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Relationship among Personality, Transformational Leadership, Perceived Organizational Support, Expatriate Adjustment, and Expatriate Performance

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RELATIONSHIP AMONG PERSONALITY, TRANSFORMATIONAL LEADERSHIP, PERCEIVED ORGANIZATIONAL SUPPORT, EXPATRIATE ADJUSTMENT, AND EXPATRIATE PERFORMANCE

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Abstract. The cultural adaptation problems are the negative impact that the expatriates may found on their performance and it may, in turn, lead to the cross international boundaries career failure since it is found to generate more intentional turnover. The particular issue on how the expatriates adjust into cross-cultural environments for job performing has gained more interests. Measuring the expatriates' job performance will offer the organization not only the immediate feedback on the possible assignment success or failure, but also the enhancement of the further training development and the method's selection in order to steer away from the future repetitive mistakes. There are so many aspects to incorporate for the understanding, measuring, and nurturing of a possible competitive advantage where the crucial part is the criteria of measurement. The researcher of this study thus has interests in the variances of personality, transformational leadership, and perceived organizational support in the expatriates' employees' adaptation and performance in the International Schools Association of Thailand. This is to check on the relationship of personality, transformational leadership, and perceived organizational support as the studied variances in the expatriates' employees' performance. This study aims to explore the relationship among personality, transformational leadership, perceived organizational support, expatriate adjustment, and expatriate performance. The researcher used surveys as the method for data collection with 400 employees from 113 schools under International Schools Association of Thailand as the subjects. The confirmatory factor analysis and the structural equation modeling are applied for the analysis with the statistical significance level of 0.05. It is indicated from the finding that the openness, extraversion, transformational leadership, and perceived organizational support show the positive relationship with the adjustment of expatriates. Extraversion, perceived organizational support, and expatriate adjustment are presented by the positive relationship with task performance whereas there is a positive relationship of openness and expatriate adjustment with the contextual performance. This research could enhance the expatriate adjustment factors and management understanding in a company and other companies as well, and it is not only important for the issue of human resource, but also is one for the competition in international market.

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INTRODUCTION

The expatriate performance concept is a function of direct skills, knowledge, abilities, and motivation toward the role-prescribed behavior for instance, the formal job responsibilities (Campbell, 1999) or this can be just the actions or behavior related to the organization goals which is so called as an individual's job performance (Campbell, McCloy, Oppler, & Sager, 1993; Naylor, Pritchard, & Ilgen, 1980). It is indicated from the theory of job performance that it is a multidimensional construct having an element with task dimensions and contextual dimension (discretionary considered sometimes and usually referred to as "extra role") (Borman & Motowidlo, 1993). The argument is, however, placed by the scholars in the literature related to the expatriate management that it is not only expected for the expatriates to perform their task in contextual performance dimensions but also for them to accomplish on particular task assignment (e.g., knowledge and technology

transferring). Caligiuri (1997) and Caligiuri (2000a) in response to this need proposed the third expatriate job performance dimension, the specific performance dimension of expatriate assignment which has started to gain attention in the literature of expatriate management.

The expatriates' study is not similar to the common or domestic employees since in particular, expatriates are the crucial personnel to venture out for the international assignments, and they normally face the unique set of challenges unlike the domestic context prevalent. In this area, we must continue to evolve in the research since the crucial role of expatriates keeps going with higher changes in globalization. The unique challenges are faced by the expatriates including adjusting with the new language, culture, people, and environment. The problem of cultural adaptation may be experienced by the expatriates, and it could have negative impact on their performance and

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lead to the unsuccessful international careers. It is found to increase their intention of turnover. Specifically, the cross-cultural environment's adjustment issues among expatriates in job performance have gained more interests.

The common failure reasons of expatriate assignments are the "culture shock, isolation, differences of work-related norms, homesickness, and differences in language, customs, housing, schooling, food, cuisine, transportation, health care, gender roles, costs of living, and new friends." More underlying organizational factors will influence the success of the assignment. In the criteria selection, training, organizational support, the typical factor, and poor compensation packages are not sufficient. The experiencing of new problems by expatriates may come from the ongoing attempt to comprehend and speak the foreign language. At this stage, the normal symptoms are hostility and frustration towards the people in the host nation. The adjustment stage is started when an individual progressively adjusts to the new norms and values of the host country and can appropriately act in the new culture. Finally, they go to the mastery stage as individual can effectively function to the new culture.

