

人文變數與外派績效關係之探討 - 以外派大陸台商為例

劉莉玲*

<<摘要>>

本研究主要調查 536 位台商外派大陸人員，探討人文變數對外派人員適應性的影響，以及外派適應性與外派績效關係受性別、年資和教育程度之干擾效果。結果發現當控制其他人文變數時，職位高低會正向影響外派人員適應性。同時，性別、教育程度與年資亦發現會干擾外派適應性與外派績效間的關係。此結果可利用傳統台灣或中國的文化觀念來解釋，台商外派大陸人員的行為之所以不同於西方外派人員，主要來自東西方強調個人至上與人脈關係的建立的差異。從研究結果，我們建議實務上，如果外派工作性質屬於溝通協調趨向的任務，則以資高階資深高學歷女性人員較適宜；屬於技術層面的執行，則以高階高學歷資深男性員工較為恰當。

關鍵詞：台灣，大陸，人文變數，外派適應性，外派績效

*劉莉玲 文化大學企管系兼任助理教授



Relation of employee demography and expatriate performance for Taiwanese expatriate to Mainland China

Liu Li-Ling

Abstract

This study investigates the main effect of demographic variables on expatriate adjustment and the moderating effect of gender, tenure and education. The relationship between expatriate adjustment and expatriate performance was based on a survey of 536 Taiwan expatriates to Mainland China. We found that position positively influenced expatriates' adjustment. And gender, tenure and education were found to moderate the relationship between expatriate adjustment and expatriate performance. The results demonstrated that, under the influence of traditional Taiwan or Chinese culture, Taiwan expatriates behave differently from their western counterparts. These differences were explained in terms of cultural variables, particularly personalism and *guanxi* (personal relationship network). From the result, we suggest if the job characteristics of expatriate assign are communication and coordination oriented, the high position, high education, senior female expatriate is better, but the characteristics belong to technique oriented, we suggested that high position, high education, senior male expatriate is available in the practice.

Keywords: Taiwan, China, demography, expatriate adjustment, expatriate performance

* Liu Li-Ling, Assistant Professor, Institute of Business Administration, Chinese Culture University



Introduction

The integration of the markets and the phenomenal growth of multinational business activity, joint ventures have become a major form of foreign investment. Companies invested abroad need to manage, control, coordinate and integrate the operations of their foreign partners with that of the parent company. For the goals, parent companies often send expatriate employees to affiliates as corporate representatives and ambassadors.

Selecting the right people for overseas operations is a difficult task. Such positions require more and different skills than the domestic ones. The right person needs to be equipped with knowledge of the company's corporate culture/philosophy and home-country business practices as well as an understanding of the host-country practices and customs. Working in a foreign environment with different political, cultural and economic conditions, expatriates are confronted with both job-related and personal adjustment problems (Birdseye and Hill, 1995). If ignored, these adjustment problems result in stress inside and outside of an expatriate's professional life and lead to intentions to leave prematurely or actual turnover (Naumann, 1992).

Expatriate adjustment has been as most important variable in the study of expatriate management and employee behavior in the last three decades (Aycan & Kanungo, 1997; Forster, 1997). Forster (1997) highlighted that several results of poor expatriate adjustment, including poor performance, psychological stress, the negative effects on the expatriates' families, and repatriate have failed expatriate assignments. Therefore, expatriate adjustment and expatriate performance are important employee attitude and outcome in maintaining a productive workforce.

In expatriate adjustment study, the relationship between demographic



variables (age, tenure, education, health, nationality, and gender) and expatriate adjustment has been of interest to many researches (Andreason, 2003; Shaffer, et al., 1999; Shaffer & Harrison, 1998; Guy & Patton, 1996; Parker & McEVOY, 1993; Church, 1982; Adler, 1987). However, most studies on this topic have been conducted in western settings. There has been no empirical study using a Taiwan expatriate to Mainland China sample. Even though the main effect of expatriate adjustment on expatriate performance has been well researched in western settings, studies on the moderating effect of demographic variable on the relationship between expatriate adjustment and expatriate performance are limited. This study attempts to fill a gap by studying the main effects of demographic variables on expatriate adjustment, and the moderating effects of demographic variable on expatriate adjustment and expatriate performance in a Taiwan expatriate to Mainland China setting.

