

**THE DETERMINANTS OF SELF INITIATED
ACADEMIC EXPATRIATES' PERFORMANCE IN
MALAYSIA**

By

SIVACHANDRAN NARAYANAN

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
JANUARY 2014**

**THE DETERMINANTS OF SELF INITIATED ACADEMIC EXPATRIATES'
PERFORMANCE IN MALAYSIA**

By

SIVACHANDRAN NARAYANAN

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the
Master of Human Resource Management**

January 2014

PERMISSION TO USE

In presenting this dissertation in partial fulfilment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRAK

Globalisasi dan pengantarabangsaan telah membawa perubahan kepada kebanyakan organisasi, termasuk sektor pendidikan menukar laluan mereka dan meningkatkan pegambilan individu yang berminat mengambil tugas antarabangsa untuk meningkatkan taraf kedudukan institusi mereka. Aktiviti-aktiviti kebanyakan organisasi telah bertukar menjadi bentuk yang lebih kompleks kerana mereka perlu berurusan dengan sumber manusia antarabangsa yang melibatkan latar belakang berbeza dan juga terdiri daripada warganegara yang berbeza. Oleh yang demikian, sektor pendidikan mencari dan melantik ekspatriat akademik dimana mereka juga dikenali sebagai pekerja berpengetahuan mudah alih yang boleh memindahkan pelbagai pengetahuan dan ia akan membantu universiti untuk meningkatkan piawai serta kualiti dan pada masa yang sama membawa universiti kearah globalisasi. Kajian ini mengkaji hubungan di antara faktor-faktor penentu (keberkesanan diri, latihan silang budaya, sokongan keluarga dan persamaan budaya) dan prestasi kerja dengan menggunakan penyesuaian silang budaya sebagai pembolehubah pengantara dan menggunakan sampel sebanyak 114 ekspatriat akademik di universiti-universiti awam dan swasta di Malaysia. Kaedah analisis regresi berbilang telah digunakan untuk menjawab hipotesis kajian ini.

Keputusan kajian ini telah mendedahkan bahawa terdapat hubungan yang signifikan di antara keberkesanan diri, latihan silang budaya, sokongan keluarga dan prestasi kerja (pengajaran dan penyelidikan) ekspatriat akademik di Malaysia manakala tidak terdapat hubungan di antara persamaan budaya dan prestasi kerja (pengajaran dan penyelidikan) ekspatriat akademik di Malaysia. Berikutan itu, keputusan juga telah mendedahkan bahawa penyesuaian silang budaya menjadi pengantara hubungan di antara keberkesanan diri, latihan kebudayaan, sokongan keluarga dan prestasi kerja (pengajaran dan penyelidikan) ekspatriat akademik di Malaysia tetapi tidak ada kesan penyesuaian silang budaya sebagai pengantara hubungan di antara persamaan budaya dan prestasi kerja (pengajaran dan penyelidikan) ekspatriat akademik di Malaysia.

Kata kunci: Ekspatriasi, Ekspatriat Akademik, Prestasi Kerja, Penyesuaian Silang Budaya, Keberkesanan Diri, Latihan Silang Budaya, Sokongan Keluarga, Persamaan Budaya.

ABSTRACT

Globalization and internalization have led to many organizations, including the education sector to transform their establishment to change their path and increase the number of individuals interested in deciding to take up international assignments. Most of the organizations' activities have turn into a more complex form as they need to deal with international human resource that involves people with different nationality and mixture of employees' background. Therefore, the education sector are seeking for academic expatriates as they are known as mobile knowledge worker capable of transferring various knowledge hence, driving the universities to improve their global rankings on quality standards. The present study examines the relationship between the determinant factors (self efficacy, cross cultural training, family support and cultural similarity) and cross cultural adjustment as the mediating variable on the job performance using a sample of 114 academic expatriates in the public and private universities in northern region of Malaysia. The multiple regression analyses were used to answer the hypotheses of this study.

The results of this study have revealed that there is a significant relationship between self efficacy, cross cultural training, family support and job performance (teaching and research performance) of academic expatriates in Malaysia while there is no relationship between cultural similarity and job performance (teaching and research performance) of academic expatriates in northern region of Malaysia. Following that, results have also revealed that cross cultural adjustment mediates the relationship between self efficacy, cross cultural training, family support and job performance (teaching and research performance) of academic expatriates in northern region of Malaysia but there is no mediation effect of CCA between cultural similarity and job performance (teaching and research performance) of academic expatriates in northern region of Malaysia.

Keywords: Expatriation, Academic Expatriates, Job Performance, Cross Cultural Adjustment, Self Efficacy, Cross Cultural Training, Family Support, Cultural Similarity.

ACKNOWLEDGEMENTS

First of all, all praise and glory to God for giving and allowing me to complete this master dissertation successfully.

This dissertation would not been possible without the support and motivation from numerous people and it is a pleasure for me to thank all of them. I would like to express my gratitude to my supervisor Dr.Subramaniam Sri Ramalu for his supervision, advice, and encouragement to complete this dissertation. His wisdom and knowledge have given me more understanding of the research.

I would like to also express my gratitude to my family. I am very thankful to my parents Mr.Narayanan and Mrs.Angamah for their love, encouragement and providing me financial support. I am also thankful to S.Hemaroopini for her support to complete this dissertation. Finally, I would like to acknowledge to my colleagues and friends from Universiti Utara Malaysia for their support.

