The personal-related factors to expatriates’ task performance and contextual performance:

Considering the influence of personality traits, competences/skills, self-willingness and previous experience

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Abstract

Purpose

The purpose of this paper is to find out which personal-related factors are influencing on the task performance and the contextual performance of expatriate managers.

Design/Methodology/Approach

This research adopts a qualitative approach, using semi-structured interviews with key-information from the managers taking international assignments.

Findings

The findings indicate that there is a series of significant associations between personal-related factors (personality traits, competences/skills, self-willingness and previous experience) and the performance of expatriates’ assignments.

Research limitations/implications

One suggestion for further research is to explore deeper and more comprehensive on other less important factors or the important factors which we are overlooking; it also could be more comprehensive on the factors that relate to the performance of expatriates.

Practical implications

We present a table of the relationship between personality traits, competences/skills, self-willingness, previous experience and the job performance of expatriates’ assignments. Thus, HR departments can follow this guidance when selecting expatriates to manage overseas assignments. Furthermore, individuals can take this model as a reference when making decisions for their career lives.

Keywords

Expatriate assignments, personality traits, self-willingness, competences/skills, previous experience, job performance, task performance, contexture performance

Paper type

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Abbreviation

MNC: Multinational Corporation
HR: Human Resource
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1. Introduction

In the introduction, the research fields of important personal-related factors influencing on the job performance of expatriates’ assignments will be introduced, followed by a discussion concerning the research problem, which leads to the purpose of this dissertation.

1.1 Background

In today’s world, almost the entire world’s fortune 500 companies are MNCs (multinational corporations). It is true that there exist a very few highly localization companies, however, the complete localization companies doesn’t really exist. Tokyo Electric Power and Kansai Electric Power, for example, their businesses are approximately 100% from the local market. On the other hand, it’s normal for them to have Capital Corporation with foreign enterprises although they are obviously not MNCs. With the globalization of economies, there are an increasing number of multinational companies nowadays. The limited local market, technology, high labor cost and geography reasons force the companies to explore their businesses worldwide. Over the past twenty years, more and more organizations choose to solve staffing shortages, exert control in overseas subsidiaries, and develop management talent, by international job assignments (Kobrin, 1988; Edstrom and Galbraith, 1977). Brown (1994) and Solomon (1994) also raise the notion that international assignments are carried out in order to establish new international markets, spread and sustain corporate culture, and transfer technology, knowledge and skills.

Furthermore, there is much previous research showing that successful international assignments are indispensable to MNCs, since it is good for long-term development (Adler, 1983; Brake et al., 1994; Dowling et al., 1998; Mendenhall and Oddou, 1985; Stroh and Caligiuri, 1998; Tung and Miller, 1990). If MNCs tend to expand their business map, obtain market share, cooperate with the suppliers outside their own country, then they need expatriates to complete those tasks. For these reasons expatriates are highly demanded within companies carrying overseas businesses.

The companies need expatriates to work and live overseas for a relative long period in order to manage the global business. The person who takes this job should have a rich knowledge of both local and foreign market and will live in foreign country for a long time during the assignment. The expatriate in this paper refers to the people in the position of administration and supervision authorities. Also they should work overseas for at least two years at the managerial level and take charge of the whole strategy or a part of the global business of company.

Nevertheless, the high cost of expatriates and the challenges they will encounter make it become a huge issue to conquer for MNCs, also an interesting area for practitioners and academics for research. One problem should be noticed is that according to the research the failure rate of expatriate assignment is approximately 40 percent (Hogan & Goodson, 1990). The high rate of failure not only costs a huge amount of money, but also slows down the process of companies becoming global, gaining markets, and cooperating with their partners. Hence, in order to
enhance the success rate of managers on expatriates’ assignments, it is worth looking deeper into the factors underlying the effectiveness of expatriates’ assignments.

By far many researchers have already presented a general view of organizational factors and individual factors that influence the job performance of expatriates and companies (i.e. Phyllis, 2002). However, organization aspects have been discussed a lot during the past decades, while personal-related factors are on the contrary. Some researchers have given some ideas of single factors that have influence on expatriates’ job performance. Goldberg (1990) discussed his “Big Five” theory widely in psychological area before; and recently it has been conducted on its role in expatriate adjustment. Skills are discussed by Stewart and Mark (1990) as well. During the same time, self-willingness has been researched concerning this area by Black (1991) and Feldman (1992), etc. Likewise a lot of factors are explored solo instead of together. Hence, it becomes an interesting subject to draw a general picture of what factors from a personal perspective will have more influence on job performance of expatriates.

1.2 Problem discussion
There are many factors which relate to the successful foreign assignments that help MNCs to grow, speed up the process of becoming worldwide and cooperate with overseas partners. Those factors are categorized as individual, organizational and environmental. Nevertheless, the majority of researchers by far put more emphasis on organizational perspective instead of on personal factors with the purpose of enhancing organizational performance (e.g., Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005; Black, Gregersen, Mendenhall, & Strohl, 1999; Selmer, 2000). Hence, this paper takes the missing link of personal aspects as the target group for its research.

Concerning the personal-related factors, there are a lot of discussions around certain solo factor such as the impact of working experience instead of a combination of the most influencing factors among all dimensions. It is very important to have a general idea of what are these personal-related factors; then pick up the most crucial ones that influence the job performance. Because, this can make companies and individuals have a clear view of what advantage they should maintain and promoted; and the disadvantage they should avoid or at least reduce the impact. Consequently, the personal-related factors are worth to be researched and discussed.

1.3 Purpose and research question
To have a general idea of what factors can facilitate the job performance of both organizations and individuals are crucial for the long-term development of MNCs. Our research is focus on the different and significant variables among all dimensions that related to the job performance of expatriates’ assignments from an individual aspect.
Which personal-related factors are influencing on the task performance and the contextual performance of expatriate managers?

The purpose of this paper is to facilitate a better understanding of these factors and find out a deeper relationship between these factors and job performance of organizations and individuals. We hope our finding can help them to promote their organizations’ strategies or as a reference for making choices in some extent.

This paper looks into individual factors that can predict whether an expatriate will succeed in the international assignments. Our paper can contribute not only in the selection process, but also to the evaluation system. On the one hand, our contribution is to the individual who wants to qualify as an expatriate manager, help him or her to develop the strengths of others to offset his or her own weaknesses, for example, by giving them some inspiration for their career building. Finally, our findings can also contribute to companies and HR managers when making internal promotions and job assignments.

This thesis will take individual aspects as the research area by looking deeply into the factors, and formulate a model which will be presented in chapter 3.
2. Methodology

The methodology chapter will discuss what approaches lie behind our thesis. Our research strategy is a qualitative and a deductive approach. Theories-in-use are from the areas of how personality traits, skills, self-willingness and previous experience affect the job performance of expatriate managers’ assignments.

2.1 Research approach

In order to get valid data to fulfill the framework, four semi-structured interviews were conducted with four managers from MNCs. By using semi-structured interviews, we can have a list of questions that are fairly specific from our research question. We also can raise our questions flexibly and guide the candidates during the process of the interview. However, what cannot be avoided is that ambiguous and leeway occurs sometimes (Bryman & Bell, 2007, p.474). By building an efficient interview guide and leading the direction during the interview can avoid this in some extent.

According to Bryman and Bell (2007) qualitative research is a research strategy put emphasis on words and it is considered to generate and develop new theories. The purpose of this paper is to find out a missing link between personal-related factors and job performance of expatriates. It’s important to build a general image of these two variables firstly, and then the future research can create and test a deeper and more comprehensive model by using quantitative research approach.

All candidates have at least two years overseas working experiences in administration and supervision authority. Two of them with surpass fifteen years of being managerial expatriates, other two are with no more than three years. This can make sure that they have the knowledge about the process of expatriate assignment, also have their own feelings by going through the process for several years. Furthermore, the different period they spent their time in foreign country also can have different experiences of working overseas, which can help us to analyze the relationship between personal-related factors and job performance.