Expatriates' job performance measurement does not allow for the organization to give the immediate feedback on potential success or failure of the assignment only, but also it helps in the further training and selection methods development to avoid the recurring mistakes in the future. To understand, nurture, and measure the possible competitive advantage in the relevant aspects of measurement criteria is the crucial part. In focusing on expatriates, we should recognize the goal that they want to achieve. It is for the organization to be aware of the strengths and weaknesses for human resources adjustment accordingly. After knowing the common failure among expatriates, it is stated by Rose, Ramulu, Uli and Kumer (2010) and Dickman and Harris (2005) that the international assignments' effectiveness has raised with the crucial source of competitive advantage. During the intense competition time than ever before, the organization should seek out and explore for every competitive advantage. The importance and need of expatriates plus the significantly positive and negative effects on success and failure can bring forth for the reason that any organization can track and measure individual performance during their assignment.

LITERATURE REVIEW

Expatriate Performance

The concept of expatriate performance means the functions in direct knowledge, abilities, skills, and role-prescribed behavioral motivation such as the formal job responsibilities (Camp-

bell, 1999). Moreover, the behavior and actions solely related to the organization goals are considered as the job performance of individual (Campbell et al. 1993). It is indicated from the theory of job performance about the multidimensional job performance construct that consists of task dimension (normally the production deadline-driven that is so called as "in-role" for sometimes and contextual dimension which can be considered as discretionary and normally so called "extra role") (Borman & Motowidlo, 1993). However, the expatriate management scholars' literature has presented the argument that the expectations are only on the task completion by the expatriates in the contextual performance dimensions, but also on the certain or particular assignment completion (e.g., transferring knowledge and technologies). In response to the need, Caligiuri (1997) and Caligiuri (2000a) proposed about the third expatriate job performance dimension in which it is the specific assignment dimension performed by expatriate, and this becomes so popular among the expatriate management literature.

The definition of expatriate job performance lately has been subjected to the theoretical development (Caligiuri, 1997; Gregersen, Hite, & Black, 1996). But various researchers have argued that still, it required for the effective dimensional performance beyond the task performance in expatriate assignments. According to Borman and Motowidlo (1993), Caligiuri (1997) developed theoretical taxonomy; expatriate success could highlight the need for either managerial or technical performance examination in the specific contextual performance for expatriate. The contextual performance types are included; the remaining on good working relationships with staff and good relationship forming with the host countries. The aspects of expatriate specific and managerial contextual performance are mixed and referred to in this study as the expatriate contextual performance which is the effective level of the expatriates' international job performance aspects beyond the task-specific duties (Borman & Motowidlo, 1993). In consistence with Caligiuri's (1997) taxonomy, both expatriate contextual and task performance are examined as the outcomes from expatriate adjustment.

Expatriate Adjustment

Plenty of researches on international assignments focus on the adaptation of the expatriates and their families when moving into the new environment. It might be the newest aspect of international assignments where the focusing of adjustment could be natural because this international experience aspect is quite outstanding in the expatriation-related literature without the other outcomes' consideration. It is pervasive to focus on the adjustment where in some empirical studies, it is substi-

tuted to the large variables range of the outcomes and the nature of investigation phenomenon is effectively shifted (Thomas, 1998). The strong relationship between the adjustment and positive performance is normally uncritically assumed, thus forming the law-like expatriate paradigm generalization (for example, Andreason, 2003). The most important thing for the expatriate seemed to be the adaptation with the cultures in other countries at a particular period. This referred to a self-equilibrium kind that individual shall keep in their psychological or physiological balancing (Torbiorn, 1982). The theoretical structure of cross-cultural adjustment suggested about the cultural conflict theory when a person has entered into another country in which it is not easy for them to adapt themselves at once to the new place (Gullahorn & Gullahorn, 1962; Oberg, 1960; Torbiorn, 1982). The psychological and physiological differences' pressure was reflected from the cultural shock. Uncertainty reduction could be determined by the cultural adjustment level with the host country (Weissman & Furnham, 2005).

Therefore, "expatriate adjustment" means a person's psychological comfort with several work aspects such as their supervisory and job responsibility (Black, 1988; Black & Stephens, 1989). More or less, the expatriates must adapt to the new work role from their previous assignment. The theory of work adjustment was emanated from Dawis and Lofquist (1984) and Nicholson (1984) in which they said adjusting to the new role is fundamental for the outcomes of the new role. In addition, it could be proper to conduct work adjustment isolated construct examination from other domains of adjustment. We considered adjustment as a part of the international adjustment theoretical framework as suggested by Black, Mendenhall, and Oddou (1991), differentiating the three in-country adjustment dimensions: (1) work adjustment, (2) host nationals interacting adjustment, and (3) general non-work environment adjustment. Sometimes, criticism is made against these three international adjustment construct dimensions which are not solidly grounded on the theoretical basis (cf., Huang, Chi, & Lawler, 2005). It gained support from a series of empirical studies on the US expatriates and their spouses (Black & Gregersen, 1990, 1991a, 1991b, 1991c). McEvoy and Parker (1995) additionally support the three expatriate adjustment dimensions as well. At recent, the meta-analytic large-scale business expatriates research has examined and confirmed this three-dimensional theoretical framework (Hechanova, Beehr, & Christiansen, 2003; Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005).