This research seeks to contribute to our understanding of the relation between expatriate adjustments with expatriate performance. At the first, we partially replicated previous research on the main effect of demographic variables to expatriate adjustment, and the second we examined the moderating effect of gender, tenure and education. The research questions are the following: In a Chinese setting, position will be positively correlated with expatriate adjustment? Will tenure moderate the relationship between expatriate adjustment and expatriate performance? Will gender moderate the relationship between expatriate adjustment and expatriate performance? Will education moderate the relationship between expatriate adjustment and expatriate performance? The paper examines these issues in the literature: develops a model to discuss the methodology and the findings; and finally draws out the implications of this research.



Demographic variables and expatriate adjustment in Chinese organizations

In the western Expatriate adjustment literature, some researchers have argued that employee demographic variables, such as age, tenure (Shaffer & Harrison, 1998), education (Guy & Patton, 1996; Parker & McEVOY, 1993; Church, 1982), and position in the organization hierarchy (Andreason, 2003; Shaffer, et al., 1999) are the antecedents of expatriate adjustment. However, these studies have generally used American samples, while Asian samples were rare.

Some researchers have found hierarchical level can influence the international adjustment (Andreason, 2003; Shaffer, et al., 1999). Shaffer et al. (1999) suggested that several significant interactions involving hierarchical level, for example, the increasingly important influence of role discretion emerged as expatriates held high-level positions in the firm. Thus, adjustment to the international assignment was better to the extent that job demands were matched by role discretion or control. And for middle level managers, the effect was positive, indicating that previous assignment experience enhanced work adjustment for these managers. For Senior-level managers, however, the opposite effect emerged (Shaffer et al., 1999). Andreason (2003) found previous international experience may be most necessary for lower and middle level managers rather than upper level managers and that fluency in the host country language may actually be more necessary for technical rather than managerial expatriates.

Although there are some similarities to Chinese cultures, such as collective orientation, there are also differences that suggest that the Andreason(2003) and Shaffer et al.(1999) findings would not be completely replicated with a Taiwan sample. To our knowledge, there has been no study of these variables in such a setting. Because of the influence of Chinese traditional culture, e.g. personalism (Redding, 1990) and quanxi (Tsui & Farh, 1989), we expected to find different



results (from those in western settings) for the relationship between employee demography and expatriate adjustment.

We also expect position to be positively associated with expatriate adjustment in Taiwan setting. This can be attributed to one of the key Chinese cultural characteristics of *quanxi*, which refers to the important role played by personal relationships in Chinese organizations. Individuals develop 'a network of personally defined reciprocal bonds' (Redding et al., 1993; 656) that allows them to function both in a business setting and in a larger societal context.

Research done on *quanxi* in Mainland China, and Taiwan has confirmed the importance of *quanxi* relationships in the employment setting (Chu & Ju, 1993; Xin & Pearce, 1996; Farh et al., 1998; Tsand, 1998; Xin et al., 1998). A study by Farh et al. (1998) of Chinese in Mainland China and Taiwan suggested that work outcomes such as trust, liking, favorable evaluation, frequency of communication, and preferential actions were most directly influenced by *quanxi*. Xin et al. (1998) also found that quality of leader-member exchange, and supervisor performance rating of subordinates were significantly related to *quanxi*. In addition, *quanxi* found to be used as a substitute for more formal institutional forms of protection in doing business in China and Taiwan. Studies of Chinese organizations in Taiwan (Peng, 1989; Kao, 1990) have found that personal trust is a major consideration in hiring, especially for higher-level positions. It is normally only those who have good *quanxi* with or who are loyal to the top boss who is promoted to higher position (Cheng, 1995a, 1995b). In other words, employees with higher positions may have better *quanxi* with the boss. Good *quanxi* implies that employees should be loyal to the boss who is regarded as the representative and symbol of the company.