Although Bryman and Bell (2007) claimed that there is no study inductive or deductive entirely. Nevertheless, based on the qualitative research approach, inductive would be acquired more in this paper. Because of the findings are more developed from the empirical data instead of from the theory. Nevertheless, the deductive approach also used for generating the structure of interview questions.

2.2 Literary sources

The databases mainly used for collecting the articles and literature in this paper are listed below: R&D Management, ABI inform, Harvard Business Review, Management International Review, International Journal of Intercultural Relations, etc. It should be mentioned that the articles and literature are selected according to the research question and supplemented from the findings. The key words used for searching in the databases are expatriates, international assignment,
overseas, etc. The following key words will appear after the articles were found; they may be the name of the authors or the synonyms of the formal key words. The mostly used name in the articles of job performance and personal-related factors are Black, J. S, Feldman, D. C and Schunk, D.

2.3 Case study
On the basis of the research question and the purpose of this study, case study is an appropriate method for yielding empirical findings. The result of theory developed from case study has the strength of novelty, testability and empirical validity. Furthermore, case study has a strong focus on certain solo settings. The purpose of this study is to build a new theory between factors and job performance; hence the description from the cases is very useful for formulating new theory. Consequently, by using case study we can get a new theory from it and find out the relation between factors and job performance.

2.3.1 Case selection
Cases are chosen from the combination of the purpose of this study, related theories and certain condition under the limitations. The candidates are selected according to the following criteria:

1. All expatriates are working and living in foreign country for at least two years as job requires instead of migrants. Two of them have the experiences of more than fifteen years as expatriates. The time difference can help us to figure out the impact of willingness and experiences on expatriates’ job performance.

2. All expatriates are the managers in administration and supervision authorities in MNCs (for example CEO, project manager). People in the same level will be better to our research since they present a specific group of people. The reason we choose this target group is because they are the most typical executor of the overall strategy of organizations instead of for example technicist. Their performances influence the development of the companies directly.

3. The gender of candidates is all male. Due to the time limitation, we pick up one gender as our research target group. This improves the particularity of the study. Further research can take female into the research to figure out the gender issue in this area.

2.3.2 Data collection
Bryman and Bell (2007) have noticed that interviews and observations can be the component of the primary data collection in qualitative studies. In this research, as a semi-structured interview, an interview guide was used during all the processes of four interviews to provide a general direction. We have showed this interview guide to the candidates at the start of the interviews so they can focus on the issue of which personal-related factors are influencing the job performance of expatriate manager. The interview guide is designed according to the main sections of the theoretical framework.
In the first case, it was a face-to-face interview conducted in a quiet room outside his company. In the other three cases, the interviews were done on the internet, through Skype. The interviews lasted on an average of an hour and half. Since the three of our candidates were not in Sweden, it was impossible for us talk with them face to face. This approach may reduce the opportunities for us to observe their body language and facial expressions which may have resulted in misinterpretation. However, this approach ensures a relaxed environment with no distractions to all the candidates. We try to avoid the emotions of nervous and prevent interruption from outside of our candidates, so they can speak openly without any concerning.

The dialogues from all interviews were recorded as well as transcribed tips during the whole process.

2.3.3 Data analysis
Using the recording of the interviews, we have arranged and summarized all the data to the analytic table. This process provides the researcher being familiar with each case and the result of each case (Eisenhardt, 1989). With the comparison of applied theories and candidates’ actual despondences can we find whether the reality matches the theories or not and then make the conclusion with a basic means.
3. Framework of reference

After going through the literatures related to the factors of expatriates’ performance from an individual perspective, we summarized and categorized a variety of different personal-related factors into four aspects. They are organized as follows:

1. Personality traits (Goldbers, 1990; Mount and Barrick, 1995);
2. Competences/skills (Stewart & Mark, 1990);
3. Self-willingness (Black & Gregersen, 1991; Feldman & Thomas, 1992); and
4. Previous experience (Margaret, David & Matthew, 1999).

**Personality traits**

Goldberg (1990) suggests that all personality measures can be reduced and categorized under the umbrella of a five-factor model of personality which has subsequently been labeled “Big Five”, which are:

1) Extroversion (active, social);
2) Agreeableness (considerable, friendly);
3) Conscientiousness (responsible, serious);
4) Neuroticism (emotional unstable); and
5) Openness to experience (open-minded, curious).

Although this approach has been researched and discussed widely in psychology literature (Goldberg, 1993; Mount and Barrick, 1995), it has also recently been conducted on its role in expatriate adjustment.

**Competences/skills**

An individual should have the ability to interact with other people while working within a multicultural environment. Institutions that send individuals to foreign countries, or into a multicultural work environment, all hold the expectation that those individuals will perform well, no matter what kind task they are going to undertake (Stewart & Mark, 1990). According to Black’s et al. (1991) model, the skills of the expatriates have which can influence their adjustments are categorized into three dimensions:

1) Self-efficacy;
2) Relation skills; and
3) Perception skills.

**Self-willingness**
International assignments are critical to companies’ overall strategies when going global; the challenges involved in those strategies are very high for both companies and individuals (Black & Gregersen, 1991; Feldman & Thomas, 1992; Solomon, 1995; Tung, 1984). Feldman and Thomas (1992) argue that the expatriates with a higher willingness will perform better than those who with a low willingness. The term “willingness” in this paper is divided into two parts:

1) Work factors; and
2) Non-work factors.

Previous experience

Margaret, David and Matthew’s (1999) work on overseas adjustments pointed out those previous overseas assignments will facilitate self-efficacy, relation skills, and perception skills of adjustments to some extent. Moreover, previous overseas working experiences have significant, direct effects on overseas adjustments at the individual level (ibid).

The reasons for discovering the factors, and how they influence the performance of expatriates, are to promote the self-value of individuals, and give guidance to companies when selecting employees to take overseas assignments.

3.1 Personality Traits

Personality traits tests in recent years have become increasingly popular and becoming an important factor to HR (Human Resource) managers when hiring and recruiting. Personality traits are apparently related to the work performance as they can affect a person’s behavior naturally. Consequently, the expatriate manager’s work performance will also be influenced by the personality traits to a great extent. To classify various types of personality traits, the famous five-factor approach to personality offers a clear view for discussion and analysis. These traits include extroversion, agreeableness, conscientiousness, neuroticism and openness. Although this approach has been researched and discussed widely in psychology literature (McCrae and Costa, 1987; Goldberg, 1993; Mount and Barrick, 1995), this research has also recently been used in expatriate adjustment.

3.1.1 Extroversion

Extroversion is related to the degree of social interaction and it includes being gregarious, assertive, active and talkative as character traits (Barrett and Pietromonaco, 1997). People with extroversion characteristics show up as more outgoing, which would be much more energetic and taking the initiative in socializing.

As an expatriate manager, one of his/her assignments is the spreading of corporate culture and transferring technology, knowledge and skills (Brown, 1994). This is bound to be achieved by communication with subordinates and colleagues in the host country. Besides this, for an expatriate manager to better understand the culture of the host country, he/she has to
communicate (Black, 1990). The desire of a manager to communicate is closely correlated to his or her trait of extroversion.

Many researchers have proved the positive relationship between extroversion and an expatriate’s performance. Caligiuri (2000) found, through his evaluation, the extrovert expatriates have better work performance than introvert expatriates. Armes and Ward (1989) also showed evidence of extrovert expatriates enjoying better adjustment. Mount and Barrick (1991) regarded extroversion as the most important characteristic and a valid predictor to manager and salesman whose working in an area of social interaction.

3.1.2 Agreeableness
Agreeableness is defined as an interpersonal characteristic and is associated with aspects of social perception (Barrett and Pietromonaco, 1997). Agreeable individuals are characterized as considerate, empathic, and friendly as well as accepting of other people, cultures and norms Caligiuri (2000).

