A Study on the Influence of Expatriate Adjustment and Personal Traits on Job Performance for the Expatriates of Multinat

吳美秀、李城忠

E-mail: 9805603@mail.dyu.edu.tw

ABSTRACT

Expatriates are considered to be the most important human resources issue for internationalization of enterprise. So, sending personnel to an accrediting host country; the expatriates often face the problems of adjustment. It could influence the personnel performance and the operational results of transnational enterprise. How do enterprises select expatriates? What personalities can be easily adopted by the local environments such as work, life and culture? How these factors impact the working performance of expatriates? This is the main subjects which enterprises should pay attention before selecting a person to work overseas. The purpose of this study is to offer a reference, on how enterprises can select expatriates. The survey methods are as follows: 1. To investigate the personal traits of expatriates stationed in Taiwan, will this affect his/her overseas adjustment? 2. To investigate the overseas adjustment of expatriates stationed in Taiwan, will this influence his/her working performance? This study is to realize the influence on expatriates ' international adjustment and expatriate 's performance in Taiwan at present. The retrieved valid questionnaires are calculated up to 119 copies. By using Statistical analysis of the questionnaire surveys, it reveals that the five personal specialties of expatriate (such as Agreeableness, Conscientiousness, Extraversion, Emotional Stability, and Openness to Experiences) are statistically significant influence to international adjustment. By the same token, Expatriate adjustments in such areas as working, living and culture, are statistically significant on overseas task performance and contextual performance.

Keywords: personal traits; expatriates adjustment; job performance

Table of Contents

內容目錄 中文摘要 iii 英文摘要
.....iv 誌謝辭 v 內容目錄
......vii 表目錄 ix 圖目錄
.......xi 第一章 緒論.................1 第一節 研究背景.......
1 第二節 研究動機
5 第四節
.......7 第一節 海外適應..............7 第二節 人格特質........
40 第一節 問卷基本資料分析 40 第二節 信度與效度分析
..........56 第五章 第三節 整體結構模式分析.........56 第五章 結論與建議..
60 第一節 研究結論 60 第二節 管理意涵 .

REFERENCES

一、中文部分 Robbins, S. P. (2006),組織行為學(李青芬,李雅婷,趙慕芬合譯),台北:華泰文化,(原文於1995年出版)。 余德成(1996),品質管理人性面系統因素對工作績效之影響,國立中山大學企業管理研究所未出版之博士論文。 李茂能(2006),結構方成模式軟體AMOS之簡介及其在測驗編制上之應用 - Gtaphics and Basic,台北市:心理出版社股份有限公司。 吳統雄(1985),態度與行為之研究的信度與效度:理論、應用、反省,民意學術專刊,29-53頁。 張春興,林清山(1975),教育心理學(3版),台北:文景出版社。 張春興(1991),張氏心理學辭典(2版),臺北:東華書局 陳耀茂(2004),變異數分析與多重比較的SPSS的使用手冊 台北:鼎茂圖書出版股份有限公司出版。 陳威有(1992),外派大陸人員海外適應力對員工工作績效之影響,私立大葉大學管理學院國際企業管理學系碩士班未出版之碩士論文陳碧宗(2006),國際企業外派員工之人格特質、跨文化訓練、跨文化調適與工作績效關係模式之研究 - 以美商在台子公司為實證,私立