Personality (Extraversion, Openness)

Allport (1937) considered traits as the common personality dimension shared by people in the associate culture, society, and environment. Chamorro-Premuzic and Furnham (2007) describe the personality as the behavioral tendencies' measurement by aggregation is referred to as the typical performance. In defining of traits, McCrae and Costa Jr (2003) stated that "Traits are the basic tendencies that seem dangerous because it raises the patterns of consistent thoughts, feelings, and actions that seem consistent." The Hogan Personality Inventory creator, Hogan (2007) addressed that personality is contended with two surrounded personality construct meanings or assumptions. First, identity refers to the individual perception on what they like, dislike, need, want, and beliefs or disbeliefs which can shape their self-identity from the internal perspective. Second assumption is the concept of reputation which refers to the other perception of individual based on their historical background, observations, and predictive behaviors or actions to a particular extent of future behavior or performance. The author delineates five broad traits into five factor model; neuroticism, extraversion, agreeableness, openness, and conscientiousness to experience with the most differences encapsulated in individual personality. These traits are sometimes designated to be the original domain that is derived from the adjectives categorization which is commonly applied in individuals' explanation then to be verified and refined via the factor analysis; a statistical technique to identify the correlated dimensions. "Big Five" is used to represent the Traits' taxonomy as the personality psychologists have purposed for the individual's personality difference essence capturing. Though, with differences in personalities, the factors found in "Big Five" give us the useful typology or taxonomy for classification (Digman, 1990; Goldberg, 1992; Costa & McCrae, 1992; McCrae & John, 1992). These factors are confirmed as valid across time, context, and cultures; thus these can be universally applicable (Caligiuri, 2000b; Rust, 1999).

Transformational Leadership

Transformational leadership interests on the movement of followers according to the leader upon their immediate self-interests via the intellectual stimulation idealized influence (charisma), inspiration or individualized consideration. The level of maturity and ideals of the follower would be elevated from the concerns in regard of achievement, self-actualization, and the well-being of others, organization, and society. The idealized influence and inspirational leadership can be seen

from the vision of the leader on a desirable future and in an articulated way that it could be achieved and guided on the following with strong standard performance or to be presented with determination and confidence. It requires the followers to address on such leadership. Intellectual stimulation can be seen when the followers are assisted by the leader to become more creative and innovative. Individualized consideration can be observed in the interest of leaders over the need of development in their followers then to support and coach them on the development. The leader provides the growth opportunities through assignments.

Transformational leadership could be seen as a process that leaders take action with the aim to increase their followers' awareness on the crucial and correct things. This is the motivating process "beyond expectation" on the followers' performance and to encourage them to look beyond their self-interest for the organization and group sake. The transformational leaders, with their hard work, allow for the skills development of their followers via greater responsibility on their own decision (Den Harog, Van Muijen, & Koopman, 1997).

Many of researchers have confirmed that the average transformational leadership behavior is shown to be highly positive correlated to the subordinates' effectiveness, satisfaction, and extra efforts whereas transactional leadership was seen in general to have a positive connection with the performance outcomes. Laissez-faire consistently found the negative correlation at all measurements of outcome performance with the followers (see, for example, Kirkbride, 2006; Ingram, 1997; Medley & Larochelle, 1995; Bass & Avolio, 1997). Within the international project teams, Gundersen et al. (2012) found the positive correlation from the transformational leadership in regard of the employees' outcomes such as adjusting to their work, team performance, and job satisfaction. The transformational leader's behavior had been seen with the declining level of job stress among the employees (Podsakoff, MacKenzie, & Bommer, 1996); thus, there might be the potential impact from transformational leadership particularly related to the expatriate adjustment since the higher complexity in the international assignments. However, there are some arguments on the facilitation in the expatriate adjustment via transformational leadership over their job responsibilities, leaders, and colleagues.

Perceived Organizational Support

The organizational support theory mentioned the underlying psychological processes from POS consequences. First, it is based on the reciprocity norm where Perceived Organizational Support (POS) should form the obligation for organizational

welfare caring and to facilitate it to complete the objectives. Second, the POS connoted respect, approval, and caring should be capable of fulfilling the socio-emotional need that may lead to the incorporation of employees as the organization's member and their social identity from the status of role. Third, the employees' belief should be strengthening by POS from increasing performance from reward and organizational recognition (i.e., performance-reward expectancies). The process should give the favorable outcomes either from the organization itself (e.g., to increase the performance, decrease turnover, and affective commitment) or for the employees (e.g., to increase the positive emotion and job satisfaction).