Since the agreeable expatriate manager tends to appreciate the local culture, he/she is more likely to establish friendships and gain trust with local people (Ibid).

Nevertheless, the positive relationship between agreeableness and an expatriate manager’s work performance cannot be generalized. Due to the tendency of seeking harmony with locals and being friendly, the expatriate manager may have difficulty in making harsh decisions, such as reprimanding a subordinate (Huang, Chi and Lawler, 2005). Agreeableness can also bring counterproductive results.

3.1.3 Conscientiousness
Conscientiousness shows the degree of personal respect for social roles and trustworthiness to other people (Mount and Barrick, 1995). Expatriate managers with conscientiousness work hard on their assignments. They are willing to take responsibility and plan their tasks in advance as well.

For the predictably tough task of expatriate assignment, the manager should be capable of taking responsibility and be prepared to conduct tasks in an orderly and planned manner. Mount and Barrick (1991) indicate that conscientiousness was a consistently valid predictor for judging work performance, regardless of the content of the job.

However, the integrity and seriousness of these conscientious managers may bring negative effects to the cooperation of the locals in a more flexible or relaxed culture.

3.1.4 Neuroticism
Neuroticism, also called “emotional stability”, is associated with emotional control and stability (Mount and Barrick, 1995). The manager who has a high level of neuroticism is likely to lose
patience and control under some complex situations which could typically happen in expatriate assignments, and start becoming angry and anxious, which will affect not only the manager himself, but also the environment of the work group. The subordinates suffering from the negativity are hardly likely to communicate and build trust with the manager.

The qualities of pressure tolerance and emotional control play an important role in the workplace nowadays. Expatriation is characterized as a high level stress (Furnham, 1990). The culture shocks, heavy task of relocation, and so on, all bring big pressure to the expatriate manager. Failure to withstand the pressure will lead to the failure of emotional control and exacerbates the neuroticism (Mount and Barrick, 1995).

3.1.5 Openness to experience
Openness to experience demonstrates that people are open-minded, curious, original, intelligent, imaginative and non-judgmental (Mount and Barrick, 1995). It is obvious that individuals with openness to experience are more interested in learning new things, without stereotyping. Borrman (1968) described that adaptability and cultural empathy, which can also be considered as openness to experience are critical for success.

Teagarden and Gordons’ (1995) study showed that the one with openness to a new culture fits more easily into the new environment. Openness to experience helps expatriate managers adapt to their working assignment more quickly and increases the possibility of the development of work assignment as well. Still, the rashness coming with the openness to experience may cause wrong decisions and mistakes to be made.

3.2 Competences/Skills
Interaction skills are required from individuals within a multicultural context. Institutions that send individuals to foreign countries or to a multicultural workplace all hold the expectation that those individuals to have a good performance, no matter what kind job they are going to take (Stewart & Mark, 1990). According to the Black et al. (1991), Mendenhall and Oddou’s (1985) model, the skills of individuals influence the expatriates’ adjustments are categorized into three dimensions: self-efficacy, relation skills, and perception skills.

Self-efficacy, in particular, is a predictor of adjustment and the degree to which employees use effective behavioral strategies (Bandura, 1997; Maddux & Lewis, 1995). Furthermore, to develop domain-specific self-efficacy beliefs, individuals should consider their ability to cope with challenges successfully when presented with environmental demands (Sumita, Batia & Raghu, 2001). Relationship dimensions establish the array of skills that are crucial for the cultivation of relationships with host nationals (Mendenhall & Oddou, 1985). And in order to entails the cognitive abilities that help expatriates to judge and evaluate the host environment, and also to act correctly. For this reason, perception skills are necessary (ibid). Among these
three dimensions, self-efficacy in particular has a potential impact on relation and perception skills.

The relation skills for expatriate managers are to interact with the host country’s nationals (Coyle & Shortland, 1992), which can be related to their communication skills.

Perception competence in the expatriate assignment can be identical to the inter-culture role cognitive skill (Gertsen, 1990).

3.2.1 Self-efficacy
This part of the theory mainly discusses how self-efficacy affects the performance of individuals while undergoing international adjustment. It also devices characteristics of self-efficacy should be considered to improve this ability.

Wood and Bandura’s (1989a:408) statement about self-efficacy is that it touches upon a beliefs in one’s capabilities to meet given situational demands by mobilizing the motivation, cognition resources, and the course of action needed. It also is the confidence in one’s own ability to perform special behavior successfully (Sharon & O’Sullivan, 1999). The aspects associated with self-efficacy, include setting goals, rules development for influencing the environment, and self-monitoring (Maddux, 1995; Saks & Ashforth, 1996).

A previous review by Gist & Mitchell (1992) implies self-efficacy is related to the job performance. Research by Kline, Margaret and Maria (1996) point out that self-efficacy has a significant relation with work adjustment as well. Furthermore, Harrison, Chadwick, Scales (1996), and Kline, Margaret and Maria’s (1996) work on self-efficacy both indicated that expatriates with high self-efficacy perform better in interaction and work adjustment than those with lower levels of self-efficacy in the general level. Individuals are especially more likely to achieve valued outcomes and acquire job satisfaction if they have high self-efficacy (Bandura & Schunk, 1981; Judge & Bono, 2001; Stajkovic & Luthans, 1998). Individuals with powerful self-efficacy may be motivated to apply greater effort and behavior more persistent, so their performance is more likely to achieve a higher level (Gist & Mitchell, 1992; Phillips & Gully, 1997; Stevens & Gist, 1997). They have a strategic mind and task-focused ability when they encounter the difficulties; they also have the confidence to exercise control over potential threats (Bandura & Wood, 1989). It is worth mentioning that past research suggests that perceptions of self-efficacy may ascertain the choice of employees about environment and activities related to their career (Lent et al., 1994, 1999).

3.2.2 Communication skill
Black and Gregersen (1999) suggest that, for selecting global managers, it is better to seek individuals with a drive to communicate cultural flexibility. Bartlett and Ghoshal (1998) describe communication and information flow as the lifeblood of the organization. Munter (1993)
declares that the proficiency of cross-cultural communication is critical if expatriate managers desire to succeed in the current global environment.

Diverse national cultures are often mentioned as barriers to the communication within MNC. To increase the efficiency of communication, choosing and considering the most effective communication style for the company.

However, the effect of different communication styles depends on different situations. There would a need to be more autocratic or more democratic than usual when facing the different barriers (Munter, 1993).

3.2.3 Culture flexibility

Simintiras and Thomas (1998) define culture as the accepted values and norms, and leads people to different ways in thinking, feeling, and behaving. Apparently, culture difference can cause confusion and misunderstandings. In addition, culture difference also has a great impact on business conduct, decision making and communication (Chang, 2003). To reduce and eliminate the cultural distance, the expatriate manager should be capable of culture flexibility.

The term cultural flexibility itself may not explain the full meaning of its competence/ability; there are other terms which have a similar meaning and can be exchanged with cultural flexibility, for example, inter-cultural cognitive competence (Gertsen, 1990), cultural sensitivity (Valerie and Tim, 1994), cultural adaptability (Coyle and Shortland, 1992), cultural empathy (Harris and Moran, 1996), cultural awareness (Chang, 2003) and so on. Whatever the terms used, the core competence underlying in each term is almost the same.

Through culture flexibility, the manager would be able to switch more effectively into a new environment with a different culture and perform well abroad.

3.3 Self-willingness

Previous research consider the long-term development and functional aspects, successful overseas assignments are indispensable to MNCs (multinational corporations) (Adler, 1983; Brake et al., 1994; Dowling et al., 1998; Mendenhall and Oddou, 1985; Stroh and Caligiuri, 1998; Tung and Miller, 1990). Charles’ (2005) work on self-initiation career path strategies points out that overseas working experiences are valuable for developing individuals’ career success and promoting organizational effectiveness. Hence, job candidates could expand their career path by jumping at the opportunities. For the reason that many organizations are trying to place more positions abroad to achieve globally competitive and increasing globally integrated marketplaces (Krell, 2005; Thomas & Inkson, 2004; Yan, Zhu, & Hall, 2002). These expectations then become the motivation for job candidates when deciding whether to take international assignments or not. International assignments are critical to companies’ overall strategy when becoming global; the
challenges involved in this strategy are very high for both companies and individuals (Black & Gregersen, 1991; Feldman & Thomas, 1992; Solomon, 1995; Tung, 1984).