長榮大學經營管理研究所未出版之碩士論文。 許博淵(2005),國家文化差異對工作績效影響之研究 - 以高科技業菲籍、泰籍勞工為實證 ,國立成功大學高階管理碩士班未出版之碩士論文。 黃堅厚(1999),人格心理學,台北:心理出版社。 黃士杰(2002),台商中小企業派駐 馬來西亞經理人海外適應之研究,國立暨南國際大學東南亞研究所未出版之碩士論文。 蔡明田,余明助(1998),我國企業外派經理人跨 文化訓練有效性之探討,勞動力運內發展研討會論文集,111-131,南台技術學院。 藍雅馨(2002),跨文化訓練實施程度、派外人員能力 與海外適應之關聯性研究 - 以台商派駐大陸人員為例 , 私立中原大學企業管理研究所未出版之碩士論文。 顧鳳姿(1993) , 資訊業駐外經 理海外適應之研究,國立政治大學企業管理研究所未出版之博士論文。 二、英文部分 Allport, G. W. (1961). Pattern and growth in personality. New York: Holt, Rinehart & Winston. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation model-ing in practice: A review and recommended two-step approach. Psychological Bulletin, 103(3), 411-423. Arthur, W. J., & Bennett, W. J. (1995). The international assignee: The relative importance of factors perceived to contribute to success. Personnel Psychology, 48, 99-114. Austin, J. T., & Villanova, P. (1992). The criterion problem: 1917-1992. Journal of Applied Psychology, 7, 836-874. Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors. The International Journal of Human Resource Management, 8(4), 434-456. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of strucyural equation models. Journal of the Academy of Marketing Science. 16(1), 74-94. Bandura, A. (1977). Social Learning theory. Englewood Cliffs, New Jersey: Prentice-Hall. Baron, R. A., & Byrne, D. (1994). Social psychology: Understanding human interaction. Boston: Allyn & Bacon. Behling, O. (1998). Employee selection: Will intelligence and conscientiousness do the job? The Academy of Management Executive, 12(1), 77-86. Befort, N., & Hattrup, K. (2003). Valuing task and contextual performance: Experience, job roles, and ratings of the importance of job behaviors. Applied H.R.M. Research, 8(1), 17-32. Bennett, H. (1994). Lean and Mean: The Changing Landscape of Corporate Power in the Age of Flexibility, New York: Basic Books. Bjorkman, I., & Schapp, A. (1994). Outsiders in the middle kingdom. European Management Journal, 12(2), 171-192. Black, J. S. (1988). Work role transitions: A study of American expatriate managers in Japan. Journal of International Business Studies, 19, 277-294. Black, J. S. (1990). The relationship of personal characteristics with adjustment of Japanese expatriate managers. Management International Review, 30, 119-134. Black, J. S., & Gregersen, H. B. (1991). The other half of the picture: Antecedents of spouse cross-cultural adjustment. Journal of International Business Studies, 22(3), 461-477. Black, J. S., & Mendenhall, M. E. (1990). Cross-cultural training effectiveness: A review and a theoretical framework for futureresearch. Academy of Management Review, 15(1), 113-136. Black, J. S., & Mendenhall, M. (1991). The U-curve adjustment hypothesis revisited: A review and theoretical framework. Journal of International Business Studies, 22(2), 225-247. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criteriondomain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), Personnel selection in organizations (pp. 71-98). San Francisco: Jossey-Bass. Borman, W. C. (2004). The concept of organizational citizenship. Current Directions in Psychological Science, 13(6), 238-241. Brishlin, R. W. (1981). Cross-cultural Encounters. New York: Pergamon Press. Brouthers, K. D. (2002). Institutional, Cultural and transaction cost influences on entry mode choice and performance. Journal of International Business Studies, 33(2), 203-223. Button, S. B., Mathieu, J. E., & Zajac, D. M. (1996). Goal orientation in organizational research; Aconceptual and empirical foundation. Organizational Behavior and Human Decision Processes, 67(1), 26-48. Caligiuri, P., Tarique, I., & Jacobs R. (2009). Selection for international assignments. Human Resource Management Review, (in press), 1-12. Caligiuri, P. (2000). Selecting expatriates for personality characteristics: A moderating effect of personality on the relationship between host national contact and cross-cultural adjustment. Management International Review, 40(1), 61-80. Caligiuri, P., & Day, D. (2000). Effects of self-monitoring on technical, contextual, and assignment-specific performance; A study of cross-national work performance ratings, Group and Organization Management, 25(2), 154-175. Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette, & L. M. Hough (Eds.), Handbook of industrial and organizational psychology (pp.687-732). California: Palo Alto. Cascio, W. F. (1992). Managing Human Resource-Productivity, Quality of Work Life (3rd ed.). New York: McGraw-Hill. Church, A. T. (1982). Sojourner adjustment. Psychological Bulletin, 91(3), 540-572. Costa, P. T., J., & McCrae, R. R. (1985). The NEO personality inventory manual. Odessa, Florida: Psychological Assessment Resources. Costa, P. T. J., & McCrae, R. R. (1992). NEO-PI-R professional manual. Odessa, Florida: Psychological Assessment Resources. Costa, P. T. J., & McCrae, R. R. (1997). Conceptions and correlations of openness to experience. In R. Hogan, J. A. Johnson & S. R. Briggs (Eds.), Handbook of personality psychology (pp.826-848). San Diego: Academic Press. DeVellis, R. F. (1991). Scale development theory and applications. London: SAGE. Donnellan, M. B., Oswald, F. L., Baird, B. M., & Lucas, R. E. (2006). The mini-IPIP scales: Tiny-yet- effective measures of the big five factors of personality. American Psychological Association, 18(2), 129-203. Fornell, C., & Larcker, D. (1981). Structural equation models with, unobservable variables and measurenient error. Journal of Marketing Research, 18(1), 39-50. Gareth, R. J., & Charles, W. L. (2000). Strategic management theory: An integrated approach. Houghton Mifflin Colorado: Massachusetts. Goodman, S. A., & Svyantek, D. J. (1999). Person – organization fit and contextual performance: Do shared values matter? Journal of Vocational Behavior, 55(2), 254-275. Guion, R. M. (1998). Assessment, measurement, and prediction for personnel selection. Mahwah, New Jersey: Lawrence Erlbaum. Hair, J. F. J., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). Multivariate data analysis. New Jersey: Prentice-Hall. Hatcher, L. (1994). A step-by-step approach to use the SAS system for factor analysis and structural equation modeling. North Carolina: SAS Institute. Hofstede, G. (1980). Culture 's Consequences: International differences in work related beliefs. Sage: Beverly Hills. Hoon, P. S., Sun, D. H., & David, J. M. (1992). Local manager selection criteria for U.S. firm in Korea. Multinational Business Review, 1(2), 57-65. Hough, L. M. (1992). The big five personality variables-construct confusion: Description versus prediction. Human Performance, 5, 139-155. Huang, T. J., Chi, S. C., & Lawler, J. S. (2005). The relationship between expatriates ' personality traits and their adjustment to international assignments. The International Journal of Human Resource Management, 16(9), 1656-1670. Jex, S. M. (1998). Stress and job performance. London: Sage Publications. Keltikangas-Jarvinen,