However, age may be associated with expatriate as a result of the same dynamic. Because *quanxi* often operates through a network of connections, it is possible that a young person or a relatively new hire could have a closer



relationship and motivation with the host nations than an older employee or one with longer tenure. In Chinese societies, hiring decisions are often made on the basis of the new hire being a close friend or family member of someone with whom the boss has *quanxi* or would like to have *quanxi*. This is because *quanxi* plays a very important role in employment in the Taiwan (Bian, 1994). Since expatriate adjustment is expected to result if the employee has a positive relationship or *quanxi* with the boss, an employee who is older or who has worked in the organization for a longer time, et does not have *quanxi* with the boss may not be able to earn the trust of the boss and therefore may not have enough motivation and have no better performance. Thus, we expect that age will not be associated with expatriate adjustment.

Hypothesis 1: In a Chinese setting, position will be positively correlated with expatriate adjustment.

Moderating effects of demographic variables on the link between expatriate adjustment and expatriate performance

In the past, there have been studies of the moderating effect of other variable moderating variables on the relationships of expatriate adjustment and expatriate performance (Kraimer, et al., 2001). However, a limited number of studies have been conducted on the moderating effect of demographic variables on the relationship (Shaffer & Harrison, 1998).

Such studies can be useful as expatriate employees may behave differently because of differences in their demographic characteristics. Shaffer & Harrison (1998) examined the relationship between tenure, gender, age, and education with expatriate international adjustment. Parker & McEVOY (1993) found that gender and age variables weren't associated with expatriate work adjustment, general adjustment, and interaction adjustment, but nationality variable was positively with



general adjustment. Adler (1987) indicated that North American men perceive foreigners (Asians) as preferring to work. Research suggests that in Asia and elsewhere-local nationals increasingly view women working abroad in their work roles rather than in gender roles. Whereas, the precursors of interaction adjustment with host country nations appear to be present to a greater extent in women than in men, and then influence the expatriate outcomes. Church (1982) found that sojourners who are younger, single, and male adapt better than older, married, female sojourners, although company-controlled factors may moderate these effects. Uhes & Shybut (1971) suggested and found the results of final selection board rating at end of training, women had more predictable on POI scales than men. That is, women have best overall all predictor of inner-directedness than men, and women will have more time-competence and existentiality predictors than men. Dicken (1969) found that women have high composite field performance rating scales than men, including dominance, psychological-mindedness, social responsibility, social participation and tolerance scales.

In our study, we consider how gender and tenure moderates the relationship between expatriate adjustment and expatriate performance in Taiwan expatriate to Mainland China. This was a relatively unexplored area, both with the use of demographics as moderators and with the use of a Taiwan sample; the foundation on which we base out hypotheses is limited.

We expected to find that gender moderates the relationship between expatriate adjustment and expatriate performance. Expatriate adjustment has more impact on male expatriates' performance than on female expatriates' performance. In China or Taiwan labor market, as in the United States, women may have more reasons for interrupt the work present than men do. In traditional Chinese society, the roles of men and women were clearly differentiated, and the role of women was subordinate to that of men. The current Chinese and Taiwan Government emphasized the standing of men and women, and, since this government has come to power, some



improvements in the treatment of women have been documented. As economic reforms have been introduced to China and Taiwan, however, there has been some return to traditional gender role orientation, and at no time in the recent history of China did women enjoy absolute equality with men (Walder, 1991; Stockman, 1994; Summerfield, 1994; Meng & Hiller, 1995; Riley, 1996).

