different cultures, I adjust my cultural knowledge accordingly.	5	4	3	2	1
47	I am conscious of the cultural knowledge I apply to cross-cultural interactions.	5	4	3	2	1
48	I check the accuracy of my cultural knowledge when I interact with people from different cultures.	5	4	3	2	1
Cognitive CQ						
49	I understand the legal and economic systems in other cultures.	5	4	3	2	1
50	I understand the values and religious beliefs in other cultures.	5	4	3	2	1
51	I understand the marriage systems in other cultures.	5	4	3	2	1
52	I understand the non-verbal behaviors in other cultures (e.g., gestures, facial expressions, tone of	5	4	3	2	1

No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	voice, accents, etc.).					
Motivational CQ						
53	I enjoy interacting with people from different cultures.	5	4	3	2	1
54	I am confident in my ability to socialize with locals from different cultural backgrounds.	5	4	3	2	1
55	I am able to deal with the stresses of adjusting to a different culture.	5	4	3	2	1
56	I enjoy living in different cultural environments.	5	4	3	2	1
Behavioural CQ						
57	When cross-cultural communication requires it, I adjust my verbal behaviors (e.g., accent, tone of voice, etc.).	5	4	3	2	1
58	I use pause and silence differently to suit different cross- cultural situations.	5	4	3	2	1
59	I change the rate of my speaking when a cross-cultural situation requires it.	5	4	3	2	1
60	I vary my non-verbal (e.g., gestures, facial expression, etc.) behavior when a cross-cultural situation is required.	5	4	3	2	1

Part 7. Cross-Cultural Adjustment (CCA)

Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
General adjustment						
61	I adjust myself to living conditions (e.g., the housing conditions, food, entertainment/recreation facilities and opportunities, shopping, transportation) in the host country.	5	4	3	2	1
62	I adjust myself to the cost of living in the host country.	5	4	3	2	1
63	I adjust myself to the slower medical care services in the host country.	5	4	3	2	1
Interaction adjustment						
64	I adjust myself to socialize and interact with host nationals in the host country.	5	4	3	2	1
65	I adjust myself to speak with host nationals in the host country.	5	4	3	2	1
66	I adjust myself to unpunctuality in the host country.	5	4	3	2	1
Work adjustment						
67	I adjust myself to specific job responsibilities in the host country.	5	4	3	2	1
68	I adjust myself to the performance criteria and expectations at work in the host country.	5	4	3	2	1

No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
69	I adjust myself to slower work pace of the employees in the host country.	5	4	3	2	1



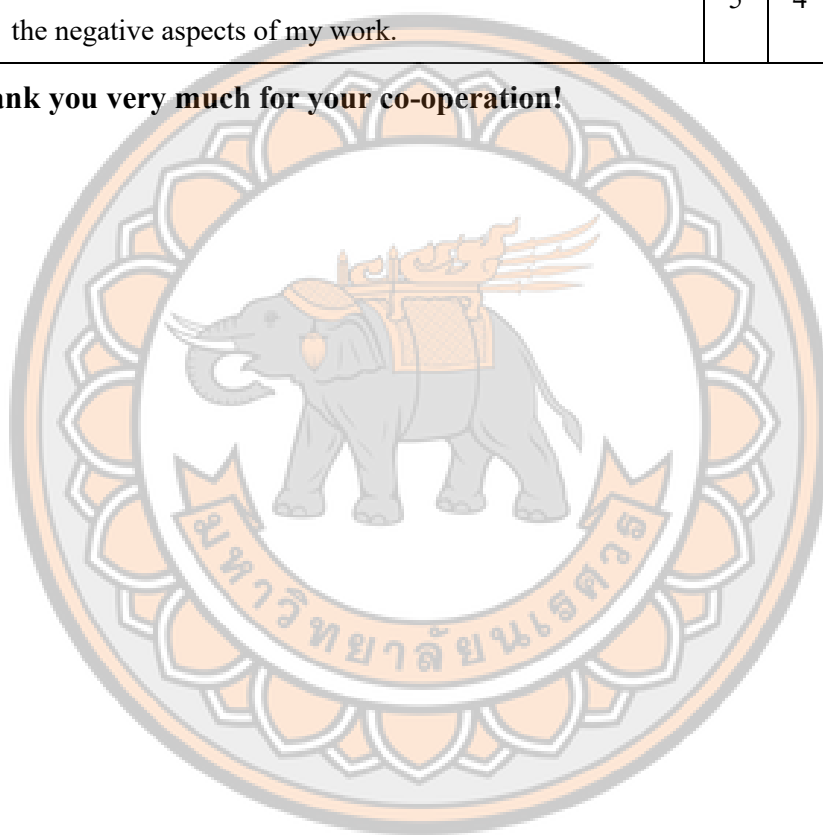
Part 8. Job performance (JP)

Please answer the following statements by marking circle (○) on appropriate number. Measured by a 5-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree.

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly
Task performance						
70	I manage to plan my work so that it was done on time.	5	4	3	2	1
71	I keep in mind the results that I have to achieve in my work.	5	4	3	2	1
72	I can separate main issues from normal issues at work.	5	4	3	2	1
73	I can perform my work well with minimal time and efforts.	5	4	3	2	1
Contextual performance						
74	I take on additional responsibilities and start new tasks after completing old ones.	5	4	3	2	1
75	I take on challenging work tasks and constantly seek new challenges at work.	5	4	3	2	1
76	I keep my job knowledge and skills up-to-date.	5	4	3	2	1
77	I actively participate in work meetings and offer creative solutions to new problems.	5	4	3	2	1
Non-Counterproductive work behavior						
78	I don't complain about unimportant matters at work.	5	4	3	2	1
79	I don't focus on the negative aspects of a work situation, instead of on the positive aspects.	5	4	3	2	1

No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly
80	I don't talk with colleagues about the negative aspects of my work.	5	4	3	2	1
81	I don't talk with people from outside of my company about the negative aspects of my work.	5	4	3	2	1

Thank you very much for your co-operation!