Nevertheless, only a few companies are doing a good job in helping their employees develop these important competencies to work abroad (Black, Morrison, & Gregersen, 1999). For that reason, individuals should be active agents in developing their own careers and making themselves involved in developing and utilizing their global competencies (Hall, 2002). Furthermore, Charles (2005) suggests to those individuals that they should consider seriously when extending their overseas working experiences as very productive “field learning” for building global competencies.

3.3.1 Work factors
Self-willingness is the emotional part of candidates, including their thinking, purpose, and psychological reasons, etc. Just like Suutari, (2003) Welch (2003) and Yan (2002) indicated in their works, the primary reason for individuals to take a foreign assignment is the self-interest in the development of personal career. Nonetheless, Schein (1971) believes that crossing the “inclusionary boundary” in organizations might be more difficult for expatriates. Besides this, Louis (1980) identifies that, compared with those facing domestic job changers, changes, contrasts, and surprised of international moves are more dramatic to expatriates.

The elements which will have influence on the successful movement and the willingness from the personal point of view, given by Daniel and David (1992), are that free choice over whether to accept the job, experience realistic job previews, having a mentor or advocate back home, strong connection between their overseas assignments and their longer term career paths. These elements will have significant influence on individuals. Phyllis (2002) suggests that employees with previous overseas working experiences have stronger orientation to become expatriates. Previous working experiences help expatriates to be confident and hardened to deal with difficulties. This paper also considers the assistants from the organizations, although they seem to be less helpful according to Black, Morrison, & Gregersen (1999). If employees get task help such as socially integrated into the new work environment they would perform better. The usage of psychological reappraisal will make them more comfortable in taking the job (Daniel & David, 1992). On the other hand, psychological withdrawal and palliative coping will do some harm to the willingness of changers (ibid). It is interesting that role conflict and role novelty will have negatively related to the work adjustment (J, Mark & Gary, 1991), which be thought on the opposite side initially. However, employees may pick up international careers for the reason to their routine and create change which is considered as problematic (Phyllis, 2002).

“Personal agency in regard to international work should help shape career interests. If employees have low self-efficacy for living and working in a country with a culture different from their own, they should be less attracted to working abroad than if they have high self-efficacy” (cf. Bandura 1997; Betz 2000; Lent et al. 1994).
3.3.2 Non-work factors

J, Mark and Gary (1991) have come up with the definition of non-work factors as one of the cross-culture adjustment processes. This seems to be the leading factor of whether to choose the international job and relocation or not. The review of literature shows some aspects in this area:

- **Age (Rosalie, 1998)**

- **Family adjustment (Phyllis, 2002; PWC 1999, 2000; Windham International 2000; Tharenou 2001; Brett & Stroh, 1995; Black & Gregersen, 1991; Feldman & Thomas, 1992; Solomon, 1995; Tung, 1984)**

**Age**

There was a positive relationship between age and adoption ability of an international adjustment mode (Rosalie, 1998). 43.9% of expatriates are from 36-45 years old, while 25.8% are from 46-55 years old. That means as age increases the enthusiasm to take an international job falls. It is proved by Rosalie (1998) that expatriates, whose age is under 35, are consider international adjustments more important than those who were older (i.e., 60 years old).

**Family**

In relation to the age that young employees are more likely to become expatriates to some extent because they are single or unmarried, Phyllis (2002) also claimed that family reasons often prevent the employees from taking international assignments. Employees with families are concerned about the disruption to the partner’s career and children’s education (PWC 1999, 2000; Windham International 2000; Tharenou 2001) and the spouse’s desire to relocate abroad (Brett & Stroh, 1995). Family trauma is a typical problem for employees (Black & Gregersen, 1991; Feldman & Thomas, 1992; Solomon, 1995; Tung, 1984). It is also claimed by J, Mark & Gary (1991) that family adjustment, especially spouse’s adjustment, will have a great effect on employees’ degree of adjustments. Employees with children and those who have companies tend to keep the current harmony instead of disrupt it (Rosalie, 1998).

3.4 Previous overseas working experience

In this part, we will discuss the relationship between previous overseas working experiences and expatriates’ effectiveness. Also, the connection among previous working experiences and the previous three dimensions will be discussed.

Margaret, David and Matthew’s (1999) work on expatriate adjustment points out that previous international assignment experiences are noteworthy moderators of diverse relationships concerning self-efficacy, relation skills, and perception skills of adjustment. Previous experiences of international assignments will facilitate all those three dimensions to some extent (ibid). It also has a gentle effect on the relationship between the antecedents (job, organizational, non-work and individual factors) (ibid). Moreover, previous overseas working experience has significant, direct effects on expatriate interaction adjustment at the individual level (ibid).
On the working level, individuals may learn new tasks more quickly if they have previous working experiences (Gioia & Manz, 1985; Gioia & Poole, 1984). They will feel more confident about what is expected from them in a new assignment than those who are lacking such experiences (Cheryl, 1995). Feldman’s (1976) research indicated that individuals with previous working experiences more easily attain role definition than individuals without previous working experience. Furthermore, Brief et al (1979) raise their implication about the importance between role clarity and job performance as well as job satisfaction and organizational commitment. Working experiences with a similar setting to a focal task may accelerate the development of realistic job expectations (Cheryl, 1995). It also leads to outcomes in turn.

In general, by taking reference from Cheryl (1995), Louis (1980) and Feldman (1976), a list concerning positive and negative aspects of previous working experiences can be seen as below:

- **Positive**
  - more accustomed to balancing conflicting job demands
  - less role ambiguity
  - less role conflict, achieve role definition earlier
  - having a sense of role clarity
  - facilitate realistic expectation about job
  - facilitate accomplishment of tasks

- **Negative**
  - lower supervisor-rated performance on several dimensions

### 3.5 Job performance

Borman and Motowidlo (1993) have distinguished two dimensions of independently job performance, the task performance and the contextual performance.

Task performance has a direct relation to the organization core, both on executing its technical processes and on maintaining and servicing its technical requirements (Borman & Motowidlo, 1993). On the contrast, the result of contextual performance is broader, like organizational, social, and psychological environment in which the business functions.

#### 3.5.1 Task performance

Task performance is the behaviors that contribute to transformation and maintenance in companies. It includes producing and selling products, acquiring inventory, managing subordinates as leaders, and offering services (Motowidlo & Schmit, 1999).
The concept of performance has been traditionally considered as unidimensionally by industrial/organizational psychologists for a long time (Campbell, McCloy, Oppler & Sager, 1993). Nevertheless, with the time past, two discernible aspects of task performance that contribute independently to the overall performance have been presented by the present research (Susan, John & Bart, 2002). They are technical-administrative task performance and leadership task performance (Van Scotter & Motowidlo, 1996).

First of all, task performance is directly related to the core technologies of organizations (Borman & Motowidlo, 1993), which are the competences of the companies that make them able to survive in the cut-throat competitions. Technical-administrative task performance is the performances conducted by employees that are all non-leadership oriented tasks (for instance, paperwork, organizing, planning, quality of output, and business judgment) (Susan, John & Bart, 2002). Meanwhile, the components of leadership task performance are human relation, management of employees, motivating, supervising and evaluating subordinates (ibid). It is goal oriented and puts emphasis primarily on guidance and motivation (Conway, 1999). Hence, whether the managers in the managerial and administration authorities have achieved the goals of the companies or met the need of customers should be judged according to those two aspects, because they provide a relatively fair and reasonable standard.