The female's labor force participation rate in Taiwan has increased from 39.2% in 1980 to 45.6% in 1998. Among female workers, married females have assumed major proportion of the increase in labor force participation rate rises from 33.2% in 1980 to 46.5% in 1998 in Taiwan (National Bureau of Statistics, PRC, 1989, 1999). When Taiwan was basically an agricultural society, females didn't take any employment or worked as non-paid family members. Through the 1960s to 1970s, with the establishment of export-processing zones, the much employment opportunities provided many females to take or continue their employment. After 1980s, with the capital and technology intensive economy, the demand for female workers maintains its strength participate in the labor force, particularly the computer products related industries. In spite of the macro-economic context, personal and familial economic need has always been documented to be an important incentive for married females' labor force participation (Yi, 1994). For females with financial pressures at home, to continue working is certainly a necessary strategy (Waite, 1976, 1980). Therefore, female employment in Taiwan is most likely a product of or a compromise between the traditional value and family's economic consideration. And Cheng (2000) much emphasized that Taiwanese women streamed into the labor market as a result of industrialization rather than war's.

Hypothesis 2: Tenure will moderate the relationship between expatriate adjustment and expatriate performance. For junior or senior expatriate has higher motivation and commitment to overcome the cross-culture difficult, and adapt the host environment to have the high level of



expatriate adjustment and performance.

Hypothesis 3: Gender will moderate the relationship between expatriate adjustment and expatriate performance. For male expatriates, work adjustment will have a stronger positive impact on expatriate Work performance than for female expatriates. And female expatriates; interaction adjustment will have a stronger positive impact on expatriate contextual and specific performance.

In the US, education has been shown to have a positive relationship with expatriate adjustment (Shaffer & Harrison, 1998; Guy, 1996; Parker, 1993; Church, 1982). Those results indicated that both home and host-country managers frequently rate technical competence in assigned work as the most important selection criterion for sending workers abroad (Miller, 1973; Zeira & Banai, 1985). Thus, selection research finds that organizations typically expatriate employees who are exceptionally well qualified technically for their assigned work (Adler, 1987; Hay, 1974). It should be noted that work preparation could include more than technical competence alone. It may, for instance, include development of interpersonal and relational skills (Mendenhall & Oddou, 1985) as well as host language fluency (Hays, 1974; Zeira & Banai, 1985).

Therefore, the educated employee, with greater competence and social connections with influential members of the employing organization, may have more opportunities for promotion by remaining in the organization if they are loyal to the organization (Cheng, 1995a, 1995b). Moreover, people with less education are likely to have fewer job alternatives, especially in China or Taiwan where there is an abundance of unskilled labor. Overall, then, this literature suggests the likelihood of a link for the relationship with education, work adjustment abroad and expatriate performance.

Hypothesis 4: Education will moderate the relationship between expatriate



adjustment and expatriate performance. For employees with more education, expatriate adjustment will have a stronger positive impact on expatriate performance than for employees with less education.

Method

Sample

The sample consisted of 536 expatriates employees/managers from Taiwan firms to Mainland China. The companies represented two main industry groups, manufacturing and service. The companies in manufacturing group included manufacturers of clothing, high-tech, textiles, etc. The companies in the service group included trade, marketing research, advertisement, etc. The bachelor and master represent different level of education in the organization. The other characteristics of the Taiwan expatriates to Mainland China group are shown in Table 1. Most of samples were male, older (more than 40 years old), long tenure (more than 10 years), bachelors.

Table 1 demographic profile of the sample

Demographic	Sample
Gender	
Male	380(70.9%)
Female	156(29.1%)
Mean age (years)	42(2.27)
Mean tenure (years)	11(2.75)
Education level	
Bachelor	418(77.7%)
Master	100(18.6%)
Phd	20(3.7%)



Position level

First-line supervisors	279(51.9%)
Middle managers	219(40.7%)
Top managers	40(7.4%)

Notes: There are 536 expatriates in the sample. Standard deviations are reported in parentheses for mean values of measures. Except for the means and percentages in parentheses, values reported are Ns. Not all respondents completed every survey question, thus totals may vary.

Procedure

The respondents were asked to fill out a questionnaire on expatriate adjustment, expatriate performance, and various demographic variables. To ensure confidentiality, subjects were instructed to mail the completed questionnaires in envelopes provided and to return them to the managers of the human resource departments in their own companies or the researchers.

