

AN INVESTIGATION OF THE MODERATING EFFECTS OF PSYCHOLOGICAL CONTRACT FOR THE INFLUENCE OF EQ AND CQ ON EXPATRIATE PERFORMANCE

Li-Yueh Lee, Department of International Trade, Kun Shan University, Tainan, Taiwan
Phone: +886-9-35599863 wuleliyu@gmail.com

Abstract: Expatriates success in foreign assignment is the ultimate purpose for headquarter office, particularly to maintain the performance of subsidiary in the global market. Among others, cross-cultural adjustment has been widely accepted as one of the dominate expatriates' performance. Recently, the effects of IQ (cognitive intelligence), EQ (emotional intelligence) and CQ (cultural intelligence) have been evaluated widely. However, most of these studies are in conceptual stage with very little empirical evidence. In addition, although expatriate's personality (e.g., the Big-Five personality traits) can impact on his/her IQ, EQ and CQ and the sub-sequential adjustment behavior, how these three kinds of intelligences can work together with personality traits and training to impact on expatriate's adjustment and performance is remained unclear. Based on the above discussion, this study intends to fit this research gap and integrate relevant antecedent constructs of expatriate adjustment and performance into a comprehensive model. Since the development of this model is still on the exploratory stage, this study mainly investigated the antecedents and consequences of expatriates' multiple intelligences through literature review and in-depth interviews. In addition to a series of relevant literature review, twelve informants were interviewed, including two experts of expatriation who were the professors and also former expatriates, one CEO who was the user of expatriates in more than 80 countries, and nine expatriates or former expatriates. The results revealed that IQ/EQ/CQ indeed has basic role to determine expatriates performance. The study results also validated that personality and expatriate training contributed to the development of expatriates' intelligences. Moreover, the results of this study also revealed that expatriates psychological contract served as moderating variables on the effects of multiple intelligences on adjustment and performance. Specifically, informants noted that no matter how intelligence the expatriates are, when they have less psychological contract to the work, they could not reach the optimum level of adjustment or performance during their expatriation.

Keywords: *Expatriate Training, Personality, Cognitive Intelligence, Emotional Intelligence, Cultural Intelligence, Expatriate Adjustment, Psychological Contract, Expatriate Performance.*

RESEARCH MOTIVATION AND OBJECTIVES

In order to sustain the success in global market, sending expatriates around the "global village" is highly required. The abroad assignment necessary for the executives of multinational enterprises (MNEs) to develop their careers, since it constitutes an important set of work experiences (Takeuchi, Tesluk., Yun, & Lepak, 2005). These experiences are considered as ultimate resources (Carpenter, Sanders, & Gregersen, 2001; Sambharya, 1996), and also prospective assets of competitive advantage (Spreitzer & McCall, 1997) for multinational companies. Some advantages that companies can gain from expatriates are maintaining relationships with host country stakeholders, penetrating host local markets as well as increasing the productivity of foreign subsidiaries (Dowling, Welch, & Schuler, 1999).

Before the expatriation assignment, organization should consider some drawbacks when the expatriates fail to meet organizations' expectation. According to Mervosh and McClenahan (1997), early return of a single expatriate will cost the organizations range from US\$250,000 to US\$1,250,000. Furthermore, expatriate failure also bears considerable costs for managers, including loss of self-esteem, self-confidence, and reputation, as well as reduced motivation and willingness to support other expatriates (Dowling et al., 1999). One of the major reasons of these failures was that expatriates did not adjust themselves into host country's environment (Caligiuri, 2000; Shaffer & Harrison, 1998). As a result, considerable attention has been devoted to identifying the factors that influence expatriates' cross-cultural adjustment and the successful completion of their assignments (Black, Mendenhall, & Oddou, 1991; Shaffer & Harrison, 1998).

Despite abundant interest, a large gap remains in our understanding of which factors can determine the success of expatriation. Although many studies have concentrated their efforts on expatriate adjustment, this study asserts that three types of expatriates' intelligence can play prominent role on their success. Despite the important role of intelligence to predict job performance in the domestic settings, only few studies have been conducted by using intelligence as predictors of expatriation success (Mol, Born, Willemsen, and Van der Molen, 2005). According to Earley and Ang (2003) and Earley and Mosakowski (2004), cultural intelligence (CQ) has detrimental role on the success of expatriation assignment. It is suggested that the level of cognitive intelligence can predict the job performance in domestic settings (e.g., Schmidt & Hunter, 1998; Cote and Miners, 2006). Mol et al. (2005) argued that when people have high emotional intelligence (EQ), they tend to perform better on their job in domestic settings. However, as the best

knowledge of the author, there are no studies trying to link the two intelligences, IQ and EQ, in expatriation phenomena, while other studies proposed and reported that cultural intelligence (CQ) flexibility has prominent role on expatriates' adjustment and performance (Earley and Ang, 2003; Mol et al., 2005). Moreover, there is no studies compare among the three intelligences (IQ, EQ, and CQ) on the expatriation phenomena. Therefore, the first purpose of this study is to comprehensively evaluate the influence of IQ/EQ/CQ on expatriate adjustment and performance.

In addition, the antecedents of expatriate's cross-cultural adjustment have created an increasing attention. Among others, expatriate's intelligence, personality and training have been widely discussed. Many studies have reported that cognitive training can increase participants' IQ level (e.g., Bissig and Lustig, 2007; Marx, 2006). Other studies reported that EQ training has significant effects to increase participants' EQ (e.g., Elfenbein, 2006; Slaski and Cartwright, 2003). Similarly, Earley and Peterson (2004) proposed that providing adequate cultural related sensitivity training can increase the expatriates' CQ. Other studies have reported that personality has correlation with their intelligences. For example, Van der Zee et al. (2002) and Higgins, Peterson, Pihl, and Lee (2007) exhibited that personality has influence on cognitive intelligence. McRae (2000) also indicated that EQ has influenced by certain types of personality. Ang et al. (2004) found that personality traits have significant relationship with CQ.

