CROSS CULTURAL COMPETENCE, HUMAN RESOURCE MANAGEMENT PRACTICES, CROSS CULTURAL ADJUSTMENT AND ADAPTIVE PERFORMANCE AMONG JORDANIAN MILITARY LEADERS IN UNITED NATIONS PEACEKEEPING

By

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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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September 2014
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ABSTRACT

Numerous studies have been conducted by researchers who are either academicians or practitioners to understand the factors that contribute to the effectiveness of the military leaders in the United Nations’ peacekeeping missions. However, little is known about the determinants of a military leader’s adaptive performance in the United Nations missions. Hence a gap remains in the literature. This study fills the gap by examining the relationships that exist between cross-cultural competence, human resource management practices, cross-cultural adjustment and adaptive performance by using a sample of 279 Jordanian military leaders who participated in the United Nations missions. Data was collected using the survey method. The five research questions and the seven research objectives of the study were addressed by performing appropriate descriptive and inferential statistical analyses. The Partial Least Squares Method (PLS) algorithm and the bootstrap techniques were used to test the hypotheses. The findings revealed that there is a significant positive relationship between (a) cross-cultural competence and psychological adjustment, (b) cross-cultural competence and adaptive performance, (c) human resource management practices and psychological adjustment, (d) cross-cultural competences and socio-cultural adjustment, (e) human resource management practices and adaptive performance and (f) psychological and socio-cultural adjustment and adaptive performance. The findings imply that cultural intelligence, emotional intelligence, selection and training are significant in predicting psychological adjustment and adaptive performance among military leaders in the United Nations peacekeeping missions. Moreover, the findings of this study reveal that psychological adjustment mediates the relationship between cross-cultural competence and adaptive performance, implying that cross-cultural competence is related to adaptive performance indirectly, mediated through psychological adjustment. The mediating role played by psychological adjustment helps to explain the underlying process that is responsible for the relationship between cross-cultural competence and adaptive performance of military leaders. The findings of this study have significantly contributed to the advancement of knowledge in the field of cross-cultural management as evidenced by the fact that cross-cultural competence and human resource management factors are vital to facilitate a military leader’s psychological adjustment and adaptive performance in the United Nations’ missions.

Keywords: adaptive performance, cross-cultural competence, human resource management practices, psychological adjustment, socio-cultural adjustment, military leaders
ABSTRAK

Pelbagai kajian telah dilakukan oleh penyelidik-penyelidik sama ada ahli akademik atau pengamal industri untuk memahami faktor-faktor yang menyumbang kepada keberkesanan pemimpin tentera dalam misi pengaman Pertubuhan Bangsa-Bangsa Bersatu (PBB). Walau bagaimanapun, hanya sedikit maklumat yang diketahui tentang penentu prestasi adaptif pemimpin tentera dalam misi pengaman PBB. Ini jelas menunjukkan bahawa masih wujud jurang literatur dalam bidang ini. Kajian ini memenuhi jurang tersebut dengan menyiasat hubungan yang wujud di antara kecekapan silang budaya, amalan sumber manusia, penyesuaian silang budaya dan prestasi adaptif. Seramai 279 orang pemimpin tentera Jordan yang telah berkhidmat dalam misi pengaman PBB telah dijadikan sampel dalam kajian ini. Data telah dikutip dengan menggunakan kaedah tinjauan. Terdapat lima persoalan kajian dan tujuh objektif dalam kajian ini dan diselesaikan dengan melakukan analisis deskriptif serta statistik inferensi yang bersesuaian. Kaedah Partial Least Squares (PLS) algoritma dan teknik Bootstrap telah digunakan untuk menguji hipotesis kajian. Hasil kajian menunjukkan bahawa terdapat hubungan positif yang signifikan di antara (a) kecekapan silang budaya dan penyesuaian psikologi; (b) kecekapan silang budaya dan prestasi adaptif; (c) amalan pengurusan sumber manusia dan penyesuaian psikologi; (d) kecekapan silang budaya dan penyesuaian sosiobudaya; (e) amalan pengurusan sumber manusia dan prestasi adaptif; serta (f) penyesuaian psikologi dan sosiobudaya dan prestasi adaptif. Dapat kajian menunjukkan bahawa kecerdasan budaya, kecerdasan emosi, pemilihan dan pengambilan signifikan dalam meramal penyesuaian psikologi dan prestasi adaptif dalam kalangan pemimpin tentera dalam misi pengaman PBB. Selain itu, hasil kajian ini mendapati penyesuaian psikologi menjadi pengantara hubungan di antara kecekapan silang budaya dan prestasi adaptif. Ini mengambarkan kecekapan silang budaya berhubung secara tidak langsung dengan prestasi adaptif, dipengaruhi oleh penyesuaian psikologi. Peranan perantara yang dimainkan oleh penyesuaian psikologi membantu menerangkan proses yang mendasari hubungan di antara kecekapan silang budaya dan prestasi adaptif pemimpin tentera. Dapat kajian ini telah memberikan sumbangan yang signifikan kepada kemajuan pengetahuan dalam bidang pengurusan silang budaya bersandarkan bukti kecekapan silang budaya dan amalan pengurusan sumber manusia adalah penting untuk memudahkan penyesuaian psikologi dan prestasi adaptif dalam kalangan pemimpin tentera dalam misi pengaman PBB.