TABLE OF CONTENTS

	PAGE
TITLE PAGE	i
PERMISSION TO USE	ii
ABSTRAK	iii
ABSTRACT	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii

CHAPTER

1	INTRODUCTION	
	1.0	Introduction 1
	1.1	Background of the Study 1
	1.2	Problem Statement 9
	1.3	Research Objective 13
	1.4	Research Question 14
	1.5	Significance of Study 15
	1.6	Definition of Key Terms 17
	1.7	Organization of the Study 19
	1.8	Chapter Summary 19
2	LITERATURE REVIEW	
	2.0	Introduction 20
	2.1	Expatriation 20
	2.2	Academic Expatriates 22
	2.3	Job Performance 24
	2.4	Cross Cultural Adjustment 27
	2.5	Determinant Factors 30
	2.5.1	Self Efficacy 30
	2.5.2	Cross Cultural Training 32
	2.5.3	Family Support 34
	2.5.4	Cultural Similarity 36
	2.6	Relevant Theory of Expatriate Cross Cultural Adjustment 40
	2.6.1	An Integration of Multiple Theoretical Perspectives 40
	2.6.2	Model of Intercultural Adjustment 44
	2.6.3	Model of Job Performance 47
	2.7	Gap Identification 48
	2.8	Chapter Summary 49

3	RESEARCH FRAMEWORK, HYPOTHESES DEVELOPMENT AND METHODOLOGY	
3.0	Introduction	50
3.1	Research Framework	50
3.2	Hypothesis Development	52
3.2.1	Relationship between Self Efficacy and Job Performance	52
3.2.2	Relationship between Cross Cultural Training and Job Performance	53
3.2.3	Relationship between Family Support and Job Performance	54
3.2.4	Relationship between Cultural Similarity and Job Performance	55
3.2.5	Relationship between Cross Cultural Adjustment and Job Performance	56
3.2.6	Mediating Role of Cross Cultural Adjustment	57
3.3	Research Design	58
3.4	Population and Sampling	59
3.5	The Instrumentation	60
3.5.1	Demographic Factor	61
3.5.2	Job Performance	62
3.5.3	Cross Cultural Adjustment	63
3.5.4	Self Efficacy	63
3.5.5	Cross Cultural Training	64
3.5.6	Family Support	64
3.5.7	Cultural Similarity	65
3.6	Pilot Test	65
3.7	Reliability and Validity of the Survey Instrument	66
3.7.1	Reliability Analysis	68
3.8	Data Collection Method	70
3.9	Data Analysis Procedure	71
3.10	Conclusion	73
4	RESULTS	
4.0	Introduction	74
4.1	Profile of the Respondents	74
4.2	Descriptive Statistics of Variables of Study	79
4.3	Reliability Analysis	81
4.4	Inferential Statistics	82
4.4.1	Pearson Correlation	82
4.4.2	Multiple Regressions	84
4.4.2.1	Relationship between Independent Variables and Dependent Variables	84
4.4.2.2	Relationship between Mediating Variable and Dependent Variables	87
4.4.2.3	Mediation Analysis	89

	4.4.2.3.1	Mediating Effect of Cross Cultural Adjustment on the Relationship between Self Efficacy, Cross Cultural Training, Family Support, Cultural Similarity and Job Performance (Teaching Performance)	90
	4.5.2.3.2	Mediating Effect of Cross Cultural Adjustment on the Relationship between Self Efficacy, Cross Cultural Training, Family Support, Cultural Similarity and Job Performance (Research Performance)	94
4.5		Overall Hypotheses Results	98
4.6		Conclusion	99
5		DISCUSSION AND CONCLUSION	
	5.0	Introduction	101
	5.1	Discussion	101
	5.2	Summary of Findings	107
	5.2.1	Self Efficacy and Job Performance	107
	5.2.2	Cross Cultural Training and Job Performance	108
	5.2.3	Family Support and Job Performance	110
	5.2.4	Cultural Similarity and Job Performance	111
	5.2.5	Cross Cultural Adjustment and Job Performance	112
	5.2.6	Mediating Effects of Cross Cultural Adjustment	113
	5.3	Implication of the Study	114
	5.4	Limitations of the Study	116
	5.5	Recommendation for Future Research	117
	5.6	Conclusion	118
		REFERENCES	119
		APPENDICES	130

LIST OF TABLES

TABLE		PAGE
3.1	Constructs and Sources	60
3.2	Summary of Reliability Coefficients (Cronbach Alpha) of the Scales for the Pilot Study	69
4.1	Distribution of Respondents by Age, Gender, Highest Education obtained, Marital Status, Working Experience in Malaysia, Monthly Salary, Position, Prior International Assignment Experience, University and Nationality in Malaysia (N=114)	77
4.2	Descriptive Statistics of Self Efficacy, CCT, Family Support, Cultural Similarity, CCA, Teaching Performance and Research Performance (N=114)	80
4.3	Reliability Coefficients (Cronbach Alpha) of the scales	81
4.4	Correlations among Self Efficacy, CCT, Family Support, Cultural Similarity, CCA, Teaching Performance and Research Performance (N=114)	84
4.5	Results of the Multiple Regression Analysis with Self Efficacy, CCT, Family Support and Cultural Similarity as Predictors of Teaching Performance (N=114)	86
4.6	Results of the Multiple Regression Analysis with Self Efficacy, CCT, Family Support and Cultural Similarity as Predictors of Research Performance (N=114)	87
4.7	Results of the Multiple Regression Analysis with Cross Cultural Adjustment as Predictor of Teaching Performance (N=114)	88
4.8	Results of the Multiple Regression Analysis with Cross Cultural Adjustment	88