Lubinski (2004) stated that IQ can influence the ability of expatriates to learn in different environments and thus result in better cross-cultural adjustment. Chandrasekar (2006) contended that CQ (i.e., higher cultural sensitivity and flexibility) can facilitate expatriates to adapt to the new cultural surroundings. EQ can also enhance better cross-cultural adjustment through expatriate's better network and socialization in skills. However, previous studies did not evaluate the composited effect of personality, training and intelligence on expatriate's cross-cultural adjustment. However, none of previous studies have integrated training, intelligence and adjustment into a comprehensive model. Thus, the second purpose of this study is to investigate the interrelationships among expatriate personality, training, and intelligence and the influence of these three constructs on expatriate's cross-cultural adjustment.

Finally, by integrating the results of many previous studies, this study asserts that different levels of expatriate's psychological contract will moderate the effects of intelligences on cross-cultural adjustment and expatriates' performance. Although there is no previous studies discuss about the moderating effects of expatriates' psychological contract on expatriate adjustment and performance, this study posits that the effects of three types of intelligence on the cross-cultural adjustment will strengthened when the expatriates have high psychological contract on their job. When the expatriates have high psychological contract on their occupation, they tend to have, regardless their level of intelligence. Moreover, the support from the organization, leaders, and spouses can magnified the effects of intelligences on cross-cultural adjustment and expatriates' performance. Since previous studies tend to use these psychological contract as the direct antecedents of expatriate adjustment without considering the personality, intelligence and training, this study puts one step further to identify the moderating effects of this construct under the considerations of the antecedents.

LITERATURE REVIEW

The Effects of Expatriate's Training on Intelligences

Previous studies for the influences of expatriate training on expatriate intelligence are limited. Many relevant studies are not conducted using expatriates as the sample. For example, many studies have been reported that cognitive training can increase participants' IQ level. Cognitive training programs can have significant effects on the increase of memory of participants when they examined on older adult subjects (Bissig and Lustig, 2007). According to a study of police department executive program in Germany, entering police training academy can increase the level of cognitive ability (Krause, Kersting, Heggstad, and Thornton, 2006). Another study conducted by Marx (2006) indicated that a cognitive training will result in increasing cognitive competence of learning disordered adolescents.

Slaski and Cartwright (2003) found that training in EQ can increase EQ level; while at the same time reduce their level of life-stress. Similar findings reported by Dulewicz and Higgs (2004) that offering EQ training can increase EQ for managers, team leaders and the skippers and crews from a round-the-world of yacht race. Training by providing feedbacks can be useful for participants to increase their emotional intelligence (Elfenbein, 2006). Furthermore, negotiation courses using traditional lectures combined with role plays and simulated exercises can be used to train students in understanding emotion and increasing their emotional intelligence (Reilly, 2005). Based on that, it is clear that training can increase the level of a person's EQ.

According Earley and Peterson (2004), current training program does not provide adequate information or accepted behavior in host country. Cultural intelligence, refer to Earley and Mosakowski (2004a), can be trained. They proposed that by giving some information as well as behavioral example of certain culture, the expatriates can be expected to be more culturally intelligence. Moreover, some people increase their cultural intelligence, particularly behavioral intelligence, when they receive some training (Earley and Mosakowski, 2004b). Based on the above discussions, the following proposition is proposed:

P1: Specific expatriate training can influence expatriate intelligence (IQ/EQ/CQ)

The Effects of Personality on Intelligences

Van der Zee et al. (2002) examined the relations of academic intelligence and personality in a sample of 116 college students. Academic intelligence was measured using six subscales from the Dutch version of the General Aptitude Test Battery (GATB). The results indicated that personality has modest influence on students' academic intelligence. The study of Higgins, Peterson, Pihl, and Lee (2007) studied workers at a manufacturing company indicated that cognitive intelligence correlated highly with Big Five personality. Another study conducted by Nofle and Robins (2007) found that Big Five Personality traits has significant effects on students GPA and SAT scores. Openness was the strongest predictor of SAT verbal scores, and conscientiousness was the strongest predictor of both high school and college GPA. Interestingly, these findings were found in domestic settings, thus, it needs further examination for foreign settings.

Many criticisms addressed that EQ is not more than cognitive ability and personality (e.g., Schulte, Ree, and Carretta, 2004). The reasons might be originated from the concept of EI (Mayer, Caruso, & Salovey, 2000; Mayer, Salovey, & Caruso, 1999, 2002) which developed by incorporating various personality characteristics (i.e., empathy, motivation, persistence, social skills, and warmth). According to McCrae (2000), EQ has strong relationship with people who have high scores for extraversion, openness, agreeableness, and conscientiousness, but it tends to be weakened when the people are neurotics. Again, these studies mainly tested in domestic settings, thus, it needs further validation whether the findings are consistent with previous studies in expatriation context.

In general, research on individual differences has distinguished between trait-like constructs (e.g., Chen, Gully, Whiteman, & Kilcullen, 2000; Kanfer, 1990) and state-like constructs (e.g., Bandura, 1997). Trait-like individual differences refer to unspecified task or situations which are stable over time (Chen et al., 2000), which in this study represent by personality traits. On the contrary, state-like individual differences represent specific situations or tasks and tend to be malleable over time (e.g., Bandura, 1997). Refer to Kanfer (1990), trait-like individual differences are more indirect and serve as predictors of proximal state-like individual differences (see Chen et al., 2000), which in this study refers to serve as CQ (Ang et al., 2004). The study conducted by Ang et al. (2004) found that personality traits have significant relationship with CQ, whereas the degree of openness to new experience has higher influence on students' CQ. This study developed based on Caligiuri's (2000) work which used the theory of evolutionary personality psychology and associated with certain CQ capabilities. The results also consistent with previous work conducted by Caligiuri (2000) and the proposition of Ones and Viswesvaran (1997) that the Big Five conceptualization of personality offers a theoretically based and parsimonious framework for predicting outcomes with relevance to cross-cultural interactions, overseas assignments, and expatriate management. Based on the above discussions, the following proposition is suggested. This proposition is also subject to further evaluate through the process of in-depth interview, focus group qualitative and quantitative validation survey as stated above.