3.5.2 Contextual performance

Nowadays, contextual performance has been increasingly important since it contributes to the culture and climate of the organization (Motowidlo & Schmit, 1999). Contextual performance includes the aspects of work performance that are not directly pointed to the technical tasks or duties of the job (Borman & Motowidlo, 1993).

Although Borman and Motowidlo (1993) indicate the importance of contextual performance to team success with it capturing many of the interpersonally oriented behaviors, however, contextual performance has been largely ignored in administration literature.

Taxonomy of contextual performance

Brief and Motowidlo (1986) have concluded these related activities like helping co-workers, putting in extra effort to complete the job, being a good team player, and other prosocial behaviors. All of the behaviors aforementioned all contribute to the effectiveness of the organization (Smith, Organ & Near, 1993). All the behaviors of the contextual performance can be taken as voluntary behaviors of the individuals.

Borman and Motowidlo (1997) have described contextual performance as encompassing both OCB’s (organizational citizenship behavior’s) and prosaically work behaviors. They classify contextual performance into seven behaviors:
1. Persisting with enthusiasm and extra effort as necessary to complete own task activities successfully;

2. Volunteering to carry out task activities that are not formally part of own job;

3. Helping and cooperating with others;

4. Following organizational rules and procedures;

5. Endorsing, supporting, and defending organizational objectives;

6. Interpersonal facilitation; and

7. Job dedication.

According to recent conception of organizational citizenship (Borman & Motowidlo, 1997; Organ, 1997), all the activities in contextual performance can be discussed in these three main aspects:

1. **working**

   ✓ Persisting with enthusiasm and extra effort as necessary to complete own task activities successfully.

   ✓ Volunteering to carry out task activities that are not formally part of own job.

   ✓ Job dedication.

2. **interpersonal**

   ✓ Helping and cooperating with others.

   ✓ Interpersonal facilitation.

3. **organizational**

   ✓ Following organizational rules and procedures.

   ✓ Endorsing, supporting, and defending organizational objectives.
Table one shows the general structure gathered from the theory. It applies a table form to figure the relation between personal-related factors and job performance.

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Table 1 Table of theoretical structure
4. Empirical Data

4.1 Candidates’ background

**Candidate A**: male, 45 years old, CEO of subsidiary in fortune 500 companies, 15 years managerial experiences

Duties: in charge of company’s operation, financial, strategy, marketing, etc.

**Candidate B**: male, 53 years old, engineering manager, 19 years overseas working experience

Duties: verification/validation high tech communication product (include the network, system, and software system products)

**Candidate C**: male, 30 years old, product manager, 3.5 years overseas working experiences

Duties: in charge of marketing activities of product/project, such as forecasting, planning, implementation, monitoring.

**Candidate D**: male, 32 years old, project manager, 2 years overseas working experiences

Duties: visit suppliers for project discussion, factory audit.

4.2 Task Performance

Our candidates all have high responsibility and high-efficacy to make their job done perfectly. Firstly, they have strong willingness to take the assignments, this makes them to solve the problem and take challenge they have encountered spontaneously; and have more enthusiasm to their work. For them the profit of the organization is the most important thing they should consider. All of them put this at the first place. Companies sent them overseas for the reason of expending the business to worldwide; and dealing with the suppliers or customers in foreign country. Their desire to blend into the foreign country and contribute to the unfamiliar environment makes them able to accomplish the assignments with high competence.

Furthermore, in order to build a bright career, they all try to perform the best and do as better as they can, because they may get promotion or working experiences that are precious for them.

For managers always tending to control the situation, although they do not want to change themselves to cater to others, they will try to be a very good listener. However, they are confused about whether to listen to others when they think that one is actually wrong. When being asked how they will act when their subordinates could do their work in time or are irresponsible to their own work, all of them chose not to be harsh to their subordinate and rarely reprimanded them. They do not want to reprimand people; instead, just telling employee what he/she thinks is wrong like a transformational leader. One said: “Sometimes, the situation calls for harsh; however, I
"don't want to be so harsh.” They believe that employees can be improved only by pointing out or hinting at their shortcomings. However, it doesn't work sometimes. For the managers’ responsibility of taking control of the situation, they will not lose patience when or being too emotional, especially in some situations where they have to protect the overall interests of the company instead of individuals. So they think it is a part of being a manager to try to create a level of understanding. One said that he will put himself in the middle when communicating with neurotic people. Even neuroticism happens occasionally, being a professional employee, in most cases, he should be able to keep it under control.

For expatriate managers’ situation, being open to experience enable them the flexibility they need, however, they admitted that they have made bad decisions because of the openness. One said: “the important thing is you should learn from it, how can I know this is a bad decision before we go through the process? The only bad decision is the one former decision you should learn form but you did not. I am a risk taker for the past ten years.” After all the mistakes, they have learned how to link-think. Still, this doesn’t mean that they don’t want to accept any challenges, whenever, the most important thing is to admit the mistake and correct it.

The candidates have an agreement that, in many cases, communication is the best way to solve problems. However, it is time consuming. Owing to the time limitation, the manager cannot deliver enough information to everyone below them. However, they can establish an efficiency communication system to solve this issue: the information is delivered from the manager to key stuff, and key stuff delivers it to their subordinates; it is more like a tree model. It is important for everyone within the company to get essential information.

For one’s company, the key stuff in company has a meeting every week. The meeting is concerning with the operations, distributions, interlinking between departments, new products, and technology. During the meeting, the CEO spreads the information to his employees, what he has done, what he is planning to do. Also, the collaboration of different departments can deal with things within the company very efficiently by presenting the agenda and discussing the topics and just to make sure that everyone is aware of what is going on within the company, and is also well informed of what to do. The meeting brings the company together. Communication in the meeting helps the manager a lot such as by generating new ideas or solving emerging problems, which is beneficial to the company. With this kind of communication, the company grows tremendously.

All of them would like to set goals before taking actions, in other words, they all agree that they work as goal-oriented (plan-oriented). The candidate described that, when dealing with too many tasks, it is unwise to rush to do them one by one. Instead, making a plan first, and order the tasks’ priority by judging their degree of importance and urgency could help the mess situation under control. They will share some tasks with his subordinates when faced with a lot of work to do. This can ensure the effectiveness of the work.
In addition, for the task of dealing with suppliers, the conscientious attitude helps the manager to get trust from the suppliers. It also helps in building relationships with them, and then it opens the channel to getting more products.

4.3 Contexture Performance

4.3.1 Working

Before our candidate decided to start foreign assignments, three of them will set goals besides the task assigned by the companies, because they think it is a good opportunity for them to get experiences. With those experiences they can handle their position more efficiently, such as shorten the time to negotiate with suppliers, achieve more profit for the company, and it also can promote the image of the company if their employees look professional. They also claimed that by setting additional goals, they can do self-study, look at and aware of themselves which provide them the possibility to make improvement, so that they can achieve a higher performance. Under this very context, the most crucial thing for them is to overcome the communication problem; all of them are agreed with this point. Hence, language and culture learning become the most important and the first thing they should do during the process of foreign assignment. Without the ability to communicate with local customers, supplier or employee may cause significant loss of the companies, for example, they may lose the local market by misinterpreting their thought, miss the potential customer they supposed to have, produce the wrong product by wrong order or misunderstanding, and mistake the needs of the market. According to them, if such circumstance occurs they could do nothing even they have rich experience or professional competence.

As managers, the position requires them to take more extra activities for subordinates. For instance, they should aware of the mental status of their subordinates, behavior as a leader to balance their private life and work. Also, they should deal with the problem that their employees are not able to handle or some contingencies by using their experiences.

Our candidates took the overseas assignment for five common reasons, to support the family, love the professional job, like the living style of foreign country, interested in the new culture and get more working experiences. For these reasons, our candidates will put more enthusiasm to their work and the ability to balance the personal life and job is also good for their job. On the other hand, some reasons prohibit them from taking the assignments when deciding whether to take or not. For instance, spouses’ job relocation; children’s education and with the age growing they prefer to settle down instead of take adventure. However, if the job is fascinating to them, they will try to find some solution to make it work. One of our candidates is separate with his wife and children, however, his wife will fly to meet him every one month with their children.