APPENDIX L FINAL QUESTIONNAIRE IN CHINESE

调查问卷

关于中国外派人员在东盟国家跨文化适应和工作绩效影响因素 的调查问卷

第1部分 基本信息

请在代表您意见的方格内打勾(√)。

1. 您目前在哪个东盟国家工作？

- ☐文莱 ☐柬埔寨 ☐印尼 ☐老挝 ☐马来西亚
☐缅甸 ☐菲律宾 ☐新加坡 ☐泰国 ☐越南

2. 您的组织在东道国持有哪种类型的营业执照？

- ☐全资子公司 ☐合资企业 ☐代表处 ☐其他（请注明）

3. 你们的中国总部位于哪里？

- ☐广东 ☐上海 ☐浙江 ☐北京 ☐山东 ☐其他（请注明）

第2部分 外派人员的人口统计

请在适当的方格内打勾(√)。

4. 您的性别

- ☐男性 ☐女性

5. 您的年龄

- ☐20-24岁 ☐25-29岁 ☐30-34岁 ☐35-39岁 ☐40岁或以上

6. 您的婚姻状况

- ☐单身 ☐已婚 ☐离异

7. 您的月平均税前收入（人民币元）

- ☐12,000 或以下 ☐12,001-16,000 ☐16,001-20,000

☐ 20,001-24,000 ☐ 24,001 或以上

8. 您的最高学历

☐ 高中或以下 ☐ 大专 ☐ 本科 ☐ 硕士 ☐ 博士

9. 您取得的最高英语水平证书

☐ 没有 ☐ 大学英语四级 ☐ 大学英语六级

☐ 英语专业八级 ☐ 其他（请注明）

10. 您对东道国语言的熟练程度

☐ 没有 ☐ 基本 ☐ 会话 ☐ 流利

11. 您目前的职位

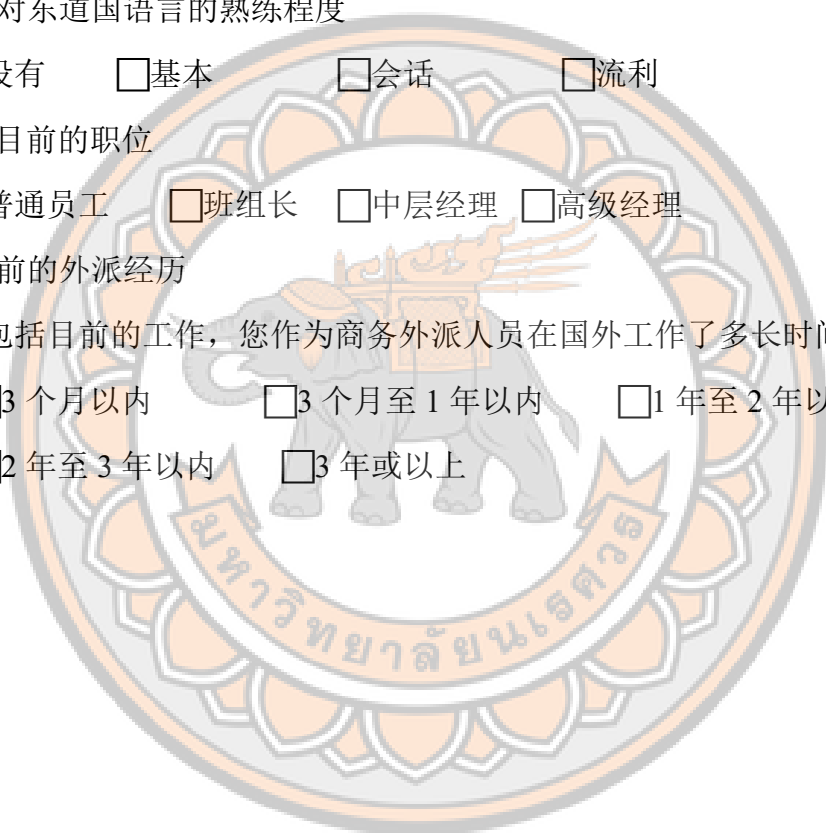
☐ 普通员工 ☐ 班组长 ☐ 中层经理 ☐ 高级经理

12. 以前的外派经历

包括目前的工作，您作为商务外派人员在国外工作了多长时间？

☐ 3 个月以内 ☐ 3 个月至 1 年以内 ☐ 1 年至 2 年以内

☐ 2 年至 3 年以内 ☐ 3 年或以上



第3部分 出发前培训

请在适当的数字上标记圆圈（○）。采用李克特五级量表：5=非常同意，4=同意，3=中立，2=不同意，1=非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
13	我从组织获得的培训提高了我在东道国工作时的舒适度和安全感。	5	4	3	2	1
14	总的来说，组织在我出发前提供的关于东道国的文化导向课程对我来说是足够的。	5	4	3	2	1
15	我的组织在我出发前的培训计划侧重于帮助我在新环境中表现得体并顺利适应。	5	4	3	2	1
16	我的组织在我出发前提供的培训帮助我更好地适应了新环境。	5	4	3	2	1
17	我的组织在我出发前的培训计划对我在当前工作中取得成功很有帮助。	5	4	3	2	1

序号	陈述	非常同意	同意	中立	不同意	非常不同意
30	我能轻松地从一项活动转换到另一项活动。	5	4	3	2	1
31	我在陌生环境中表现最佳。	5	4	3	2	1
32	我接受意外。	5	4	3	2	1



第 5 部分 跨文化能力

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
人际关系技能						
33	当我的商业伙伴需要我时，我会迅速反应。	5	4	3	2	1
34	我向我的商业伙伴提供清晰且完整的信息。	5	4	3	2	1
35	如果出现问题，我会及时通知我的商业伙伴。	5	4	3	2	1
36	我会系统地保存我最重要商业伙伴的信息。	5	4	3	2	1
一般自我效能						
37	当我制定计划时，我确保能够使其奏效。	5	4	3	2	1
38	如果第一次没能完成一项工作，我会不断尝试直到成功。	5	4	3	2	1
39	当我需要做一些不愉快的事情时，我会坚持直到完成。	5	4	3	2	1
40	当我决定做某件事时，我会立即开始行动。	5	4	3	2	1
非民族中心主义						
41	我喜欢与来自不同文化的人一起参加小组讨论。	5	4	3	2	1
42	在与来自不同文化的人交谈时，我会毫无顾虑地表达自己的观点。	5	4	3	2	1
43	在与来自不同文化的人交谈时，我非常冷静和放松。	5	4	3	2	1
44	我与来自不同文化的一群人互动时感到自在。	5	4	3	2	1

第6部分 文化智商

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 = 非常同意，4 = 同意，3 = 中立，2 = 不同意，1 = 非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
元认知文化智商						
45	在与来自不同文化的人互动时，我会意识到自己所运用的文化知识。	5	4	3	2	1
46	当我与来自不同文化的人互动时，我会调整自己的文化知识。	5	4	3	2	1
47	我在跨文化互动中会意识到自己所运用的文化知识。	5	4	3	2	1
48	在与来自不同文化背景的人交往时，我会核实我的文化知识的准确性。	5	4	3	2	1
认知性文化智商						
49	我理解其他文化中的法律和经济体系。	5	4	3	2	1
50	我理解其他文化的价值观和宗教信仰。	5	4	3	2	1
51	我理解其他文化中的婚姻制度。	5	4	3	2	1
52	我理解其他文化中的非言语行为（如手势、面部表情、语调、口音等）。	5	4	3	2	1
动机性文化智商						
53	我很享受与来自不同文化背景的人交流互动。	5	4	3	2	1
54	我有信心能够与来自不同文化背景的当地人进	5	4	3	2	1