P2: Expatriate's personality has positive influence on expatriate's intelligence (IQ/EQ/CQ)

The Effects of Intelligences on Cross-Cultural Adjustment

Cognitive ability testing represents one of the most widely discussed and most controversial topics in applied psychology (e.g., Dickens & Flynn, 2001; Flynn, 1999, Neisser et al., 1996). On the one hand, there is an extensive body of evidence showing that scores on cognitive ability tests predict a wide array of criteria, ranging from performance in school and on the job to mastery of everyday tasks that involve active information processing (e.g., Neisser et al., 1996; Schmidt & Hunter, 1999). As proposed by Lubinski (2004), coping with life requires the continuous development of new skills, so cognitive intelligence useful for mastering new content—and new relationships—are what we need. This study asserts that cognitive intelligence influence on the ability of expatriates to learn in different environment. Using their cognitive ability, they can learn easily and rationalize the situation in order to better adjust in the new environment.

The study conducted by Templer, Tay and Chandrasekar (2006) indicated that motivational CQ, one dimension of CQ, has significant influence on cross-cultural adjustment. Ang *et al.* (2004) also indicated that motivational dimension has significant influence on general adjustment. Since these studies only used one factor of CQ, it is mandatory to test the influence of other two dimensions of CQ on work adjustment, as originally proposed by Earley and Ang (2003). The degree of adjustment could be lead by the efforts of expatriates to conceptualize their assignment through their self-concept (cognitive CQ), which directed by the motivation to adapt on new cultural surroundings (motivational CQ). Apparently, the degree of adjustment could be higher when expatriate has ability to acquire or adapt behaviors appropriate for a new culture (Earley & Peterson, 2004). Based on the above discussions, the following proposition is proposed. Since this proposition is still one of the preliminary stages of the research streams, it will also be validated through the process of qualitative and quantitative studies as stated above.

P3: Expatriate's intelligence (IQ/EQ/CQ) has positive influence on expatriate's cross-cultural adjustment.

The Effects of Intelligences on Expatriates' Performance

Cognitive intelligence is importantly related to everyday competence (Gottfredson, 1997), academic performance (Brody, 1992; Neisser et al., 1996), job performance (Schmidt & Hunter, 1998), and various other important social outcomes (Herrnstein & Murray, 1994; Jensen, 1998). By using similar logic, this study expected that higher cognitive intelligence has influence on the expatriates' performance. Refer to Cote and Miners (2006), when people have ability to grasp and reason correctly with emotional abstractions and solve their emotional problems, they tend to have higher performance. While their study uses domestic settings, this finding maybe extended to the settings of expatriation assignment. Foreign assignment will create many emotional problems, particularly when the expatriates have different perspectives with their local counterparts. The ability to maintain their emotions could determine their level of performance. In the review paper conducted by Mol et al. (2005), they found out that cultural sensitivity and flexibility has prominent role on expatriates' performance. Refer to the definition of cultural intelligence (Earley and Ang, 2003), the two predictors closed to the definition of cultural intelligence. Thus, when the expatriates have higher capability to adapt across cultures, they tend to have higher performance (Lee and Sukoco, 2008). Based on that, the following proposition is proposed. Again, this proposition is subject to further evaluation through the process of qualitative and quantitative studies as stated above.

P4: Expatriate's intelligence (IQ/EQ/CQ) has positive influence on expatriate's performance.

The Effects of Cross-Cultural Adjustment on Expatriates Performance

In many expatriate studies, it is argued that expatriate adjustment is positively relates to performance on international assignment and expatriate's intent to stay in the host country (Caliguri, 1997; Stahl & Caliguri, 2005) and negatively relates to early termination of the international assignment (Gregerson & Black, 1990; Stahl & Caliguri, 2005). Empirically, it has been proved that expatriate adjustment has positively relationship with the job performance (Kraimer & Wayne, 2003). When expatriates are well adjusted on the general host country's environment, it can be expected that they perform similar performance like in their home country. Moreover, when they are easily get into new relationship with local employees or other social components of host country, it facilitates their performance as headquarters' expectations. The study conducted by Mol, Born, Willemsen, and Van der Molen (2005) indicated that cross-cultural adjustment has significant influence on expatriate performance.

In addition, this study posits that the level of comfort in the foreign environment will affect the willingness of expatriates to facilitate organizational functioning, even though it is not part of their job. As mentioned by Organ (1988, 1990), people will engage in OCB when they are satisfied with the current job. Based on that, it can be assumed that when expatriates are more adjusted in their expatriation assignment, they will satisfy with their general environment, interaction with local people, and their current job. Thus, the line can be drawn that adjusted expatriates will have higher OCB than the ones who do not. Based on above discussion, we can develop the following propositions. These two propositions are subject to further validation through qualitative and quantitative studies.

P5: Expatriate's cross-cultural adjustment has positive influence on expatriation performance.

The Moderating Effects of Expatriate Psychological Contract

This study posits that the effects of three types of intelligence on the cross-cultural adjustment will be strengthened when the expatriates have high commitment on their job. When the expatriates have high normative commitment, they tend to have feeling of obligation to continue employment, because they already engage in certain degrees of some costs related if they have intention to return home (Fields, 2002). In other words, expatriates will explore more possibilities for being adjusted in the new environment, regardless their level of intelligences. Thus, the level of affective commitment will moderate the effects of three intelligences on expatriate adjustment. The similar logic could also be applied to other types of commitment, such as normative and continuance commitment (e.g., Fields 2002, Manion 2004).

Furthermore, when the expatriates have high affective commitment, they will identify themselves with their current occupation (Fields, 2002). In similar manners, when the expatriates identify themselves highly with their current occupations, it can be assumed that they will have higher OCB than someone who do not; regardless their level of intelligences. Other types of commitment can also follow this logic, that expatriates' commitment to their current occupation will moderate the effects of their intelligence on the OCB. The logic has been supported by Lee (2001) in domestic settings that higher occupational commitment among nurses is highly associated with OCB.