In total, 1200 questionnaires were distributed, and 536 questionnaires were returned, representing a response rate of 44.6%. A total of 664 questionnaires remained after deleting incomplete questionnaires.

Measures

Expatriate adjustment

Expatriates completed Black and Stephen's (1989) 14-item scale to assess adjustment to work, general environment, and interactions with host-country citizens. Expatriates indicated how well adjusted they were on a scale from 1 = very unadjusted to 5 = very adjusted. A confirmatory factor analysis found the 3-factor model to have acceptable fit (GFI = .91; AGFI = .90; CFI = .96) and was superior to a 1-factor model and all possible 2-factor models. Thus, within each



dimension, item responses were averaged to form a scale score ($\alpha = .80, .84, .85$ for work, general, & interaction adjustment, respectively).

Expatriate performance

The expatriates using a 16-item scale designed specifically for this study rated Job performance. The items were developed based on the results of 30 interviews conducted with former expatriates prior to beginning this study as well as research by Caligiuri (1997), Feldman and Thomas (1992), Gregersen and Black (1992) and Caligiuri Day (2000). The sixteen items developed were intended to measure task performance and expatriate contextual performance. Expatriates were asked to rate the expatriates' performance on each item, using a 5-point scale from 1 = very poor to 5 = outstanding. The items were subjected to a principal components analysis using varimax rotation with results indicating two distinct factors with eigenvalues greater than one. Component one had an eigenvalue of 3.42 that explained 55% of the variance and included high factor loadings for the items "meeting job objectives," "technical competence," and "overall job performance." This component measures task performance. Component two had an eigenvalue of 1.15 that explained 21% of the variance and included high factor loadings for the items "adapting to the foreign facility's business customs and norms", "establishing relationships with key host-country business contacts," and "interacting with coworkers." This component measures performance criteria related to expatriate contextual performance. All items had factor loadings greater than .77 on their intended factors and had no cross-loadings greater than .40. Expatriate assignment-specific performance items included transferring information and language and cultural proficiency. Thus, within each dimension, item responses were averaged to form a scale score ($\alpha = .77, .80, .85$ for contextual, specific, task expatriate performance, respectively).

Subordinate demographics



Five demographic attributes were measured and used as control variable in the regression analysis. Age, organization tenure were measured by number of years. Gender was coded with 1 designating men and 0 designating women. Education was coded with 1 for bachelor degree, 2 for master of education level, and 3 for PhDs. of education level for expatriates. Position was coded with 1 for first-line supervisors, 2 for middle managers and 3 for top managers.

Data analysis

For Hypothesis 1, the relationship between demographic variables (position) and expatriate adjustment was tested by intercorrelational analysis and regression. Age, education, and gender were in the analysis as control variables. For Hypothesis 2, 3, 4, the moderating effects of demographic variables on the relationship between expatriate adjustment and expatriate performance were tested using a three-step hierarchical regression model. In the first step, three control variables (age, and position) were entered; in the second step, education, gender, tenure and expatriate adjustment were entered (main effects); and the interaction terms of Gender x Expatriate Adjustment, Tenure x Expatriate Adjustment, Education x Expatriate Adjustment was entered in the third step.

The moderating effect was tested by examining the change in R^2 attributable to the interaction term and the significance of betas for each term (Perry et al., 1996; Gison, 1999). Since a specific pattern of interaction was hypothesized in testing moderator effects, one-tailed tests were used in significance testing.

Results

Main effects

The intercorrelations of all variables are reported in Table 2. There are



significant positive correlations of expatriate adjustment with education ($\gamma = .275$, $p < .05$) and position ($\gamma = .810$, $p < .05$) while age is not significantly correlated with expatriate adjustment. And there is significant negative correlations of expatriate adjustment with gender ($\gamma = .088$, $p < .05$). Table 3 reports the results of regression analysis of position on expatriate adjustment controlling for gender, education, age and tenure. The results show that position is positively correlated with expatriate adjustment ($\beta = .793$, $p < .05$), while all other demographic variables, including age, is not correlated with expatriate adjustment. Thus, Hypothesis 1 is supported.