	行社交。					
55	我能够应对适应不同文化过程中产生的压力。	5	4	3	2	1
56	我很享受在不同文化中生活。	5	4	3	2	1
行为性文化智商						
57	当跨文化交流需要时，我会改变我的言语行为（例如口音、语调等）。	5	4	3	2	1
58	我会根据不同的跨文化情境，以不同的方式使用停顿和沉默。	5	4	3	2	1
59	我会根据跨文化情境的需要，调整我的语速。	5	4	3	2	1
60	我会根据跨文化情境的需要，调整我的非言语行为（例如手势、面部表情等）。	5	4	3	2	1

第7部分 跨文化适应

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 = 非常同意，4 = 同意，3 = 中立，2 = 不同意，1 = 非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
总体适应						
61	我适应了东道国的生活条件（例如，住房条件、饮食、娱乐/休闲设施和机会、购物、交通）。	5	4	3	2	1
62	我适应了东道国的生活成本。	5	4	3	2	1
63	我适应了东道国较慢的医疗服务。	5	4	3	2	1
互动适应						
64	我适应了在东道国与当地人社交和互动。	5	4	3	2	1
65	我适应了在东道国与当地交谈。	5	4	3	2	1
66	我适应了东道国的不守时现象。	5	4	3	2	1
工作适应						
67	我适应了在东道国的具体工作职责。	5	4	3	2	1
68	我适应了东道国工作中的绩效标准和期望。	5	4	3	2	1
69	我适应了东道国员工较慢的工作节奏。	5	4	3	2	1

第 8 部分 工作绩效

请在适当的数字上标记圆圈（○）来回答以下陈述。采用李克特五级量表：

5 =非常同意，4 =同意，3 =中立，2 =不同意，1 =非常不同意。

序号	陈述	非常同意	同意	中立	不同意	非常不同意
任务绩效						
70	我设法规划我的工作，以便按时完成。	5	4	3	2	1
71	我时刻牢记工作中必须达成的结果。	5	4	3	2	1
72	我能够区分工作中的主要问题和普通问题。	5	4	3	2	1
73	我能够以最少的时间和精力很好地完成工作。	5	4	3	2	1
情境绩效						
74	我承担额外的责任，并在完成旧任务后开始新的任务。	5	4	3	2	1
75	我会承担有挑战性的工作任务，并不断寻找工作中的新挑战。	5	4	3	2	1
76	我会不断更新我的工作知识和技能。	5	4	3	2	1
77	我积极参与工作会议，并为新问题提出创造性的解决方案。	5	4	3	2	1
非消极工作行为						
78	我不抱怨工作中的一些无关紧要的事情。	5	4	3	2	1
79	我不关注工作情境中的负面方面，而是关注积极方面。	5	4	3	2	1
80	我不与同事谈论我工作中的负面内容。	5	4	3	2	1
81	我不与公司外部的人谈论我工作中的负面内容。	5	4	3	2	1

非常感谢您的合作！

APPENDIX M RESULTS OF ONE-WAY ANALYSES OF VARIANCE (ANOVA) FOR ALL DEPENDENT VARIABLES BY

HOST COUNTRY

Table 84 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Host Country

		Sum of Squares	df	Mean Square	F	Sig.
PDT	Between Groups	5.247	5	1.049	1.186	.315
	Within Groups	348.525	394	.885		
	Total	353.772	399			
CCC	Between Groups	4.808	5	.962	1.450	.205
	Within Groups	261.278	394	.663		
	Total	266.086	399			
CQ	Between Groups	2.424	5	.485	.530	.754
	Within Groups	360.507	394	.915		
	Total	362.932	399			
CCA	Between Groups	6.070	5	1.214	1.462	.201
	Within Groups					

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	327.194	394	.830		
Total	333.264	399			
CE					
Between Groups	4.116	5	.823	.867	.503
Within Groups	373.988	394	.949		
Total	378.104	399			
OM					
Between Groups	1.410	5	.282	.355	.879
Within Groups	312.801	394	.794		
Total	314.211	399			
SI					
Between Groups	.864	5	.173	.200	.962
Within Groups	341.046	394	.866		
Total	341.910	399			
ES					
Between Groups	2.979	5	.596	.659	.655
Within Groups	356.274	394	.904		
Total	359.253	399			
FL					
Between Groups	1.517	5	.303	.382	.861

		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	313.344	394	.795		
	Total	314.861	399			
TP	Between Groups	4.656	5	.931	1.051	.387
	Within Groups	349.092	394	.886		
	Total	353.747	399			
CP	Between Groups	6.083	5	1.217	1.212	.302
	Within Groups	395.337	394	1.003		
	Total	401.419	399			
NCWB	Between Groups	7.689	5	1.538	1.624	.153
	Within Groups	373.111	394	.947		
	Total	380.799	399			

Table 85 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Age

		Sum of Squares	df	Mean Square	F	Sig.
PDT	Between Groups	5.388	4	1.347	1.527	.193
	Within Groups	348.385	395	.882		
	Total	353.772	399			
CCC	Between Groups	4.495	4	1.124	1.697	.150
	Within Groups	261.591	395	.662		
	Total	266.086	399			
CQ	Between Groups	11.000	4	2.750	3.086	.016
	Within Groups	351.932	395	.891		
	Total	362.932	399			
CCA	Between Groups	11.062	4	2.766	3.390	.010
	Within Groups	322.202	395	.816		
	Total	333.264	399			
CE	Between Groups	3.736	4	.934	.985	.415

		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	374.369	395	.948		
	Total	378.104	399			
OM	Between Groups	2.630	4	.658	.834	.504
	Within Groups	311.581	395	.789		
	Total	314.211	399			
SI	Between Groups	4.181	4	1.045	1.223	.301
	Within Groups	337.729	395	.855		
	Total	341.910	399			
ES	Between Groups	5.603	4	1.401	1.564	.183
	Within Groups	353.650	395	.895		
	Total	359.253	399			
FL	Between Groups	7.260	4	1.815	2.331	.055
	Within Groups	307.601	395	.779		
	Total	314.861	399			
TP	Between Groups	2.972	4	.743	.837	.502

		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	350.775	395	.888		
	Total	353.747	399			
CP	Between Groups	3.747	4	.937	.930	.446
	Within Groups	397.672	395	1.007		
	Total	401.419	399			
NCWB	Between Groups	5.012	4	1.253	1.317	.263
	Within Groups	375.787	395	.951		
	Total	380.799	399			