Kata Kunci: prestasi adaptif, kecekapan silang budaya, amalan sumber manusia, penyesuaian psikologi, penyesuaian sosiobudaya, pemimpin tentera
In advance, I am grateful to the Almighty Allah for giving me the opportunity to complete my PhD thesis. In completing this thesis, I owe a debt of gratitude and thanks to many persons and institutions that have supported me throughout this difficult yet challenging journey. While being thankful to all of them, I must register my gratitude to some in particular. First, I would like to express my deepest appreciation to my supervisors Dr. Subramaniam Sri Ramalu and Dr. Chandrakantan Subramaniam for their guidance, patience and supporting me during the PhD journey. Their advice and valuable comments has greatly helped me to remain focused and kept me on track till the completion of my PhD thesis. I am very proud to have them as my supervisors.

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERTIFICATION OF THESIS WORK</td>
<td>i</td>
</tr>
<tr>
<td>PERMISSION TO USE</td>
<td>iii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>v</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>vi</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF APPENDICES</td>
<td>xiii</td>
</tr>
<tr>
<td>LIST OF ABREVIATION</td>
<td>xiv</td>
</tr>
<tr>
<td>CHAPTER ONE: INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 The Role of Jordan in the United Nations</td>
<td>4</td>
</tr>
<tr>
<td>1.3 Problem Statement</td>
<td>7</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>13</td>
</tr>
<tr>
<td>1.5 Research Objectives</td>
<td>13</td>
</tr>
<tr>
<td>1.6 Scope of the Study</td>
<td>14</td>
</tr>
<tr>
<td>1.7 Significance of the Study</td>
<td>15</td>
</tr>
<tr>
<td>1.8 Definitions of Key Terms</td>
<td>18</td>
</tr>
<tr>
<td>1.9 Organization of the Study</td>
<td>19</td>
</tr>
<tr>
<td>CHAPTER TWO: LITERATURE REVIEW</td>
<td>21</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>21</td>
</tr>
<tr>
<td>2.2 Adaptive Performance</td>
<td>21</td>
</tr>
<tr>
<td>2.2.1 Conceptualization of Adaptive Performance</td>
<td>22</td>
</tr>
<tr>
<td>2.2.2 Definitions of Adaptive Performance</td>
<td>29</td>
</tr>
<tr>
<td>2.2.3 Model of Performance</td>
<td>30</td>
</tr>
<tr>
<td>2.2.4 Theory of Performance</td>
<td>32</td>
</tr>
<tr>
<td>2.3 Cross-cultural Competence</td>
<td>36</td>
</tr>
<tr>
<td>2.3.1 Components of Cross Cultural Competence</td>
<td>38</td>
</tr>
<tr>
<td>2.3.1.1 Cultural Intelligence</td>
<td>38</td>
</tr>
<tr>
<td>2.3.1.2 Emotional Intelligence</td>
<td>43</td>
</tr>
<tr>
<td>2.3.1.3 Social Intelligence</td>
<td>48</td>
</tr>
<tr>
<td>2.3.1.4 Language</td>
<td>50</td>
</tr>
<tr>
<td>2.4 Human Resource Management Practices</td>
<td>52</td>
</tr>
<tr>
<td>2.4.1 Human Capital Theory</td>
<td>57</td>
</tr>
<tr>
<td>2.4.2 Recruitment and Selection</td>
<td>58</td>
</tr>
<tr>
<td>2.4.3 Training and Development</td>
<td>61</td>
</tr>
<tr>
<td>2.4.4 Compensation and Rewards</td>
<td>63</td>
</tr>
<tr>
<td>2.5 Adjustment</td>
<td>66</td>
</tr>
<tr>
<td>2.5.1 Adjustment Model and Theory</td>
<td>70</td>
</tr>
<tr>
<td>2.6 Review of Empirical Evidence (Gaps)</td>
<td>73</td>
</tr>
<tr>
<td>2.7 Summary</td>
<td>77</td>
</tr>
</tbody>
</table>
CHAPTER THREE: METHODOLOGY ......................................................... 78
3.1 Introduction .................................................................................. 78
3.2 Theoretical Framework ................................................................. 78
3.3 Underpinning Theory ................................................................. 81
3.4 Hypothesis Development ............................................................... 83
  3.4.1 Cross-Cultural Competence and Adjustment ......................... 83
  3.4.2 Cross-Cultural Competence and Adaptive Performance .......... 88
  3.4.3. International Human Resource Management Practices and Adjustment .... 92
  3.4.5 Adjustment and Adaptive Performance ................................... 95
  3.4.6 Mediator Effect of Adjustment ............................................ 96
3.5 Research Design ........................................................................... 99
  3.5.1 Population of the Study ....................................................... 100
  3.5.2 Sampling Frame ................................................................. 101
  3.5.3 Sample Size ........................................................................ 102
  3.5.4 Sampling Technique ............................................................ 103
  3.5.5 Unit of Analysis .................................................................... 105