L., & Jokinen, J. (1989). Type a behavior, coping mechanisms and emotions related to somatic risk factors of coronary heart disease in adolescents. Journal of Psychosomatic Research, 33, 17-27. Kraimer, M. L., Wayne, S. J., & Jaworski, R. A. (2001). Sources of support and expatriate performance: The mediating role of expatriate adjustment. Personnel Psychology, 54(1), 71-99. Lysgaard, S. (1955). Adjustment in a foreign society: Norwegian fulbright grantees visiting the United States. International Social Science Bulletin, 7, 11-45. Marsh, H. W., Balla, J. R., & McDonald, R. P. (1988). Goodness-of-fit indexes in confirmatory factor analysis: The effect of sample size. Psychological Bulletin, 103(3), 391-410. McEvoy, G. M., & Parker, B. (1995). Expatriate adjustment: Causes and consequences. In Selmer, J. (Ed.), Expatriate Management: New Ideas for International Business (pp.97-114). Westpoint, Connecticut: Quorum Books. Mendenhall, M. E., & Oddou, G. (1988). The overseas assignment: A practical look. Business Horizons, 31(5), 78-84. Mendenhall, M., & Oddou, G. (Eds.). (1991). Readings and Cases in International Human Resource Management. Boston: PWS-Kent Mount, M. K., & Barrick, M. R. (1995). The big five personality dimensions: Implications for research and practice in human resources management, 13, 153-200. Oberg, K. (1960). Culture shock: Adjustment to new cultural environment. Practical Anthropologist, 7, 177-182. Ones, D. S., & Viswesvaran, C. (1997). Personality determinants in the prediction of aspects of expatriate job success. New Approaches to Employee Management, 4, 63-92. Parker, B., & McEvoy, G. M. (1993). Initial examination of a model of intercultural adjustment. International Journal of Intercultural Relations, 17, 355-379. Phatak, A.V. (1992). International Dimensions of Management(2rd ed.), Boston: PWS-KENT, Pucik, V. (1985). Strategic human resource management in a multinational firm. In H. V. Wortzel & L. H. Wortzel (Eds.), Strategic management of multinational corporations: The essentials. New York: Wiley. Pulakos, E. D., Schmitt, N., Dorsey, D. W., Arad, S., Hedge, J., & Borman, W. C. (2002). Predicting adaptive performance: Further tests of a model of adaptability. Human Performance, 15(4), 299-323. Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. Psychological Monograph, 12, 48-80. Salgado, J. F. (1997). The 5-Factor model of personality and job-performance in the european community. Journal of Applied Psychology, 82(1), 30-43. Searle, W., & Ward, C. (1990). The prediction of psychological and socio-cultural adjustment during cross-cultural transitions. International Journal of Intercultural Relations, 14, 449-464. Sethi, V., & King, W. R. (1994). Development of measures to asses the extent to which an information technology application provides competitive advantage. Management Science, 40(1), 1601-1627. Selmer, J. (2002). Practice makes perfect? International experience and expatriate adjustment. Management International Review, 42(1), 71-87. Selmer, J. (1999). Culture shock in China? Adjustment pattern of Western expatriate business managers. International Business Review, 8(5-6), 515-534. Shaffer, M. A., Harrison, D. A., Gregeren, 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. 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. Shumsky, N. J. (1992). Justifying the intercultural training investment, The Journal of European Business, 4, 38-43. Torbiorn, I. (1982). Living abroad. New York: Wiley. Tung, R. L. (1981). Selection and training of personnel for overseas assignment. Columbia Journal of World Business, 16(2), 68-78. Tung, R. L. (1988). The New Expatriates: Managing Human Resources Abroad. Cambridge, Massachusetts: Ballinger. Vande W. D., & Cumming, L. L. (1997). A test of influence of goal orientation on the feedback seeking process. Journal of Applied Psychology, 82(3), 390-400. Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. Journal of Applied Psychology, 81(5), 525-531. Ward, C., & Kennedy, A. (1992). Locus of control, mood disturbance and social difficulty during cross-cultural transitions. International Journal of Intercultural Relations, 16, 175-194, Ward, C., Leong, C. H., & Low, M. (2004). Personality and sojourner adjustment: An exploration of the Big Five and cultural fit proposition. Journal of Cross-Cultural Psychology, 35(2), 137-151. Wederspan, G. M. (1992). Costing failures in expatriate human resources management. Human Resources Planning, 15, 27-35.