Table 86 Post Hoc Comparisons (LSD) for Age

Dependent Variable	(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
CQ	20-24 years old	25-29 years old	.01727	.21420	.936	-.4038	.4384
		30-34 years old	.34124	.20274	.093	-.0573	.7398
		35-39 years old	.30047	.21628	.166	-.1247	.7257
		40 years old or older	.51722*	.23545	.029	.0543	.9801
	25-29 years old	20-24 years old	-.01727	.21420	.936	-.4384	.4038
		30-34 years old	.32397*	.12533	.010	.0776	.5704
		35-39 years old	.28320	.14621	.053	-.0043	.5707
		40 years old or older	.49995*	.17332	.004	.1592	.8407
	30-34 years old	20-24 years old	-.34124	.20274	.093	-.7398	.0573
		25-29 years old	-.32397*	.12533	.010	-.5704	-.0776
		35-39 years old	-.04077	.12885	.752	-.2941	.2126
		40 years old or older	.17598	.15895	.269	-.1365	.4885

Dependent Variable	(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
CCA	35-39 years old	20-24 years old	-.30047	.21628	.166	-.7257	.1247
		25-29 years old	-.28320	.14621	.053	-.5707	.0043
		30-34 years old	.04077	.12885	.752	-.2126	.2941
		40 years old or older	.21675	.17589	.219	-.1290	.5625
	40 years old or older	20-24 years old	-.51722*	.23545	.029	-.9801	-.0543
		25-29 years old	-.49995*	.17332	.004	-.8407	-.1592
		30-34 years old	-.17598	.15895	.269	-.4885	.1365
		35-39 years old	-.21675	.17589	.219	-.5625	.1290
	20-24 years old	25-29 years old	.13512	.20495	.510	-.2678	.5380
		30-34 years old	.37710	.19399	.053	-.0043	.7585
CCA	25-29 years old	35-39 years old	.27778	.20694	.180	-.1291	.6846
		40 years old or older	.64938*	.22529	.004	.2065	1.0923
CCA	25-29 years old	20-24 years old	-.13512	.20495	.510	-.5380	.2678
		30-34 years old	.24197*	.11992	.044	.0062	.4777

Dependent Variable	(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		35-39 years old	.14266	.13990	.308	-.1324	.4177
		40 years old or older	.51426*	.16584	.002	.1882	.8403
	30-34 years old	20-24 years old	-.37710	.19399	.053	-.7585	.0043
		25-29 years old	-.24197*	.11992	.044	-.4777	-.0062
		35-39 years old	-.09932	.12329	.421	-.3417	.1431
		40 years old or older	.27229	.15209	.074	-.0267	.5713
	35-39 years old	20-24 years old	-.27778	.20694	.180	-.6846	.1291
		25-29 years old	-.14266	.13990	.308	-.4177	.1324
		30-34 years old	.09932	.12329	.421	-.1431	.3417
		40 years old or older	.37160*	.16829	.028	.0407	.7025
	40 years old or older	20-24 years old	-.64938*	.22529	.004	-1.0923	-.2065
		25-29 years old	-.51426*	.16584	.002	-.8403	-.1882
		30-34 years old	-.27229	.15209	.074	-.5713	.0267
		35-39 years old	-.37160*	.16829	.028	-.7025	-.0407

Dependent Variable	(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound

*. The mean difference is significant at the 0.05 level.

Table 87 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Income

	Sum of Squares	df	Mean Square	F	Sig.
PDT					
Between Groups	4.935	4	1.234	1.397	.234
Within Groups	348.837	395	.883		
Total	353.772	399			
CCC					
Between Groups	2.481	4	.620	.930	.447
Within Groups	263.605	395	.667		
Total	266.086	399			
CQ					
Between Groups	1.818	4	.454	.497	.738
Within Groups	361.114	395	.914		
Total	362.932	399			

		Sum of Squares	df	Mean Square	F	Sig.
CCA	Between Groups	2.194	4	.548	.654	.624
	Within Groups	331.070	395	.838		
	Total	333.264	399			
CE	Between Groups	1.197	4	.299	.314	.869
	Within Groups	376.907	395	.954		
	Total	378.104	399			
OM	Between Groups	.135	4	.034	.042	.997
	Within Groups	314.076	395	.795		
	Total	314.211	399			
SI	Between Groups	2.501	4	.625	.728	.573
	Within Groups	339.409	395	.859		
	Total	341.910	399			
ES	Between Groups	.339	4	.085	.093	.985
	Within Groups	358.914	395	.909		
	Total	359.253	399			

		Sum of Squares	df	Mean Square	F	Sig.
FL	Between Groups	.573	4	.143	.180	.949
	Within Groups	314.288	395	.796		
	Total	314.861	399			
TP	Between Groups	1.268	4	.317	.355	.840
	Within Groups	352.480	395	.892		
	Total	353.747	399			
CP	Between Groups	1.890	4	.472	.467	.760
	Within Groups	399.530	395	1.011		
	Total	401.419	399			
NCWB	Between Groups	4.250	4	1.062	1.114	.349
	Within Groups	376.550	395	.953		
	Total	380.799	399			

Table 88 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Education

		Sum of Squares	df	Mean Square	F	Sig.
PDT	Between Groups	.773	4	.193	.216	.929
	Within Groups	352.999	395	.894		
	Total	353.772	399			
CCC	Between Groups	2.366	4	.591	.886	.472
	Within Groups	263.720	395	.668		
	Total	266.086	399			
CQ	Between Groups	4.515	4	1.129	1.244	.292
	Within Groups	358.417	395	.907		
	Total	362.932	399			
CCA	Between Groups	3.585	4	.896	1.074	.369
	Within Groups	329.679	395	.835		
	Total	333.264	399			
CE	Between Groups	7.618	4	1.904	2.030	.089
	Within Groups					

	Sum of Squares		df	Mean Square	F	Sig.
	Within Groups	370.487	395	.938		
	Total	378.104	399			
OM	Between Groups	9.277	4	2.319	3.004	.018
	Within Groups	304.934	395	.772		
	Total	314.211	399			
SI	Between Groups	6.642	4	1.660	1.956	.100
	Within Groups	335.268	395	.849		
	Total	341.910	399			
ES	Between Groups	8.663	4	2.166	2.440	.046
	Within Groups	350.590	395	.888		
	Total	359.253	399			
FL	Between Groups	6.629	4	1.657	2.124	.077
	Within Groups	308.232	395	.780		
	Total	314.861	399			
TP	Between Groups	6.920	4	1.730	1.970	.098

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	346.827	395	.878		
Total	353.747	399			
CP					
Between Groups	10.353	4	2.588	2.614	.035
Within Groups	391.066	395	.990		
Total	401.419	399			
NCWB					
Between Groups	7.285	4	1.821	1.926	.105
Within Groups	373.514	395	.946		
Total	380.799	399			