In addition, the level of occupational commitment of expatriates will moderate the effects of intelligences on their performance. In the meta-analytic study, Lee, Carswell, and Allen (2000) found that occupational commitment was positively related to the job performance in domestic settings. Since the foreign environment is different from domestic settings, this study asserts that commitment should be contingent on the relationship between intelligences and performance. Based on that, the following three propositions are developed. Since the moderating effects of commitment on expatriation performance have rarely been identified with very little empirical evidence, these three propositions are subjects to evaluate through the process of qualitative and quantitative validations.

P6: The positive influence of intelligence (IQ/EQ/CQ) on cross-cultural adjustment will be strengthened when the expatriate has high psychological contract.

P7: The positive influence of intelligence (IQ/EQ/CQ) on expatriation performance will be strengthened when the expatriate has high psychological contract.

RESEARCH DESIGN AND METHODOLOGY

The research framework is still on the exploratory stage, in this study we listen to the voices and actions of experts, human resources managers, and expatriates to understand the conceptual relevance for an expatriation model (Glaser, 1967) adopting the model rather than forcing the theory. We generate theory through the research process itself and is a laboratory (Glaser, 2006). Knowledge is co-created and the focus of the first-year study is to investigate how expatriation phenomena, particularly in expatriation

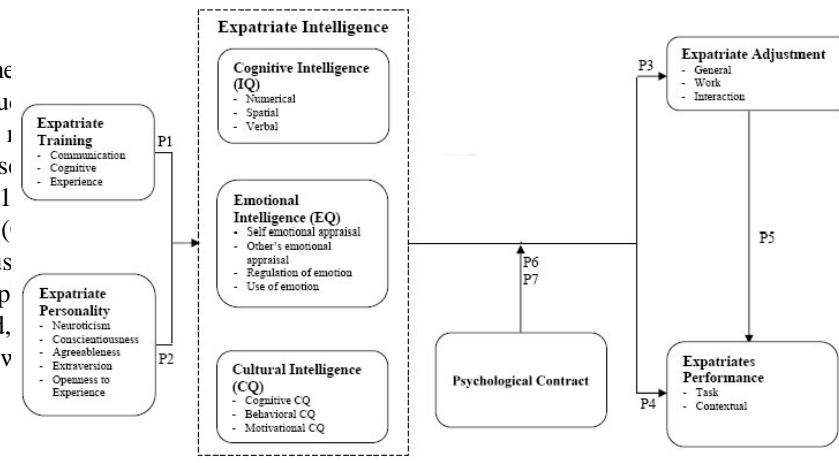


Figure 1: The research framework of this study

This study was carried out in two stages. The first step consists of a series of literature review, and in-depth interviews. General questions were asked regarding the types of antecedents and consequences of adjustment process for expatriates. This expert interviews processes were iterated until the constructs for the antecedents and consequences of expatriate management are clearly identified. Based on the results of expert interviews, a semi-structured in-depth interview questionnaire was developed. This questionnaire was used in the second stage qualitative study.

In the second stage, field studies were conducted by interviewing experts, user of expatriates, and expatriates from diverse cultures could provide comprehensive overview regarding the proposed research questions. The informants were encouraged elaborating on themes that they felt to be integral to their perceptions of how expatriates can be successfully adjusted and working in the host countries. In this stage, sampling was conducted openly with as wide a cross section of expatriates and HRM managers in terms of age, occupation type, past experience, educational background and so forth. All interviews have a range from one to two hours. All the conversations were recorded and transcribed interviews were coded, read in detail several times, and analyzed using constant comparative analytic techniques (e.g., Glaser and Strauss, 1967). The feedback was got from three informants to improve the factual and historical accuracy of the coding process.

QUALITATIVE FINDINGS

Characteristics of Informants

This study encompasses diverse background of informants to discuss about the proposed framework. To provide confidentiality, actual names were not shown. The first group is experts in expatriates, and there are two professors willing to share their opinions. The second group is CEO of one of Taiwan's company that extensively send her employees as expatriates for more than 80 countries where the firm's has branches. The final group is expatriates who are currently being expatriates (6 informants) and former expatriates (3 people) in the last three years. These former expatriates can provide better overview about their previous experiences while being expatriated. Despite various cultural backgrounds, these informants have experienced in different cultures. For example, prior his professor position, Informant #1 was a manager and a team leader in different countries, such as Indonesia and Japan, with span time between 6 months to 1 year. Informant #8 received his master degree from Taiwan, but she is assigned to New York, USA, for more than 2 years. In similar manners, other informants also indicate similar expatriation background. This study believes that diverse

background of informants provides comprehensive overview related with the issue raised in this study. Table 1 provides the characteristics of informants of this study.

Table 1. Characteristics of Informants

Informants Category	Informant Characteristics
<u>Experts</u>	
Informant #1	Age 60, male, Taiwanese, professor, former expatriates
Informant #2	Age 35, male, Indian, professor, expatriates
<u>User of expatriates</u>	
Informant #3	Age 53, female, Taiwanese, CEO
<u>Expatriates</u>	
Informant #4	Age 41, male, Taiwanese, former expatriates
Informant #5	Age 37, female, Taiwanese, former expatriates
Informant #6	Age 29, male, Canadian, former expatriates
Informant #7	Age 36, female, Myanmar, expatriates
Informant #8	Age 30, female, Philippines, expatriates
Informant #9	Age 37, male, Taiwanese, expatriates
Informant #10	Age 31, male, Vietnamese, expatriates
Informant #11	Age 34, female, Thailand, expatriates
Informant #12	Age 38, male, Indonesian, expatriates

Note: Pseudonyms are used for informants for purposes of confidentiality.

Findings

The focuses of this study is to reveal what are the roles of expatriates' intelligences during their assignment. This study also explores how these intelligences are formed. Moreover, this study discusses about the relative importance of these intelligences on expatriates' adjustment, citizenship behavior, and performance. Finally, this study explores variables that might accelerate and decelerate the effects of these intelligences on the proposed relationships. Specific findings are discussed below:

Intellectual Intelligence (IQ)

In the case of intellectual intelligence, Informant #1 pointed out that normally companies screen their employees based on intellectual intelligence (IQ). There are several criteria, such as GPA or other academics records, which might be used by companies to validate their judgment. In other words, IQ is not a crucial consideration for potential employees being expatriated, because the screening procedures have done it. The following is his description about this issue:

Normally in my company, the employees have been strictly selected before they recruited. They are normally graduated from national universities in this country. Thus, their IQ is high and they have no problem with IQ. Thus, it depends on their position of the expatriates. In case of very important leader position, thus IQ should be considered very seriously. Those people who served as a position for negotiation are also very concern about their IQ.