	as Predictor of Research Performance (N=114)	
4.9	Results of Mediation Effects of Cross Cultural Adjustment on the Relationship between Self Efficacy, Cross Cultural Training, Family Support, Cultural Similarity and Teaching Performance (N=114)	93
4.10	Results of Mediation Effects of Cross Cultural Adjustment on the Relationship between Self Efficacy, Cross Cultural Training, Family Support, Cultural Similarity and Research Performance (N=114)	97
4.11	Overall Hypotheses Results Table	98

LIST OF FIGURES

FIGURE		PAGE
2.1	Model of Integration Multiple Theoretical Perspective	43
2.2	Model of Intercultural Adjustment	46
3.1	Research Framework	51
4.1	The steps involved in the process of mediation	90

LIST OF ABBREVIATIONS

AE	Assigned Expatriate
CCA	Cross Cultural Adjustment
CCT	Cross Cultural Training
DV	Dependent Variable
HRM	Human Resource Management
IV	Independent Variable
MNC	Multi National Company
MNE	Multi National Enterprise
MOHE	Ministry of Higher Education
MV	Mediating Variable
OE	Organizational Expatriate
QIUP	Quest International Universiti Perak
SHRM	Society for Human Resource Management
SIE	Self Initiated Expatriate
SPSS	Statistical Package for Social Science
U.S	United States
UNIMAP	Universiti Malaysia Pahang
USM	Universiti Sains Malaysia
UTAR	Universiti Tunku Abdul Rahman
UTP	Universiti Teknologi Petronas
UUM	Universiti Utara Malaysia

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter will discuss the introduction of the research whereby the background of the study is introduced in the first section of this chapter. Next, problem statement of the research is discussed in the second section. Following that, the third section discusses about research objectives and followed by the research questions. Then, this chapter also includes the scope of study and followed by the significance of the study and definition of key terms. The penultimate section describes the organization of the study. The final section is a summary of chapter.

1.1 Background of the Study

The last two decades of the twentieth century and the early years of the twenty first saw a significant rise in international assignment (Altman & Shortland, 2008). This shows that an increase of international assignments is a result of companies increasing their international operations (Biemann & Andresen, 2009). Most of the organization activities turn into a more complex form as they need to deal with international human resource that involves people with different nationality and mixture of employees' background. As we see, globalization era shows a rapid growth on transferring of not only in the services and products but also other factors of production such as expertise, skills, ability and know-how (Aycan, Al- Hamad, Davis & Budhwar, 2007). Globalization has contributed to the fast growing on exchanging and international mobility amongst business person and academic specialized (Richardson & Mckenna 2002).

The contents of
the thesis is for
internal user
only

REFERENCES

- Adbulsalam, D., & Mawoli, M.A. (2012). *Motivation and Job Performance of Academic Staff of State Universities in Nigeria: The Case of Ibrahim Badamasi Babangida University, Lapai, Niger State*. *International Journal of Business and Management*, 7 (14).
- Aida, H.M., & Maimunah, I. (2007). *Cross-Cultural Challenges and Adjustments of Expatriates: A Case Study in Malaysia*. *Alternatives: Turkish Journal of International Relations*, 6 (3 & 4).
- Altman, Y. & Shortland, S. (2008). *Women and International Assignments: Taking Stock- A 25 Year Review*. *Human Resource Management*, 47 (2), 199-216.
- Andreason, A.W. (2008). *Expatriate Adjustment of Spouses and Expatriate Managers: An Integrative Research Review*. *International Journal of Management*, 25 (2).
- Arif, H., & Junaidah, H. (2011). *Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia*. *International Journal of Commerce and Management*, 21 (1), 82-93.
- Ashwini, K., Lukumon, O., Meding, J.V., Spillane, J., & Coates, R. (2012). *International Projects and Cross Cultural Adjustment of British Expatriates in Middle East: A Qualitative Investigation of Influencing Factors*. *Australasian Journal of Construction Economics and Building*, 12 (3), 31-54.
- Aycan, Z. (1997). *Expatriate adjustment as a multifaceted phenomenon: individual and organizational level predictors*. *The International Journal of Human Resource Management*, 8 (4).
- Aycan, Z., Abdul Basit Al-Hamadi., Davis, A. & Budhwar, P. (2007). *Cultural orientations and preferences for HRM policies and practices: the case of Oman*. *Int. J. of Human Resource Management* 18 (1), 11–32.
- Babiker, I.E., Cox, J.L., & Miller, P.M. (1980). *The Measurement of Cultural Distance and Its Relationship to Medical Consultations, Symptomatology and Examination Performance of Overseas Students at Edinburgh University*. *Social Psychiatry*, 15, 109-116.
- Baker, J.C & Ivancevich, J.M. (1971). *The Assignment of American Executives Abroad Systematic, Haphazard or Chaotic?* *California Management Review*, 13 (3).
- Baker, W.M & Roberts, F.D. (2006). *Managing the Costs of Expatriation*. *Strategic Finance*, 35-41.
- Bandura, A. (1977). *Self-efficacy: Toward a Unifying Theory of Behavioral Change*. 84 (2), 191-215.
- Bandura, A. (1989). *Regulation of Cognitive Processes Through Perceived Self-Efficacy*. 25 (5), 729-735.