Table 89 Post Hoc Comparisons (LSD) for Education

Dependent Variable	(I) EDU	(J) EDU	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Open Mindedness	High school or below	Associate degree	-.55974	.29534	.059	-1.1404	.0209
	below	Bachelor's degree	-.43520	.28266	.124	-.9909	.1205
		Master's degree	-.60159	.33758	.076	-1.2653	.0621
		Doctoral degree	.53333	.45372	.241	-.3587	1.4253
	Associate degree	High school or below	.55974	.29534	.059	-.0209	1.1404
	Bachelor's degree	Bachelor's degree	.12454	.11281	.270	-.0972	.3463
		Master's degree	-.04185	.21630	.847	-.4671	.3834
		Doctoral degree	1.09307*	.37241	.004	.3609	1.8252
	Bachelor's degree	High school or below	.43520	.28266	.124	-.1205	.9909
	Associate degree	Associate degree	-.12454	.11281	.270	-.3463	.0972
		Master's degree	-.16639	.19865	.403	-.5569	.2241
		Doctoral degree	.96853*	.36244	.008	.2560	1.6811

Dependent Variable	(I) EDU	(J) EDU	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	Master's degree	High school or below	.60159	.33758	.076	-.0621	1.2653
		Associate degree	.04185	.21630	.847	-.3834	.4671
		Bachelor's degree	.16639	.19865	.403	-.2241	.5569
		Doctoral degree	1.13492*	.40673	.006	.3353	1.9345
	Doctoral degree	High school or below	-.53333	.45372	.241	-1.4253	.3587
		Associate degree	-1.09307*	.37241	.004	-1.8252	-.3609
		Bachelor's degree	-.96853*	.36244	.008	-1.6811	-.2560
		Master's degree	-1.13492*	.40673	.006	-1.9345	-.3353
Emotional Stability	High school or below	Associate degree	-.17403	.31668	.583	-.7966	.4486
	below	Bachelor's degree	.02960	.30308	.922	-.5663	.6255
		Master's degree	-.15238	.36197	.674	-.8640	.5592
		Doctoral degree	.96667*	.48650	.048	.0102	1.9231
	Associate degree	High school or below	.17403	.31668	.583	-.4486	.7966

Dependent Variable	(I) EDU	(J) EDU	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		Bachelor's degree	.20363	.12096	.093	-.0342	.4414
		Master's degree	.02165	.23193	.926	-.4343	.4776
		Doctoral degree	1.14069*	.39932	.005	.3556	1.9257
	Bachelor's degree	High school or below	-.02960	.30308	.922	-.6255	.5663
		Associate degree	-.20363	.12096	.093	-.4414	.0342
		Master's degree	-.18198	.21300	.393	-.6007	.2368
		Doctoral degree	.93706*	.38863	.016	.1730	1.7011
	Master's degree	High school or below	.15238	.36197	.674	-.5592	.8640
		Associate degree	-.02165	.23193	.926	-.4776	.4343
		Bachelor's degree	.18198	.21300	.393	-.2368	.6007
		Doctoral degree	1.11905*	.43611	.011	.2617	1.9764
	Doctoral degree	High school or below	-.96667*	.48650	.048	-1.9231	-.0102
		Associate degree	-1.14069*	.39932	.005	-1.9257	-.3556
		Bachelor's degree	-.93706*	.38863	.016	-1.7011	-.1730

Dependent Variable	(I) EDU	(J) EDU	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Contextual Performance	High school or below	Master's degree	-.111905*	.43611	.011	-1.9764	-.2617
		Associate degree	-.96169*	.33446	.004	-1.6192	-.3041
		Bachelor's degree	-.89476*	.32010	.005	-1.5241	-.2654
		Master's degree	-.79286*	.38229	.039	-1.5444	-.0413
		Doctoral degree	-.31667	.51382	.538	-1.3268	.6935
	Associate degree	High school or below	.96169*	.33446	.004	.3041	1.6192
		Bachelor's degree	.06693	.12775	.601	-.1842	.3181
		Master's degree	.16883	.24495	.491	-.3127	.6504
		Doctoral degree	.64502	.42174	.127	-.1841	1.4742
	Bachelor's degree	High school or below	.89476*	.32010	.005	.2654	1.5241
		Associate degree	-.06693	.12775	.601	-.3181	.1842
		Master's degree	.10190	.22496	.651	-.3404	.5442
		Doctoral degree	.57809	.41045	.160	-.2288	1.3850

Dependent Variable	(I) EDU	(J) EDU	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Master's degree	High school or below		.79286*	.38229	.039	.0413	1.5444
		Associate degree	-.16883	.24495	.491	-.6504	.3127
		Bachelor's degree	-.10190	.22496	.651	-.5442	.3404
		Doctoral degree	.47619	.46060	.302	-.4293	1.3817
Doctoral degree	High school or below		.31667	.51382	.538	-.6935	1.3268
		Associate degree	-.64502	.42174	.127	-1.4742	.1841
		Bachelor's degree	-.57809	.41045	.160	-1.3850	.2288
		Master's degree	-.47619	.46060	.302	-1.3817	.4293

*. The mean difference is significant at the 0.05 level.

Table 90 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by English Proficiency

		Sum of Squares	df	Mean Square	F	Sig.
PDT	Between Groups	2.790	3	.930	1.049	.371
	Within Groups	350.983	396	.886		
	Total	353.772	399			
CCC	Between Groups	1.156	3	.385	.576	.631
	Within Groups	264.930	396	.669		
	Total	266.086	399			
CQ	Between Groups	.463	3	.154	.169	.918
	Within Groups	362.469	396	.915		
	Total	362.932	399			
CCA	Between Groups	1.462	3	.487	.582	.627
	Within Groups	331.802	396	.838		
	Total	333.264	399			
CE	Between Groups	4.174	3	1.391	1.473	.221

		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	373.930	396	.944		
	Total	378.104	399			
OM	Between Groups	2.088	3	.696	.883	.450
	Within Groups	312.123	396	.788		
	Total	314.211	399			
SI	Between Groups	.366	3	.122	.141	.935
	Within Groups	341.544	396	.862		
	Total	341.910	399			
ES	Between Groups	1.071	3	.357	.395	.757
	Within Groups	358.182	396	.904		
	Total	359.253	399			
FL	Between Groups	1.265	3	.422	.533	.660
	Within Groups	313.596	396	.792		
	Total	314.861	399			
TP	Between Groups	1.553	3	.518	.582	.627

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	352.194	396	.889		
Total	353.748	399			
CP					
Between Groups	1.251	3	.417	.413	.744
Within Groups	400.169	396	1.011		
Total	401.419	399			
NCWB					
Between Groups	3.374	3	1.125	1.180	.317
Within Groups	377.425	396	.953		
Total	380.799	399			