3.6 Conceptual Definition .................................................................. 106
  3.6.1 Adaptive Performance .......................................................... 106
  3.6.2 Cross Cultural Competence ................................................... 107
    3.6.2.1 Cultural Intelligence .................................................... 107
    3.6.2.2 Emotional Intelligence ............................................... 107
    3.6.2.3 Social Intelligence .................................................... 108
  3.6.3 Human Resource Management Practices ................................ 108
  3.6.4 Adjustment ......................................................................... 109
3.7 Instrumentation ........................................................................... 109
  3.7.1 Questionnaire Structure ....................................................... 109
  3.7.2 Operational Definitions ....................................................... 110
    3.7.2.1 Adaptive Performance ............................................... 110
    3.7.2.2 Adjustment .................................................................. 112
    3.7.2.2.1 Socio-Cultural Adjustment .................................. 112
    3.7.2.2.2 Psychological Adjustment .................................... 113
    3.7.2.3 Cross-Cultural Competence ...................................... 114
    3.7.2.3.1 Culture Intelligence .............................................. 114
    3.7.2.3.2 Emotional Intelligence ......................................... 115
    3.7.2.3.3 Social Intelligence ............................................... 116
    3.7.2.3.4 Language ................................................................ 117
    3.7.2.4 Human Resource Management Practices ....................... 118
    3.7.2.5 Demographic Information .......................................... 119
    3.7.2.6 Response Scale ....................................................... 120
3.8 Translation .................................................................................. 120
3.9 Pilot Testing ................................................................................. 121
3.10 Data Collection ........................................................................... 123
3.11 Data Analysis Procedure .......................................................... 125
  3.11.1 Descriptive Statistics ............................................................. 126
  3.11.2 Partial Least Squares (PLS) Technique .................................. 126
CHAPTER FOUR: RESEARCH FINDINGS ........................................ 129
4.1 Introduction ........................................................................... 129
4.2 Response Rate ...................................................................... 129
4.3 Demographic Information ...................................................... 130
4.4 Descriptive Statistics .............................................................. 133
4.5 Confirmatory Factor Analysis .................................................. 133
4.6 The Measurement Model ....................................................... 134
4.7 Construct Validity .................................................................. 135
4.8 Revision of Proposed Theoretical Model ............................... 141
4.9 Structural Model ................................................................... 142
4.10 Main Effects Hypotheses ...................................................... 142
4.11 Main Effects ........................................................................ 143
  4.11.1 Relationship between Cross-Cultural Competence, Human Resource Management Practices and Socio-Cultural Adjustment and Psychological Adjustment .................................................. 144
  4.11.2 Relationship between Cross-Cultural Competence, Human Resource Management Practices and Adaptive Performance ............................................. 150
  4.11.3 Relationship between Socio-Cultural Adjustment, Psychological Adjustment and Adaptive Performance ............................................................... 154
4.12 Analysis of Socio-Cultural Adjustment and Psychological Adjustment Effects ......................................................... 157
4.13 Mediating Effects Hypotheses ................................................. 158
4.14 Mediation Effect of Socio-Cultural Adjustment and Psychological Adjustment ............................................................... 159
4.16 Summary of Hypothesis Testing .............................................. 166
4.17 Conclusion of the Chapter ..................................................... 170