- Bandura, A. (1997). *Self-efficacy: Toward a Unifying Theory of Behavioral Change*. *Psychological Review*, 84 (2), 191-215.
- Bank, M. & Rothmann, S. (2006). *Correlates of Expatriates' Cross Cultural Adjustment*. *Management Dynamics*, 15 (4).
- Baron, R.M., & Kenny, D.A. (1986). *The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations*. *Journal of Personality and Social Psychology*, 51 (6), 1173-1182.
- Bashir, S. (2012). *Perceived organizational support and the cross-cultural adjustment of expatriates in the UAE*. 5 (1), 63-82.
- Beaudoin, M., & Desrichard, O. (2011). *Are memory self-efficacy and memory performance related? A meta-analysis*. *Psychological Bulletin*, 137, 211–241.
- Bhaskar-Shrinivas, P., Harrison, D.A., Shaffer, M.A., & Luk, D.M. (2005). *Input-Based And Time-Based Models Of International Adjustment: Meta-Analytic Evidence And Theoretical Extensions*. *Academy Of Management Journal*. 48 (2), 257-281.
- Bhatti, M.A., Kaliani Sundram, V.P., & Hee, H.C. (2012). *Expatriate Job Performance and Adjustment: Role of Individual and Organizational Factors*. *Journal of Business & Management*, 1 (1), 29-39.
- Bhatti, M.A., Hee, H.C., & Kaliani Sundram, V.P. (2013). *A Guide for Beginners: Data Analysis Using SPSS & Amos*. Pearson Malaysia Sdn.Bhd.
- Biemann, T., & Andresen, M. (2010). *Self-initiated foreign expatriates versus assigned expatriates: Two distinct types of international careers*. *Journal of Managerial Psychology*, 25 (4), 430-448.
- Birdseye, M.G., & Hill J.S. (1995). *Individual, Organizational/Work and Environmental Influences on Expatriate Turnover Tendencies: An Empirical Study*. *Journal of International Business Studies*.
- Black, J.S. (1988). *Work Role Transitions: A Study Of American Expatriate Managers In Japan*. *Journal of International Business Studies*.
- Black, J.S., & Stephens, G.K. (1989). *The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments*. *Journal of Management*, 15 (4), 529-544.
- Black, J.S. & Mendenhall, M. (1990). *Cross-Cultural Training Effectiveness: A Review and a Theoretical Framework for Future Research*. *Academy of Management Review*, 15 (1), 113-136.
- Black, J.S., Mendenhall, M., & Oddou, G. (1991). *Toward A Comprehensive Model of International Adjustment: An Integration Of Multiple Theoretical Perspectives*. *Academy of Management Review*, 16 (2), 291-317.

- Black, J.S. & Gregersen, H.B. (1999). *The Right Way to Manage Expats*. Harvard Business Review, 53-60.
- Bossard, A.B. & Peterson, R.B. (2005). *The repatriate experience as seen by American expatriates*. Journal of World Business, 40, 9-28.
- Brett, J.M. (1980). *The effects of Job transfer on employees and their families*. In Cooper CL, Payne R (Eds.), *Current concerns in occupational stress*, Chichester, U.K.: Wiley
- Caligiuri, P.M. (1997). *Assessing Expatriate Success: Beyond Just "Being There"*. *New Approaches to Employee Management*, 4, 117-140.
- Caligiuri, P. M., Hyland, M. A. M., Joshi, A., & Bross, A. S. (1998). *Testing a theoretical model for examining the relationship between family adjustment and expatriates' work adjustment*. Journal of Applied Psychology, 83, 598–614.
- Caligiuri, P.M., & Day, D.V. (2000). *Effects of Self-Monitoring on Technical, Contextual, and Assignment-Specific Performance*. *Group and Organization Management*, 25 (2), 154-174.
- Cameron, A.C. (2004). *The SAGE Encyclopedia of Social Science Research Methods: Kurtosis*. Sage Publications, Inc, 544-546.
- Cavusgil, T., Yavas, U., & Bykowicz, S. (1992). *Preparing Executives For Overseas Assignments*. *Management Decision*, 30 (1), 54-58.
- Cerimagic, S. (2011). *Cross-cultural adaptivity and expatriate performance in the United Arab Emirates*. 4 (4), 303-312.
- Chan, D. (2000). *Understanding Adaptation to Changes in the Work Environment: Integrating Individual Difference and Learning Perspectives*. *Research in Personal and Human Resource Management*, 18, 1-42.
- Chang, Y.Y., Gong, Y., & Peng, M.W. (2012). *Expatriate Knowledge Transfer, Subsidiary Absorptive Capacity, and Subsidiary Performance*. *Academy of Management Journal*, 55 (4), 927-948.
- Chang, W.W. (2009). *Cross-cultural adjustment in the multinational training programme*. *Human Resource Development International*, 12 (5), 561-569.
- Carr, S.C., Inkson, K., & Thorn, K. (2005). *From global careers to talent flow: Reinterpreting 'brain drain'*. *Journal of World Business*, 386-398.
- Chen, G., Kirkman, B.L., Kim, K., & Farh, C.I.C. (2010). *When does cross cultural motivation enhance expatriate effectiveness? A multinational investigation of the moderating roles of subsidiary support and cultural distance*. *Academy of Management Journal*, 53 (4), 1110-1130.
- Church, A. T. (1982). *Sojourner adjustment*. *Psychological Bulletin*, 9, 540-572.