Table 91 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Host Language Proficiency

		Sum of Squares	df	Mean Square	F	Sig.
PDT	Between Groups	5.779	3	1.926	2.192	.088
	Within Groups	347.994	396	.879		
	Total	353.772	399			
CCC	Between Groups	.583	3	.194	.290	.833
	Within Groups	265.503	396	.670		
	Total	266.086	399			
CQ	Between Groups	3.983	3	1.328	1.465	.224
	Within Groups	358.949	396	.906		
	Total	362.932	399			
CCA	Between Groups	.579	3	.193	.230	.876
	Within Groups	332.685	396	.840		
	Total	333.264	399			
CE	Between Groups	1.722	3	.574	.604	.613

		Sum of Squares	df	Mean Square	F	Sig.
	Within Groups	376.382	396	.950		
	Total	378.104	399			
OM	Between Groups	4.990	3	1.663	2.130	.096
	Within Groups	309.220	396	.781		
	Total	314.211	399			
SI	Between Groups	1.529	3	.510	.593	.620
	Within Groups	340.381	396	.860		
	Total	341.910	399			
ES	Between Groups	3.023	3	1.008	1.120	.341
	Within Groups	356.230	396	.900		
	Total	359.253	399			
FL	Between Groups	3.680	3	1.227	1.561	.198
	Within Groups	311.181	396	.786		
	Total	314.861	399			
TP	Between Groups	7.856	3	2.619	2.998	.031

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	345.892	396	.873		
Total	353.747	399			
CP					
Between Groups	3.800	3	1.267	1.262	.287
Within Groups	397.619	396	1.004		
Total	401.419	399			
NCWB					
Between Groups	1.283	3	.428	.446	.720
Within Groups	379.516	396	.958		
Total	380.799	399			

Table 92 Post Hoc Comparisons (LSD) for Host Language Proficiency

Dependent Variable	(I) HL	(J) HL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Task Performance	None	Basic	-.15928	.13187	.228	-.4185	.1000
		Conversational	-.42727*	.15285	.005	-.7278	-.1268
		Fluent	-.31538	.21687	.147	-.7417	.1110
	Basic	None	.15928	.13187	.228	-.1000	.4185
		Conversational	-.26800*	.11781	.023	-.4996	-.0364
		Fluent	-.15611	.19377	.421	-.5371	.2248
	Conversational	None	.42727*	.15285	.005	.1268	.7278
		Basic	.26800*	.11781	.023	.0364	.4996
		Fluent	.11189	.20862	.592	-.2982	.5220
Fluent	None	None	.31538	.21687	.147	-.1110	.7417
		Basic	.15611	.19377	.421	-.2248	.5371
		Conversational	-.11189	.20862	.592	-.5220	.2982

*. The mean difference is significant at the 0.05 level.

Table 93 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Position

	Sum of Squares		df	Mean Square	F	Sig.
PDT	Between Groups	.806	2	.403	.454	.636
	Within Groups	352.966	397	.889		
	Total	353.772	399			
CCC	Between Groups	.739	2	.370	.553	.576
	Within Groups	265.347	397	.668		
	Total	266.086	399			
CQ	Between Groups	.014	2	.007	.007	.993
	Within Groups	362.918	397	.914		
	Total	362.932	399			
CCA	Between Groups	.002	2	.001	.001	.999
	Within Groups	333.262	397	.839		
	Total	333.264	399			
CE	Between Groups	1.101	2	.550	.580	.561

	Sum of Squares		df	Mean Square	F	Sig.
	Within Groups	377.003	397	.950		
	Total	378.104	399			
OM	Between Groups	.751	2	.375	.475	.622
	Within Groups	313.460	397	.790		
	Total	314.211	399			
SI	Between Groups	.881	2	.441	.513	.599
	Within Groups	341.029	397	.859		
	Total	341.910	399			
ES	Between Groups	1.214	2	.607	.673	.511
	Within Groups	358.039	397	.902		
	Total	359.253	399			
FL	Between Groups	3.938	2	1.969	2.514	.082
	Within Groups	310.923	397	.783		
	Total	314.861	399			
TP	Between Groups	1.222	2	.611	.688	.503

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	352.525	397	.888		
Total	353.747	399			
CP					
Between Groups	3.158	2	1.579	1.574	.209
Within Groups	398.262	397	1.003		
Total	401.419	399			
NCWB					
Between Groups	1.120	2	.560	.586	.557
Within Groups	379.679	397	.956		
Total	380.799	399			

Table 94 Results of One-Way Analyses of Variance (ANOVA) for All Dependent Variables by Previous Expatriate Experience

		Sum of Squares	df	Mean Square	F	Sig.
PDT	Between Groups	5.681	4	1.420	1.612	.170
	Within Groups	348.091	395	.881		
	Total	353.772	399			
CCC	Between Groups	2.840	4	.710	1.066	.373
	Within Groups	263.246	395	.666		
	Total	266.086	399			
CQ	Between Groups	1.858	4	.464	.508	.730
	Within Groups	361.074	395	.914		
	Total	362.932	399			
CCA	Between Groups	4.492	4	1.123	1.349	.251
	Within Groups	328.772	395	.832		
	Total	333.264	399			
CE	Between Groups	2.641	4	.660	.695	.596

		Sum of Squares	df	Mean Square	F	Sig.
OM	Within Groups	375.463	395	.951		
	Total	378.104	399			
	Between Groups	3.162	4	.790	1.004	.405
	Within Groups	311.049	395	.787		
SI	Total	314.211	399			
	Between Groups	4.063	4	1.016	1.188	.316
	Within Groups	337.847	395	.855		
	Total	341.910	399			
ES	Between Groups	5.840	4	1.460	1.632	.165
	Within Groups	353.413	395	.895		
	Total	359.253	399			
FL	Between Groups	1.564	4	.391	.493	.741
	Within Groups	313.297	395	.793		
	Total	314.861	399			
	Between Groups	2.032	4	.508	.570	.684

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	351.716	395	.890		
Total	353.748	399			
CP					
Between Groups	4.575	4	1.144	1.139	.338
Within Groups	396.844	395	1.005		
Total	401.419	399			
NCWB					
Between Groups	2.612	4	.653	.682	.605
Within Groups	378.188	395	.957		
Total	380.799	399			