The concept of POS stemmed from the organizational support theory (Eisenberger, Huntington, Hutchison, & Sown, 1986) where the evaluation of employee is explained via the extent of care and value from employer on their well-being and contributions (Rhoades, Eisenberger, & Armeli, 2001). This evaluation would be benefit for the employees not only for the determination to meet with the socio-emotional needs at work, but it is also the organization dispensation evaluation to give reward to additional efforts. Essentially, the human-like tendencies are ascribed from employees to the organizations where through this personification, the treatment as received would be interpreted from the organization as the organization's employee orientation indication.

POS represented for the whole employee assessment in concerning the organizational members that controlled over each person's rewards and resources (Eisenberger et al., 1986). Offering the resources and rewards could be interpreted as aid according to Kahn and Quinn (1976). Guzzo, Noonan, and Elron (1993, 1994) have firstly defined about the type of support as a number of resources and benefits that the organizations offer to expatriates for their perceptions on the organizational support. Another two social support types are the affirmation and effect that are captured in the definition of POS: the common beliefs to the extent that organization cares and values the well-being of employees. Thus, the possible sources of support are constituted by POS. Based on the theory of organizational support (Eisenberger et al., 1986), three forms of common perceived favorable treatment received by the organization (i.e., supervisor support, job conditions, fairness, and organizational rewards) could increase POS. To avoid the repetitiveness, we frequently omitted the use of perceived term after the discussion on perceptions related to the favorable treatment that leads to POS. Although the relationship between favorable treatment perception among employees and POS has been evaluated by most of the studies while not much of them assessed the relationship as reviewed in our personality and POS relationship

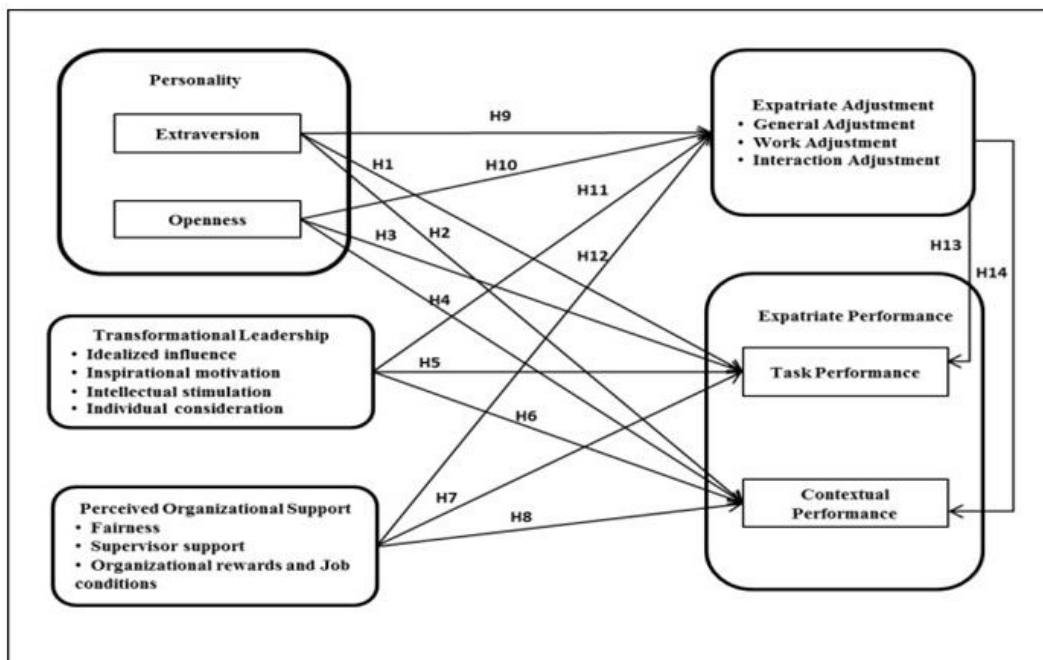
examination. In addition, demographic variables are considered since the third variable could explain about the relationships between POS and antecedents.

RESEARCH FRAMEWORK AND HYPOTHESES

The research’s conceptual framework is shown in Figure 1 where the overall concepts are integrated by the author using the literature review consistent with the person-context fit concept. By design, so-called goodness-of-fit models are taken together with the consideration on the individual and contextual variables. The underlying basic assumption of these models is the relationship between person variables (such as needs or values) and the outcome both from the individual and organization contingent upon many environmental features (such as job, culture, and organization). These models originated from Schaffer (1953) seminal work. He applied Murray (1938), the needs for goodness-of-fit model development by taking into account the different needs of person and job characteristics. The relationship between individual differences (e.g., needs or abilities) and the outcomes from both individual and organization is contingent upon job or organizational characteristics as a whole (Kristof, 1996). Thus, individual and contextual variables are considered in goodness-of-fit models at the same time then, the researcher sets for the following hypotheses:

- H1. There is a positive relationship between extraversion and task performance.
- H2. There is a positive relationship between extraversion and contextual performance.
- H3. There is a positive relationship between openness and task performance.
- H4. There is a positive relationship between openness and contextual performance.
- H5. There is a positive relationship between transformational leadership and task performance.
- H6. There is a positive relationship between transformational leadership and contextual performance.
- H7. There is a positive relationship between perceived organizational support and task performance.
- H8. There is a positive relationship between perceived organizational support and contextual performance.
- H9. There is a positive relationship between extraversion and expatriate adjustment.
- H10. There is a positive relationship between openness and expatriate adjustment.
- H11. There is a positive relationship between transformational leadership and expatriate adjustment.
- H12. There is a positive relationship between perceived organizational support and expatriate adjustment.
- H13. There is a positive relationship between expatriate adjustment and task performance.
- H14. There is a positive relationship between expatriate adjustment and conceptual performance.

FIGURE 1
Conceptual Framework



RESEARCH METHODOLOGY

Population and Sample

This study focuses on the expatriate employees where its target population is the expatriate teachers from 113 member schools of International Schools Association of Thailand. Group of schools are in the Central part provinces (86 schools) area, Northern part provinces (8 schools) area, Eastern part provinces (6 schools) area, and Southern part provinces (13 schools) area. It is difficult to find the exact total amount of the overall employees. The population size is estimated by the researcher via assuming that each school has 10 employees targeted to be surveyed. There are approximately 860 of the school employees in the Central part provinces area, 80 school employees in the Northern part provinces area, 60 school employees from the Eastern part provinces area, and 130 school employees from the Southern part provinces area, respectively. This study's population size is thus totally 1,130 employees. From the 400 samples' estimation from the schools of International Schools Association of Thailand, the quota sampling is selected from the author as a sampling method and proportional quota is used to generate the number of availability school ratio. Then, the obtained ratio was applied for the amount of employees computing from each school's location. It is shown from the results that approximately 305 samples were gathered from school employees in the Central part provinces area, 28 of school employees from the Northern part provinces area, 21 school employees from the Eastern part provinces area, and 46 school employee samples from the Southern part provinces area, respectively.

Research Tools

The tool for data collection is the questionnaire where it is constructed from the literature review. It is designed to meet with the research objective and comprises of five parts: personality, transformational leadership, perceived organizational support, expatriate adjustment, and expatriate performance. Likert 5-point scale is adopted by this research to quantify the attitude via the survey.

Validity and Reliability

Content Validity Testing

The questionnaire was formed via the content validity method. Moreover, it has requested five academicians to examine then comment on the questionnaire items related to content validity during the stage of questionnaire development. After each item's content revising according to the suggestions and comments, the questionnaire is ready to be distributed to seek for its reliability and Index of Item-Objective Congruency (IOC) calculation. The consensus index value is between 0.6 and 1.0. The assessment result is applied to improve and adjust for more accurate question. For construct validity, the tests are done via Confirmatory Factor Analysis (CFA) including p-value, factor loading, Average Variance Extracted (AVE), and discriminant validity.

Reliability Testing

Reliability analysis allows the author to examine the reliability properties of the measurement scales and the items providing information about the relationships between the individual scale items. It is recommended from Garver and Mentzer (1999) to compute the Cronbach's alpha coefficients for scale reliability determination. If the alpha value is more or equal to 0.70, it implies for sufficient reliability.

RESEARCH RESULT

Multicollinearity Test

TABLE 1
Collinearity Statistics

Variables	Collinearity Statistics	
	Tolerance	VIF
Extraversion	0.391	2.556
Openness	0.308	3.245
Transformational leadership	0.230	4.355
Perceive organizational support	0.213	4.692
Expatriate adjustment	0.327	3.056

Note: Dependent variable is expatriate performance

Based on the regression analysis, the study used Structural Equation Model in multicollinearity testing. It is indicated from Lauridsen and Mur (2006) that the multicollinearity is an intriguing and common data property where the multicollinearity results affect the declining of estimated coefficient efficiency. The Tolerance and Variance Inflation Factor (VIF) measurement is applied in the testing with the Tolerance of more than 0.1 or VIF at less than 10 ($VIF = 1/Tolerance$) for

the acceptance of none of the multicollinearity problems (Hair, Balck, Babin, & Anderson, 2009).

The author also observes the correlation among independent variables where correlation that exceeded the value of 0.80 can be a problem indicative (Hair, Black, Tatham & Anderson, 1998). Table 2 presents the correlation of variables that is lesser than 0.80: thus, none of multicollinearity problems was found.

TABLE 2
Correlation Matrix of Summary Variables

	Ext	Ope	TRANS	POS	EA
Ext	1				
Ope	.544**	1			
TRANS	.440**	.688**	1		
POS	.697**	.636**	.657**	1	
EA	.422**	.632**	.737**	.414**	1

Note: $p < 0.01$.