The perspective also validated by Informant #3. She points out that IQ is her company's consideration before hiring someone to be her companies' employees. As a consequence, she believes that IQ is not her main focus before deciding who will become potential expatriates in one of her branches in different countries. Moreover, the consideration of IQ also depends on what kind of position that expatriates will do in a host country, which is concordance to the perspective of Informant #2 as follows:

Intellectual intelligence has a predominant role in expatriation as because it may be the most important reason, the expatriate was sought by the foreign country to get benefited by his mastery in particular aspect, whether it may be knowledge based, skill based or his expertise in his field of specialization to get benefited by the organization, whether in enhancement of knowledge or solving the existing problem or contribution.

He argued that companies should sent expatriates who have adequate knowledge related with their particular job. He believes that expatriates act as *knowledge ambassador*, who is someone that is responsible to transfer and absorb new knowledge and skills from a host country. This perspective also similar to Informant #4 by pointing out that IQ (knowledge and skills) is the basic thing that expatriates should have in order to perform well in different cultures during their expatriation. Without adequacy of knowledge and skills, which are mostly represented by IQ, expatriates might not perform as good as their companies' wished.

Cultural Intelligence (CQ)

Most of informants agree that cultural intelligence play prominent role during expatriation. By having ideas why people behave and thinking differently, Informant #11 stated as a good starting point to work effectively with people from different cultures. Her perspective as follow:

I believe that to work effectively with other people from totally different cultures, expatriates should prepare themselves by understanding it. These understanding could serve as a good starting point before collaboratively work with people from different cultures effectively.

Despite understanding the reasons why people behave differently, Informant #10 proposes that practicing what local people practice in their daily life could closing the gap between his home and host culture. His statement as follows:

Originally, I never pray in the temple because I do not believe in God. However, when I see my co-workers practice it, sometimes I joined them. Maybe by doing this, I let them know that I practice their culture, even though I am still do not believe in God and other superstitious things. Staring from that moment, my relationships with local people getting better and I can do my job more effectively.

Similarly, Informant #6 agrees that practicing local people cultures could help him to work closely and effectively with his local co-workers. In his assignment in Japan and Taiwan, he often goes to have a drink with his co-workers and teased each other. Even though sometimes he wants to skip it, but he believes these practices can ease his job in some way. Coherently, Informant #12 also points out that the working culture in Taiwan is totally different with Indonesia. In his first three months of his assignment, he has difficulties to practice 12 hours and 7 days working hours. After that period, he practices it voluntarily and his local coworkers tend to appreciate his willingness to work as hard as them.

Emotional Intelligence (EQ)

Informant #5 confirms that emotional intelligence (EQ) also crucial during her short assignment in Thailand. In her first three months assignment, she needs to maintain her emotions for being away from her family. At the same time, she also needs to manage correctly her emotions when she interacts with coworkers from totally different cultures, and always think that her local coworkers are nice people. She believes that by asserting these, she can manage her feelings whenever she has difficulties in her expatriation assignment. Informant #8 also concord this issue, which she represented as follows:

Being away from my loving family is one of big issue that I have to maintain in my assignment. I should not show my weaknesses (homesick feelings) to my coworkers, even though sometimes they notice it. Moreover, even though

having new friends or colleagues are exciting, but sometimes also troublesome. I have to adapt my emotions for not easily getting misunderstood, especially most of them are grown up in various background.

Informant #3 also raises similar issues. She points out that sending expatriates who are stable emotionally could guarantee the success of expatriation. She understands that many pressures (different culture, new friends, or being away from family) face expatriates during their assignment, and dealing with these pressures need someone who can deal with this situation. In a similar manner, Informant #7 agrees that emotional intelligence is crucial in the expatriation assignment. She further comments that being away from the family might influence someone's emotions. The situation will be worst when the expatriates have to deal with different cultures, which is intensifying their pressures. Having high EQ, she confirms that expatriates might perform well during their expatriation.

Relative Importance of Expatriates' Intelligences on the Success of Expatriation

Informants provide different perspectives regarding relative importance of expatriates' intelligences on the success of expatriation. First, informants argue that the roles of multiple intelligences contingent upon the duration (stages) of expatriation. Second, informants assert that the used of multiple intelligences depending upon types of job that assigned to them. Third, these intelligences (IQ, CQ, and EQ) play simultaneous role on determining the success of expatriation, because these intelligences have different roles.

Informant #3 believes that in the beginning, CQ and EQ play detrimental role during expatriation. In this stage, expatriates experience euphoria and culture shocks, and this process has to deal with their emotions for being away from their loving family. Expatriates need to calm themselves that their assignment will be success. Moreover, expatriates should deal with new cultures which are different from their own. They also have new colleagues with different characteristics and cultures than their home colleagues. In the acculturation stage, expatriates have adjusted their emotions and cultures. In this stage, she (Informant #3) proposes that expatriates have no difficulties related with new environment and new colleagues, and feels like in a home. Thus, IQ will play prominent role in the success of expatriation. Their knowledge and skills will determine how they deal with working assignment. Similar perspectives also raised by Informant #5 that EQ and CQ have detrimental roles in the initial period of his expatriation, but when the time goes by, his IQ taken place to determine his performance. This perspective also concordance to the perspective of Informant #7, which is stated as follows:

In the beginning of expatriation, my emotions are mixed, from sad of being away from my family to exciting of having experience in the new cultures. Under this circumstance, I think EQ will be important for me to manage my emotions. Moreover, understanding other cultures is also a good starting point to show that we care and respect others, which will ease the relationships. These relationships, in the beginning stage of expatriation, could compensate my homesick feelings. When I have adjusted, my knowledge and skills will have similar role like I was in my country. The only way to perform well is how to use my knowledge to finish my job.