- Claus, L., Lungu, A.P., & Bhattacharjee, S. (2011). *The effects of Individual, Organizational and Societal Variables on the Job Performance of Expatriate Managers*. International Journal of Management, 28 (1).
- Coff, R.W. (1997). *Human Assets And Management Dilemmas: Coping With Hazards On The Road To Resource-Based Theory*. Academy of Management Review, 22 (2), 307-402.
- Conner, J. (2000). *Developing The Global Leaders Of Tomorrow*. Human Resource Management, 39 (2&3), 147-157.
- Deepak, K.S., & Monika, P. (2012). *Dimensions of Indian expatriate adjustment in the USA: An exploratory study*. 22 (4), 320-328.
- Deshpande, S. P., & Viswesvaran, C. (1992). *Is Cross-cultural Training of Expatriate Managers Effective: A Meta Analysis*. International Journal of Intercultural Relations 16, 295-310.
- Dowling, P.J., Schuler, R.S., & Welch, D.E. (1999). *International Human Resource Management: Managing People in a Multinational Context*. 3rd ed., South-Western College, Cincinnati, OH.
- Escbach, D.M. (1996). *Cross Cultural Training A Tool for Developing Effective Expatriate Managers*. The Dissertation Degree of Doctor of Philosophy
- Fah, L.Y., & Hoon, K.C. (2009). *Introduction to Statistical Analysis in Social Science Research*. Venton Publishing.
- Feldman, D.C. & Tompson, H.B. (1992). *Entry Shock, Culture Shock: Socializing The New Breed Of Global Managers*. Human Resource Management, 31 (4), 345-362.
- Forster, N. (2006). *Expatriates and the impact of cross-cultural training*. Human Resource Management Journal, 10 (3).
- Froese, F.J., & Peltokorpi, V. (2010). Cultural distance and expatriate job satisfaction. International Journal of Intercultural Relations, 35, 49-60.
- Fukuda, K.J. & Chu, P. (1994). *Wrestling with Expatriate Family Problems Japanese Experience in East Asia*. Int. Studies of Mgt. & Org., 24 (3), 36-47.
- Giwencer, P. (2008). *The Effect of Stressors, Support and Adjustment on Career Outcomes of Expatriates*. Published Dissertation of National Cheng Kung University.
- Grieststein, A. & Wathieu, L. (2012). *Happily (mal)adjusted: Cosmopolitan identity and expatriate adjustment*. International Journal of Research in Marketing, 29, 337-345.
- Haslberger, A., & Brewster, C. (2008). *The expatriate family: an international perspective*. Journal of Managerial Psychology, 23 (3), 324-346.

- Harrison, D.A., & Shaffer, M.A. (2005). *Mapping the criterion space for expatriate success: task- and relationship-based performance, effort and adaptation*. *International Journal of Management*, 16 (8), 1454-1474.
- Harzing, A.W. (1995). The Persistent Myth of High Expatriate Failure Rates. *Human Resource Management*, 6, 457-475.
- Harzing, A.W., & Christensen, C. (2004). *Expatriate failure: time to abandon the concept?* *Career Development International*, 9 (7), 616-626.
- Haslina, H., Nik, A. R., & Bahtiar, M. (2013). *Oes Vs Sies: Exploring the Cross-Cultural Adjustment of Hotel Expatriates In A Multicultural Society*. *International Conference on Communication, Media, Technology and Design*.
- Heijden, J.A.V., Engen, M.L., & Paauwe, J. (2009). *Expatriate career support: predicting expatriate turnover and performance*. *The International Journal of Human Resource Management*, 20 (4), 831-845.
- Hemmasi, M., Downes, M., & Varner, I.I. (2010). *An empirically-derived multidimensional measure of expatriate success: reconciling the discord*. *The International Journal of Human Resource Management*, 21 (7), 982-992.
- Hill, W.L. (2005). *International Business: Competing in the Global Marketplace*, International ed. McGraw-Hill, New York, NY.
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. *Cross Cultural Research and Methodology Series*, 5, Sage Publications.
- Hofstede, G., & Mooij, M. (2010). *The Hofstede model Applications to global branding and advertising strategy and research*. *International Journal of Advertising*, 29 (1), 85-110.
- Hornsey, M.J. (2008). *Social Identity Theory and Self-categorization Theory: A Historical Review*. *Social and Personality Psychology Compass*, 2 (1), 204-222.
- Inkson, K., Arthur, M.B., Pringle, J., & Barry, S. (1997). *Expatriate Assignment Versus Overseas Experience: Contrasting Models of International Human Resource Development*. *Journal of World Business*, 32 (4).
- Jenkins, E.M., & Mockaitis, A.I. (2010). *You're from where? The influence of distance factors on New Zealand expatriates' cross-cultural adjustment*. *The International Journal of Human Resource Management*, 21 (15), 2694-2715.
- Jokinen, T., Brewster, C., & Suutari, V. (2008). *Career capital during international work experiences: contrasting self-initiated expatriate experiences and assigned expatriation*. *The International Journal of Human Resource Management*, 19 (6), 979-998.
- Jones, G.R. (1986). *Socialization Tactics, Self-Efficacy, and Newcomers' Adjustments to Organizations*. *Academy of Management Journal*, 29 (2), 262-279.