**APPENDIX N FIRST-ORDER FACTOR CFA FOR PERSONALITY, CCC, CQ,
CCA, AND JP**

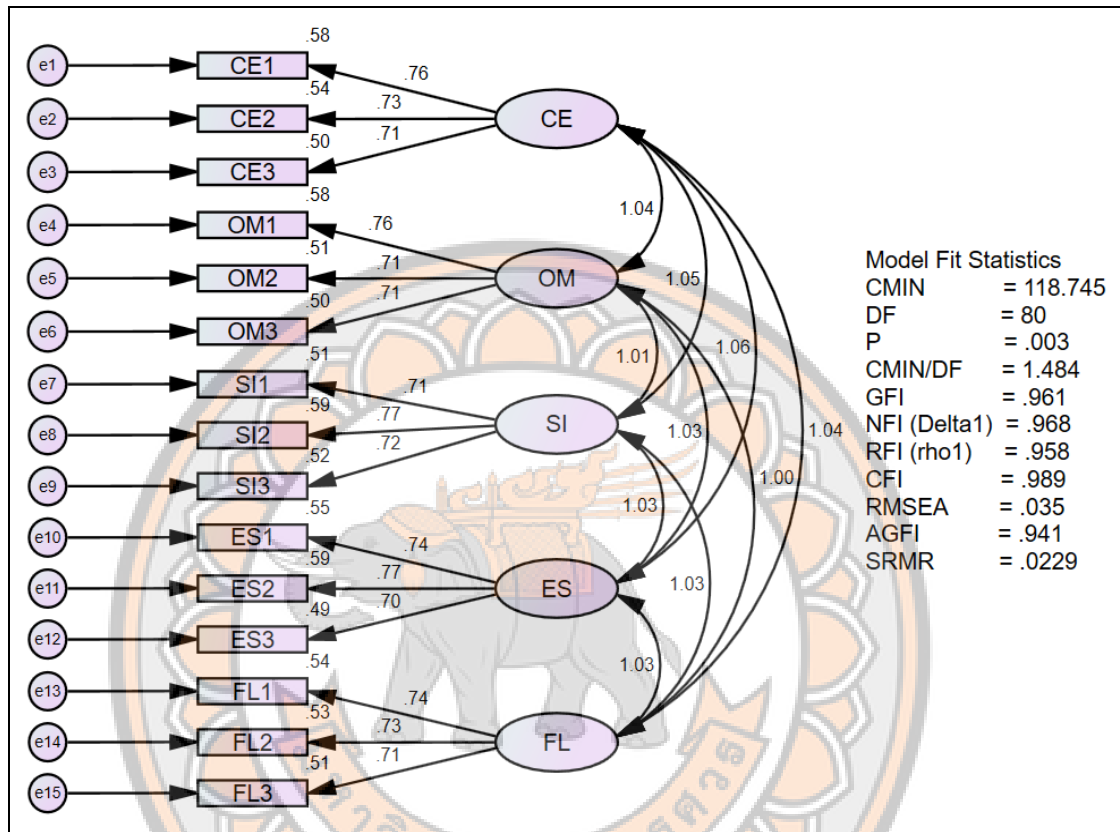


Figure 51 First-Order Factor CFA for Personality

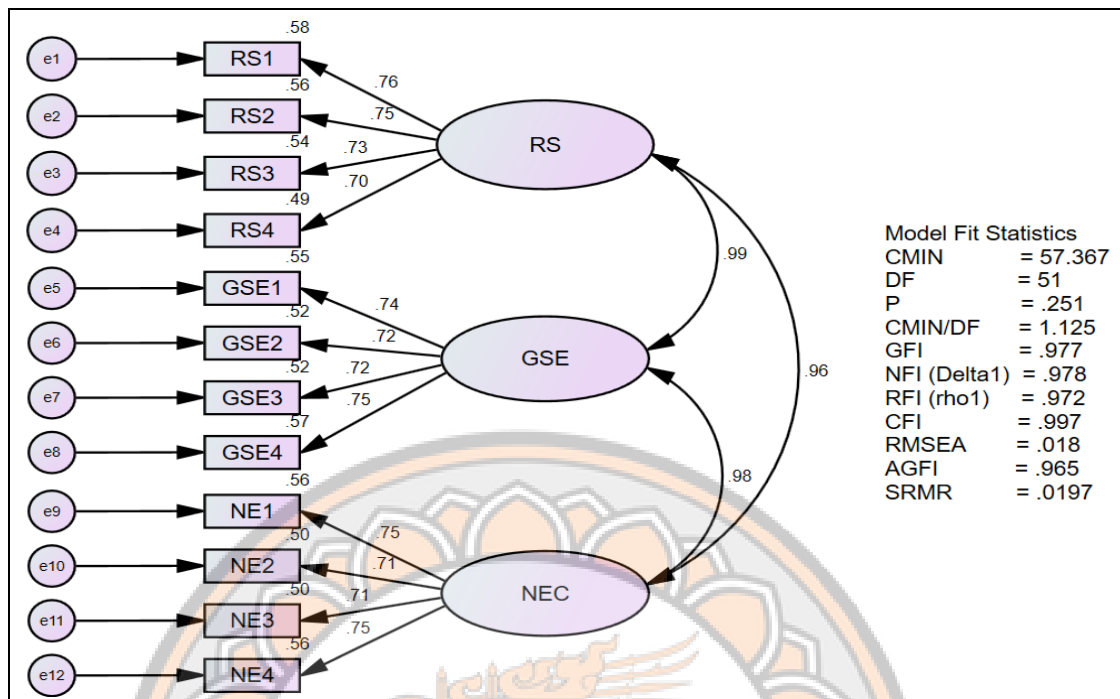


Figure 52 First-Order Factor CFA for Cross-Cultural Competence

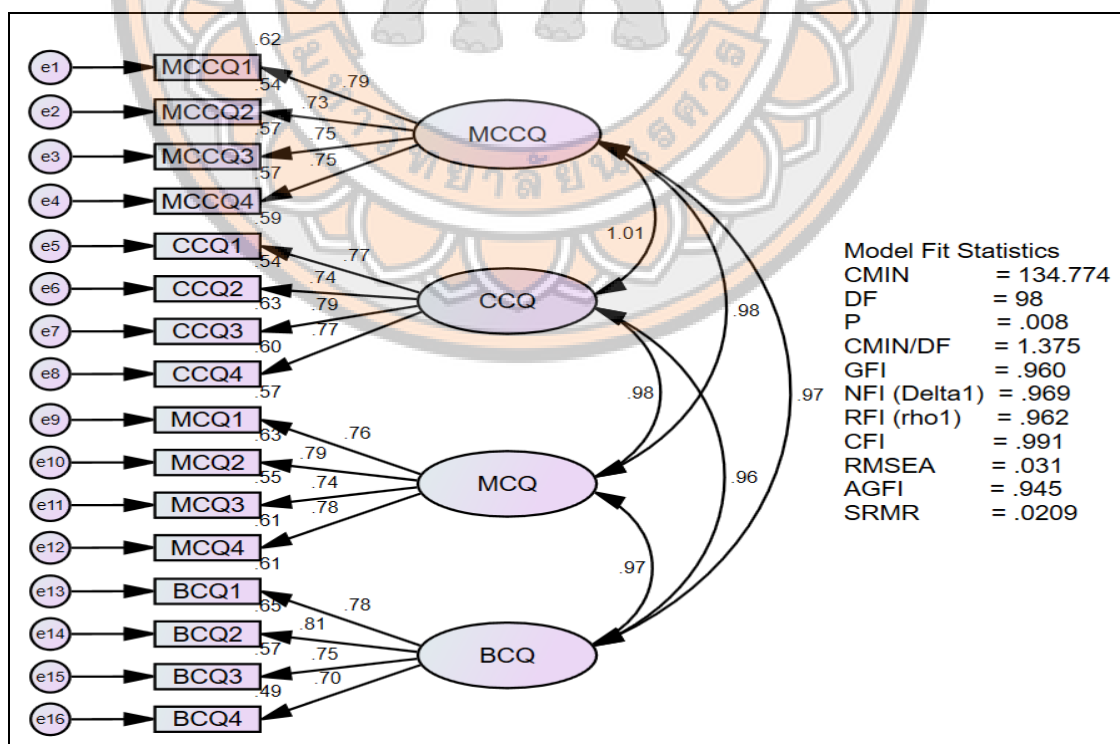