CHAPTER FIVE: DISCUSSION, IMPLICATIONS AND CONCLUSION .... 172
5.1 Introduction .......................................................................... 172
5.2 Discussion of Findings ............................................................ 172
  5.2.2 Objective 2: The Relationship between Cross-Cultural Competence and Adjustment .............................................................................. 177
  5.2.3 Objective 3: Relationship between Cross-Cultural Competence and Adaptive Performance ............................................................... 180
  5.2.4 Objective 4: The Relationship between Human Resource Management Practices and Adjustment ......................................................... 183
  5.2.5 Objective 5: The Relationship between Human Resource Management Practices and Adaptive Performance .................................................. 186
  5.2.6 Objective 6: The Relationship between Adjustment and Adaptive Performance .............................................................................. 187
5.3 Contributions of the Study ...................................................... 192
  5.3.1 Theoretical Contributions .................................................. 192
**LIST OF TABLES**

<table>
<thead>
<tr>
<th>Table</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 3.1 Numbers of Jordanian Military Leaders Who Served in Peacekeeping Missions</td>
<td>101</td>
</tr>
<tr>
<td>Table 3.2 Number of Jordanian military leaders (Sample Size) Who Served in Peacekeeping Missions</td>
<td>105</td>
</tr>
<tr>
<td>Table 3.3 Adaptive Performance</td>
<td>111</td>
</tr>
<tr>
<td>Table 3.4 Socio-Cultural Adjustment</td>
<td>112</td>
</tr>
<tr>
<td>Table 3.5 Psychological Adjustment</td>
<td>113</td>
</tr>
<tr>
<td>Table 3.6 Culture Intelligence</td>
<td>114</td>
</tr>
<tr>
<td>Table 3.7 Emotional Intelligence</td>
<td>116</td>
</tr>
<tr>
<td>Table 3.8 Social Intelligence</td>
<td>117</td>
</tr>
<tr>
<td>Table 3.9 Language proficiency</td>
<td>117</td>
</tr>
<tr>
<td>Table 3.10 Human Resource Management Practices</td>
<td>118</td>
</tr>
<tr>
<td>Table 3.11 Reliability Statistics</td>
<td>123</td>
</tr>
<tr>
<td>Table 4.1 Respondent Rate</td>
<td>130</td>
</tr>
<tr>
<td>Table 4.2 Respondents’ demographic characteristics</td>
<td>131</td>
</tr>
<tr>
<td>Table 4.3 Descriptive statistics</td>
<td>133</td>
</tr>
<tr>
<td>Table 4.4 The composite reliability average variance extracted</td>
<td>137</td>
</tr>
<tr>
<td>Table 4.5 Discriminant Validity</td>
<td>140</td>
</tr>
<tr>
<td>Table 4.6 Relationship between Cross Cultural Competence, Human Resource Management and Social Cultural and Psychological Adjustment</td>
<td>147</td>
</tr>
<tr>
<td>Table 4.7 Significant Relationship between Cross Cultural Competence, Human Resource Management and Social Cultural and Psychological Adjustment</td>
<td>149</td>
</tr>
<tr>
<td>Table 4.8 Direct Relationship between Cross Cultural Competence, Human Resource Management and Adaptive Performance</td>
<td>150</td>
</tr>
<tr>
<td>Table 4.9 Significant Relationship between Cross Cultural Competence, Human Resource Management practices and Adaptive performance</td>
<td>154</td>
</tr>
<tr>
<td>Table 4.10 Social Cultural Adjustment, Psychological Adjustment and Adaptive Performance</td>
<td>155</td>
</tr>
<tr>
<td>Table 4.11 Mediating Effects of Socio-cultural Adjustment</td>
<td>161</td>
</tr>
<tr>
<td>Table 4.12 Mediating Effects of Psychological Adjustment</td>
<td>162</td>
</tr>
<tr>
<td>Table 4.13 Summary of findings</td>
<td>164</td>
</tr>
<tr>
<td>Table 4.14 Summary of the findings from hypotheses testing</td>
<td>166</td>
</tr>
</tbody>
</table>
**LIST OF FIGURES**