- Judge, T.A., Jackson, C.L., Shaw, J.C., Scott, B.A., & Rich, B.L. (2007). *Self-Efficacy and Work-Related Performance: The Integral Role of Individual Differences*. *Journal of Applied Psychology*, 92 (1), 101-127.
- Jun, S., & Gentry, J.W. (2005). *An exploratory investigation of the relative importance of cultural similarity and personal fit in the selection and performance of expatriates*. *Journal of World Business*, 40, 1-8.
- Kalyani (2006). *An Empirical investigation of the Impact of Organizational factors on the Perceived Job Performance of Shop Floor Employees of Large scale Garments Industries in Sri Lanka*. 6 (1), 82-92.
- Kaye, M., & Taylor, W.G.K. (1997). *Expatriate culture shock in China: a study in the Beijing hotel industry*. *Journal of Management Psychology*, 12 (8), 496-510.
- Kim, K., & Slocum, J.W. (2008). *Individual differences and expatriate assignment effectiveness: The case of U.S.-based Korean expatriates*. *Journal of World Business*, 43, 109-126.
- Ko, H.C., & Yang, M.L. (2011). *The Effects of Cross-Cultural Training on Expatriate Assignments*.
- Kohonen, E. (2005). *Developing global leaders through international assignments: An identity construction perspective*. 34 (1), 22-36.
- Kraimer, M.L., Wayne, S.J., & Jaworski, R.A. (2001). *Sources of Support And Expatriate Performance: The Mediating Role Of Expatriate Adjustment*. *Personal Psychology*, 54.
- Kraimer, M.L., & Wayne, S.J. (2004). *An Examination of Perceived Organizational Support as a Multidimensional Construct in the Context of an Expatriate Assignment*. *Journal of Management*, 30 (2), 209-237.
- Lanaj, K., Chang, C.H.D., & Johnson, R.E. (2012). *Regulatory Focus and Work-Related Outcomes: A Review and Meta-Analysis*. 138 (5), 998-1034.
- Lazarova, M., Westman, M., & Shaffer, M.A. (2010). *Elucidating the positive side of the work-family interface on international assignments: a model of expatriate work and family performance*. 35 (1), 93-117.
- Lee, H.W. (2005). *The Factors Influencing Expatriates*. *The Journal of American Academy of Business*, Cambridge, 2.
- Lee, L.Y., & Sukoco, B.M. (2010). *The effects of cultural intelligence on expatriate performance: the moderating effects of international experience*. *The International Journal of Human Resource Management*, 21 (7), 963-981.
- Liu, X., & Shaffer, M.A. (2005). *An Investigation of Expatriate Adjustment and Performance A Social Capital Perspective*. *International Journal of Cross Cultural Management*, 5 (3), 235-254.

- Mohd Tahir, A.H., & Ismail, M. (2007). *Cross-Cultural Challenges and Adjustments of Expatriates: A Case Study in Malaysia*. Turkish Journal of International Relations, 6 (3&4).
- Mawoli, M.A., & Babandako, A.Y. (2011). *An Evaluation Of Staff Motivation, Dissatisfaction And Job Performance In An Academic Setting*. Australian Journal of Business and Management Research, 1 (9), 1-13.
- Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2012). *Managing Human Resources*. 7th Eds, Pearson, Prentice Hall.
- Mendenhall, M., & Oddou, G. (1985). *The Dimensions of Expatriate Acculturation: A Review*. Academy of Management Review, 10 (1), 39-47.
- Motowidlo, S.J., & Scotter, J.R. (1994). *Evidence That Task Performance Should Be Distinguished from Contextual Performance*. Journal of Applied Psychology, 79 (4), 475-480.
- Motowidlo, S.J., Borman, W.C., & Schmit, M.J. (1997). *A Theory of Individual Differences in Task and Contextual Performance*. Human Performance, 10 (2), 71-83.
- Myers, B., & Pringle, J.K. (2005). *Self-initiated foreign experience as accelerate development: Influences of gender*. Journal of World Business, 40, 421-431
- Nasholm, M.H. (2012). *Global careerists identity construction A narrative study of repeat expatriates and international itinerants*. International Journal of Managing, 5 (4), 804-812.
- Neill, J. (2008). *The Expatriate Venture: What Role Does Cross-Cultural Training Play And What Theories Guide Research In The Field?* Schmidt Labor Research Center Seminar Research Series.
- Nordenflycht, A.V. (2010). *What Is A Professional Service Firm? Toward A Theory And Taxonomy Of Knowledge-Intensive Firms*. Academy of Management Review, 35 (1), 155-174.
- Okpara, J.O. & Kabongo, J.D. (2011). *Cross-cultural training and expatriate adjustment: A study of western expatriates in Nigeria*. Journal of World Business, 46, 22-30.
- Osman-Gani & Rockstuhl, T. (2008). *Antecedents and Consequences of Social Network Characteristics for Expatriate Adjustment and Performance in Overseas Assignments: Implications for HRD*. Human Resource Development Review, 7 (1), 32-57.
- Osman-Gani & Rockstuhl, T. (2009). *Cross-cultural training, expatriate self-efficacy, and adjustments to overseas assignments: An empirical investigation of managers in Asia*. International Journal of Intercultural Relations, 33, 277-290.