Construct Validity

The construct validity is tested to verify the representative indicators as the latent variable. The reflective model of CFA is used as the construct where the researcher observes seven constructs: Extraversion (Ext), Openness (Ope), Transforma-

tional Leadership (Trans), Perceived Organizational Support (POS), Expatriate Adjustment (EA), Task Performance (Task), and contextual performance (Cont). The total variable testing result is shown in Figure 2.

FIGURE 2
Construct Measurement Model of Overall Variable

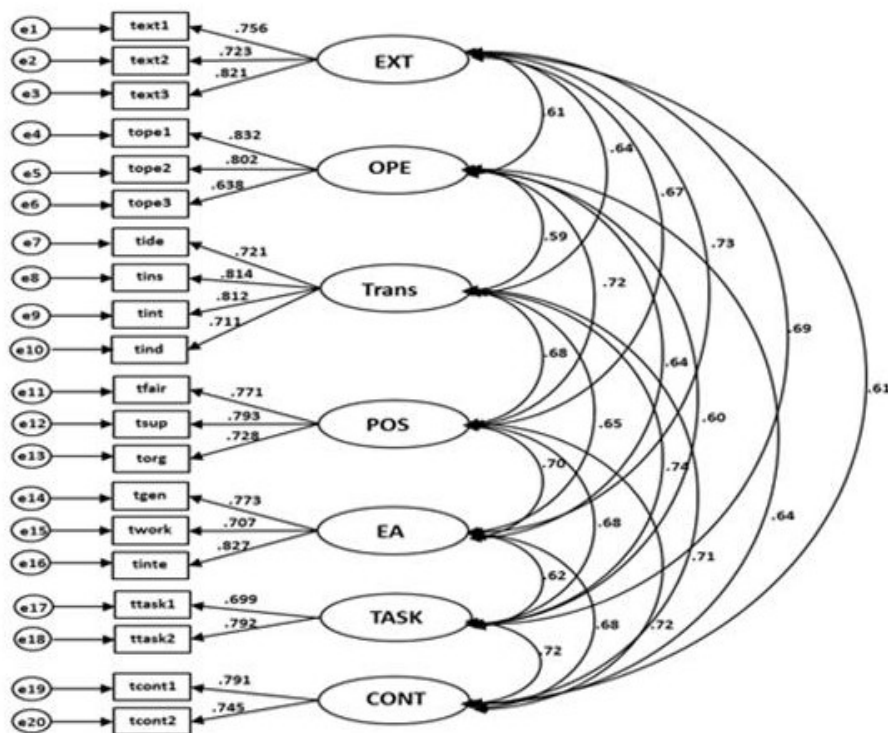


TABLE 3
Regression Weight: Overall Variable

			Factor Loading	S.E.	C.R.	p
text1	←	Ext	.756			
text2	←	Ext	.723	.034	13.853	***
text3	←	ext	.821	.038	14.630	***
tope1	←	ope	.832			
tope2	←	ope	.802	.033	26.142	***
tope3	←	ope	.638	.045	19.501	***
tide	←	trans	.721	.117	9.864	***
tins	←	trans	.814	.031	5.567	***
tint	←	trans	.812	.120	10.962	***
tind	←	trans	.711			
tfair	←	POS	.771	.073	4.260	***
tsup	←	POS	.793	.144	7.838	***
torg	←	POS	.728			
tgen	←	EA	.773			
twork	←	EA	.707	.056	17.420	***
ttint	←	EA	.827	.063	17.237	***
ttask1	←	Task	.699	.045	21.184	***
ttask2	←	Task	.729			
tcont1	←	Cont	.791			
tcont2	←	Cont	.745	.042	20.975	***

Construct measurement model of overall variable has 20 items with seven constructs. After the assessment, the CMINp is equal to .030, the CMIN/df is equal to 3.347, the GFI is equal to .935, and the RMSEA is equal to .072. Each value of CFI (.956), TLI (.920), NFI (.939), and AGFI (.870) was acceptable since each of them is higher than .90 as recommended. All of these indices confirmed on good model fit. Factor loadings according to Hair et al. (2010), in the range of 0.3-0.4 are considered to meet the minimal level of structural interpretation. All factor loadings that exceeded .30 are significant.

Discriminant Validity

Discriminant validity testing adopts SEM method (Kim & Kim, 2010) for testing on the constructing pair of models from latent variable. First, all p-values associated to each loading are

significant. Second, all of the factor loading values are more than 0.3. Third, all Average Variances Extracted (AVE) from seven dimensions are beyond 0.5. Lastly, discriminant validity is beyond 1.0.