Moderating effects

Table 4 shows that, in the third step of the model, adding the three interaction terms containing the proposed moderators resulted in a .078 increase in R^2 , indicating the presence of significant interaction. The interaction of tenure and expatriate adjustment was a significant predictor of expatriate performance ($\beta = 2.899$, $p < .05$), the positive sign of the beta coefficient indicates that the relationship between expatriate adjustment and expatriate performance was stronger for senior employees than for junior employees.



Tables 2: Means, standard deviations, reliability, and intercorrelations of demographic variables, expatriate adjustment, and expatriate performance (N=536)

Variables	Mean	SD	1	2	3	4	5	6	7
1.Age	36.3	7.49	1						
2.Gender	.71	.45	.276**	1					
3.Education	1.07	.25	-.094	-.222**	1				
4.Position	1.87	.73	.087*	.113**	.270**	1			
5.Tenure	4.67	4.95	.634**	.224**	.092*	.009	1		
6.Expatriate Adjustment	46.01	4.56	.066	-.088*	.275**	.810**	.049	1	
7.Expatriate Performance	73.94	5.75	.084	-.182*	.013	.136*	.046	.201*	1

*p<.05, **p<.01

Table3 Regression analysis of main effect of position on expatriate adjustment, controlling for demographic variables

Variable	Expatriate Adjustment β
Gender	.103*
Education	.320**
Age	.057
Tenure	.103*
Unique R ²	.103*
Position(H1)	.793**
Unique R ²	.661**
ΔR^2	.558

*P<.05



Moderating effects

Table 4 Moderated regression analysis of gender with general adjustment on expatriate performance

Independent variable	Expatriate performance		
	β	R^2	ΔR^2
Step 1		.02*	
Age	.129*		
Position	.073		
Step 2		.087*	.067*
Education	.018		
Gender	.182*		
Tenure	.203*		
Expatriate Adjustment	.288*		
Step 3		.165**	.078**
Education x Expatriate Adjustment (H3)	3.897**		
Gender x Expatriate Adjustment (H2)	2.149**		
Tenure x Expatriate Adjustment (H4)	2.899**		

Note: N =356; *p<.05

Thus Hypothesis 2 was supported. The interaction of gender and expatriate adjustment was a significant predictor of expatriate performance ($\beta=2.149$, $p<.05$), the positive sign of the beta coefficient indicates that the relationship between expatriate adjustment and expatriate performance was stronger for male employees than for female employees. Thus Hypothesis 3 was supported. And the interaction of education and expatriate adjustment was a significant predictor of expatriate performance ($\beta=3.897$, $p<.05$), the positive sign of the beta coefficient indicates that the relationship between expatriate adjustment and expatriate performance was stronger for high-level education employees than for low-level education employees. Thus Hypothesis 4 was supported.

Discussion

This study has made a contribution through exploring the effects of demographic variables on expatriate adjustment and their moderating effects on the expatriate adjustment – expatriate performance relationship in Taiwanese expatriate to Mainland China. The results provide initial evidence that some relationships between demographic variables and expatriate adjustment in Taiwan expatriate are



not consistent with those found with US samples. We believe that these differences can be attributed to cultural factors, in particular personalism and quanxi.

The results indicate that there was a main effect of position on expatriate adjustment such that those with higher positions had higher expatriate adjustment. There was no correlation of age with expatriate adjustment. The finding of a main effect of position is consistent with previous finding in the US (Andreason, 2003; Shaffer, et al., 1999). Andreason 2003) and Shaffer et al. (1999) suggested explanation for this relationship was that several significant interactions involving hierarchical level, for example, the increasingly important influence of role discretion emerged as expatriates held high-level positions in the firm. Thus, adjustment to the international assignment was better to the extent that job demands were matched by role discretion or control. And for middle level managers, the effect was positive, indicating that previous assignment experience enhanced work adjustment for these managers. For Senior-level managers, however, the opposite effect emerged.