- Palthe, J. (2004). *The relative importance of antecedents to cross-cultural adjustment: implications for managing a global workforce*. *International Journal of Intercultural Relations*, 28, 37-59.
- Parker, B., & McEvoy, G.M. (1993). *Initial Examination of a Model Intercultural Adjustment*. *International Journal of Intercultural Relations*, 17, 355-379.
- Pelt, P.V., & Wolniansky, N. (1990). *The High Cost of Expatriation*. *Management Review*.
- Peltokorpi, V. (2008). *Cross-cultural adjustment of expatriates in Japan*. *The International Journal of Human Resource Management*, 19 (9), 1588-1606.
- Peltokorpi, V., & Froese, F.J. (2009). *Organizational expatriates and self-initiated expatriates: who adjusts better to work and life in Japan?* *The International Journal of Human Resource Management*, 20 (5), 1096-1112.
- Phillips, J. M., & Gully, S. M. (1997). *Role of goal orientation, ability, need for achievement, and locus of control in the self-efficacy and goal-setting process*. *Journal of Applied Psychology*, 82, 792-802.
- Point, S., & Dickman, M. (2012). *Branding international careers: An analysis of multinational corporations official wording*. *European Management Journal*, 30, 18-31.
- Puck, J.F., Kittler, M.G., & Wright, C. (2008). *Does it really work? Re-assessing the impact of pre-departure cross-cultural training on expatriate adjustment*. *The International Journal of Human Resource Management*, 19 (12), 2182-2197.
- Qin, C., & Baruch, Y. (2010). *The impact of cross-cultural training for expatriates in a Chinese firm*. 15 (3), 296-318.
- Richardson, J., & McKenna, S. (2002). *Leaving and Experiencing: Why academics expatriate and how they experience expatriation*. *Career Development International*, 7 (2), 67-78.
- Richardson, J., & McKenna, S. (2006). *Exploring relationships with home and host countries: A study of self-directed expatriates*. *Cross Cultural Management: An International Journal*, 13 (1), 6-22.
- Richardson, J. (2006). *Self-directed expatriation: family matters*. *Personnel Review*, 35 (4), 469-486.
- Romero, E.J. (2002). *The Effect of Expatriate Training on Expatriate Effectiveness*. *Journal of Management Research*, 2 (2).
- Salkind, N.J. (2009). *Exploring Research*. Pearson (7th Eds).
- Sanderson, K. (2012). *Academic expatriation: An investigation into the importance of connections when entering expatriate life*. *Research and Development in Higher Education*, 35.

- Schoepp, K., & Forstenlechner, I. (2010). *The role of family considerations in an expatriate majority environment*. *Team Performance Management*, 16 (5/6), 309-323.
- Selmer, J. (2002). *The Chinese connection? Adjustment of Western vs. overseas Chinese expatriate managers in China*. *Journal of Business Research*, 55 (1), 41-50.
- Selmer, J. (2006). *Munificence of Parent Corporate Contexts and Expatriate Cross-Cultural Training in China*. *Asia Pacific Business Review*, 12 (1), 39-51.
- Selmer, J. (2007). *Which Is Easier, Adjusting to a Similar or to a Dissimilar Culture? American Business Expatriates in Canada and Germany*. *International Journal of Cross Cultural Management*, 7(2), 185-201.
- Selmer, J., & Luring, J. (2009). *Cultural similarity and adjustment of expatriate academics*. *International Journal of Intercultural Relations*, 33, 429-436.
- Selmer, J., & Luring, J. (2010). *Self-initiated academic expatriates: Inherent demographics and reasons to expatriate*. 7, 169-179.
- Selemr, J., & Luring, J. (2011). *Acquired demographics and reasons to relocate among self-initiated expatriates*. *The International Journal of Human Resource Management*, 22 (10), 2055-2070.
- Shaffer, M.A., & Harrison, D.A. (1998). *Expatriates' Psychological Withdrawal From International Assignments: Work Nonwork, And Family Influences*. *Personal Psychology*, 51.
- Shaffer, M.A., Harrison, D.A., & Gilley, K.M. (1999). *Dimensions, Determinants, and Differences in the Expatriate Adjustment Process*. *Journal of International Business Studies*, 30 (3), 557-581.
- Shaffer, M.A., Harrison, D.A., Gregersen, H., Black, J.S., & Ferzandi, L.A. (2006). *You Can Take It With You: Individual Differences and Expatriate Effectiveness*. *Journal of Applied Psychology*, 91 (1), 109-125.
- Shanthi, N., Nurulnissa, A.K., Yusliza, M.Y., & Sofiah, K.K. (2011). *The Intercultural Training and Its Impact on Academic Expatriates' Adjustment and Performance in Malaysia: A Literature Review and Proposed Structural Model*. 2nd International Conference on Business and Economic Research.
- Shen, J., & Lang, B. (2009). *Cross-cultural training and its impact on expatriate performance in Australian MNEs*. *Human Resource Development International*, 12 (4), 371-386.
- Shen, Y., & Kram, K.E. (2011). *Expatriates developmental networks: Network diversity, base, and support functions*. *Career Development International*, 16 (6), 528-552.
- Shih, A.H., Chiang, H.Y., & Hsu, C.C. (2010). *High involvement work system, work-family conflict, and expatriate performance-Examining Taiwanese expatriates in China*. *The Journal of Human Resource Management*, 21 (1), 2013-2030.