The most mentioned reason is getting more experience no matter they are with more than 15 years or less than 3 years experience. The working experience can make them handle the situation calm and professionally. For example, once the meeting with foreign supplier is stuck,
the manager gave them one choice and asked for two hours break, after then the supplier took their advice. Because he knows what the supplier want and what they can offer under the precondition not harm the benefit of the company.

4.3.2 Interpersonal
Candidates all pointed the importance of being an extroverse person, liking social interaction, being active and talkative. Due to the good listening and talking to other people, it is always likely to be accepted as a partner as well as a friend. Being a manager with the charge of catching customers, marketing company and retaining customer are not suitable to introversion, they all tend to have more extrovert people around them, which can make the communication more pervasive for the company on a whole. Thus they make them always work very hard and give full dedication to their job. One manager admitted that he is an introvert person inwardly, however, during working, he is more extroversive. They agreed that extroversive trait helps to adjust to expatriate work more quickly; it is better to have more team members with the extroversive personalities.

The candidates think agreeableness is helpful to their relationship with employees since their kindness will give a better impression especially when they offer help to their subordinates.

When expatriate managers start their work in the foreign country, they felt pretty adaptable since they have high culture flexibility even the language was a huge issue. Thus, they all would like learn the local language to become involved in the culture. All of them think that to understand the new language can make them become a part of company team as well as a part of the company. Also learning new language can avoid his host country colleagues discussing topics or gossiping in front of them in their own language when they don’t understand. Moreover, they said that the cultural flexibility reduces conflict between people and improves work efficiency.

The managers will collect information about anything popular, such as the sport events most people like, fashion, etc. since these are good topics and can make people closer to each other.

Our candidates choose to ask around and pursue the out limited; keep learning as quick as possible; and do not express opinion before they getting familiar of the new environment in order to get attach to the environment. For them, the unfamiliar new culture and language are interesting, so they want to learn more by the activities between them and local people. Also, if they have met some problem or the situation they cannot deal with they will ask for help and then learn the lessons. Hence, the interpersonal communication is necessary and they are all willing to have a good relationship with others. Besides, as a manager, to coordinate the relationship between employees is also the responsibility for this position. For instance, if there is a bad circumstance in the work place will have high possibility to cause the divided opinion and blind competition. A company will not develop well; especially the expatriates and subsidiaries are far away from control.
4.3.3 Organizational
Our candidates claimed that they will set goals besides the task given by company; however, they all agree with that the benefits of the company comes the first. For them, to complete the assignment is the first thing they should consider. Learning the language and the culture, or being eager to take pre-departure training is all because they want to make the assignments well done. This not only can help the company to achieve the goal, but also their ability can be improved.

All managers mention that they will always bear the organization’s rules in mind while they are working and support the organization in most cases. This is like a manager’s duty to establish an example for their subordinates.
5. Analysis

The purpose of this chapter is to build a connection between empirical data and analytical model then to figure out the solution for the research question.

5.1 Task performance

5.1.1 Agreeableness
Managers sometimes would like to choose an agreeable manner to their subordinates like not to be harsh to their subordinate and rarely reprimanded them. In fact, this agreeable way of trading subordinate didn't have a positive and helpful effect to improve their task performance. The poor performance of subordinates could drag down the performance of managers as well. As the candidates admitting their confusion of whether to be harsh or not and the degree of severity, it could worsen the situation. As the lead task for a manager, it is failing in his/her duty to let business out of control.

5.1.2 Conscientiousness
Managers are always confronting with the hard situation of having several different tasks on hand. It is unwise to finish all these works by his/her own one after another without any considerations or plans. Thus, besides trying one’s best and taking up the duty to finish the tasks, managers also should know how to plan and order these tasks and assign the tasks to others. Not only expatriate managers need to work hard, but also should they have a plan before doing their work all the time. To think and order how to deal with mountains of tasks can make the managers achieve more results with less effort. As the conscientiousness trait consists of hard working and having plans, there is no doubt that conscientiousness should be considered as a basic personality trait of being a manager.

In addition, some managers have to meet the customers and suppliers during their work, it is important to leave a good impression on them. The impression of the manager they met can be related to the degree of trust to the company, the quality of company’s product and service and so on. The customers and suppliers will feel trustworthy to cooperate as well as purchase when they think the manager is conscientious of his/her work. As a result, the conscientious attitude will be good for winning trust with the customers or suppliers.

5.1.3 Neuroticism
Not only the managers should manage their own emotions during the work, they also have to face the problem that how to deal with some neurotic colleagues and customers. Since the way they choose to stop communication or business when the other person is in an angry or unstable condition, we can find the neuroticism will influence the business in a bad extent. Thus, the manager should keep himself/herself in a stable emotion and try to calm down other people to control the situation as well. In this way can the managers make the tasks of business or corporation be less affected.
5.1.4 Openness to experience
As an expatriate manager, the difficulty is that he/she has to face with the new and unfamiliar environment, like cultural difference, diverse mode of working. The external factors force expatriate managers to face and deal with the problems as soon as possible. The skill of openness to experience increases the flexibility of the managers when they need to learn new ways of doing things, bring them more courage and willingness to take the challenges and risks. The task performance can be improved if the new idea or attempt succeeds.

Nevertheless, mistakes come with the venture sometimes. The wrong decision could lead to the failure of the business, so does it to the managers’ task performance. It is worth noting that as long as managers could learn from previous mistakes and avoid the mistake for future work, they can still improve their task performance of making right decisions.

5.1.5 Self-efficacy
High sense of responsibility and high-efficacy help managers finish their job with high quality. By holding the enthusiasm they contribute more to their work and try to perform as well as they can. Such as finish the job in advance, build a good relation with local people for the future. In order to achieve the goals in a higher level they showed strong ambitious to take challenges. That is not only for the benefit of the companies, but also for the reason of exercising more and becoming less vulnerable. On the face of challenge, people with powerful self-efficacy show greater effort and behavior more persistent than people with lower self-efficacy. Hence their performance is more likely to achieve a higher level. With those challenges companies can extend their business map to other area that they have never toughed before or getting some extra opportunities which are not for them as first.

Companies sent them overseas for the reason of expanding the business to worldwide; and dealing with the suppliers or customers in foreign country. Expatriate managers’ desire to blend into the foreign country and contribute to the unfamiliar environment makes them able to accomplish the assignments with high competence. They can conduct a more efficient communication with local people as quick as possible which is good for the company to shorten the period of projects, also good communication can reduce misunderstanding and misinterpretation of both sides.

All of them would like to set goals before taking actions, in other words, they all agree with they work as goal-oriented (plan-oriented). A goal-oriented person has the ability to go straight to the destination with no hesitation, concentrate on what they want to achieve. So once they take the assignment they will try their best to complete it with their passion and courage. That is good for the companies to increase the efficiency and do not have to worry about the employees’ work efficiency, then put more emphasis on other important things.
5.1.6 Communication skill
Communication affects task performance a lot in daily business operation. There are manager’s duties to inform important instructions to employees as well as get enough information from employees. With the essential two-way communication can guarantee the manager’s operation of business.

While communication is time consuming, the skill of communication is critical for the manager. The best way to communicate must ensure everyone within the business team get and express their information but not wasting too much time. With all the candidates’ common choice of meeting, it seems to be the best way of communication for manager. Especially meeting with subordinates as least once a week ensures the important information are acquired by the employees. As the top manager has meetings only with the senior employees, the level setting is good to spread the information and also avoid time consuming.

The meeting with talk and listen can help the manager show his/her thought, assign the tasks to his/her subordinates and get ideas and reflections from others. The mode of communication is focusing on interaction. Apparently, a conversation with employees is better than a monologue conducted by the manager. In a similar way, through meetings, all the members can talk about the problems they have and get some ideas and help from others. All the results they get from the communication through meeting will influence on their task performances.