In addition, Informant #1 also provide similar notion that CQ has important role in the beginning of expatriation period. As the time goes by, his CQ improves gradually and other intelligences will play prominently. The following is his perspective:

Based on the time span of expatriation, expatriates normally have good CQ once they stay in a place that is longer enough. Therefore, it is important for expatriates to stay longer and provide necessary training and provide cases materials for the people to learn how to promote CQ. However, EQ is normally highly related with personality which is normally not easy to be changed. Therefore, in the short run, IQ and CQ could be very critical. But in the long run, EQ is very critical to ask expatriates to perform well.

Similarly, Informant #11 noted that CQ play prominent role in the beginning of the assignment in abroad. However, she mentions that the prominent role remains in place in the long run, because working abroad needs to adapt into different cultures. Her specific comments are as follows:

Intellectual and emotional intelligence help a lot in the early stage of the expatriation. This is because it is naturally that it will take some times for one to learn the new culture, to be able to point out the differences, to comprehend and to gradually learn to accept it. During such time, intellectual and emotional play more important roles in life. Intellectual intelligence helps to settling down in a unfamiliar place; for example, to choose a place and good neighbor to live in, to understand local laws and regulations when signing contracts, to learn the social security system such as medical, etc. Emotional intelligence needs to be a long side because it is quite like possible to meet with unpleasant situations during the early stage. One because of language barrier, one because of cultural difference and one because of being a foreigner (not accepted or perceived as part of the group yet). In long term or after the early stage of expatriation, however, cultural intelligence will play a more important role because not understanding and accepting the culture difference will become more of problems. When making mistake or unintentionally disrespect to local culture, people may forgive you for the reason that you are a foreigner at the early stage of expatriation but after a while it will be perceived as a negative attitude towards their culture.

The second group perspectives informants assert that the used of multiple intelligences depending upon types of job that assigned to them. Informant #9 argues that different job has different requirement to accomplish. For example, someone in sales position will be interacted with many people from different cultures. For these expatriates, CQ and EQ have important role on the success of expatriation. However, when someone has been assigned in R&D or accounting position, they do not need to interact with many people. As a consequence, their IQ will have prominent role on the success of their expatriation. The following is his comments on this issue:

As sales manager, I have to deal with people from diverse background and culture. Thus, in my initial period of assignment, I force myself to understand why local people (co-workers or customers) behave like they do. Moreover, I have to adapt my interpersonal skills, such as my method to approach customers, in order to comfort or close the deal. When I have gained sufficient understandings related with host cultures, I can start my knowledge and skills related with marketing to further advance my performance.

Similar opinion also raised by Informant #7. She believes that each job require particular intelligences that she needs to use. When she is assigned as medical doctor, her CQ and EQ facilitates the success of her assignment mostly. However, when she moved to R&D department recently, her duty is mainly responsible for her own project. As a consequence, her IQ determines the success of her assignment. Similarly, as a finance manager in China, Informant #11 mostly emphasizes her beginning assignment to understand local culture and manage her emotions. When she finally “tuned in,” her knowledge related with finance has detrimental role.

Finally, the last group considers that these intelligences (IQ, CQ, and EQ) play simultaneous role on determining the success of expatriation. Informant #1 illustrates that in the selection process, his former company consider simultaneously all the intelligences that candidates have. The reason is that each of the intelligence has their own use during the expatriation. The following is his argument:

We normally consider these three intelligences together with the expatriate professional expertise. For example if we need to send an engineering manager to a specific country, we first of all select 5 to 10 candidates with his qualified expertise. After that, we consider and evaluate their IQ, CQ, and EQ and make a ranking for these candidates. After that, we select 3 to 5 candidates to talk with them and evaluate their family condition. And decide who should be sent. Therefore, the above three intelligences are served as parallel criteria to professional expertise.

Similar opinion is also raised by Informant #2 that these intelligences cannot be separated, because they are interdependent each other to determine the success of expatriation. The following is his opinion:

It depends on the situation and individuals or groups, we are dealing with, and we cannot specify which sort of intelligence is superior or inferior. Rather it may be considered as an interdependent aspect considering the target group whether it may be individual or group who the expatriate is going to fulfill the desired outcome.

Antecedents of Expatriates' Intelligences

Many studies indicate that personality in some ways interrelated with intelligences that they have. It is easily being noticed that someone who are open to new experiences have better cultural intelligence, because these people are not bordering themselves with condition that might limit their culture scope. In other words, they are eager to learn something new from other culture. Moreover, since these people consistently find new experiences, they will have more opportunities to meet new people. As a consequence, their EQ also will be enhanced. In the case of IQ, people who are conscientiousness tend to have better IQ. Their perseverance on learning by preparing what subjects they need to learn, how to learn, and when to learn, could better provide chances to improve their IQ. These perspectives have been shared implicitly by Informant #3 and Informant #7. Another perspective also delivered by Informant #1, even though he also considers that many other factors that might influence the intelligences of expatriates. His perspectives as follows:

I think personality have played prominent role on the effects of these intelligences. Although personality is long-term persist characters of the people, however, in my opinion personality may be change due to some frustrations or other important events that happened to the expatriates in their careers. I also believe that the working contents of the expatriates should also be considered for expatriation. For example in R&D, IQ should be important. In marketing department, EQ could be more critical. In personnel or production department, CQ may play important role on the success of their job. Therefore as a summary, I believe that personality can play important role in expatriation. However, personality maybe change based on the change of people's working content, position, and social networks. In addition to personality, I believe that there are many other factors that can be very important to influence these intelligences.

In a similar manner, Informant #2 also concord these views that personality of expatriates serve as fundamental aspects that develop their intelligences. The following is his perspective:

Personality definitely plays an important role on the effect of these intelligences. Positive outlook and learning mentality enriches the expatriate to withstand and improve the impact of these intelligences in a positive manner.

Similar perspective also shared by Informant #11 as follows:

Personality plays prominent role on the effects of the emotional and cultural intelligence; but less on the intellectual intelligence. Easy going, open-minded and rationale persons seem to perform or react better when confronting with unsatisfactory events. In addition, people who ever traveled outside the country or experienced with different cultures or often interacted with foreigners seem to be able to adjust themselves better to the differences. On a contrary, emotional and cultural intelligence also are not as important to such people because in fact they would not find many difficulties in expatriation as compared to discriminators.