- Society for Human Resource Management. (2011). *Employee Job Satisfaction and Engagement*.
- Solomon, C.M. (1995). Success Abroad Depends on More than just Job Skills. *Personnel Journal*, 73 (4), 51-54.
- Stahl, G.K., Miller, E.L., & Tung, R.L. (2002). *Toward the boundaryless career: A closer look at the expatriate career concept and the perceived implications of an international assignment*. *Journal of World Business*, 37, 216-227.
- Stahl, G.K., & Caligiuri, P. (2005). *The Effectiveness of Expatriate Coping Strategies: The Moderating Role of Cultural Distance, Position Level, and Time on the International Assignment*. *Journal of Applied Psychology*, 90 (4), 603-615.
- Stajkovic, A.D., & Luthans, F. (1997). *A meta-analysis of the effects of organizational behavior modification on task performance: 1975-1995*. *Academy of Management Journal*, 40, 1122-1149.
- Stajkovic, A. D. & Luthans, F. (1998). *Self-efficacy and work-related performance: A meta-analysis*. *Psychological Bulletin*, 124 (2), 240-62.
- Subramaniam, S.R., & Raduan, C.R. (2011). *Cultural Similarity and Expatriate Performance in Malaysia*. *International Business Management*, 5 (5), 239-246.
- Subramaniam, S.R., Wei, C.C., & Raduan, Che Rose (2011). *The effects of Cultural Intelligence on Cross Cultural Adjustment and Job Performance amongst Expatriates in Malaysia*. *International Journal of Business and Social Science*, 2 (9).
- Suutari, V., & Brewster, C. (2000). *Making their own way: international experience through self-initiated foreign assignments*. *Journal of World Business*, 35.
- Suutari, V., & Finland, V. (2003). *Global managers: career orientation, career tracks, life-style implications and career commitment*. *Journal of Managerial Psychology*, 18 (3), 185-207.
- Takeuchi, R., Yun, S., & Tesluk, P.E. (2002). *An Examination of Crossover and Spillover Effects of Spousal and Expatriate Cross-Cultural Adjustment on Expatriate Outcomes*. *Journal of Applied Psychology*, 87 (4), 655-666.
- Takeuchi, R., Wang, M., & Marinova, S.V. (2005). *Antecedents and Consequences of Psychological Work Place Strain during Expatriation: A cross sectional and longitudinal investigation*. *Personal Psychology*, 58, 925-948.
- Teijlingen, E.R., & Hundley, V. (2001). *Social Research Update: The Importance of Pilot Studies*.
- Teijlingen, E.R., & Hundley, V. (2002). *Getting your paper to the right journal: a case study of an academic paper*. *Methodological Issues in Nursing Research*, 37 (6), 506-511.

- Tucker, M.F., Bonial, R., & Lahti, K. (2004). *The definition, measurement and prediction of intercultural adjustment and job performance among corporate expatriates*. *International Journal of Intercultural Relations*, 28, 221-251.
- Tung, R. L. (1981). *Selection and Training of Personnel for Overseas Assignments*. *Colombia Journal of World Business*.
- Tung, R.L. (1982). *Selection and Training Procedures of U.S., European, and Japanese Multinationals*. *California Management Review*, 25 (1).
- Tung, R.L. (1987). *Expatriate Assignments: Enhancing Success and Minimizing Failure*. *Academy of Management Executive*, 1 (2), 117-126.
- Uma Sekaran (2003). *Research Methods For Business* (4th Edt).
- Wagner, M.R., & Westaby, J.D. (2009). The willingness to relocate to another country: The impact of cultural similarity, destination safety, and financial incentive. *International Journal of Psychology*, 44 (4), 257-265.
- Walsh, L.H., & Schyns, B. (2010). *Self initiated expatriates: Implication for HRM*. *The International Journal of Human Resource Management*, 21 (2), 260-273.
- Wang, M., & Takeuchi, R. (2007). *The Role of Goal Orientation During Expatriation: A Cross-Sectional and Longitudinal Investigation*. *Journal of Applied Psychology*, 92 (5), 1437-1445.
- Wang, M., & Tran, E. (2012). *Effects of cross-cultural and language training on expatriates' adjustment and job performance in Vietnam*. *Asia Pacific Journal of Human Resources*, 50, 327-350.
- Wood, E.D., & Mansour, B.E. (2010). *Performance Interventions That Assist Chinese Expatriates' Adjustment and Performance: Toward a Conceptual Approach*. *Human Resource Development Review*, 9 (2), 194-218.
- Woods, P.R., Barker, M.C., & Troth, A.C. (2012). *Cross Cultural Management Performance Elements In the Expatriate Context*. *Internatioanl Journal of Business Research*, 12 (3).
- Zikmund, W.G. (2003). *Business Research. Research design and Methodology*.