Figure 53 First-Order Factor CFA for Cultural Intelligence

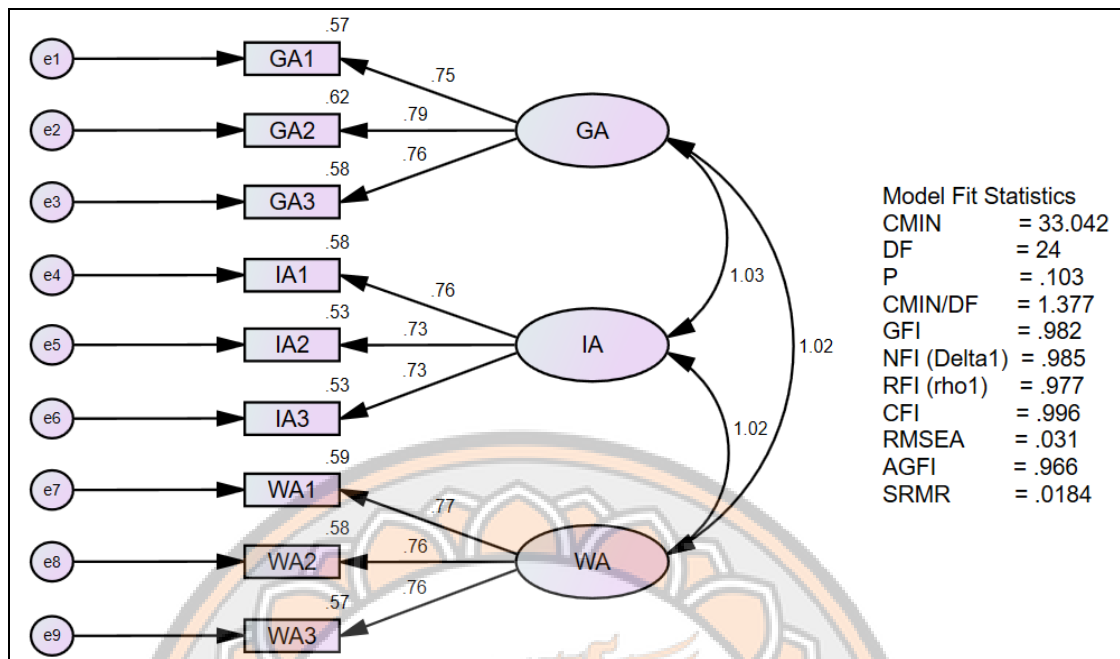


Figure 54 First-Order Factor CFA for Cross-Cultural Adjustment

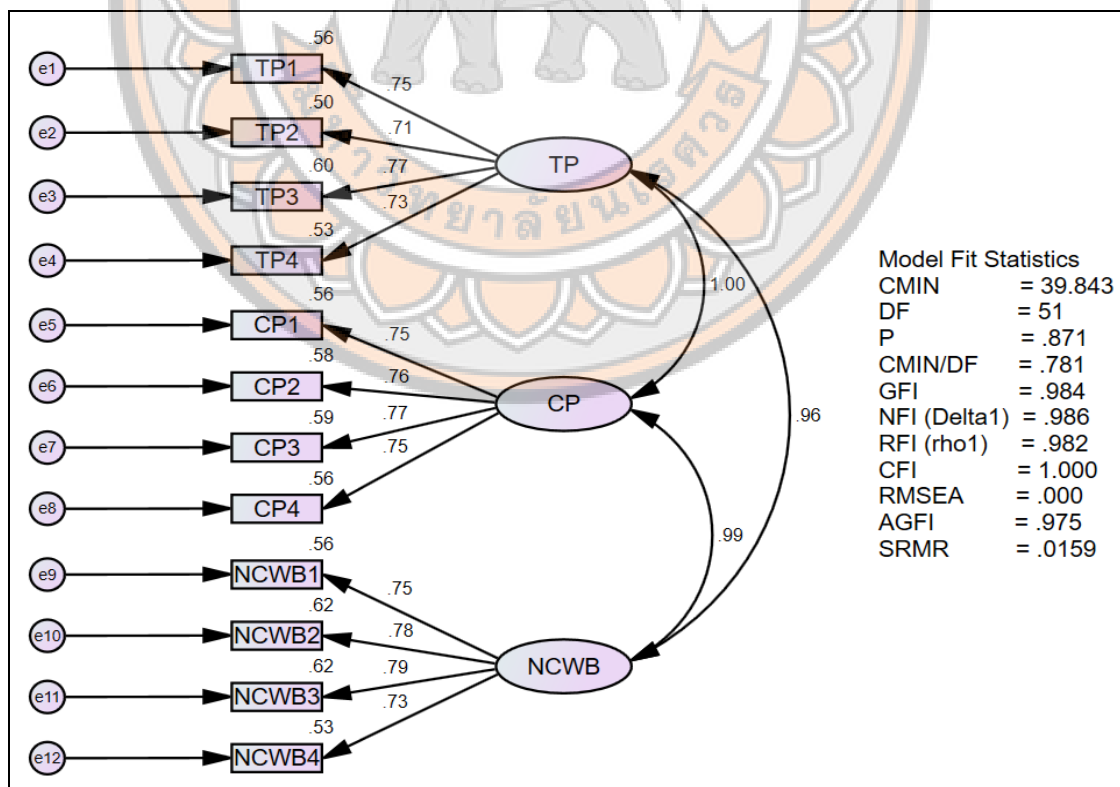


Figure 55 First-Order Factor CFA for Job Performance



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