Another important antecedent of expatriates' intelligences is training. Informants provide three perspectives regarding expatriates training, which are depending upon their mode of learning, whether they are active, passive, or combination of both. First, expatriates mainly depending upon training provided by their companies, which can be categorized as passive learning mode. Second, expatriates also complement themselves to learn about other aspects that they might need during their expatriation, which is categorized as active learning mode. In the case of passive learning mode, these expatriates expect that their company provide many aspects that they need to learn in order to operate effectively during their expatriation assignment. For example, expatriates sent to language center in order to learn foreign language where will they be assigned. Another type of training is joining special class that specially designed to discuss about many aspects related with socio-cultural conditions of a targeted country. However, in the case of Taiwanese companies, according to Informant #3, they rarely provided such kind of training. The reason is that learning about socio-cultural aspects of a targeted country is the candidate of expatriation's responsibility. This perspective has been confirmed by Informant #4, Informant #5, and Informant #9. Prior their assignment, their company provide no trainings that might facilitate them during their expatriation.

As a consequence, Taiwanese expatriates are used to proactive mode. In this case, the candidate proactively looking for and learning about socio-cultural aspects related with destination country. They usually employ internet to provide particular information that they might need during their expatriation. They also use special CD provided by National Geographic or Discovery as well as magazines or books to enrich their knowledge. Another type of learning mode is the candidates use both learning mode, which is used by Informant #6 and Informant #12. Even though their company has provided some training, such as language or general conditions related with socio-cultural issues of the targeted country, expatriates also intentionally added their knowledge by watching CDs or reading magazines or books. They do believe that better preparation can guarantee the success of their assignment in a foreign country.

According to Informant #1, providing training that is suitable for the candidates' needs is necessary for a company. Despite giving general idea about a targeted country, these trainings held by the company shown that the company care about their expatriates, as part of organizational support. Specifically, the perspective of Informant #1 as follows:

I feel that cultural sensitivity training may be very important because to understand the culture means to understand the people's lifestyle and also working attitude. It is important to make some kind of cultural training so that expatriates really understand what are appropriate and what are inappropriate to work with host people. In addition, I believe that leadership training is also important. Leadership training with different culture should imply different ways of communication, monitoring, and control. The people in some countries are very good in communication but very bad in implementation and vice versa. Therefore, leadership training should be more precisely target on the specific cultural background rather than on general principles of leadership. Furthermore, language training may also be required for those countries that their English capabilities are not good enough. To understand some dialogue and some basic usage of the home country language could be very important for expatriates to communicate with others. Finally I think on the job training is very important, because when expatriates is away from mother country in a long period of time, they should be notified the state of art of technology in order to for them to catch-up their professional capabilities.

Complement to this perspective, Informant #2 suggests that the company should analyze carefully what kind of training they need to provide. Specifically, training should be designed based on particular job that the candidates will hold in a targeted country. When the position requires expatriates to interact intensively with local people, such as production manager or sales manager, providing training that induces their cultural sensitivity is a must. On the other hand, when the future assigned job does not require the candidates to interact intensively with local people, providing training that mostly related with the future job is necessary. The following g is his perspective:

My personal opinion is that, training depends on the nature of job responsibilities (may be skill based or personality based) he is dealing with and it varies from expatriate to expatriate and the role of expatriate in the institution.

One of the expatriates, Informant #11 also rose the issue of how important is providing specific training for the candidates, particularly short on-site training. The following is her perspectives:

In large-scale multinational companies generally would have a short lecture for employees who preparing to be working aboard, mid to long term, on a assignment or even giving them a chance to visit the country before accepting the offer. This is to assure to both employee and the company that employee will be living happily in the new environment and perform well. Therefore a pre-trip visit is very important. Lecture on culture-shock and how to adjust oneself in new environment is are also very helpful. Language is also one of the factors that contribute to the success of expatriation though it is not a necessity.

In the final conversation, Informant #1 assured that providing training is necessary for the company before they assigned to abroad. He believes that having expatriates who are fluent on local language increase the probability of expatriates to be success in their assignment. The following is his perspective:

I think if expatriates have high cultural sensitivity with good command of host country language and their professional expertise is good than the possibility to success is high. Therefore, it is important for headquarters to continuously provide necessary training for potential expatriates and also to evaluate the results of training.

Moderating Variables of the Proposed Relationships

To provide comprehensive view about the issues raises in this study, informants are also asked about what kind of conditions or for whom the effects of multiple intelligences might accelerate or decelerate on expatriates adjustment and expatriates performance. The moderating variable is expatriates psychological contract toward the organization. As Informant #3 suggested, no matter how

intelligence the expatriates are, but when they have less psychological contract to the work, they will not reached the optimum level of adjustment or performance during their expatriation. The following is her opinion regarding the issue:

Even though intelligences are important during their expatriation, but personally I have experienced that when the expatriates have high commitment and high psychological contract to my organization, they tend to adjust easily into the new environment. Moreover, their performance will be as good as in their home country. One of my former employees is excellent, in terms of IQ. His interpersonal skills also satisfactorily, and he easily adjusted to the new environment. However, since his heart is not belongs to my company, his performance is average. As the time goes by, he moved the host country's company, which is the one he always dreamed for.

DISCUSSIONS AND CONCLUSIONS

Based on extensive literature reviews and followed up by in-depth interviews with two experts in international human resources management, one CEO who are regularly send expatriates abroad, and nine expatriates; this study found the following results: First, the interviews reveal that IQ indeed has basic role to determine expatriates performance. However, since IQ has been used as screening element during the recruitment process, majority of the informants indicate that IQ is not a crucial consideration for potential employees being expatriated. Moreover, most of informants agree that cultural intelligence play prominent role during expatriation. By having ideas why people behave and thinking differently, CQ is a good starting point to work effectively with people from different cultures. In the case of EQ, some informants contend that working abroad is stressful. Many pressures (different culture, new friends, or being away from family) face expatriates during their assignment, and dealing with these pressures need someone who can deal with this situation, someone who are highly intelligent emotionally. In a summary, informants agree that each of the intelligences could contribute on the success of expatriation.