Although the results are similar, we believe that the underlying dynamic in the Chinese cultural situation is different. For the Chinese sample, since higher position often results when an employee has good quanxi with the boss, the quanxi relationship may create a stabilizing effect and serve to increase the commitment and motivation to the organization that the boss represents. Although the commitment is expressed to the organization, it may in fact represent more of a motivation to the person.

We think the lack of relationship between expatriate adjustment and age also is due to the effect of the quanxi relationship. Since this demographic factor is not related to the building of a quanxi relationship, they also were not directly related to expatriate adjustment. An example from one of the interviews conducted by Xin and Pearce (1996) illustrates how age could be totally irrelevant to the establishment of



quanxi. The general manager of a private computer company hired someone as his administrative assistant because that person's father had good connections, including the head auditor of the government-auditing bureau.

Our other three Hypotheses were concerned with the moderating effects of demographics on the expatriate adjustment – expatriate performance relationship. We found that the expatriate adjustment – expatriate performance relationship was stronger for senior employees than for junior ones. The finding of tenure is consistent with previous finding in the US (Wasson, 1997; Shaffer & Harrison, 1998). Wasson (1997) explained organization commitment was significantly correlated with tenure. With very junior or very senior staff having the highest level of commitment, for junior staff might be due to an high ambition to “make a mark” early on in their career, whereas for senior staff commitment might be precursor of reaching such a tenure rather than an outcome as such.

And we found that the expatriate adjustment – expatriate performance relationship was stronger for men than for female. The similar findings for gender in both studies seem to be attributable to the same dynamic. In both Taiwan and US, men may have more non-job-related reasons for expatriate outcomes than do women. Further studies could examine the underlying causes for the differences between men and women directly. For example, it would be interesting to explore the reasons leading to the different between expatriate adjustment and expatriate performance for both men and women in Taiwan, China and what causes them to actually work outcomes.

The interaction of expatriate adjustment and education achieved marginal significance ($p < .10$) in the predicted direction. This was after controlling for three demographic variables the two main effects. Thus, the differential effect of expatriate adjustment on expatriate performance for people with different education levels is clear at this point. Since the sample for this study came from Shaffer &



Harrison (1998), Guy (1996), Parker (1993), and Church (1982). Those results indicated that both home and host-country managers frequently rate technical competence in assigned work as the most important selection criterion for sending workers abroad (Miller, 1973; Zeira & Banai, 1985). Thus, organizations typically expatriate employees who are exceptionally well qualified technically for their assigned work (Adler, 1987; Hay, 1974). It should be noted that work preparation could include more than technical competence alone. It may, for instance, include development of interpersonal and relational skills (Mendenhall & Oddou, 1985) as well as host language fluency (Hays, 1974; Zeira & Banai, 1985). Therefore, the education level is important for expatriate to qualify the new general life environment, work place, and interaction relationship.

In the practice, if the job characteristics of expatriate assign are communication and coordination oriented, we suggest that high-level education or senior female expatriate is better, but the characteristics belong to technique oriented, we suggested that junior or senior male expatriate is available.

Research Limitation & Suggestions for Further Study

One limitation of the current study is that we did not include time in the expatriate assignment as a control variable in our study. Thus, we could not directly compare out results with those of this variable. We also have limited the study to another expatriate country, if samples were drawn from a wider range of locations, we can compare the expatriate relationship between adjustment and performance. If samples were drawn from a wider range of educational backgrounds, it is possible that the effects we have found here could be even more pronounced.

To conclude, this study represents an active attempt to investigate a less studies topic, the moderating effects of expatriate demography on expatriate



adjustment and expatriate performance, in a less studied society (Taiwan). Although no single study can provide conclusive evidence on all issues examined here, the results obtained are encouraging and suggest some interesting topics for future research. Especially from the view of cross-cultural research, our study demonstrates that under the influence of traditional Taiwan or Chinese culture, Taiwan expatriates behave differently from their western counterparts. This is worthy of further study. Practically, our study suggests that managers may predict expatriate performance based on information about the expatriate adjustment and demography effect.



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