5.1.7 Self-willingness
Most people choose job follow their own willingness. The most important reason for job candidates to take the expatriates assignments are interested in the job, company assistances, financial stability. No matter what reason makes them involve in the overseas tasks, they will contribute themselves to the job entirely. For them the failure of the assignment will not only harm the company, but also cause them to lose confidence and passion to the work. However, there’s an old saying “where there is a will, there is a way.” So, the failure is not so easy to come if someone is really gets involved into something.

On the other hand, role novelty prohibits people from expatriates’ assignments. Unfamiliar with the new workplace causes role novelty and role conflict. There is a high possibility that they will feel helpless and lonely which may affect their emotion and abilities to finish the tasks eventually. A low-spirited manager will have big influence on the whole department even the whole company, since a manager is a sample for his/her subordinates. There is no way that a manager with a lot of worries will lead a good performance team. So how to transform this disadvantage into advantage and learn from it is another challenge for expatriates.

Besides, the family and age issues hinder expatriates’ fighting will to work overseas. Elder people (50+) with more working experience will have more possibility to put their family at the first consideration, because they may be married and raising kids. The changing of job will
influence their family very much, since it is related to their children’s education, spouse’s job relocation and so forth. They should discuss with their family and try to find out a feasible solution, see if it is gonna work suppose they still want to go abroad. On the contrary, younger (30-50) and less experience people are with a high level of willingness to take international assignments. Since they want to get more experiences and grow as quick as possible. Even though younger managers may be less experienced, however, they have more enthusiasm and desire to their job. Consequently, they are the future of the companies.

5.1.8 Previous experience
Two of our candidates have more than 15 year’s overseas experience and another two with less than 5 years. So it is obvious that the experienced are with more facility when taking international job, the less experienced are eager to get more experiences. Experience can enhance career success, promoting organizational effectiveness. So the more experiences, the more probability employees going to take international assignment, the better performance those employees will achieve. Because experiences make them open-mind to collect the information from everywhere then consider them and make the decision more objective. We all know that a wrong decision made by chief people may cause a huge lost of the companies.

For expatriate managers, the ability to put themselves into different situations is very important. Since the culture and language differences make the environment more complicated than domestic job. They not only should deal with the business, but also the relation and many communication issues concerned the local people. With the knowledge managers can have a deeper understand of the characteristic of foreign market, also have the opportunity to learn something that hides behind the surface then help the companies to get better chances to develop in some extent.

5.2 Contexture performance
5.2.1 Working
5.2.1.1 Self-efficacy
Our candidates are all with the characteristic of being very strict self-disciplined. They learn from the unfamiliar environment and keep doing self-study. Knowledge is priceless for people those who are eager to learn, because that knowledge can help them to become stronger and powerful in work. Especially, for expatriates the process of learning and being used to the new culture environment is more difficult than domestic job candidates. So it requires more will and consciousness to behavior also control themselves for expatriates’ managers. People with those kinds of abilities always deal with emergencies with cool mind instead of impulse. Besides, they have a stronger will to overcome the difficulties which is also crucial for companies. A high self-efficacy person is often a confident player as well. They would like to show their strong points or achievements to others. From this they get more confidence and others will also give them some
valuable advices, which would be a virtuous cycle eventually. To formulate this is very helpful to the organizations since the work atmosphere would become harmonious.

5.2.1.2 Self-willingness
As we all know when people doing things they are interested in it they can perform it better than those who are forced to do it. Because the former on have more aware to take the responsibilities for himself. For those people, job is not just a job, it is what they are interested in and the event they put their heart in order to get it done well. For them, the success is not belonging to the organizations, it is more for them. So they would take more responsibilities of it since they view it as their interests. It is good for companies to have this kind of managers; hence they can make sure the quality the tasks have a high possibility to be better than normal people.

5.2.1.3 Previous experience
As mentioned before, previous experiences have a wide influence of every aspect of expatriates’ work. If a company wants to shorten the time to negotiate with suppliers, achieve more profit for the company, or promote the image of the company by making their employees look professional, previous experience is indispensible for its managers. Because, experienced managers have the ability to deal with this kind of things efficiently.

5.2.2 Interpersonal

5.2.2.1 Extroversive
One introversion candidate’s shows more active and talkative during the work involuntarily which is the opposite of his personality. It indicates that he want to leaving an extroversive impression to his colleagues. This could be a clue from another side that extroversion personality trait is essential and critical to expatriate manager’s interpersonal facilitation. Those who have the extroversion trait natively are more willing to communicate with colleagues and enjoy the social activities. Since extroversive managers enjoy being in groups and forming great relationship with others, they would like to help and cooperate with others whether they need to or not. Thus he/she will be accepted by others within the work team more easily. The importance of the extroversion trait to expatriate assignment cannot be ignored.

5.2.2.2 Agreeableness
In a similar way like extroversive trait, agreeableness also has the influence with interpersonal relationship of contextual performance, manager with agreeableness are willing to help and cooperate with their subordinates. Also their relationships with their colleagues were all quiet good, which builds a kind and pleasant working atmosphere within the company.

5.2.2.3 Culture flexibility
Different cultures can cause conflict and misunderstanding during the work, hence, the culture flexibility will make the manager more sensitive and aware of the differences in order to change
or compromise. Culture flexibility decreases the strange feelings and estranged feelings for the expatriate manager; thus he/she can achieve the interpersonal facilitation.

Since all the candidates have showed their attention to the new language, the most important key to the culture flexibility is the language of the expatriate country. Learning the language could help them to understand the customs and also help them to communicate with local people. Learning the new language seems to be an effective way of improving culture flexibility.

5.2.2.4 Self-efficacy
Self-efficacy makes people eager to connect with people since they want to learn more from others. At the same time others can learn a lot from them. So this is a both win situation. People with high self-efficacy can create more understanding between the people. Especially for expatriates one of their difficulties is to create understanding with people, because they take the responsibility for this. Besides, they also like to help others in trouble with their knowledge. This is a good opportunity for them to melt into the environment, also showing what they have improve the competitive power of the whole organization, which becomes a approach to achieve mutual benefit.

5.2.2.5 Previous experience
Compared with inexperienced managers, those with previous experience have different point of view when meet the same problem. Furthermore, they consider the same thing from several angles then measure them and pick the best one to conduct through their experiences.
Interpersonal relationships need skillful abilities to disposal the situation. Because it concerns human being which is the most complicated animal in the word. Sudden occasion occurs without warning. It is a challenge for managers to manage it in time and effective. A mess up team or department is impossible to complete the daily work, even a disaster for organizations. Subordinates work follow their leader, in another word, the leader is the judge for them. Hence, if the organization can work well depends on the ability of managers to balance the interrelationship of people.

5.2.3 Organizational
5.2.3.1 Conscientiousness
People with conscientiousness all have a good self-discipline and are well organized; it’s not hard for them to follow organizational rules and procedures as well as supporting and defending organizational objectives. For managers, they are more tend to show their supporting and defending to organizational objectives since they want to set a model within the company, influencing and encouraging more employees to insist the same organizational objectives. The contribution of conscientious manager is more than just of the individual; the organizational contextual performance within the whole company could be improved.
5.2.1.2 Self-efficacy

High loyalty is one of our candidates’ moral. Although it is not the most important for companies, however, it is the treasure of companies to have this kind of employee. They trend to devote their life to the job once they are involved in. This is the request by them own. They always put the companies’ benefits at the first place, then their own benefits. So, companies should make good use of this kind of employees for their future potential.