These findings are concordance to the argument of Lubinski (2004) that coping with life requires the continuous development of new skills, so cognitive intelligence useful for mastering new content—and new relationships—are what we need. Using their cognitive ability, they can learn easily and rationalize the situation in order to better adjust in the new environment. Moreover, the findings also validate the proposition of Earley and Ang (2003) that the degree of adjustment and performance could be higher when expatriate has ability to acquire or adapt behaviors appropriate for a new culture. Finally, the study confirms the findings of Cote and Miners (2006) that when people have ability to grasp and reason correctly with emotional abstractions and solve their emotional problems, they tend to have higher performance. In the context of expatriation, expatriates who have high EQ also can easily adjust themselves emotionally with new colleagues and boost their performance.

Second, the study reveals that informants have different perspectives regarding relative importance of expatriates' intelligences on the success of expatriation. First, informants argue that the roles of multiple intelligences contingent upon the duration (stages) of expatriation. Second, informants assert that the used of multiple intelligences depending upon types of job that assigned to them. Third, these intelligences (IQ, CQ, and EQ) play simultaneous role on determining the success of expatriation, because each of the intelligences has different role. In other words, the informant proposed that job characteristics and stages of expatriation could serve as moderating variables on the effects of multiple intelligences on adjustment and performance. This finding is interesting, since prior study has never discussed about the role of each of the intelligences simultaneously in the expatriation case.

Third, this study validates the propositions that personality and expatriates training contribute to the development of expatriates' intelligences. Some informants also illustrate how expatriates personality are interrelated with their IQ, CQ, and EQ. Moreover, they also argued that even though personality is not easy to change or relatively stable, but the changing of job characteristics, position, and social networks contribute to the changing of expatriates' personality. As a consequence, their level of intelligences also will be changed. Another important antecedent of expatriate intelligences is training. Informants provide three perspectives regarding expatriates training, which are depending upon their mode of learning, whether they are active, passive, or combination of both; first, expatriates mainly depending upon training provided by their companies, which can be categorized as passive learning mode; second, expatriates also complement themselves to learn about other aspects that they might need during their expatriation, which is categorized as active learning mode; third, the combination of active and passive mode. Additional findings propose that providing training should conform with particular job that will be assigned to the expatriates.

These findings are consistent to the perspective of Bissig and Lustig (2007) and the findings of Krause et al., (2006) that cognitive training programs can have significant effects on the increase of memory of participants and their level of cognitive ability. Moreover, providing training that specifically design for EQ as discussed by Slaski and Cartwright (2003) could increase expatriates EQ level. Finally, as proposed by Earley and Mosakowski (2004a), CQ can be trained. By giving some information as well as behavioral example of certain culture, the expatriates can be expected to be more culturally intelligence. In the case of personality, this study confirms the perspective of Higgins et al. (2007) and Nofle and Robins (2007) that Big Five personality interrelated with

expatriates' cognitive ability. Similarly, this study concord the perspective of McRae (2000) that EQ has strong relationship with people who have high scores for extraversion, openness, agreeableness, and conscientiousness, but it tends to be weakened when the people are neurotics. Finally, the findings validate the report of Ang et al. (2004) that personality traits have significant relationship with CQ, whereas the degree of openness to new experience has higher influence on people's CQ.

Fourth, this study reveals that expatriates psychological contract and social support serve as moderating variables on the effects of multiple intelligences on adjustment and performance. Specifically, informants noted that no matter how intelligence the expatriates are, but when they have less psychological contract to work, they will not reach the optimum level of adjustment or performance during their expatriation. The reason is because their heart is not belonging to the company. However, when the expatriates fully committed to the company, the positive effects of their multiple intelligences on adjustment and performance will be boosted. However, when the expected social support is not available, the positive effects of their intelligences on adjustment and performance tend to be weakened.

These findings are consistent with the proposition that developed in this study. Even though there is no empirical study that reported the proposed relationship, this study confirms the ideas of Kraimer and Wayne (2004) that although the influences of expatriate characteristics on expatriate adjustment are apparent, social support can enhance the magnitude of these influences. Without the supports from expatriate's supervisor and organization, the expatriate adjustment may be discounted. Similar logic also can be applied that the effects of intelligences on expatriate adjustment and performance will be magnified by social support. Regardless their level of cognitive, emotional, and cultural intelligence, the level of expatriates' adjustment will be enhanced whenever they received full support from their organization, leaders, and spouse. Moreover, when the expatriates received sufficient social support, the effects of intelligences will be amplified on performance. In addition, when the expatriates have high commitment to the organization, they tend to have feeling of obligation to continue employment, because they already engage in certain degrees of some costs related if they have intention to return home (Fields, 2002; Manion, 2004). In other words, expatriates will explore more possibilities for being adjusted in the new environment, regardless their level of intelligences. Thus, the level of commitment will moderate the effects of three intelligences on expatriate adjustment.

Although this research is not exhaustive in nature, it does examine a subset of possible variables and represents an incremental step toward better understanding of the complex phenomenon of what are the roles of expatriates multiple intelligences on the success of expatriation. Moreover, this study reveals that sufficient training and personality have detrimental role on the development of expatriates' intelligences. Finally, this study confirms that commitment and social support may moderate the positive effects of multiple intelligences on the adjustment and performance.

Although the results of this study are compelling, several limitations deserve comment, as they suggest directions for further research. The use of in-depth interview may need to further validate through empirical testing by distributing survey questionnaires to the expatriates. Moreover, even though this study tries to cover broader coverage by inviting experts, users, and expatriates, the use of diverse background might provide compelling results. Furthermore, since this study adopts a retrospective and cross-sectional research design by examining the three groups on particular issues at one point in time, directional relationships may be not clear. It is thus recommended that future research could be longitudinal in nature to further confirm the findings of this study.

REFERENCES

“References available upon request from [Li-Yueh Lee].”