This kind of discriminant validity can be checked by comparison between AVE value and the squared correlation (Hair, et.al., 2010). Lastly, it is proved by the researcher on the discriminant instrument validity via AVE examination which must be higher than the recommended squared correlation from Fornell and Larcker (1981). The results of testing present the obtained values that support the discriminant validity as can be seen in Table 4. The AVE value of each construct is more than the correction level involving the construct. The squared correlation testing result was then accepted.

TABLE 4
Convergent Validity and Discriminant Validity Analysis

	Ext	Ope	Trans	POS	EA	Task	Cont
Ext	0.589						
Ope	0.372	0.581					
TRANS	0.409	0.348	0.587				
POS	0.448	0.518	0.462	0.584			
EA	0.532	0.409	0.422	0.490	0.594		
Task	0.476	0.360	0.504	0.462	0.384	0.598	
Cont	0.372	0.409	0.518	0.384	0.462	0.518	0.590

Note: AVE > R²

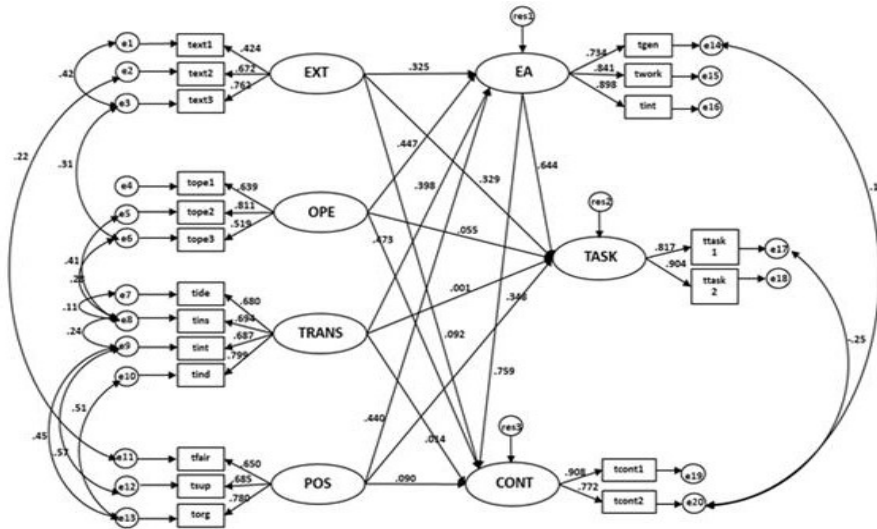
The Construct Model

After each proposed model has been evaluated to see whether it is the data-fit model, each then will be combined into the total model in order to apply for the seeking of answer for the hypothesis. For analyzing the overall model, the Structural Equation Modeling (SEM) is used where it has the ability to initially indicate the correlation between latent variables and secondly

to present the correlation between the latent variables and observed variables.

SEM consists of two personality dimensions model (extraversion and openness), transformational leadership, perceived organizational support, expatriate adjustment, and expatriate performance (task performance and contextual performance). The model is performed and presented in Figure 3.

FIGURE 3
Structural Model of Expatriate Performances



SEM analysis on the proposal models and AMOS is also used by the researcher with the Maximum Likelihood estimation and Unbiased and display results based on standardized estimation mode. For the model analysis, CMIN/df, CMINp, GFI, AGFI, RMSEA, TLI, and NFI are among the indices to use here. Af-

ter the study, the results of model fitting indices from CMINp are found to be equal to .038, the CMIN/df is equal to 2.818, the GFI is equal to .944, and the RMSEA is equal to .063. Each value is of CFI (.968), TLI (.938), NFI (.951), and AGFI (.882).

TABLE 5
Seeing Intangible Assets

	Hypothesis		Path Coefficient	C.R.	p
H1	TASK ← EXT		.329	3.589	.021
H2	CONT ← EXT		.092	1.631	.103
H3	TASK ← OPE		.055	1.125	.260
H4	CONT ← OPE		.473	5.837	.005
H5	TASK ← TRANS		.001	0.018	.986
H6	CONT ← TRANS		.014	0.361	.718
H7	TASK ← POS		.348	4.802	.024
H8	CONT ← POS		.090	1.793	.073
H9	EA ← EXT		.325	2.055	.040
H10	EA ← OPE		.447	10.477	***
H11	EA ← TRANS		.398	6.527	.011
H12	EA ← POS		.440	1.816	***
H13	TASK ← EA		.644	10.784	***
H14	CONT ← EA		.759	10.324	***

Considering Table 5, the hypothesis testing results are shown as follows:

- H1. There is a positive relationship between extraversion and task performance. This hypothesis is supported by the standard regression weight of .329 ($p < 0.05$).
- H2. There is a positive relationship between extraversion and contextual performance. This hypothesis is not supported by the standard regression weight of .092 ($p > 0.05$).
- H3. There is a positive relationship between openness and task performance. This hypothesis is not supported with standard regression weight of .055 ($p > 0.05$).
- H4. There is a positive relationship between openness and contextual performance. This hypothesis is supported by the standard regression weight of .473 ($p < 0.05$).
- H5. There is a positive relationship between transformational leadership and task performance. This hypothesis is not supported by the standard regression weight of .001 ($p > 0.05$).
- H6. There is a positive relationship between transformational leadership and contextual performance. This hypothesis is not supported by the standard regression weight of .014 ($p > 0.05$).
- H7. There is a positive relationship between perceived organizational support and task performance. This hypothesis is supported by the standard regression weight of .348 ($p < 0.05$).
- H8. There is a positive relationship between perceived organizational support and contextual performance. This hypothesis is not supported by the standard regression weight of .090 ($p > 0.05$).
- H9. There is a positive relationship between extraversion and expatriate adjustment. This hypothesis is supported by the standard regression weight of .325 ($p < 0.05$).
- H10. There is a positive relationship between the openness and expatriate adjustment. This hypothesis is supported by the standard regression weight of .447 ($p < 0.05$).
- H11. There is a positive relationship between transformational leadership and expatriate adjustment. This hypothesis is supported by the standard regression weight of .398 ($p < 0.05$).
- H12. There is a positive relationship between the perceived organizational support and expatriate adjustment. This hypothesis is supported by the standard regression weight of .440 ($p < 0.05$).
- H13. There is a positive relationship between expatriate adjustment and task performance. This hypothesis is supported by the standard regression weight of .644 ($p < 0.05$).
- H14. There is a positive relationship between expatriate adjustment and conceptual performance. This hypothesis is supported by the standard regression weight of .759 ($p < 0.05$).

DISCUSSION & FUTURE RESEARCH

Discussion

It is argued by the current study on the adjustment to new cultural situations by expatriates which means the degree of individual needs as a sense from the work environment in which the degree would, in turn, enhance the performance and job satisfaction (Stahl & Caligiuri, 2005). Empirically, proof has been made that the expatriate adjustment has a positive impact over the job performance (e.g., Kraimer, Wayne, & Jaworski, 2001; Mol, Born, Willemsen, & Van Der Molen, 2005). In the expatriate adjustment literature, if the expatriates are not well-adjusted to the host countries, we cannot expect for the strong adaptability to the new cross-cultural environments (Kim, Kirkman, & Chen, 2008) also they would have the poorer performance with a higher psychological stress (Lee & Sukoco, 2010).

This research result found that the relationships among personality, expatriate adjustment, and job performance had suggested that either personality or adjustments were crucial for job performance enhancement. The extraversion and openness to experience were found to be better adjusted to the new cultural environment and seemed likely to have better job performance. Therefore, we can assume in this study that the well-adjusted expatriates in general environment of a host country would show the similar performance as if in their home country. The crucial factor here was the personality and the expatriate adjustment. If the particular personality traits' relationship to the expatriate adjustment was clear, then we can set for the effective selection criterion toward better expatriate performance achievement where another research found that personality had the direct relation with the new culture adjustment. The adjustment was also directly related to the performance on international assignment. The implications were given from the results to the individual and organizations on job performance.

Moreover, the high-quality relationships of expatriates and their supervisors seemed to be more effective for job responsibilities' completion. The emphasis was on the importance of supervisors to take the initiative regarding the positive relationship development with their expatriate workers. The high-quality relationships among the expatriates and supervisors can be facilitated by the organizations by offering the training to the supervisors on the cross-cultural adjustment challenges. It

would raise more awareness among the supervisors in facing the issues of their expatriates and encouraging the supervisors to give them the assistance and information to learn tasks and international skills forming for expatriates. The supervisors extended efforts were translated into the better expatriate work performance. In reference to the research, the perceived organizational support was found with the significantly positive effect on the task performance. Therefore, the focus of the organizations should be on the employees that would take the benefit from this evaluation in determination to meet the socio-emotional needs at work and the organization dispensation in offering reward to additional efforts.

Future Research

This study results may be beneficial as the guideline toward the understanding of the factors of personality, transformational leadership, and expatriate adjustment which are significantly related to the expatriate performance. Thus, it is possible for the research in the future to extend their study in more detail

in the relationship between the expatriate adjustment and their performance limited to less than three years' working experience. The analysis model could be applied to test with the other industries or groups focusing on the expatriate employees and to use with the new employee adjustment with other organizations in Thailand.

It is suggested for the future research to survey all international firms in Thailand in comparison to this research and the past to educate that different regions and nationalities can give the diverse results. It was suggested by the researcher that studies in the future should use the longitudinal analysis to prove the expatriate adjustment effect on the expatriate performance. This will contribute toward the understanding of the long-term effect from transformational leadership and perceived organizational support in promoting of expatriate jobs in the long run. Moreover, the models development may assist the organization in selecting the expatriates for the specific assignments with the higher possibility toward success.

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