The table below summarizes the analysis of empirical data through the analytical model.
<table>
<thead>
<tr>
<th>Personality Traits</th>
<th>Task Performance</th>
<th>Contextual Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Extroversion</td>
<td>Interpersonal</td>
</tr>
<tr>
<td></td>
<td>Agreeableness</td>
<td>Easy to be accepted</td>
</tr>
<tr>
<td></td>
<td>Conscientiousness</td>
<td>Making good impression</td>
</tr>
<tr>
<td></td>
<td>Neuroticism</td>
<td>Being a model</td>
</tr>
<tr>
<td></td>
<td>Openness to experience</td>
<td>Easy to take challenges and new ideas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tend to make wrong decisions</td>
</tr>
<tr>
<td>Competence/Skills</td>
<td>Self-efficacy</td>
<td>Eager to learn andегорит High self-esteem</td>
</tr>
<tr>
<td></td>
<td>Communication skill</td>
<td>Inform with meeting</td>
</tr>
<tr>
<td></td>
<td>Culture flexibility</td>
<td>Having common topic</td>
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<tr>
<td></td>
<td>Culture flexibility</td>
<td>Having common topic</td>
</tr>
<tr>
<td>Self-willingness</td>
<td>Work factors</td>
<td>More responsibilities</td>
</tr>
<tr>
<td></td>
<td>Non-work factors</td>
<td>Less job dedication</td>
</tr>
<tr>
<td>Previous Experience</td>
<td>Flexible to emergency</td>
<td>Balance interpersonal relationship</td>
</tr>
<tr>
<td></td>
<td>Work more efficiently</td>
<td>Balance interpersonal relationship</td>
</tr>
</tbody>
</table>

Table 2 Personal-related factors connected to job performance
6. Conclusion
6.1 Summary and discussion
In this paper we have presented a critical review about previous studies of expatriates’ personal-related factors and their influence on the job performance (task performance and contextual performance). We have also reported the result of our research aiming at which factors among personality traits, competences/abilities, self-willingness and previous experience are affecting the job performance of expatriates’ assignments respectively.

First of all, we summarized four significant factors relate to the effectiveness of expatriates. Then formulated into a model including personality traits (extroversion, agreeableness, conscientiousness, neuroticism, and openness to experience), competences/abilities (self-efficacy, communication ability, and culture flexibility), self-willingness (work factors and non-work factors), and previous overseas experience. After the process of data collection and analysis, we formulate our model to connected personal-related factors with job performance. Figure out how they connect to each other, in another word, the relationship of both sides.

Almost all the factors (except extroversion and culture flexibility) have influence on task performance more or less, because it is the basic of the company’s development. Task performance is the first approach to measure whether the company develops well or not. Agreeableness sometimes cause business fail for its ambiguous attitude. Neuroticism is not popular in everywhere, as expatriate manager should both control his emotion and his
subordinates’ and customers’. Family and age issue prohibit the will of expatriate to work abroad for the problem of children’s education and spouse’s job relocation. Afterward conscientiousness makes them trustable for their ability to solve the tough problems. While openness to experience’s bright side is making managers willing to take challenges, however, the dark side is they may be tend to make wrong decision. Furthermore, self-efficacy makes manager to take challenges and new ideas easier, have more passion to their work and goal-oriented which provide the company to company to explore new area and get more chance to develop. Some work factors (e.g. interesting, financial support) inspire manager to take overseas job while some of them (role novelty and conflict) are the problem that manager should overcome. Finally, previous working experience helps manager charge emergency flexible and daily work skillfully.

Talking about contextual performance, firstly, working is like task performance in some extent, both of them are concerning the benefit of the company. So manager’s perform in work will affect the outcome or revenue of the company. During work self-efficacy, self-willingness and previous experience all have significant impact. Self-efficacy make people behavior serious to their work with high self-disciplined. Work factors make people willing to take more responsibility for their job while non-work factors reduce their desire to dedicate. Previous working experiences absolutely strengthen the efficiency of job. Secondly, interpersonal relationship is not directly influence the outcome of the organization; however, it is also important to know that it is related to the morale and work environment. An organization cannot develop persistently without a harmonious work place and environment. An extroversive person is easy to be accepted by others than introversive person. So that he can build good relationship with his employees and subordinates, harmonious atmosphere is good for employees’ work emotion that to achieve a better outcome of the company. In interpersonal relationship, an agreeableness person is popular since he is mercy to his colleagues. Manager should being a good example for his subordinates so, self-efficacy helps people to act professionally and kind to others. For expatriates, having a good relationship with local people is the first step of doing business and so culture flexibility help manager more easier to involve in to the local situation. Experience sometimes is useful when deal with human relationship. Because it is a complex phenomenon and it need experience to treat different kind of people in different ways.

Finally, for organization internal harmony is also important for its long run development, a company with health organization culture has more possibility to stand longer in the cut-throat competition. Manager’s conscientiousness inspires the subordinates a lot according to our research. Also people with high self-efficacy also show their loyalty to the job and always put company’s benefit at the first place.
7. Limitations and issues for future research

While this research contributes to the research of personal-related factors influencing on job performance on international staffing, and provides a reference for human resource department when selecting managers for international assignments. Besides these, this research also helps expatriate managers to reflect themselves and improve their job performance according to the model.

Still, we acknowledge that it has limitations. First, our findings reflect responses of only four candidates in different companies. Second, although we took care of asking questions about actual practices and job performance rather than attempting to get opinions about our topics, responses might be individually biased. Future research should take deep case study in some companies or organizations, which could investigate a range of employees from header quarters to local operators. And also can dig into the companies’ documents as secondary data. Third, as the candidates have provided the preliminary data, our research can be complemented by a large-scale of quantitative research data to verify the model.

Fourth, the choice of our candidates is in different positions of administration and supervision authorities; however, it didn’t cover all the range of department. The future research can focus on other departments within the company to investigate the difference between different departments’ managers affected by these factors.

Fifth, since we didn’t consider the country and religion aspects during our research. Future research can pick different countries to compare, or they can put stress on a special country to investigate their particular phenomenon.

Nonetheless, we believe that our data source provides useful starting position of reflecting on which personal-related factors are influencing on the job performance of expatriate managers.
8. Reference List

8.1 Article list


**8.2 Book list**


Appendix

Interview Guide

Instrument

• The purpose of our research is to find out which personal-related factors (personality traits, competences/skills, self-willingness and previous experience) are influencing on the task performance and the contextual performance of expatriate managers?

• Your answers will stay anonymous in this study.

• If you have any questions or confusion about the questions and the definition of the words, don’t be hesitating to contact us.

Background

1. Gender:
2. Age:
3. What is your title on your company and its responsibility (when you take overseas assignment)?
4. How long have you been working overseas?
5. What’s your duties/responsibility/content for your work?

Task performance

1. Have you performed your duties well like finishing tasks in time?
2. Within these five personality traits (Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience), which do you think is/are helpful or influencing a lot to the process and result of your task performance?

3. Within self-efficacy, communication skill and culture flexibility, which competence/skill do you think is/are helpful or influencing a lot to the process and result of your task performance?

4. Between the self-willingness of work and non-work factors, which do you think is/are helpful or influencing a lot to the process and result of your task performance?

5. Do you think previous experience is helpful or influencing a lot to the process and result of your task performance?

Contextual performance
1. How’s your contextual performance within the company? Have you accomplished these activities of contextual performance?
   - Persisting with enthusiasm and extra effort as necessary to complete own task activities successfully
   - Volunteering to carry out task activities that are not formally part of own job
   - Job dedication
   - Helping and cooperating with others
   - Interpersonal facilitation
   - Following organizational rules and procedures
   - Endorsing, supporting, and defending organizational objectives

2. Within these five personality traits (Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience), which do you think is/are helpful or influencing a lot to the process and result of your contextual performance?

3. Within self-efficacy, communication skill and culture flexibility, which competence/skill do you think is/are helpful or influencing a lot to the process and result of your contextual performance?

4. Between the self-willingness of work and non-work factors, which do you think is/are helpful or influencing a lot to the process and result of your contextual performance?

5. Do you think previous experience is helpful or influencing a lot to the process and result of your contextual performance?