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Expatriate Performance Model</td>
<td>31</td>
</tr>
<tr>
<td>2.2</td>
<td>Framework for International Adjustment</td>
<td>71</td>
</tr>
<tr>
<td>2.3</td>
<td>The U-curve of cross-cultural adjustment</td>
<td>72</td>
</tr>
<tr>
<td>3.1</td>
<td>Theoretical Framework</td>
<td>80</td>
</tr>
<tr>
<td>4.1</td>
<td>Revised Proposed Theoretical Model</td>
<td>142</td>
</tr>
<tr>
<td>4.2</td>
<td>PLS Algorithm the relationship between Cross Cultural Competence,</td>
<td>145</td>
</tr>
<tr>
<td></td>
<td>Human Resource Management and Social Cultural and Psychological Adjustment</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>PLS Bootstrapping the relationship between Cross Cultural Competence,</td>
<td>146</td>
</tr>
<tr>
<td></td>
<td>International Human Resource Management and Social Cultural and Psychological Adjustment</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>PLS Algorithm the relationship between Cross Cultural Competence,</td>
<td>152</td>
</tr>
<tr>
<td></td>
<td>Human Resource Management and Adaptive Performance</td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>PLS Bootstrapping the relationship between Cross Cultural Competence,</td>
<td>153</td>
</tr>
<tr>
<td></td>
<td>Human Resource Management and Adaptive Performance</td>
<td></td>
</tr>
<tr>
<td>4.6</td>
<td>PLS Algorithm the relationship between Social Cultural Adjustment,</td>
<td>155</td>
</tr>
<tr>
<td></td>
<td>Psychological Adjustment and Adaptive Performance</td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>PLS Bootstrapping the relationship between Social Cultural Adjustment,</td>
<td>156</td>
</tr>
<tr>
<td></td>
<td>Psychological Adjustment and Adaptive Performance</td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Theoretical continuation Framework</td>
<td>193</td>
</tr>
</tbody>
</table>
## LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPENDIX A: Research Questionnaire</td>
<td>250</td>
</tr>
<tr>
<td>APPENDIX B: Acceptance Letter for Collecting Data</td>
<td>260</td>
</tr>
<tr>
<td>APPENDIX C: Measurement Model Results</td>
<td>264</td>
</tr>
</tbody>
</table>
# LIST OF ABBREVIATION

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>APA</td>
<td>American Psychological Association Cross</td>
</tr>
<tr>
<td>CCC</td>
<td>Cultural Competence</td>
</tr>
<tr>
<td>CQ</td>
<td>Culture Intelligence</td>
</tr>
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<td>DOD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DOS</td>
<td>Department of Statistics</td>
</tr>
<tr>
<td>DPKO</td>
<td>Department Of Peace Keeping Operations</td>
</tr>
<tr>
<td>EQ</td>
<td>Emotional Intelligence</td>
</tr>
<tr>
<td>HRMP</td>
<td>Human Resource Management Practices</td>
</tr>
<tr>
<td>JAF</td>
<td>Jordan Armed Forces</td>
</tr>
<tr>
<td>MONUSCO</td>
<td>UN Organization Stabilization Mission in the Democratic Republic of the Congo</td>
</tr>
<tr>
<td>MINUSTAH</td>
<td>UN Stabilization Mission in Haiti</td>
</tr>
<tr>
<td>NCO</td>
<td>Non Commissioned Officer</td>
</tr>
<tr>
<td>NGO's</td>
<td>Non-Government Organizations</td>
</tr>
<tr>
<td>PTSD</td>
<td>Post Traumatic Stress Disorder</td>
</tr>
<tr>
<td>SQ</td>
<td>Social Intelligence</td>
</tr>
<tr>
<td>UN</td>
<td>United Nation</td>
</tr>
<tr>
<td>UNMIL</td>
<td>UN Mission in Liberia</td>
</tr>
<tr>
<td>UNOCI</td>
<td>UN Operation in Côte d’Ivoire</td>
</tr>
</tbody>
</table>
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The world suffered greatly during World War II when several capital cities were destroyed by ground battles and bombing (e.g., Paris, London and Berlin). Also, owing to wars, people suffered through persecution and hunger, which claimed the life of many civilians and military personnel. Over 62 million people were killed during the period of 1941-1945 (Kesternich, Siflinger, Smith & Winter, 2012). Therefore, to resolve conflict between countries and to maintain peace and security in the world, the powerful countries or the big-five (United States of America [USA], Russia, China, France and Great Britain) decided to establish the United Nations (UN) Security Council in 1945 (Guéhenno, 2010).

Since the establishment of the UN Security Council on 24 October 1945, the world has witnessed an increase in international peacekeeping activities (Guéhenno, 2010). At present, there are almost 92,407 personal serving on 17 peacekeeping operations in various part of the world (UN, 2013). The Department of Peacekeeping Operations is important for the effective functioning of international peacekeeping operations. Specifically, it significantly contributes to the support of peacekeeping operations throughout the world and plays a key role in establishing peace and security in international areas of conflict (Guéhenno, 2010). Furthermore, there are several
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